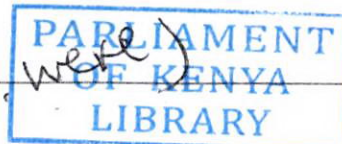
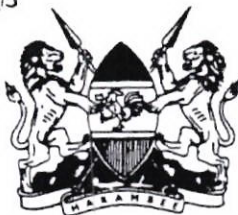


Paper Laid



*By the chairperson of the
Departmental Committee (Mr. Wale)*
Thursday, 15th April, 2010
8:45 AM
15/4/10

REPUBLIC OF KENYA



NATIONAL ASSEMBLY
TENTH PARLIAMENT – FOURTH SESSION, 2010

DEPARTMENTAL COMMITTEE ON TRANSPORT, PUBLIC WORKS
AND HOUSING

REPORT ON CONSIDERATION OF
THE MATTER OF RECRUITMENT OF THE MANAGING
DIRECTOR OF THE KENYA AIRPORTS AUTHORITY

CLERK'S CHAMBERS
NATIONAL ASSEMBLY
PARLIAMENT BUILDINGS
NAIROBI

APRIL 2010

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PREFACE

Mr. Speaker Sir,

1. The Departmental Committee on Transport, Public Works and Housing was constituted on 17th June 2009 during the Third Session of Tenth (10th) Parliament pursuant to provisions of Standing Orders 198 (1). The Committee executes its mandate in accordance with the provisions of Standing Order 198 (3), from which it draws its mandate to-
 - i. investigate, inquire into and report on all matters relating to the mandate, management, activities, administration, operations and estimates of the assigned Ministries and Departments;
 - ii. study the programme and policy objectives of the Ministries and Departments and the effectiveness of the implementation;
 - iii. study and review all legislation after First Reading subject to the exemptions under Standing Order 101 A (4);
 - iv. study and review all legislation referred to it;
 - v. study, assess and analyse the relative success of the Ministries and Departments as measured by the results obtained as compared with its stated objectives;
 - vi. investigate and inquire into all matters relating to the assigned Ministries and Departments as they may deem necessary, and as may be referred to them by the House or a Minister; and
 - vii. make reports and recommendations to the House as often as possible, including recommendations of proposed legislation.
- 2 The Committee is mandated to consider the following issues; Transport, Roads, Public Works, Construction and Maintenance of Roads, Rails and Buildings, Air, Seaports and Housing.
- 3 In executing its mandate, the Committee oversees the following Ministries:-
 - i. Ministry of Transport;
 - ii. Ministry of Public Works;
 - iii. Ministry of Roads; and
 - iv. Ministry of Housing.
- 4 The Departmental Committee on Transport, Public Works and Housing comprises the following Members:-
 - i. The Hon. David Were, M.P. – Chairperson
 - ii. The Hon. Isaac Muoki, M.P. – Vice-Chairperson
 - iii. The Hon. Walter Nyambati, M.P.
 - iv. The Hon. Edwin O. Yinda, M.P.
 - v. The Hon. Yusuf K. Chanzu, M.P.

- vi. The Hon. (Dr.) Wilbur Ottichilo, M.P.
- vii. The Hon. Boaz Kaino, M.P.
- viii. The Hon. Benjamin Langat, M.P.
- ix. The Hon. Joseph Kiuna, M.P.
- x. The Hon. Clement Wambugu, M.P.
- xi. The Hon. Mohammed H. Gabbow, M.P.

Objectives of Considering the Matter

Mr. Speaker Sir,

- 5 The objectives of considering the matter was among others, to inquire into the allegations of irregularities in the recruitment process of the Managing Director of Kenya Airports Authority, upon receipt of reports alleging irregularities in the process.

6 Acknowledgements

The Committee wishes to record its appreciation to the Ministry of Transport and Kenya Airports Authority for providing the information contained in this Report.

The Committee is also grateful to the Liaison Committee for the necessary support extended to it to enable it hold its sittings. The Committee would also wish to thank the Office of the Clerk for providing the necessary logistical and technical support during the period the Committee was considering the matter.

EXECUTIVE SUMMARY

- 7 Kenya Airports Authority falls under the Ministry of Transport which is in the category of Physical Infrastructure Sector, one of the very critical sectors to the socio-economic needs of the Country.

In executing its mandate, the Committee considered the matter of allegations of irregularities in the recruitment process of the Managing Director of Kenya Airports Authority, upon receipt of reports alleging irregularities in the process.

To this end, the Committee held a total of four meetings. During the first meeting held on 9th March 2010, the Committee met with the Assistant Minister in the Ministry, the Hon. John H. Mwau, MP and Permanent Secretary in the Ministry of Transport, Dr. Cyrus Njiru; Chairperson of Kenya Airports Authority, Mr. Martin Wambora and the then Managing

Director, Mr. George Muhoho. They were accompanied by several Senior Officers in the Ministry of Transport.

During the second meeting held on 16th March 2010, the Committee met with the Assistant Minister in the Ministry, the Hon. John H. Mwau, MP and Permanent Secretary in the Ministry of Transport, Dr. Cyrus Njiru; Chairperson of Kenya Airports Authority, Mr. Martin Wambora and the then Managing Director, Mr. George Muhoho. They were accompanied by several Senior Officers in the Ministry of Transport.

During the third meeting held on 13th April 2010, the Committee met with the Permanent Secretary in the Ministry of Transport; Chairperson of Kenya Airports Authority, Mr. Martin Wambora; the Ag. Managing Director, Mr. Matthew Wamalwa; and Head of Procurement, Mr. Allan Muturi.

The fourth sitting held on 14th April 2010, the Committee considered its draft report and adopted the final report on the matter.

8 The objectives of considering the matter:-

- i. Kenya Airports Authority is a Public institution and therefore;
 - a. It should at all times serve public interest as well as observe the principle of fairness, transparency and accountability.
 - b. All qualified Kenyans should be accorded a fair and equal opportunity to hold positions in the public service and this extends to the opportunity to compete for these positions in a fair and transparent manner by according a level playing field to all.

9 During the inquiry, the Committee observed that;

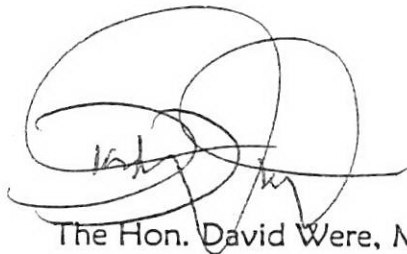
- i. The first advertisement for the position of the Managing Director issued on 27th January 2010 by the management was done without reference to/or authority of the Board of Directors.
- ii. At a Board meeting held on 3rd February 2010, the Directors resolved to have the position re-advertised. Advertisement for the position appeared in the Local Dailies on 10th February 2010 while applications were supposed to have been forwarded by 15th February 2010.

- iii. Applicants were only given 5 days to forward their applications, which Members felt was inadequate.
- iv. The recruitment process was not conducted in a fair and transparent manner.

Recommendations

10 Consequently, the Committee recommends that:-

- i. The process be started afresh to accord all Kenyans a fair and equal opportunity to participate as well as satisfy all, that there was fairness in the process.
- ii. The recruiting process should be carried out by another agency, other than Manpower (K) Limited.
- iii. Tendering for the recruitment agency should be done in accordance with the Public Procurement and Disposal Act, 2005.



The Hon. David Were, MP
Chairperson
Departmental Committee on Transport,
Public Works and Housing

Dated: April 14, 2010

CHAPTER ONE

RECRUITMENT PROCESS OF A NEW MANAGING DIRECTOR OF KENYA AIRPORTS AUTHORITY

1.0 Introduction

The appointment of a Managing Director of Kenya Airports Authority is vested in the Minister for Transport after consultations with the Board as stipulated in the Kenya Airports Authority Act Cap. 395, Part II (6). In addition, his terms of service shall be determined by the Minister in the instrument of appointment or otherwise in writing from time to time.

Nevertheless, Kenya Airports Authority being a public institution should at all times serve public interest as well as observe the principle of fairness, transparency and accountability.

In executing its mandate, the Committee considered the matter of the recruitment process of a new Managing Director of Kenya Airports Authority upon receipt of reports alleging irregularities in the recruitment process. The then Managing Director, Mr. George Muhoho retired effective from 2nd April 2010.

During the consideration of the matter, the Ministry of Transport was without a substantive Minister with the former Minister having left the docket after the Hon. Speaker declared the Matuga seat vacant on 25th February 2010, pursuant to the provisions of the National Assembly and Presidential Elections Act (Cap 7) following court nullification of his December 27, 2007 election as Member of Parliament on 5th February 2010.

2.0 Information Considered

The Committee considered the following information availed to it by the Kenya Airports Authority (KAA):-

- i. Tender documents of recruitment of the recruiting agency, Manpower (K) Limited Services
- ii. First Advertisement of Daily Nation, Friday, 27th January 2010
- iii. Second Advertisement of Daily Nation, 10th February 2010
- iv. Minutes of the Board held on 2nd February 2010
- v. Minutes of the Board held on 3rd February 2010
- vi. Minutes of the Board held on 23rd February 2010
- vii. Minutes of the Board held on 24th February 2010 containing the scores of the three candidates forwarded to the Minister for appointment.
- viii. List of candidates who applied

- ix. List of candidates shortlisted and interviewed by the consultant
- x. List of candidates presented to the Board for interviewing
- xi. List of Kenya Airports Authority members of staff who applied for the post of Managing Director
- xii. The resolution of Board of Directors
- xiii. List of questions asked to all candidates by the Board members

3.0 The Committee was informed that:-

- i. Due process for recruitment of the Managing Director of KAA had been followed.
- ii. The first advertisement of 27th January 2010 was issued by the management as the Board had been without a Chairperson since August 2009 and that some Members of the Board were aware of the commencement of the process. The advertisement was only meant to commence the process as the management felt it was important to have the process expedited
- iii. Though both the KAA and State Corporations Acts did not provide for the position of Deputy Managing Director of KAA, the Executive had appointed one.
- iv. Procurement of services of the recruitment agency namely Manpower (K) Limited Services was done in 2008 by the management through invitations. Requisition to procure the services was issued by the KAA's General Manager, Human Resources.
- v. The advertisement for the position attracted a total of 152 applicants both from within Kenya and Kenyans in the Diaspora.
- vi. Evaluation of the applicants by the recruiting agency was completely independent of the Executive and KAA.
- vii. The period of 5 given for applications to have been received was adequate as the matter had been in public domain for some time and the target population would have forwarded their applications electronically.
- viii. In addition to the advertisement being placed in sections of the media, the same was also in the Authority's official website.
- ix. The process was witnessed by a representative of the Inspector General-State Corporations, who expressed his satisfaction with the process.

4.0 Committee Observations

The Committee observed that:-

- i. The first advertisement of 27th January 2010 had not been sanctioned by the Board.

- ii. At a Board meeting held on 3rd February 2010, the Directors resolved to have the position re-advertised through a competitive selection process in accordance with the State Corporations Guidelines. Advertisement for the position appeared in the Local Dailies on 10th February 2010 while applications were supposed to have been forwarded by 15th February 2010.
- iii. The first advertisement of 27th January 2010 stipulated requirements to include a Masters Degree from a recognized University in any of the following fields: Aviation, Engineering, Engineering, Economics, Business Administration, Accounting, Finance or Law. In addition, experience and knowledge of the public sector management was an added advantage. The second of 10th February 2010 advertisement stipulated requirements to include a Bachelors Degree, while knowledge of public sector management was necessary. The Committee felt this requirement was restrictive.
- iv. The process was rushed considering applicants were given only five days to forward their applications, which Members felt was inadequate.
- v. Though the then Managing Director was due to retire effective from 3rd April 2010, a vacuum was not expected as there was a Deputy Managing Director in place. In addition, an acting Managing Director could have been appointed.
- vi. In the absence of a Chairperson of the Board of Directors, Members would have nominated one of them to preside over the meetings as provided for in the State Corporations Act , Cap 446, part III (8) (1) (e).
- vii. A total of 152 candidates applied for the position. However, no criteria was provided to the Committee on how the recruiting agency arrived at the 27 candidates it interviewed. Among those interviewed, some did not meet the minimum qualifications stipulated in the advertisement.
- viii. While the Board had earlier requested the recruiting agency to submit six candidates for the interview by the Board, on the advice of the recruiting consultants, the Board resolved to interview eight candidates purportedly to widen competitiveness in view of the fact that two of the candidates were from within KAA.
- ix. The former Managing Director actively participated in the interviews.
- x. Of the short-listed three candidates forwarded to the Ministry for appointment, the first candidate had scored marks which were so wide apart from the rest suggesting the ranking was skewed for a particular purpose or to favour a particular candidate.
- xi. Some of the interviews were conducted through the telephone.

6.0 The Committee recommends that:-

- i. The process be started afresh to accord all Kenyans a fair and equal opportunity to participate as well as satisfy all that there was fairness in the process.
- ii. The recruiting process should be carried out by another agency, other than Manpower (K) Limited.
- iii. Tendering for the recruitment should be done in accordance with the Public Procurement and Disposal Act, 2005.

MINUTES OF THE 29TH SITTING OF THE DEPARTMENTAL COMMITTEE ON TRANSPORT,
PUBLIC WORKS AND HOUSING COMMITTEE, HELD IN THE COMMITTEE ROOM ON 5TH
FLOOR, CONTINENTAL HOUSE, PARLIAMENT BUILDINGS ON TUESDAY, MARCH 09, 2010
AT 10.30 A.M

MEMBERS PRESENT

The Hon. David Were, MP – Chairperson
The Hon. Edwin O. Yinda, MP
The Hon. (Dr.) Wilbur Ottichilo, MP
The Hon. Clement Wambugu, MP
The Hon. Yusuf K. Chanzu, MP
The Hon. Joseph Kiuna, MP
The Hon. Mohammed H. Gabbow, MP

ABSENT WITH APOLOGY

The Hon. Isaac Muoki, MP – Vice- Chairperson
The Hon. Walter Nyambati, MP
The Hon. Boaz Kaino, MP

ABSENT

The Hon. Benjamin Langat, MP

IN ATTENDANCE

NON- COMMITTEE MEMBERS

The Hon. (Eng.) Nicholas Gumbo, MP
The Hon. Thomas Mwadeghu, MP
The Hon. Charles Nyamai, MP

KENYA NATIONAL ASSEMBLY

Ms. Rachel Kairu – Second Clerk Assistant

MINISTRY OF TRANSPORT

The Hon. John H. Mwau, MP – Assistant Minister
Dr. Cyrus Njiru, CBS – Permanent Secretary
Mr. F. Mwobobia – Principal Accountant
Mr. P. Koech – Director, Administration
Mr. T.T. Icharia – Principal Procurement Officer
Mr. M. N. Ngugi – Senior Deputy Secretary
Mr. D. G. Hunda – Senior Economist
Mr. G. G. Irungu – Chief Finance Officer

KENYA FERRY SERVICES

Mr. I. N. Kamau – Ag. Managing Director

The Hon. Joseph Kahindi – Chairperson
Mr. A. W. Gitare – Director, KFS

KENYA PORT AUTHORITY

Mr. Shukri Baramadi – Chairperson
Mr. Gachiri Ndua – Ag. Managing Director

KENYA AIRPORTS AUTHORITY

The Hon. Martin Wambora – Chairperson
Mr. George Muhoho – Managing Director

KENYA RAILWAYS CORPORATION

Mr. J. D. Nturi – Chairperson, KRC Board
Mr. Nduva Muli – Managing Director

MIN. 120/2009-2012

PRELIMINARIES

The sittings' proceedings commenced with a word of prayer by the Chairperson. He thereafter briefly stated the Committee's mandate as stipulated in Standing Order 198 (3).

MIN. 121/2009-2012

STATUS OF PROCUREMENT OF NEW FERRIES

The Committee was informed that;

- i. The two ferries were currently in Dresden, Germany. They had already undergone river runs and were being re-assembled in readiness for necessary sea trials including certification by the Lloyds, the engine manufacturers and all other requirements before partial handing over. After certification and testing processes, the ferries would be dismantled in preparation for shipment to the Country.
- ii. The ferries were expected in Mombasa 21 days after loading but actual dates for loading were yet to be confirmed by the ship agent. The available ship was slated to arrive in Germany between 4th and 21st April 2010. In this regard, the Ministry undertook to invite a Member of the Committee to witness the handing over of the ferries in Germany.
- iii. Training for the coxswains and phase II training for technicians was expected to commence at the end of March.
- iv. A total of Kshs. 960,640,898.20 had since been disbursed while approximately Kshs. 450,000,000 was outstanding. The Managing Director was requested to avail to the Committee a schedule of all payments made during the process.
- v. Despite malpractices in the procurement of the ferries by the then KFS administration as well as misappropriation of funds, the Ministry resolved to proceed with the process in public interest while ensuring those involved were pursued in accordance with the law.
- vi. Administrative officers involved, namely the then Managing Director, Mr. J. J. Ria; Financial Controller, Mr. Deshe Kashero; Chief Engineer, Eng. Sajad Janoowalla and Chief

Accounting Officer, Mr. S. O. Onkoba had since been interdicted and the matter was under investigation by Kenya Anti-Corruption Commission.

The Committee recommended that;

- i. Investigations into the matter be expedited.
- ii. A special audit be conducted on the process.

MIN. 122/2009-2012

REVOCATION OF APPOINTMENT OF MANAGING
DIRECTOR, KENYA PORTS AUTHORITY

The Committee was informed that;

- i. Revocation of appointment of Mr. James Mulewa as the Managing Director, KPA on 12th February 2010 was made following:
 - a) Gross abuse of office on KPA staff recruitment and alteration of terms and conditions of service contrary to provisions contained in the KPA Act Cap 391 Section 9 (d) and 10 (b), misconduct and indiscipline;
 - b) Involvement in corruption and abetting corrupt practices in the management and award of KPA tenders for the supply of capital equipment;
 - c) Gross mismanagement of KPA funds in total disregard of the KPA Act and Standing regulations;
 - d) Insubordination, irresponsible and unacceptable behavior relating to failure/refusal to attend official government meetings; and
 - e) Presenting false information on KPA's financial position and placing huge orders for supply of equipment without prior availability of funds in accordance with PP & D Act, No. 3 of 2005.
- ii. The Ministry had severally communicated with the said MD, through the KPA Chairperson on the above including asking him to show cause why disciplinary action could not be taken against him for the same.
- iii. The issues relating to (i) above were under investigation by Kenya Anti Corruption Commission except (i) (b) which had since been cleared.
- iv. In making the revocation of the appointment, the former Minister acted within provisions of KPA Act Cap 311.
- v. The former Minister left the docket after the Hon. Speaker declared the Matuga seat vacant on 25th February 2010, pursuant to the provisions of the National Assembly and Presidential Elections Act (Cap 7) following court nullification of his December 27, 2007 election as Member of Parliament on 5th February 2010.

The Committee requested KPA Chairperson to avail to Members Minutes of the Board meetings that deliberated on the above matter.

MIN. 123/2009-2012

IMPENDING APPOINTMENT OF NEW MANAGING
DIRECTOR, KENYA AIRPORTS AUTHORITY

- i. The Committee was informed that;
 - a) The term of the current Managing Director was set to expire effective from 3rd April 2010.
 - b) The initial advertisement placed in sections of the media for the recruitment of a new Managing Director was done without the sanction of KAA Board of Directors.

Therefore, the Directors resolved to have the advertisement cancelled and a new one issued with different content.
 - c) After interviews of 120 applicants conducted by a recruiting agency, Manpower Services (K) Limited, eight names were short-listed instead of six the board had requested. The explanation given by the recruiting agency was that two names were added as out of the six, two were insiders.
 - d) The Board had since conducted interviews and short-listed three names, which had been forwarded to the Minister for Transport for appointment.
- ii. The Committee raised queries over:-
 - a) Transparency in the recruitment process.
 - b) The role/involvement of the current Managing Director in the process.
 - c) The parastatal's decision to carry out external recruitment despite there being competent general managers at the Authority.
- iii. The Committee requested KAA Board to avail the following information for perusal in a follow-up meeting on Tuesday, 16th March 2010 to enable Members interrogate the issue further:-
 - a) Tendering of the recruiting agency.
 - b) The initiator the recruitment process.
 - c) Copy of the initial advertisement.
 - d) Minutes of the Board meeting that resolved to re-advertise the process.
 - e) Details of all the 120 applicants and how they were invited for interviews by Manpower Services and the Board.
 - f) The nature of the interviews, personal or otherwise.

- g) Whether all interviewees appeared for the interviews physically.
- h) Who developed the marking scheme.
- i) Score-sheets of the interviews for the 120 applicants, the eight short-listed candidates and the three names forwarded to the Minister for appointment.
- j) Whether there were other employees in the Authority apart from the deputy Managing Director who applied and whether they were interviewed or not.

MIN. 124/2009-2012

STATUS OF THE CONCESSION PROGRAMME OF TRAIN
OPERATIONS TO RIFT VALLEY RAILWAYS

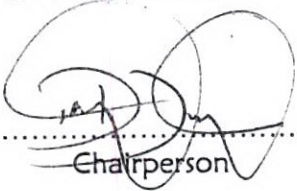
Due to lack of adequate time, the Committee deferred deliberations on the matter to Thursday, 18th March 2010.

MIN 125/2009-2012

ADJOURNMENT

And there being no other business, the Chairperson adjourned the sitting at 1 .30p.m. until a Tuesday, 16th March 2010.

Signed


Chairperson

Date.....13/04/2010.....

MINUTES OF THE 30TH SITTING OF THE DEPARTMENTAL COMMITTEE ON TRANSPORT,
PUBLIC WORKS AND HOUSING COMMITTEE, HELD IN THE COMMITTEE ROOM ON 4TH
FLOOR, CONTINENTAL HOUSE, PARLIAMENT BUILDINGS ON TUESDAY, MARCH 16, 2010
AT 10.30 A.M.

MEMBERS PRESENT

The Hon. David Were, MP – Chairperson
The Hon. Isaac Muoki, MP – Vice- Chairperson
The Hon. Walter Nyambati, MP
The Hon. Edwin O. Yinda, MP
The Hon. (Dr.) Wilbur Ottichilo, MP
The Hon. Boaz Kaino, MP
The Hon. Yusuf K. Chanzu, MP
The Hon. Joseph Kiuna, MP
The Hon. Benjamin Langat, MP
The Hon. Mohammed H. Gabbow, MP

ABSENT

The Hon. Clement Wambugu, MP

IN ATTENDANCE

KENYA NATIONAL ASSEMBLY

Ms. Rachel Kairu – Second Clerk Assistant

MINISTRY OF TRANSPORT

The Hon. John H. Mwau, MP – Assistant Minister
Dr. Cyrus Njiru, CBS – Permanent Secretary
Mrs. P. Koech – Director, Administration
Mr. F. Mwobobia – Principal Accountant
Mr. G. G. Irungu – Chief Finance Officer
Ms. Theresa Icharia – Principal Procurement Officer

KENYA AIRPORTS AUTHORITY

The Hon. Martin Wambora – Chairperson
Mr. George Muhoho – Managing Director

MIN. 126/2009-2012

PRELIMINARIES

The sittings' proceedings commenced with a word of prayer by the Chairperson.

MIN. 127/2009-2012

IMPENDING APPOINTMENT OF NEW MANAGING
DIRECTOR, KENYA AIRPORTS

1. The Committee considered the following information availed by the Kenya Airports Authority (KAA):-

- i. Tender documents of recruitment of the recruiting agency, Manpower (K) Limited Services.
- ii. First Advertisement of Daily Nation, Friday, 20th January 2010.
- iii. Second Advertisement of Daily Nation, 10th February 2010.
- iv. Minutes of the Board held on 2nd February 2010.
- v. Minutes of the Board held on 3rd February 2010.
- vi. Minutes of the Board held on 23rd February 2010.
- vii. List of candidates who applied.
- viii. List of candidates shortlisted and interviewed by the consultant.
- ix. List of candidates presented to the Board for interviewing.
- x. List of Kenya Airports Authority members of staff who applied for the post of Managing Director.
- xi. The resolution of Board of Directors.
- xii. List of questions asked to all candidates by the Board members.

2. The Committee was informed that:-

- i. The first advertisement was issued by the management as the Board had been without a Chairperson since August 2009. However, some Members of the Board were aware of the commencement of the process.
- ii. The advertisement was only meant to commence the process as the Authority felt it was important to have the process expedited
- iii. Though both the KAA and State Corporations Acts did not provide for the position of Deputy Managing Director at KAA, the Executive had appointed one.
- iv. Procurement of services of the recruiting agency, Manpower (K) Limited Services was done in 2008 through invitations whereby seven companies were invited to bid. Requisition to procure the services was issued by the KAA's General Manager, Human Resources.
- v. Evaluation of the applicants by the recruiting agency was completely independent of the Executive and KAA.
- vi. The period given for applications to be received was adequate as the matter had been in public for a sometime and the target population would have forwarded their applications electronically.
- vii. In addition to the advertisement being placed in sections of the media, the same was also in the Authority's official website.

3. The Committee observed that:-

- i. The first advertisement of 20th January 2010 had not been sanctioned by the Board. Consequently, the Board resolved to have it and the position re-advertised.
- ii. The second advertisement of 10th February 2010 was more restrictive compare to the first.
- iii. The process was rushed considering applicants were given only five days to forward applications, which Members felt was inadequate.
- iv. Though the current Managing Director was set to retire effective from 3rd April 2010, a vacuum was not expected as there was a Deputy Director in place. In addition, an acting Managing Director could have been appointed.

- v. At no time did the Board have a vacuum adding that since it was constituted by way of quorum, in the absence of the Chair, Members would have nominate one of them to chair meetings.
- vi. A total of 152 candidates applied for the position. However, no criteria was provided to the Committee on how the recruiting agency arrived at the 27 candidates interviewed.
- vii. No score-sheets were provided.
- viii. Some interviews were conducted on phone, which Members felt was questionable.
- ix. The recruiting agency shortlisted a total of eight instead of six the Board had requested for.
- x. Of the short-listed three candidates forwarded to the Ministry for appointment, the first candidate had scored marks which were so wide apart from the rest suggesting the ranking was skewed for a particular purpose or to favour a particular candidate.

4. Committee Recommendations

In view of the above, the Committee recommended that the process be started afresh to accord all Kenyans a fair and equal opportunity to participate as well as satisfy all that there was fairness in the process.

MIN 128/2009-2012

ADJOURNMENT

And there being no other business, the Chairperson adjourned the sitting at 12:30 p.m. until a later date.

Signed
Chairperson

Date. 13/04/2010

MINUTES OF THE 35TH SITTING OF THE DEPARTMENTAL COMMITTEE ON TRANSPORT,
PUBLIC WORKS AND HOUSING COMMITTEE, HELD IN THE COMMITTEE ROOM ON 5TH
FLOOR, MAIN PARLIAMENT BUILDINGS ON TUESDAY, APRIL 13, 2010 AT 10.15 A.M.

MEMBERS PRESENT

The Hon. David Were, MP – Chairperson
The Hon. Isaac Muoki, MP – Vice- Chairperson – Chairing
The Hon. Walter Nyambati, MP
The Hon. Edwin O. Yinda, MP
The Hon. (Dr.) Wilbur Ottichilo, MP
The Hon. Benjamin Langat, MP
The Hon. Yusuf K. Chanzu, MP
The Hon. Boaz Kaino, MP

ABSENT WITH APOLOGY

The Hon. Joseph Kiuna, MP
The Hon. Clement Wambugu, MP

ABSENT

The Hon. Mohammed H. Gabbow, MP

IN ATTENDANCE

KENYA NATIONAL ASSEMBLY

Ms. Rachel Kairu – Second Clerk Assistant

MINISTRY OF TRANSPORT

Dr. Cyrus Njiru, CBS – Permanent Secretary

KENYA AIRPORTS AUTHORITY

The Hon. Martin Wambora – Chairperson
Mr. Matthew Wamalwa – Ag. Managing Director
Mr. Allan Muturi – Head of Procurement

MIN. 148/2009-2012

PRELIMINARIES

The sittings' proceedings commenced with a word of prayer by the Chairperson.

MIN. 149/2009-2012

CONFIRMATION OF MINUTES

Minutes of the following sittings were read and confirmed by the Members present as a true record of the sittings' proceedings, and signed by the Chairperson;

- i. Minutes of the 29th Sitting held on 9th March 2010; and

- ii. Minutes of the 30th sitting held on 16th March 2010;

MIN. 150/2009-2012 MATTERS ARISING

The following matters arose and were dealt with as herein below;

- i. Under Min. 122/2009-2012 of 9th March 2010: **Status of Procurement of New Ferries**; the Chair informed Members that the Ministry had forwarded to the Committee a copy of the analysis of money budgeted and transferred to Kenya Ferry Services for purchase of two ferries as well as payments made by Kenya Ferry Services to the Supplier (SET);
- ii. Under Min.123/2009-2012 (ii) of 9th March 2010: **Revocation of Appointment of Managing Director of Kenya Ports Authority (KPA)**; Members requested the Secretariat to follow up with Kenya Ports Authority on the Board minutes that deliberated on the matter.

The Committee resolved to establish from KPA the current position on the matter.

The Committee further resolved to request KPA to avail the report from the Office of the Prime Minister on the same.

MIN. 151/2009-2012

MEETING WITH THE MINISTER FOR ROADS

The Chair informed Members of the Minister for Road's inability to attend the meeting as he was attending a Sub-Cabinet Committee on Infrastructure on the same date.

The Committee rescheduled the meeting to 20th April 2010 at 10.00am

MIN. 152/2009-2012

MEETING WITH THE PERMANENT SECRETARY, MINISTRY OF
TRANSPORT AND THE CHAIR OF KENYA AIRPORTS
AUTHORITY

The Committee expressed displeasure over the press statement made by the Board of Directors on 19th March 2010 over the recommendations made by the Committee during its meeting of 16th March 2010 with the Permanent Secretary and the KAA Board Chair apparently dismissing the Committee's recommendations.

Both the Permanent Secretary and the Chairperson of the Board assured Members that the situation could have resulted from a misunderstanding arising from misinformation by the press.

The Board Chairperson clarified that statement was not in any way intended to dismiss the Committee's recommendations, but the Board was awaiting the formal recommendations from the Committee. He assured Members that the statement was meant to reassure stakeholders in the industry as a result of negative publicity the issue had attracted.

The Permanent Secretary informed the Committee the former Managing Director had since retired and that Mr. Matthew Wamalwa had been appointed to the position in an acting capacity awaiting appointment of a substantive Managing Director.

He assured Members that four Government institutions namely; the Office of the President; the Office of the Prime Minister; the Kenya Anti Corruption Commission and the Kenya National

Commission on Human Rights had taken up investigations into the matter and found that the Board had acted objectively.

He highlighted some of the implications of repeating the recruitment process which include the cost and demoralization of the candidates.

MIN. 153/2009-2012

COMMITTEE OBSERVATIONS AND WAY FORWARD

The Committee observed that only the Office of the Prime Minister's had responded formally to the Board giving the Board the go ahead to proceed with the recruitment process.

In view of the above, the Committee maintained its recommendations made in the previous meeting that the process should be repeated but resolved to study the *papers* laid before it with a view to deciding the way forward.

MIN. 154/2009-2012

ADJOURNMENT

And there being no other business, the Chairperson adjourned the sitting at 1.45p.m. until a Wednesday, 14th April 2010.

Signed
Chairperson

Date.....

MINUTES OF THE 36TH SITTING OF THE DEPARTMENTAL COMMITTEE ON TRANSPORT,
PUBLIC WORKS AND HOUSING, HELD IN COUNTY HALL, 2ND FLOOR ON THURSDAY, 14TH
APRIL 2010 AT 11.00 A.M.

MEMBERS PRESENT

Hon. David Were, MP – Chairperson
Hon. Isaac Muoki, MP – Vice-Chairperson
Hon. Walter Nyambati, MP
Hon. (Dr.) Wilbur Ottichilo, MP,
Hon. Edwin O. Yinda, MP
Hon. Mohammed .H. Gabbow, MP
Hon. Yusuf K. Chanzu, MP
Hon. Benjamin Langat, MP
Hon. (Capt.) Clement Wambugu, MP
Hon. Boaz Kaino, MP

ABSENT WITH APOLOGY

Hon. Joseph Kiuna, MP

IN ATTENDANCE

KENYA NATIONAL ASSEMBLY

Ms. Rachel Kairu – Second Clerk Assistant

MIN. 155/2009-2012

CONSIDERATION OF DRAFT REPORT ON THE MATTER OF
RECRUITMENT OF THE MANAGING DIRECTOR OF KENYA
AIRPORTS AUTHORITY

The Committee considered the Draft Report on the matter of recruitment of the Managing Director of Kenya Airports Authority and adopted it subject to a few amendments.

MIN. 156/2009-2012

ADJOURNMENT

And there being no other business, the Chairperson adjourned the sitting at 12.40 p.m. until Wednesday, 15th April 2010.

Signed

Date.....

The Hon. David Were, MP
Chairperson



(4)

**MINUTES OF THE 130TH SPECIAL BOARD OF DIRECTORS
MEETING HELD ON 2ND FEBRUARY, 2010 IN THE
BOARDROOM, KENYA AIRPORTS AUTHORITY
HEADQUARTERS, NAIROBI**

Present

Mr. Martin N Wambora	-	Chairman
Dr. Cyrus Njiiru	-	Director
Mr. Kibuchi Murithi	-	Director
Mrs. Catherine Kuria	-	Director
Mr. Joseph T Denar	-	Director
Mr. Hassan Kulow	-	Director
Mr. Macharia Njeru	-	Director
Mr. George Muhoho	-	Managing Director
Mrs. Beatrice Gathirwa	-	Alternate Director Ministry of Finance
Mr. Aggrey Busena	-	Alternate Director Office of the President

In attendance

Mr. Titus Mureithi	-	Inspector General State Corporation
Ms Margaret Munene	-	Legal Counsel (Recording)

Min 1/130/2010 **Introduction and Adoption of the Agenda**

The meeting began at 3:00 pm with a word of prayer by Mrs. Catherine Kuria. The Agenda for the meeting earlier circulated was adopted.

Min 2/130/2010 **Introduction of Martin Nyaga Wambora as Chairman of Kenya Airports Authority**

The Managing Director welcomed the members of the Board to the first Board meeting of the year, wished them a Happy New Year and informed members that the meeting was a Special Board meeting. He then informed the meeting that it was his privilege to introduce to the Board Mr. Martin Nyaga Wambora who had been appointed by His Excellency the President as the Chairman of Kenya Airports Authority.

Thereafter he invited the Permanent Secretary Dr. Cyrus Njiiru to introduce the Chairman. The Permanent Secretary began by informing members that it was his second Board meeting at KAA and he recalled that during his first meeting the Board inquired when they a Chairman would be appointed. He informed the meeting that he made the necessary consultations and he was happy to inform the Board that his Excellency the President had appointed Mr. Martin Wambora as the Chairman of the Kenya Airports Authority.

He welcomed the Chairman and wished him well and particularly requested him to move KAA to the next level and to make Jomo Kenyatta International Airport a hub.

The Chairman thanked the Permanent Secretary and the Managing Director for preparing the meeting and said it was his pleasure to meet the members of the Board. He informed the meeting that he had a briefing with the Permanent Secretary, Managing Director and the Senior Managers. He further informed the meeting that KAA can only move to the next level with the cooperation of the Board and Staff members.

Min 3/130/2010 **Matters Arising**

The Chairman requested for an update on the advertisement that appeared in the media in order to see if all the members were on the same page. He invited the Permanent Secretary and the Managing Director to brief the Board.

The Managing Director informed the meeting that during the last Board meeting, under any other business, a question arose of the future of the Managing Directors post as the term of the current Managing Director was

coming to an end on 3rd April 2010. The Managing Director informed the meeting that during that meeting he indicated to the Board that he had gone to the PS and informed him that he had no intention of seeking reappointment. He further informed the meeting that the Permanent Secretary did follow-up with a note to him confirming the discussion.

The Managing Director then reminded members of the Job Evaluation exercise which defined the profile of every position in the Organisation. The Managing Director apprised the meeting that the Authority had engaged a Job Evaluation expert who defined the profile of every position in the Organisation.

The Managing Director informed members that the Authority requested the same expert to give the job profile for the Managing Directors position which he did through an email dated 14th January 2010. The meeting was informed that the job profile included the competencies that the job required, the qualifications and experience.

He further informed the meeting that the Authority considered the said profile together with the draft job description that the former Chairman, Engineer Mwongera had given and the advertisements by Kenya Pipeline Authority and Kenya Civil Aviation Authority when they were recruiting their Chief Executive.

The Managing Director informed the meeting that thereafter he discussed with the Permanent Secretary and also consulted other authorities in Government. The Managing Director informed the meeting the Permanent Secretary advised that the job be advertised in the press. Copies of the advertisement were circulated to the members.

The Managing Director further went on to explain the reason for going for a Masters was because already in the profiles the General Managers position requires a Masters degree. The Managing Director also informed members that in the profile the General Managers are required to have ten years experience while the Chief Executive is required to have fifteen years experience with five years in senior management.

The Managing Director also informed the meeting that in the media there were reports that Manpower services limited was handpicked. The Managing Director informed members that that was not factual. He reminded members that previously there was an agency (Hawkins) which

used to recruit for the Authority. However the then Board felt Hawkins had been around for a long time. He informed the meeting that KAA therefore floated tenders on 30th October 2009. The Managing Director informed the meeting that out of the eight Companies that had bought the tender documents seven returned their bids within the submission deadline. They included;

1. Tips Management Services Ltd
2. Manpower Services
3. Forbes Global
4. Hawkins Associates Ltd
5. East Africa Resources & Training Institute Ltd
6. International Development Partners (EA) Ltd
7. Personnel Resource

He informed the meeting that as required by law he appointed a Committee to evaluate the bids. He informed the meeting that the members of the Committee were;

- | | |
|--------------------|----------|
| 1. Daniel Keshu | Chairman |
| 2. David Tomno | Member |
| 3. Leonard Richuni | Member |
| 4. Kemboi Obadiah | Member |

The Managing Director informed the meeting that the Committee did the evaluation and recommended Manpower Services Limited which proved to be substantially responsive.

He further informed the meeting that Manpower Services Limited will carry out the initial interviews and furnish the Board six candidates for the Board to undertake further interviews.

The Chairman then invited the Permanent Secretary to brief the members. The Permanent Secretary informed members that he had made two observations;

1. The Permanent Secretary informed members that KAA had consulted with Government. He informed the meeting that he wrote a letter to the Managing Director asking him to set in motion a process to recruit a new Managing Director. He further informed the meeting that at the time there was no Chairman.

He requested members that in future the Board should discuss developments and future of the Authority and not what the media has set in motion.

The Chairman then invited the other Board members to comment on information given by the Managing Director and the PS.

Members agreed that it is very important that the Board should not run its issues through the press. Some members were however of the view that there had never been any substantive discussion on the future of the Managing Directors post with the Board. They informed the meeting that they only saw the advertisement in the newspapers. Further they commented that the whole process should be managed by the Board as provided by law namely the State Corporations Act, the Kenya Airports Act and the Guidelines on Terms and Conditions of service for State Corporations. The members further emphasized the importance of the Board owning the process. Members informed the meeting that in as much as the intention was right the process could have been done differently. Some members also commented that the advertisement was a step in the right direction given that historically State Corporations had gotten appointments from Ministers and the Office of the President.

The Chairman informed members that the Managing Director's term expires on 3rd April 2010 and therefore it will be very important to recruit a Chief Executive Officer before that date. He therefore requested members to agree on a way forward.

Board Action;

After considerable deliberation the Meeting resolved that;

- In view of the fact that Mr. George K Muhoho's term is coming to an end on 3rd April 2010 the Board resolved to commence competitive recruitment of the Managing Director forthwith through advertisement.
- The Management was directed to provide the details of an appropriate advertisement and a Board paper on the process of competitive recruitment for the Board's deliberation.
- There be a Special Board Meeting of the Board on 3rd February 2010 at 9.00am to proceed with the process.

Management circulated to the members the advert and the email dated 13th January 2010 from the consultant for the members to study in preparation of the Special Board meeting on the 3rd of February 2010.

Min 4/130/2010 **To consider and approve the Performance Contracting report in respect of the Contact Period 1st October 2009 to 31st December 2009**

Management submitted there Performance Contracting Report to the Board.

Board Action;

The meeting considered and approved the Performance Contracting Report in respect of the Contract Period 1st October 2009 to 31st December 2009.

The meeting ended at 6.20pm with a word of prayer by Mr Hassan Kulow.

CONFIRMED AS A TRUE RECORD OF THE PROCEEDINGS OF THE BOARD.

MARTIN WABORA
CHAIRMAN

MARGARET MUNENE
for CORPORATION SECRETARY

DATE: _____

DATE: _____



**MINUTES OF THE 131ST SPECIAL BOARD OF DIRECTORS
MEETING HELD ON 3RD FEBRUARY, 2010 IN THE BOARDROOM,
KENYA AIRPORTS AUTHORITY HEADQUARTERS, NAIROBI**

Present

Mr. Martin N Wambora	-	Chairman
Dr. Cyrus Njiru	-	Director
Mr. Kibuchi Muriithi	-	Director
Mrs. Catherine Kuria	-	Director
Mr. Joseph T Denar	-	Director
Mr. Hassan Kulow	-	Director
Mr. Macharia Njeru	-	Director
Mr. George Muhoho	-	Managing Director
Mrs. Beatrice Gathirwa	-	Alternate Director Ministry of Finance
Mr. Aggrey Busena	-	Alternate Director Office of the President

In attendance

Mr. Titus Mureithi	-	Inspector General State Corporation
Mr. John Tito	-	Corporation Secretary
Ms Margaret Munene	-	Legal Counsel (Recording)

Min 1/131/2010 **Introduction**

The meeting began at 9:50 am with a word of prayer by Mrs. Catherine Kuria. The Chairman welcomed the members of the Board together with the Corporation Secretary who had been away during the previous meeting.

Min 2/131/2010 **Adoption of the Agenda**

The agenda and the Board paper number 1/131 earlier circulated were adopted.

Min 3/131/2010 **Consideration of the recruitment of the Managing Director**

The Chairman invited members to comment on the Indent of the advertisement for the position of the Managing Director. He proposed that they look at the document paragraph by paragraph.

Members proceeded to examine the indent in detail. Members made amendments to the indent.

It was Unanimously RESOLVED THAT the advertisement for the position of the Managing Director be as follows;

MANAGING DIRECTOR

Our client, Kenya Airports Authority (KAA), is a State Corporation established under the Kenya Airports Authority Act (Cap 395), whose mandate is to construct, operate and maintain aerodromes, as well as provide such other amenities and facilities for passengers and other persons making use of the services or other facilities so provided within Kenya.

KAA is looking to recruit a Managing Director with exceptional leadership, skills and a broad exposure to senior management.

The Managing Director is the Chief Executive of the Authority charged with the control and executive management of the organization under the direction of the Board.

KEY RESPONSIBILITIES

- Implementing and monitoring compliance with the KAA Act (Cap 395).
- Implementing and monitoring decisions of the Board of Directors and appraising the Board on the progress.
- Developing and implementing the KAA Strategic Plan and ensuring its compliance with the Ministry of Transport Strategic Plan and the Kenya Vision 2030.
- Developing safety and security mechanisms compliant to both National and International Standards.
- Providing visionary leadership and managing KAA human capital and other assets to provide maximum productivity.
- Developing and managing a mechanism that maintains an excellent stakeholder relations environment with KAA.
- Establishing and maintaining business linkages with local and International stakeholders and aviation bodies.
- Ensuring continuous achievement of the Authority in financial and operating goals and objectives.

KEY QUALIFICATIONS AND EXPERIENCE

- At least a Bachelors Degree and a Master's Degree from a recognized University in any of the following fields: Aviation, Engineering, Economics, Business Administration, Accounting, Finance or Law.
- Minimum of fifteen (15) years experience in management, five (5) years of which must have been in a senior management role in a large Organisation.
- Demonstrated experience in strategic management, including planning, goal setting, implementation, monitoring, evaluation and reporting.
- Strong leadership and negotiation skills with capacity to deal with local, regional and international organizations.

In addition to the qualifications and experience listed above the ideal candidate should be a Kenyan citizen with good communication and presentation skills, strong interpersonal, organizational and team building capacities and a high professional ethical standing. Computer literacy, experience and knowledge of public sector management are necessary.

TERMS

The successful candidate will be offered a 3 year contract, renewable for a further one term.

Other terms and conditions of service for the successful candidate will be negotiated in line with the Guidelines for terms and conditions of service for State Corporations.

KAA is an equal opportunity employer. Canvassing will lead to disqualification.

Applicants are requested to disregard the earlier advertisement.

Min 4/131/2010

Timetable for the recruitment process

The Meeting Resolved that the

1. The advertisement be placed in the newspapers as from the 5th of February 2010.
2. Submissions of applications to close on 15th February 2010.
3. The Recruiting Consultant to submit their Report and listing six of short listed candidates on 19th February 2010.
4. Interviews to be conducted by the Board of Directors on 23rd February 2010.

Min 5/131/2010

Process for recruitment

The Meeting Directed management to use a Recruitment agency competitively procured in accordance with the law and laid down procedures.

The meeting ended at 1:00pm with a word of prayer by Mrs. Beatrice Gathirwa.

CONFIRMED AS A TRUE RECORD OF THE PROCEEDINGS OF
THE BOARD.

MARTIN WAMBORA
CHAIRMAN

JOHN TITO
CORPORATION SECRETARY

DATE: _____

DATE: _____



**MINUTES OF THE 132ND SPECIAL BOARD OF DIRECTORS
MEETING HELD ON 23RD FEBRUARY, 2010 IN THE
BOARDROOM, KENYA AIRPORTS AUTHORITY
HEADQUARTERS, NAIROBI**

Present

Mr. Martin N Wambora	-	Chairman
Dr. Cyrus Njiru	-	Director
Mr. Kibuchi Murithi	-	Director
Mrs. Catherine Kuria	-	Director
Mr. Joseph T Denar	-	Director
Mr. Hassan Kulow	-	Director
Mr. Macharia Njeru	-	Director
Mr. George Muhoho	-	Managing Director
Mrs. Beatrice Gathirwa	-	Alternate Director Ministry of Finance
Mr. Aggrey Busena	-	Alternate Director Office of the President

In attendance

Mr. Chris Makokha	-	Inspector General State Corporation
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Ms Francis Muhindi
Manpower Services
John Tito

- Group Managing Director
- Corporation Secretary

Min 1/132/2010

Introduction and Adoption of the Agenda

The meeting began at 9:45 pm with a word of prayer by Mr. Macharia Njeru. The Agenda for the meeting was conducting interviews for the position of the Managing Director.

Min 2/132/2010

Interviews for the position of Managing Director of Kenya Airports Authority

The Chairman invited Mr. Francis Muhindi, Group Managing Director Manpower Services to brief the meeting on the recruitment process and conduct of the interview process.

Mr. Muhindi informed the meeting that over 160 candidates had applied for the position and that his firm had evaluated the applications and conducted interviews of over 30 candidates. The Firm had short listed the candidates and forwarded 8 candidates to be interviewed by the Board. Mr. Muhindi indicated to the Board that where there are two candidates from the same institution his firm would normally recommend to the Board to consider additional candidates for the interviews. He advised that two of the short listed candidates were currently serving in KAA and he had therefore short listed 8 candidates for interviews by the Board of Directors.

Mr. Muhindi furnished to each Board member copies of Curricula Vitae of each candidate.

The Consultant explained that each Board Member would score each candidate and award points out of a maximum of 10. All scores from each of the panelist would then be added up and candidates ranked accordingly.

Mr. Muhindi further presented suggested questions that the Board members may consider to ask the candidates. The Board reviewed the proposed questions and made amendments and settled on the following;

1. Tell us about your highest academic and professional qualifications.

2. Now, briefly tell us about your career progression, from your earliest job to the Current status.
3. Briefly tell us about the depth of your involvement in the preparation of corporate Strategic Business plans.
4. What is Corporate Governance and how would you apply it at KAA or any organization?
5. Tell us about your most outstanding innovation that made a great positive change in your employers operations.
6. How would you go about introducing necessary organizational changes in the face of possible staff resistance to change?
7. What is performance Management and how would you apply it at KAA?
- 8.1 What challenges would you expect to face at KAA assuming you were selected for the job?
- 8.2. How would you tackle the expected Challenges?
9. What is your involvement in financial budgeting and controls?
10. Briefly tell us why you believe you are the best candidate
11. What is your personal vision for KAA, what changes if any would you effect at KAA.
12. Do you have any questions for the Board?

It was explained that as far as possible and to ensure fairness to the candidates the same questions be posed to all the candidates. Members were free to pose additional and supplementary questions to the candidates.

It was further agreed to accord each candidate Forty Minutes of interview time.

Mr. Muhindi then explained that due to logistical arrangements not all the Candidates were available for interviews today and that four candidates were to be interviewed today and the balance four would be interviewed the following day

The Members deliberated and agreed that to ensure uniformity in ranking that interviews for all the candidates be conducted on the same day. It was therefore resolved that the interviews be conducted the following day for all the candidates.

The meeting ended at 6.20pm with a word of prayer by Mr. Hassan Kulow.

CONFIRMED AS A TRUE RECORD OF THE PROCEEDINGS OF THE
BOARD.

MARTIN WABORA
CHAIRMAN

JOHN TITO
CORPORATION SECRETARY

DATE: _____

DATE: _____



KAA Kenya Airports Authority

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P.O. Box 19001 - 00501 Nairobi, Kenya
Tel: 254 - 020 - 822111 / 6611000 / 6612000
Tel: 254 - 020 - 822078, 827304
Email: info@kenyairports.co.ke
www.kenyairports.co.ke



**MINUTES OF THE 133rd SPECIAL BOARD OF DIRECTORS
MEETING HELD ON 24th FEBRUARY, 2010 IN THE BOARDROOM,
KENYA AIRPORTS AUTHORITY HEADQUARTERS, NAIROBI**

Present

Mr. Martin N Wambora	-	Chairman
Dr. Cyrus Njiru	-	Director
Mr. Kibuchi Muriithi	-	Director
Mrs. Catherine Kuria	-	Director
Mr. Joseph T Denar	-	Director
Mr. Hassan Kulow	-	Director
Mr. Macharia Njeru	-	Director
Mr. George Muhoho	-	Managing Director
Mrs. Beatrice Gathirwa	-	Alternate Director Ministry of Finance
Mr. Aggrey Busena	-	Alternate Director Office of the President

In attendance

Mr. Chris Makokha	-	Inspector General State Corporation
Mr. John Tito	-	Corporation Secretary

CONFIDENTIAL

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Min 1/133/2010

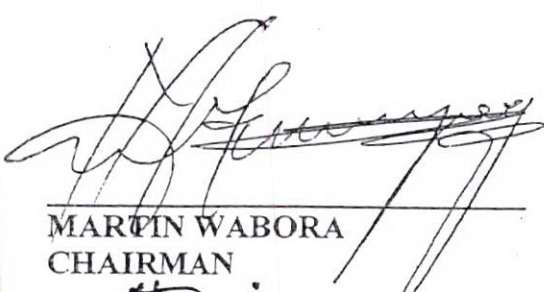
Interviews for the position of the Managing Director

The Board of Directors having carried out interviews, tallied the scores and ranked the various candidates for the position of Managing Director Kenya Airports Authority RESOLVE to recommend to the Honourable Minister for Transport the following Candidates for due consideration for appointment to the position of Managing Director Kenya Airports Authority;

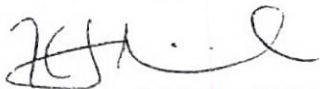
1. Stephen Gichuki- 91%
2. Francis Mugo- 68%
3. William Kirwa-60%

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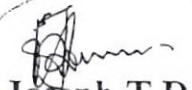
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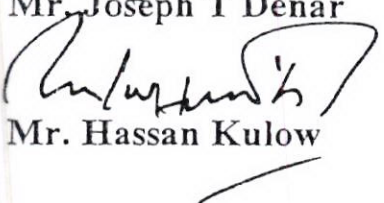

MARTIN WABORA
CHAIRMAN


Dr. Cyrus Njiru


Mr. Kibuchi Muriithi


Mrs. Catherine Kuria


Mr. Joseph T Denar


Mr. Hassan Kulow

24/02/2010
- Director

- Director

- Director

- Director

- Director

Mr. Macharia Njeru

Mr. George Muhoho

Mrs. Beatrice Gathirwa

Mr. Aggrey Busena

- Director

- Managing Director

- Alternate Director
Ministry of Finance

- Alternate Director
Office of the President

CONFIDENTIAL

DATE: 24/02/2010

DATE: 24/02/2010

KENYA AIRPORTS AUTHORITY

SUGGESTED INTERVIEW QUESTIONS FOR THE POSITION OF MANAGING DIRECTOR

(DURATION 40 MINUTES)

1. Tell us about your highest academic and professional qualifications.
2. Now, briefly tell us about your career progression, from your earliest job to the current status.
3. Briefly tell us about the depth of your involvement in the preparation of corporate Strategic Business plans.
4. What is Corporate Governance and how would you apply it at KAA or any organization?
5. Tell us about your most outstanding innovation that made a great positive change in your employers operations.
6. How would you go about introducing necessary organizational changes in the face of possible staff resistance to change?
7. What is performance Management and how would you apply it at KAA?
- 8.1 What challenges would you expect to face at KAA assuming you were selected for the job?
- 8.2. How would you tackle the expected Challenges?
9. What is your involvement in financial budgeting and controls?
10. Briefly tell us why you believe you are the best candidate
11. What is your personal vision for KAA, what changes if any would you effect at KAA.
12. Do you have any questions for the Board?

