



DG'S OPENING REMARKS AT THE STRATEGIC PLAN DRAFTING RETREAT

11TH NOVEMBER, 2024

NAIROBI.

Good morning Colleagues!

1. It's my pleasure to flag off this very critical exercise that will facilitate our mandate delivery. A Strategic Plan serves a guiding document, the North Star that guides our path on what to prioritize, when to prioritize it and how to resource it. Our goal at the end of the two weeks exercise is not simply to develop a document! It should be clear to all us that we are being called upon to articulate the vision that will guide us for the next three years, by outlining our priorities, defining the strategic objectives, and establish the metrics to measure the level of achievement.
2. The Authority's mission is to create efficient markets for all, and it is imperative that as we embark on developing this Plan, we bear in mind this journey, to remember the impact of our decisions on businesses and consumers. Let us think boldly, act decisively, and collaborate effectively to create a roadmap to shape policies that promote competition, innovation, and contribute to economic growth in Kenya. As we draft this 4th Strategic Plan. I laud my predecessors who have worked hard to implement the last three editions, which have positively impacted the Kenyan people.
3. If I may quickly point out some highlights that stood out for me. The 1st Plan focused on building a strong institution, the foundation on which we are standing on today. That foundation ensured that the Authority has efficient processes, right tools and competent





human capital to implement the Competition Act of 2010. That foundation ensured that we have a culture that has enabled us to work as the team we are.

4. The 2nd Plan enabled us test the Act and place the Authority at the decision-making table through enforcement and advocacy. Some noticeable positive impacts from this SP include; enhanced consumer welfare in mobile money through lower USSD charges, from KES 10 to KES 1; increased transparency and disclosure enabling consumers to know the transaction costs inflight, and the total cost of credit to guide their purchase decisions.
5. The Authority also strengthened the Buyer Power provisions that have supported the growth and sustainability of SMEs, facilitating the recovery of over KES 3 billion in delayed payments, sanctioned a paints cartel resulting in lower consumer prices and occasioning consumer savings of KES 900 million; and finalization of the digital Credit market inquiry that resulted in the promulgation of Digital Lenders Regulations to safeguard consumer welfare.
6. The current 3rd Plan enabled the Authority expand our enforcement mandate to novel areas such as bid rigging, and digital economy and further test the law. The highest-ever penalties in Kenya were imposed during this period – the matters against Carrefour Supermarket and the steel cartel. In addition, the recommendation from the timely digital platforms market study are being implemented to the benefit of consumers. We have also seen major interventions by the consumer protection team to ensure businesses abide by the rules and do right by the Public who purchase their goods and services.
7. In the 4th Strategic Plan which we are developing, as I have mentioned previously, is to strengthen the Authority as an impartial, efficient and accountable regulator, whose



primary objective is standing by the consumer and facilitating sustainable economic growth.

8. We are all aware that the Government has prioritized support towards MSMEs in the BETA plan. The key question therefore is - what is the role of CAK in contributing to this target? We have done a stellar job through the Buyer Power mandate, but what more should we do? In addition, the Customer Satisfaction Survey conducted last FY highlighted some opportunities for improvement including enhanced engagement with stakeholders, especially at the grassroots level. The recommendation from that survey, which you are all aware of, should be brought to life in your individual proposals. Let's align our thinking with what our key stakeholder, the Kenyan public, expects from us.
9. I am very keen on enhancing transparency and predictability in our mandate delivery while ensuring compliance with the law. We have already achieved a positive milestone – initiation of the amendment process of the Act. Even as this process progresses, it is the opportune time to review our tools, both regulations, rules, and processes, to ensure they reconcile with the proposals changes to our legal framework. Let's also retool our guidance notes to elucidate sections of the Act that have a propensity for breach. Is there room to improve our codes of practice going forward? That is food for thought.
10. Colleagues, I am very keen on increasing awareness of the Authority and our mandate. I challenge you to propose a multiyear campaign that will put us in everyone's mouth, to critically think about compelling content that informs and educates, to identify influencers whom we can coopt to help spread the competition gospel, using social media platforms to reach the target audience. Let's come up with modalities of how we can partner with like-minded partners that can propel our advocacy and awareness creation initiatives to



the next level. I would expect a very close collaboration between the Policy and Communications departments, of course not forgetting the role played by the other departments. I wish to remind all of us that this is a collective effort!

11. Let us keep in mind the core values that define our organization – integrity, innovation and creativity, customer focus, professionalism, impartiality, and I dare add, accountability. Accountability enables us to diligently deliver on the Authority’s work, utilize the resources appropriated to us optimally, and always put the Kenyan people first. This way, the Government will surely appreciate the CAK’s economic contribution. These values should guide our thinking and decision-making as we set our sights on the future.

12. I encourage each one of you to contribute your unique perspectives, insights, and expertise to help us develop a strategic plan that is robust, pragmatic, and forward-looking. Your insights and experiences are vital to shaping a plan that is not only ambitious but also realistic and achievable. I urge you to eliminate the box and think without limitations. The Great US General reminds us, *“If everyone is thinking alike, then somebody isn’t thinking.”* I, therefore, expect that there will be varied proposals, that will be debated and refined and agreed upon over the next two weeks. This is your chance to propose those new things you have been thinking about implementing. Do not let the fact that there are budget cuts limit your thinking and aspiration. Dr. Adano’s team is working hard to ensure we have support from development partners to bridge this financial gap. Last week, we brainstormed on ideas that can support this cause. Let’s bring them to life!

13. Thank you all for being here and for your commitment to our mission.

Let’s get started!

