



**KENYA ASSOCIATION FOR PUBLIC ADMINISTRATION AND MANAGEMENT (KAPAM)**

*Fostering networking and professionalism for global competitiveness*

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**REPORT**

**ON A PUBLIC LECTURE ON**

**“THE ROLE OF PUBLIC ADMINISTRATION AND  
MANAGEMENT IN NATIONAL DEVELOPMENT”**

ORGANIZED BY THE KENYA ASSOCIATION FOR PUBLIC ADMINISTRATION AND  
MANAGEMENT (KAPAM), AN AFFILIATE OF AFRICAN ASSOCIATION FOR PUBLIC  
ADMINISTRATION AND MANAGEMENT (AAPAM)

**DELIVERED BY JOSEPH RUGUMYAMHETO**

**AT ABERDARE HALL, KICC, NAIROBI**

**WEDNESDAY, 11<sup>TH</sup> MARCH, 2009**

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## **Acknowledgement**

The successful hosting of a public lecture on Wednesday 11<sup>th</sup> March 2009 by KAPAM was a culmination of the contributions of many people and institutions:

We wish to thank the Executive Committee Members of KAPAM: Chairman, Amb. Francis K. Muthaura, EGH, Permanent Secretary, Secretary to the Cabinet and Head of Public Service. Vice- Chairman, Mr. Titus M. Ndambuki, CBS, Permanent Secretary, Ministry of State for Public Service (MSPS), Executive Secretary, Dr. Margaret Kobia, OGW, Director/CEO, Kenya Institute of Administration (KIA), and Treasurer, Ms. Njoki Kahiga, OGW, Director Human Resource Development, (HRD), MSPS, for spearheading the organization of the lecture.

We wish to pass our gratitude to the guest speakers Mr. Joseph Rugumyamheto of the United Republic of Tanzania and Dr. Ludeki Chweya, CBS, Permanent Secretary, Ministry of Home Affairs for delivering well researched and insightful lectures.

We also take special cognizance of the sponsors of the public lecture namely: MSPS, Public Service Commission of Kenya (PSC (K)), Teachers Service Commission (TSC) and KIA for providing the necessary resources.

The Organizing Committee deserves a special mention for their commitment before, during and after the lecture. Special thanks also go to all participants for turning up in large numbers for and making the lecture lively through their active participation.

Lastly, we wish to acknowledge the KICC Management for providing the conducive venue for the lecture.

## **Executive Summary**

The public lecture entitled “The Role of Public Administration and Management in National Development,” was organized by the Kenya Association for Public Administration and Management (KAPAM), an affiliate of the continental body, African Association for Public Administration and Management (AAPAM).

The lecture was intended to promote sharing of experiences, best practices, excellence and professionalism in public administration and management. The participants were drawn from the public and private sectors including professional Associations. A total of 466 participants attended the lecture, thus surpassing the targeted number of 300 persons.

The main lecture was delivered by Mr. Joseph Rugumyamheto, former Permanent Secretary, Public Service Management, President’s Office, United Republic of Tanzania. Dr. Ludeki Chweya, CBS, Permanent Secretary, Office of the Vice-President and Ministry of Home Affairs delivered a presentation in response to Mr. Rugumyamheto’s lecture and contextualized the presentation in the Kenyan situation.

Mr. Rugumyamheto’s lecture traced the evolution of public administration and management, its role, challenges faced and future prospects in Africa in general and Kenya in particular. He also underscored the importance of public-private partnerships in national development. On the other hand, Dr. Chweya’s paper entitled, “Modernization of Public Service for National Development” focused on the important role that the Public Sector plays in national development. He emphasized that the public sector is a foundation upon which the private sector is established and that the two complement each other.

The presentations were well received by the audience as demonstrated by their positive reactions in form of questions and complements during the plenary session. In this regard, we recommend that: Public lectures be organized regularly as a way of sharing information, enhancing professionalism and promoting networking. Further, all public servants regardless of their job groups be encouraged to enroll as members to enrich the composition of participants in future public lectures, more private sector players and disciplined forces be invited to attend.

## List of Abbreviations

|                |   |   |
|----------------|---|---|
| <b>AAPAM</b>   | - | African Association for Public Administration and Management  |
| <b>CEO</b>     | - | Chief Executive Officer                                       |
| <b>EAC</b>     | - | East African Community  |
| <b>ESAMI</b>   | - | Eastern and Southern African Management Institute             |
| <b>FAO</b>     | - | Food and Agricultural Organization                            |
| <b>GOK</b>     | - | Government of Kenya   |
| <b>HRD</b>     | - | Human Resource Development                                    |
| <b>KAPAM</b>   | - | Kenya Association for Public Administration and Management    |
| <b>KASNEB</b>  | - | Kenya Accountants and Secretaries National Examinations Board |
| <b>KIA</b>     | - | Kenya Institute of Administration                             |
| <b>KICC</b>    | - | Kenyatta International Conference Centre                      |
| <b>MSPS</b>    | - | Ministry of State for Public Service                          |
| <b>NPM</b>     | - | New Public Management   |
| <b>PPSRRB</b>  | - | Permanent Public Service Remuneration Review Board            |
| <b>PS</b>      | - | Permanent Secretary   |
| <b>PSC (K)</b> | - | Public Service Commission of Kenya                            |
| <b>SADC</b>    | - | Southern African Development Community                        |
| <b>SAPs</b>    | - | Structural Adjustment Programmes                              |
| <b>UNDP</b>    | - | United Nations Development Programme                          |
| <b>VERS</b>    | - | Voluntary Early Retirement Scheme                             |

## **1.0 INTRODUCTION**

A public lecture is a speech on a specific field that is open to the public which is normally delivered by seasoned persons. It is a vital means for educating the public, promoting knowledge, best practices, professionalism, networking and sharing experiences. It is for this reason that the Kenya Association for Public Administration and Management (KAPAM) organized a public lecture on the “The Role of Public Administration and Management in National Development” on Wednesday 11<sup>th</sup> March, at KICC, Aberdare Hall. This report gives an account of the activities that preceded the lecture, the lecture proceedings, conclusions and recommendations drawn from this event. The report is divided into: background, preparation, and presentation of the lecture.

## **1.1 BACKGROUND**

KAPAM is an affiliate of the African Association for Public Administration and Management (AAPAM), a continental body mandated to promote best practices, excellence and professionalism in public administration and management leading to sustainable leadership capacity development in the public service. It was launched on 7<sup>th</sup> December 2007 as AAPAM (K). The purpose of establishing KAPAM was to provide public service administrators and managers with an opportunity for continuous learning through a professional body. The Association aims at promoting networking, sharing of knowledge and experiences in a rapidly changing public service work environment (APPENDIX II). Its objectives are to:

- a) Foster the networking of associations, organizations and individuals interested in the progress of public administration and management;
- b) Create and maintain the tradition of providing administrators, managers, academia and institutions with an opportunity to exchange ideas and experiences on the best practices in public administration and management;
- c) Promote professionalism and management adopting more effective and harmonious administrative and management systems and practices;
- d) Promote research, documentation and dissemination of information on innovative strategies for improving public administration and management; and

- e) Foster relations with international and national bodies and organizations interested in the study and practice of public administration and management.

Additionally, KAPAM has the following benefits to its members:

- a) Access to:
  - i. Unique network of their peers and colleagues in public administration and management worldwide.
  - ii. AAPAM Newsletter published three times a year.
  - iii. AAPAM's Annual Roundtable Conference Communiqué and Reports.
  - iv. Complimentary copies of books published by AAPAM.
- b) Possible sponsorship by AAPAM of Young Professional (Public Service employees) to AAPM Continental conferences.
- c) Possible sponsorship of KAPAM officials to AAPAM conferences by AAPAM Continental.

The following are KAPAM's Executive Committee Members:

1. Chairperson - Amb Francis K Muthaura, EGH, Permanent Secretary, Secretary to the Cabinet and Head of Public Service
2. Vice Chairperson - Mr Titus M Ndambuki, CBS, Permanent Secretary, Ministry of State for Public Service (MSPS)
3. Executive Secretary - Dr Margaret Kobia, OGW, Director/CEO, Kenya Institute of Administration (KIA)
4. Treasurer - Ms Njoki Kahiga, OGW, Director Human Resource Development, MSPS

AAPAM was established in 1962 in Dar es Salaam by Permanent Secretaries (PSs) in-charge of Public Services as a forum to discuss the problems that were facing the African Public Services at the time. AAPAM provides a forum for top Public administrators and managers to exchange ideas and share experiences about Africa's development challenges. AAPAM's mission is to promote and spearhead best practices and professionalism in public administration and management in Africa. AAPAM's membership is categorized into: African governments, institutions and individual members. The National Chapters form its backbone. These chapters recruit members and carry out AAPAM's activities at national levels. Currently, the National Chapters exist in the following countries: Ghana, Nigeria, Cameroon, Uganda, Tanzania, Zambia, Botswana, Lesotho, South Africa, and Kenya.

## 2.0 PREPARATION FOR THE PUBLIC LECTURE

Several activities were undertaken in preparation for the Public Lecture. First, the Executive Committee meeting held on 11<sup>th</sup> December 2008, discussed and agreed to host a public lecture for the members and senior public officers by mid-February 2009. To this end, the meeting agreed that the public lecture would be held at: KICC on Wednesday, 25 February, 2009 starting from 2.30 pm – 4.00 pm. Due to commitments of the proposed guest speaker, the lecture was postponed to 11<sup>th</sup> March 2009.

It was further agreed that the following organizations that were central to the launching of the Association would sponsor the event: **Ministry of State for Public Service; Teachers' Service Commission; Public Service Commission and Kenya Institute of Administration.**

From a range of proposed topics, the topic: **“The Role of the Public Administration and Management in National Development”** was chosen. The main objective of the lecture was **“To promote sharing of experience, best practices, excellence and professionalism in the public administration and management.”** The lecture was to mark an important event in the calendar of KAPAM as the Association's first public engagement with Public Administrators and Managers since its launch in December 2007. It was decided that Mr. Joseph A. M. Rugumyamoto be invited to deliver this important lecture. He is the former Permanent Secretary (PS) in the President's Office, Public Service Management, United Republic of Tanzania for 10 years where he provided leadership to a public service reform programme that transformed Tanzania's Public Service (APPENDIX IV).

KAPAM's Executive Committee also invited Dr Ludeki Chweya, Permanent Secretary, CBS, Office of the Vice-President, Ministry of Home Affairs, Kenya to make a response on the main speaker's presentation and contextualize the same to the Kenyan scenario.

Two (2) members of the KAPAM Executive Committee and representatives from the sponsoring organizations formed the organizing Committee. Further, a sub-committee

consisting of a membership (APPENDIX VI) of seven (7) from the sponsoring organizations was appointed on 2<sup>nd</sup> February 2009 to organize the public lecture. The sub-committee agreed to hold meetings twice a week to fast track the arrangements. Consequently, a series of 12 meetings were held between 2<sup>nd</sup> February and 10<sup>th</sup> March 2009. The sub-committee also drew up a list of activities and cost estimates for the public lecture. In addition, 23 officers from the sponsoring organizations were selected as registration officers and ushers to assist on the lecture day.

The invited guests included: Permanent Secretaries; Accounting Officers and senior officers from the Ministries/Departments; CEOs of State Corporations and Professional Bodies; Private Universities and the general public. Whereas specific invitations were made through invitation cards and/or letters, the general public was invited through banners and advertisements. The latter appeared in the Daily Nation issues of Friday, 6<sup>th</sup> and Tuesday 10<sup>th</sup> March 2009. A total of 300 participants were expected.

### 3.0 THE LECTURE

#### 3.1 Preliminaries

The gathering was called to order by Ms. Njoki Kahiga the Master of Ceremony, at 2.20 pm. She invited Mrs. Grace Otieno, Secretary/CEO, PPSRRB to lead the gathering in an opening prayer. Thereafter, Ms. Kahiga invited Dr. Kobia, the Executive Secretary, KAPAM to welcome the audience, introduce the guests and give a brief presentation on KAPAM's background, purpose, objectives, membership, benefits, rights and obligations, registration and calendar of events for the year 2009 (APPENDIX II). Thereafter, she called upon Mr. Ndambuki, the Vice Chairman, KAPAM to introduce the chief guest and invite him to deliver the lecture.

Mr. Ndambuki, gave apologies from Amb. Francis K. Muthaura, CBS, Chairman KAPAM, acknowledged those present and observed that the lecture was an important event as it marked the first activity in KAPAM's 2009 calendar. He introduced the main guest speaker Mr. Joseph Rugumyamheto and gave his brief resume including his experience (Appendix III). Mr Ndambuki also introduced Dr Ludeki Chweya to make his presentation.

The public lecture was delivered by two key speakers as shown below:

#### 3.2 Mr. Joseph Rugumyamheto

In his opening remarks, Mr. Rugumyamheto expressed his profound gratitude to KAPAM and by extension to the Government of Kenya for inviting him to make a presentation (Appendix Ia) on the **Role of Public Administration and Management in National Development**. He pointed out that the scope of his presentation would focus on the African context. The following are the main issues of the presentation:

The speaker argued that at independence public administration for newly emerging African countries was regarded as an important tool for national development to the extent that national institutes for public administration and management became symbols of national independence. He also observed that Institutes of Public Administration and Management were

instrumental in addressing the “real need” by producing qualified national public administrators whose number was low. Nonetheless, he noted that the situation differed between countries.

Further, the speaker emphasized that the first challenge that faced the newly independent African countries was inadequate number of qualified public administrators compounded by an urgent need to indigenize national institutions. The problem was further exacerbated when these countries embarked on national programmes for socio-economic development and the need to attain self sufficiency.

Mr Rugumyamheto defined Public Administration as the, “development, implementation and study of government policies,” and reiterated that public employees work to improve equality, justice, security, efficiency and effectiveness in service delivery. He cited the contributions made by classical scholars in the development of public administration and management including Plato, Aristotle and Machiavelli. He further observed that, Woodrow Wilson a former US President, who is considered as the father of public administration in the US defined public administration as the “object of administrative study to discover first, what government can properly and successfully do and secondly, how it can do these proper things with the utmost possible efficiency and at least possible cost.” The speaker asserted that, Wilson defined public administration from a dichotomous position as:

- Separation of politics and administration;
- Comparative analysis of political and private organizations;
- Improving efficiency with business-like practices and attitudes towards daily operations;  
and
- Improving the effectiveness of public service through management and by training civil servant, applying merit-based assessment.

Consequently, the separation of politics and administration as observed by the speaker is debatable. Further, the comparative analysis of political and private organizations has contributed to the current debate around the New Public Management (NPM) approach.

In his lecture, the speaker expounded on various theories of management. For example, Max Weber's theory on organizations and bureaucracy centered on the management of resources for the citizenry, while the Humanist theorists emphasize the employee and his needs for productivity. This can be achieved when managers create acceptable working conditions, develop employees and promote a degree of self determination.

The speaker emphasized on the New Public Management (NPM) approach, a recent development in public administration premised on the belief that government is seen by citizens through administrators who act as frontline service deliverers. He observed that the core values of NPM are widely practiced in the private sector. However, critics of NPM argue that it is incompatible with government values such as justice, equity, security, among others. The critics further argue against entrepreneurial attitude of NPM which brings propensity to bend rules, reduction of accountability and appetite to take risk with public resources. NPM framework envisages the citizens' participation in government. He observed that currently, NPM is popular in Africa especially in those countries undertaking reforms.

The speaker submitted that in the Kenyan scenario, NPM approach is manifested through institutionalization of performance contracts system signed by chief executives of ministries, departments and public enterprises as a way of measuring performance and enhancing accountability in service delivery.

### **Evolution of Public Administration in Kenya**

The Speaker pointed out that Kenya's public administration evolved from the colonial regime and that the immediate concern of the political leadership then was Africanization of national institutions. In this regard, the country adopted various interventions such as: training programmes for the indigenous citizens and hiring of foreign experts to fill the skills gap.

The Speaker quoted the recent paper by Mr. Walter Oyugi, who argues that Kenya chose the "balanced approach" to economic growth and development which implied that agricultural and industrial sectors were to be developed simultaneously. This strategy necessitated creation of a

central planning agency to coordinate the course and composition of development activities. Consequently, the Ministry of Planning and Development was established in 1964. Additionally, cooperatives were also set up as catalysts for small-holder agricultural activities.

Mr. Rugumyamheto observed that until recently, Kenya had neither had major political nor economic upheavals that have bedeviled other African countries. However, Kenya's public administration has faced unique challenges. To support his assertion, Mr Rugumyamheto quoted a government Commission Report of mid 1980's which lamented that the service had entered a phase of inactivity and inertia since the Ndegwa Report lifted the prohibition of civil servants engaging in trade. In this regard, a Mr. Nyamu had complained that the efficiency of civil servants had adversely been affected following the lifting of this prohibition.

Another government Report further notes that there has been gross neglect of duty, misuse of positions and official information in advancement of public servants' personal interests. By 1980's the speaker observed that the same had led to divided loyalty. This had a negative effect on public service performance. Mr. Rugumyamheto pointed out that another challenge affecting public administration in Kenya is failure to address negative ethnicity and regionalism. He submitted that if this challenge remains unaddressed, it would continue to undermine the effort to instill professionalism and impact negatively on its contribution to national development.

### **Evolution of Public Services in Africa**

The speaker noted that at independence most African countries inherited public administrations which were ill prepared to address the aspirations of the general public. This therefore called for various intervention programmes such as: training and structural changes. Some of these programmes though well intended led to inefficiency, patronage and nepotism. Other challenges included political instability and economic recession triggered by the oil crisis of mid 1970's. It therefore follows that, public administration in Africa lacked sufficient time and space to evolve, but notably, these administrations have endured over time.

The speaker enumerated that by mid 1980's various countries of the world embarked on the reform agenda to address emerging challenges and instill efficiency, effectiveness and reduce cost in the management of public affairs. After an evaluation of reforms initiated in 1980's, it became apparent that the changes did not positively impact on service delivery. Hence, a new orientation in reforms such as the NPM principles was adopted from the year 2000. Efforts to modernize public services in Africa have been on-going to create efficient outfits capable of contributing to national development goals. The speaker observed that the success of modernization of public services vary between countries.

As part of the reform agenda the speaker noted that, many African countries have adopted the NPM approach in public administration. This is illustrated by the use of techniques such as: Result Based Management (RBM), use of Human Resource records and information, Performance Contracts and Performance Appraisal System. He regretted that despite these reform initiatives, challenges still remain. So far limited improvements have been recorded in poverty reduction, equality and unemployment rates. Issues of technical capacity, poor work attitudes and low morale among public servants still prevail. The slow progress noted is partially blamed on African governments' inability to make bold decisions. The speaker commended some public institutions that are performing well in Africa although they are not recognized. He asserted that a well developed and effective public sector is a prerequisite to a well developed and effective private sector and a foundation for global competitiveness.

The speaker concluded his presentation by quoting Paul Apleby who argues that, "Public Administrators are significant policy actors. In so doing, they support government in empowering societies."

### **3.3 Dr. Ludeki Chweya CBS, Permanent Secretary, Office of Vice President and Ministry of Home Affairs**

Dr. Chweya presented a paper on 'Modernization of Public Service for National Development' (APPENDIX Ib), as a response to the paper by Mr. Rugumyamheto based on the Kenyan context. He defined Public Service as the apparatus **that** the state employs to realize its objectives and that a public servant is any official remunerated from state resources. According to the speaker, public service acts for the state. However, other actors include NGOs and the Private Sector. NGOs play an important role in the provision of services in society. The non-profit making organizations and include religious and charitable organizations among others. Historically, NGOs preceded the state and performed the functions of the state especially at low level of society. For instance, the church played a dominant role in running schools and hospitals as the colonial government focused its attention on maintenance of law and order and collection of taxes.

The speaker argued that the private sector include, non-state profit making actors that are a product of capitalist development. This sector helps to shape the public service through varied demands such as: democratization, rationality, work ethics and infrastructure development, among others. Likewise, both public and private compliment each other in national development. The speaker noted that pressure groups such as neo-liberalists, lobby for a greater role for the private sector and demand drastic changes in privatization of state corporations, down-sizing of public institutions, decontrols and deregulation among others.

The presenter further argued against marginalization of the private sector noting that, it is the foundation upon which the private sector flourishes. Finally, he singled out the important role of the Public Service. He also showed how this can be achieved through enhancement of innovative technology, research, promotion of human competencies, structural changes for nationalistic development.

### **3.4 Plenary Session**

The plenary was moderated by Mr. Ndambuki who invited reactions from the audience.

All those who gave comments commended the speakers for their insightful lecture delivery. One participant showed concern of an assertion by Dr. Chweya, that privatization leads to loss of national assets and reliance on a shifting international/ foreign bourgeois. He pointed out that Kenya had already established a consensus on how to privatize its national assets as stipulated in the Privatization Act. Further, he questioned whether profitability should be the only measure of success. He was also of the view that the role played by both public and private sectors should be recognized and that each be given room to flourish.

Another participant stressed on the execution of government policies and programmes and noted that the public sector has requisite qualities, however, lamented that there has been hesitance in decision making. Describing himself as a proponent of a strong government, the participant called for attitudinal change among public servants for efficient service delivery. He recommended benchmarking of best practices and suggested that this could be achieved through the exposure of public servants.

Showing regret that the private sector in Kenya is still weak and highly dependent on government contracts, another participant decried that whenever such contracts are withdrawn, some firms collapse. She informed the audience that HR should be viewed as an investment rather than a cost. She also observed that negligence of HR suppressed innovation. Additionally, some public administrators make subjective decisions. To improve on their objectivity, she recommended the use of statistics and other factual sources. She also decried the negative mindset of some public servants in relation to public resources use which should be well utilized for the common good and stressed on improvement of productivity among government employees.

One participant called for best practices in government and the need to negotiate with all the actors as equal partners. She observed that there is need to enhance innovativeness in the management of public affairs especially in the era of global competitiveness based on statistics and credible information.

Seeking clarification on the distinction between capitalism and democracy, another participant viewed the second presentation as a separate lecture rather than a response to the first one as alluded to earlier. He also wondered what needed to be done to tackle identified weaknesses in the public sector. He recommended creation of a balanced approach between the public and private sectors.

Commenting on the Ndegwa Report, one participant submitted that the spirit behind permitting civil servants to engage in business was meant to assist them supplement their income. This action was premised on mutual trust and honesty of civil servants which has since been abused. He sought to know where Kenyans went wrong and the experiences of other African countries regarding engagement of civil servants in business.

Another contributor noted that the main objective of the Kenya Vision 2030 is to transform Kenya into a middle income country. She however regretted that it lacks specific policies on industrialization. She also attributed the collapse of local industries in Kenya to the introduction of the Structural Adjustment Programmes (SAPs).

Giving the last comment, another participant commended the two speakers and challenged the audience particularly in the evolution of home grown management thoughts. He challenged the audience to originate management thoughts that could be applicable to our current situation. He also observed that there has been a disconnect between practice and theory. To this end, he suggested another inclusive forum where the Kenyan policies would be reviewed and a way forward established.

### **Responses to Comments and Questions**

As a way forward, Mr. Rugumyamheto suggested that Africa should learn from past experiences and use the same to improve our working strategies. He hoped that KAPAM would significantly contribute towards finding solutions to some of the milliard of challenges faced. Commenting on the role of both public and private sectors, he emphasized that they play a

complementary role in national development. Notably, there is need to translate competencies to capacities of our human resources to realize development.

In response to the observations made on the Ndegwa Report allowing public Servants to operate businesses, Mr. Rugumyamheto quoted a section of the report which envisaged a balance between loyalty to serve and engagement in business activities. He noted that this is still a challenge in most African countries.

In response to issues raised on privatization, Dr, Chweya re-affirmed that the privatization of national assets is not new, rather, it has always been the policy of government since independence. However, he observed that ownership of public enterprises by aliens through privatization tends to cause capital flight occasioning loss of accumulated capital. Dr. Chweya further clarified that historically capitalism and democracy occurred at different times. In Europe for example, capitalism preceded democracy while in Africa, they are uniquely happening simultaneously.

On industrialization, he pointed out that Vision 2030 is a long-term strategy for national development, which does not spell out the finer policy details. He concluded his response by clarifying that the two broad approaches to industrialization are: State-driven process through which the state promotes industrialization in various ways, and formulates of business friendly policies aimed at nurturing local industries.

### **3.5 Vote of Thanks**

While passing a vote of thanks to the two speakers, the Chairman, PSC (K), Mr Titus Gateere first commended the well researched, informed, relevant and intellectually stimulating lectures delivered. He thanked the speakers for the lively and enlightening lectures. He also took cognizance of the topical issues highlighted in the presentations. Further, he acknowledged the KAPAM officials for the meticulously organized lecture. He also thanked the PSs, senior government officers, members of professional associations and individuals for their attendance

and participation. He finally encouraged those present to register as KAPAM members to enable the Association to grow into a viable body.

## **4.0 CONCLUSION AND RECOMMENDATIONS**

### **4.1 Conclusion**

Going by the comments given by the participants, the objective of the lecture was met. Participants expressed their wish to have similar forums in future where they would deliberate on issues of national interest. Additionally, the lecture was successful as evidenced by the attendance of large number of participants. Those who attended were 466 (155%) persons from a wide range of organizations and professions compared to the targeted 300. Notably, they showed interest in becoming members of KAPAM and a total of 20 people completed their application forms, though they did not pay membership fees. Only four (4) people paid registration fees (APPENDIX V). In her closing remarks, the Mistress of Ceremony appealed to the audience to register as members to strengthen the Association and also thanked the audience for their attendance.

### **4.2 Recommendations**

Given the success of the first public lecture organized by KAPAM, it is recommended that:

1. Public lectures be organized regularly as a way of sharing information, enhancing professionalism and promoting networking;
2. Public servants at “*Job Group J and its equivalent*” be encouraged to enroll as members;
3. In future, there is need to source for more resource persons from countries that have had successful public administration and management systems within and without Africa to share experiences and practical lessons, and to learn from them;
4. KAPAM should come up with ways of disseminating information through sensitization forums, production of journals, periodicals and other documents to percolate to field staff and attract potential members to apply; and

5. To enrich the composition of public lectures participants and to make them more inclusive in future, there was need to draw participation from a wider cross-section of organizations including the private sector and disciplined forces such NSIS and Armed Forces.

# **APPENDICES**

## **APPENDIX I THE PUBLIC LECTURES:**

### **APPENDIX IA) THE ROLE OF PUBLIC ADMINISTRATION AND MANAGEMENT IN NATIONAL DEVELOPMENT**

**by:**

**Joseph A. Rugumyamheto**

#### **Introduction: Public Administration in Africa**

I intend to limit my discussion to an African setting. Public Administration for the newly emerging countries of the 20<sup>th</sup> Century was regarded to be as important as the national flags as observed by an eminent African leader who wrote in early 1960s that:

*“apart from the flag, national institutes for public administration and management were the other symbols of national independence”.*

Unfortunately, most African countries also adopted other symbols of nationalism which were more of cost centers than being of additional benefit to the national development and which could have been avoided. Examples of these include the long motorcades or the national airline.

On the other hand, Institutes of Public Administration and Management, whichever name was adopted were addressing a real need for qualified national public administrators whose number were very low as these countries emerged from colonial rule. Although the situation differ from country to country, some

with more educated nationals than others, and Kenya slightly on a better scale, a country like Tanzania had a handful of people with university education amounting to less than 50 for the entire country with a population of 9 million people.

The small number of qualified public administrators is the first major challenge to be faced by our countries. The problem got compounded by a need for these countries to assert their national sovereignty by Africanising the services, and the first line of attack was public administration. In so doing a bigger demand was created for this competency. Third, most of the countries embarked on ambitious programmes for social economic development coupled with an intention to transform the economic structure from the old colonial oriented one to one that met self sufficiency in many aspects. These ventures alone are sufficient to make the carrying back of any public administration crumble under the heavy weight caused by the ever increasing demands. That most of the public administrations stood their ground is one of the miracles in the history of public administration in Africa. More on this later.

### **What is Public Administration**

The definition of public administration has over a period of time evolved from one end to another and in order for us to have a common understanding I will attempt to define what public administration is in the current situation. Public administration is broadly described as the development, implementation and study of government policy public employees work to improve equality, justice, security, efficiency and effectiveness in service delivery. Classic scholars including

Plato, Aristotle and Machiavelli are the foundation of subsequent generations of public administration emphasizing the moral and political human nature as well as the organization of the governing bodies. In the United States, Woodrow Wilson who would later become a president considered as the father of public administration in the United States defined the object of administrative study to discover first, what government can properly and successfully do, and, secondly, how it can do these proper things with the utmost possible efficiency and at the least possible cost either of money or energy. Wilson seems to define public administration from a dichotomy position:

- Separation of politics and administration
- Comparative analysis of political and private organizations
- Improving efficiency with business-like practices and attitudes toward daily operations
- Improving the effectiveness of public service through management and by training civil servants, and applying merit-based assessments

It will be noted that the separation of politics and administration has been the subject of lasting debate and the different perspectives regarding this dichotomy contribute to differentiating characteristics of generations of public administration, while the comparative between public and private organisation forms the current debate around the New Public Management (NPM) as we shall observe later.

### **Max Weber**

Until recently Max Weber's theories on organizations and bureaucracy seem to have found a faithful following for a long time. Max Weber defines bureaucracies

as organisations that manage resource for citizens. The bureaucracy he observed was constituted by a group of professional, ethical public officials who dedicate themselves to the public in return for security of job tenure among the many advantages of public employment.

### **The Humanist Era**

Humanists ushered in a dynamic concept of an employee and management technique. This requires a theoretical shift away from the idea that an employee is a cog in the industrial machine. Employees must be able to fulfil low and mid level hierarchy needs. They must be satisfied and happy to be efficient, effective, and productive. Furthermore, managers create acceptable work conditions, allow employees to develop, permit some degree of self determination, allow the employee to control his or her environment, and produce some form of mutually beneficial result.

### **New Public Management (NPM)**

This has emerged more recently as the mode for success in public administration under a belief that government is seen by citizens through administrators, front line, service deliverers. The features of the NPM are prevalently with private sector mentality, and of late there has been rigorous critique with NPM that it is incompatible with such values as justice, equity, security and other important government values.

The critiques argue that an entrepreneurial attitude tends to be accompanied by willingness to bend rules, reduced level of accountability and a motivation to take

risk with public resources. The ramification to this line of argument is that with NPM the citizen is expected to participate in government and take an active role throughout the policy process. Currently NPM is the in thing for most public administration in Africa, particularly those that are going through intensive reforms as the mode to get public services to delivery service to the general public.

In Kenya the NPM is dramatically illustrated by the successful performance contracts system signed by Chief Executives of Government ministries and other public institutions as a way of enhancing accountability for delivery of services to their customers and their citizens.

### **Evolution of Public Administration in Kenya**

Like many African countries, Kenya's public administration has evolved from the one inherited from the colonial service with Africanisation as the immediate concern of political leadership. This involved training programmes for the indigenous undertaken both within the country and outside. At the same time the government hired foreign experts as technical assistance personnel to fill the gap created by institution development programmes alluded to earlier which was a common direction for crash many countries in Africa that were becoming independent. Oyugi in his recent paper<sup>1</sup> observes that:

“The chosen path appears to have been the so-called “the balanced approach” to economic growth and “development”, which is to say that both agricultural and

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<sup>1</sup> Water O. Oyugi Bureaucracy and National Development: As Assessment of the Experience of Kenya

industrial sectors were to move forward in tandem. The popular theory then was that the choice of balanced growth, would *ipso facto* involve the establishment of a focal point for national development planning. According to the notion of central planning, the state was to assume a major role in determining the course and composition of development activities. These were to be spelt out in a document – National Development Plan – in which both broad and specific policies, programmes and projects, sector by sector, were to be outlined. It was against this background that the new government of Kenya gave priority to the establishment of a central planning organization which was put in place in 1964 as the Ministry of Planning and Development.

More ministerial departments were also established during the first decade of independence. In addition, a country – wide network of hierarchically structured cooperatives was established to assist in the development of small-holder agricultural activities”.

Not until the recent episode do we record Kenya having any major political upheavals as turmoil that would throw public administration in crisis unlike other countries like Uganda during Idi Amin rule, Ghana during a series of coups or Nigeria through civil war and coups. Neither has Kenya faced serious economic crisis as that faced by Tanzania in the early 1980s. But Kenya’s public administration has had its own challenges which seriously undermined its capacity to deliver expected services to its citizens.

From mid 1980s it is recorded in a government commission report:

“The service has entered a phase of inactivity and inertia since the Ndegwa report broke the requirement prohibiting civil servants from engaging in trade or any other business, and allowed civil servants to own any kind of property and take part in any kind of business. No one can stand up and argue that the efficiency of the individual civil servants who took uncontrolled advantage of this relaxation of tradition has not been affected adversely (Nyamu 1974:4). The consequences he submitted were: emerging arrogance by civil servants and other public servants, relaxed standards of discipline, leading to private sector making tremendous inroads into the public policy formulation sphere relating to private sector.

There has been gross neglect of public duty and misuse of official positions and official information in furtherance of civil servants’ personal interests. There are officers who live beyond their means and who cannot honourably account for the wealth they have amassed. Where such an officer is senior, the junior officers under him have sought to justify their abuse of office by arguing that if the senior officer can do it so can they.

The committee found instances of personalized institutions, conflict of interest between public responsibilities and private profit or aggrandizement, lack of emphasis on planning and inadequate financial management and accounting procedures (GOK 1979:22).

By late 1980s the following was observed of public service in Kenya:

Once some of these people found themselves in positions of authority and with the lure for self enrichment occasioned by involvement in private business the divided loyalty that the involvement occasioned had the effect on public service performance. It is observed again that the nature of the crisis is the divided loyalty of the public service between becoming wealthy or to serve.

It is observed by Nyamu<sup>2</sup> that:

*“The service has entered a phase of inactivity and inertia since the Ndegwa Report broke the requirement prohibiting civil servants from engaging in trade or any other business, and allowed civil servants to own any kind of property and take part in any kind of business. No one can stand up and argue that the efficiency of individual civil servants who took uncontrolled advantage of their relaxation of tradition has not been affected adversely”.*

*“The consequences he submitted were: emerging arrogance by civil servants and other public servants, relaxed standards of discipline, divided commitment, and business partnership with non public servants leading to private sector making tremendous inroads into public policy formulation sphere relating to private sector”.*

Obviously this policy direction explains much of the strains in the public administration in Kenya. But another factor which is not much recorded is the failure to address the problem of tribalism and regionalism. When this problem remains unaddressed chances are that it will continue to undermine the effort to build professionalism in public service and will continue to impact negatively on its contribution to national development.

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<sup>2</sup> Nyamu, H., the State of the Civil Service in Kenya, Nairobi, 1974.

## **Evolution of Public Services in Africa: Successes and Challenges**

Apart from the challenges of managing newly independent governments most public administrations in Africa found themselves responding to transformation processes initiated from a realisation that the administrations inherited from the colonial service were not adequately prepared to address the aspirations of the governments of newly independent countries and the general public. In several countries programs or reorienting public servants were part of the training curricula in the Institutes of Public Administration. In a number of cases the service underwent a number of structural changes as well as adopting new titles for senior government officials. To some extent this really meant politicisation of public administration, which might not have been a bad thing. However in some cases this led to compromising efficiency and effectiveness of the service, while on the other hand it ushered in a strong sense of patronage and nepotism. Yet no sooner than these efforts had taken ground that some of these countries were facing serious political upheavals, facing coups and counter coups which created immense strains on the public administrations. Those countries which were not subject to a similar situation found themselves in serious economic downturn caused by a world economic recession in the wake of hiked oil prices during the mid1970's. It is clear that for the first decade of their existence as national institutions public administrations in Africa were not given much space and time to evolve to their intended level of making significant contribution to national development. On the other hand however one can say that

The fact that they were able to hold together, providing administrative services to the ever changing governments, and other governments in distress, even at minimalist level is something that we need to acknowledge.

### **Era of Reforms**

By mid 1980s many governments in Africa were facing serious crises, but evidence shows that even governments in developed countries were searching for renewal of their governments as they were perceived to be getting irrelevant to the citizens need and to their expectations. In the UK the push for reforms by Margaret Thatcher was said to be out of realisation that the country was fast becoming a “third-world” country, having the IMF and the World Bank defining its course of affairs. When we visited New Zealand in mid 1990s they told us that New Zealand was becoming a “banana republic”, hence the drive for the extensive reforms. In the US the programme for “Reinventing the Government” during the Clinton Administration spear headed by his Vice President, Al Gore intended to instill in public administration a new sense of effectiveness, efficiency and reduced cost.

In Africa on the other hand the structural problems and declining capability of government revenues to support efficient public service delivery meant that the reform agenda context was in structural adjustment hence reducing costs of running government through reduced functions, staff and other similar measures. It is interesting to note that those countries with more acute structural crisis like Ghana, Uganda, Tanzania were able to take more bold measures, reducing functions drastically and staffing number significantly: Uganda from 320,000 in

1992 to 165,000 in 1997; Tanzania from 355,000 in 1992 to 264,000 in 1997. Countries like Kenya with less acute structural problems seem to have taken less drastic measures, Kenya for example opting to implement a VERS: Voluntary Early Retirement Scheme involving only about 42,000 civil servants between 1993 and 2000.

Functional restructuring was also part of the agenda, reducing the number of ministries and departments, if not the roles and responsibilities. In Tanzania and Uganda however several functions of the governments were abolished or hived off into the non state sector. By late 1990's a good number of countries taking a second look of reforms of their public administration that were contexted in Structural Adjustment programme found that the changes were not really bringing much in form of improved service delivery to the citizens or to their clients. Hence the broader public service reforms which are more along the New Public Management principles that are initiated in almost all countries in Africa from year 2000.

### **Trends in Modernising Public Services in Africa**

From a series of reports of consultative meetings on public service reforms that have been organised for about ten countries, most of them from the Eastern and Southern Africa\* it is clear that in Africa nearly all countries have been making serious efforts to modernise their public services and to transform them into efficient outfits that contribute to national development, and which are responsive to the needs of the citizens. A report prepared after the second of

these meetings in 2001 concluded that “the reforms had come of age” addressing such fundamental issues as:

- improving the performance of the public services rather than merely dealing with cost containment and reducing the size of the public service, which was the case before;
- good governance, public accountability, incorporating a focus on ethical behaviour and integrity, including the war against corruption;
- pay reform and incentive structure.

Results from these efforts vary from country to country, as expected, depending the intensity adopted by the respective countries on the management of the reforms. Not surprisingly while sharing results from a study\* conducted for the government of Tanzania in 1994 to establish the problems of human resources management which have extensively been addressed now, many participants said I was almost talking about the current situation in their countries!

### **New Public Administration**

Many African governments have adopted NPM as the framework for their reforms of public administration, Kenya being no exception. In essence this entails embracing some of the business management features in accordance to the ten points described by David Osborne and Ted Gaebler<sup>3</sup>:

1. Catalytic Government: Steering Rather Than Rowing
2. Community-Owned Government: Empowering Rather than Serving
3. Competitive: Injecting Competition into Service
4. Mission Driven: Transforming Rule-Driven Organisations

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<sup>3</sup> Reinventing Government 1992

5. Results-Oriented: Funding Outcomes, not Inputs
6. Customer-Driven: Meeting the Needs of the Customer, not the Bureaucracy
7. Enterprising: Earning Rather Than Spending
8. Anticipatory: Prevention Rather Than Cure
9. Decentralised: From Hierarchy to Participation
10. Market-Oriented and Teamwork: Leveraging Change through the Market.

NPM is finding rigorous critique for a number of reasons but mostly for reasons that its features may be incompatible with such values associated with the traditional public administration such as justice, equity and security and that the entrepreneurial attitude tend to be accompanied by a willingness to bend rules, reduced level of accountability and a motivation to take risk with public resources.

The critique notwithstanding an assessment of public administration in Africa would show serious challenges in regard to introducing NPM. It is true that most governments were able to develop and initiate management systems such as results oriented management, use of HR records and information to make personnel decisions, performance contracts and performance appraisals yet most of them do not fully meet the needs of a public administration which can significantly impact on the deeper problems of their citizens, that translates in improved quality life.

In most of our countries we continue to observe little improvements in poverty reduction, equality and unemployment rates. On the technical level there are issues of capacity: technical capacity as well as the factors like poor work attitudes and low motivation. In a broader policy context public administration has not been successful to impact on the national policy framework that hampers serious development results such as justice and fairness, inclusiveness in economic activity and innovativeness. One way of explaining this is the inability of countries to make bold decisions on difficult problems that hamper effectiveness and the possibility to address problems which disenable public administration to contribute to national development.

### **Evidence for Well Performing Public Administration**

I must say that I still find it ironic when there is a general perception that public organisations do not perform satisfactorily yet there is a lot of evidence which shows that somewhere out there are government institutions which are good performers just like the private business organisations. Unfortunately little attention is paid to the “hidden heroes” of public service. It is true that an effective public service is essential to economic, social and political health of a country. A well developed and effective public sector is one of the prerequisites for a well developed and effective private sector. And now it is recognised that an effective public sector is an essential factor in global competitiveness.

A recent study<sup>4</sup> conducted in 14 countries which range from highly developed economic to middle income economies established three pillars that support success in well performing public institution. There were:

1. **Aim:** An organisation knew clearly the direction they are headed in.
2. **Character:** The organisations had a strong sense of who they are and what is important.
3. **Execution:** The organisations knew how to get things done, achieving their aim through use of a broad array of management tools.

The three pillars the study found are composed of nine clearly delineated management elements:

**Aim:**

- Mission
- Leadership
- Accountability

**Character:**

- People
- Communication
- Trust

**Execution:**

- Management tools
- Teamwork

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<sup>4</sup> Ole Ingstamp and Paul Crookall (1998)

- Change Management

In the African context I like to add that all these elements can be translated into management competencies for an effective public administration. However, it is also important that these elements and competencies are backed up by an overall policy environment that supports their operationalisation and especially that which creates trust between the government and its citizens.

Hence, the need for leadership to take bold decisions which address difficult issues and difficult problems in a society like those on equality and those on tribalism and nepotism.

## **Conclusion**

At this juncture it becomes necessary to deviate from a definition of public administration which delineates the bureaucracy and political service as they all form a country's public administration. Here I like to use the observation by Paul Appleby\* who argues that "administrators are significant policy actors who influence the policy-making process in several different ways". Administrators are charged with the execution of public programmes, the analysis of data for decision recommendations, and interpreting the law as it is carried out on a regular basis. Consequently, administrators influence and even produce policy on a daily basis. So if the nation fails to address some of the more difficult issues of development, if government fails to take bold measures that can support the

transformation of our societies from perpetual povrty and other types of human degradation, I am afraid public administrations cannot be taken off the hook!

**Thank you very much for listening!**

## **APPENDIX Ib): MODERNIZATION OF PUBLIC SERVICE FOR NATIONAL DEVELOPMENT**

by

**Dr. Ludeki Chweya,  
Permanent Secretary, Office of the Vice President and Ministry of Home Affairs**

### **The Public Service defined**

- The apparatus of the state employed to realize the objective of the state.
- The Public Service includes:
  - Civil Service,
  - Local Government Authorities,
  - State Corporations,
  - Parliaments,
  - Judiciary, and
  - Military.
- A Public servant is any official remunerated from state resources.

### **Characteristics of the Public Service**

- Acts for and in the name of the state
- It is the face of an otherwise abstract and intangible state.
- The state and therefore the Public Sector is not however the only service provider in the society.
- Other actors include:
  - Non-Governmental Organizations (NGOs), and
  - Private Sector

### **Non-Governmental Organizations**

- They lie between the state and private sector.
- Non profit making.

- They are non-state apparatus (not funded by the state).
- They include:
  - Religious organizations,
  - Charitable organizations,
  - Some lobby groups, and
  - They preceded the state.
- Some like the church preceded the state,
- They perform the latter functions of the state, These were called Ecclesiastical states, and
- Played a dominant role in societies at low level of state formation e.g. in colonial Kenya.

The colonial state was rudimentary and focused on law and order and collection of taxes.

- Therefore, the church played an important supplementary role in service delivery through:
  - Mission schools,
  - Mission hospitals, and
  - Mission colleges.

### **Private Sector**

- Composed of private, non-state profit making actors.
- These developed after the state.
- They were a product of capitalist development.
- Helped to shape the PS through varied demands such as:
  - Democratization,
  - Rationality and work ethics,
  - Infrastructure development, and
  - Variety of services.
- In so doing, the Public Sector also helped to promote the private sector; by meeting most of its demands.

- The Public Sector facilitated and enabled Private Sector to play a role in National Development;
  - Employment,
  - Incomes,
  - Services (Security, Banking, Health care, Education, etc.), and
  - Infrastructure development.
- Services previously provided by PS were now available from the private sector, though at market price.
- Some demanded that the Public Service should cede more ground to the private sector (The neo-liberalists).
- The neo-liberal movement demanded changes such as:
  - Privatization of state corporations,
  - Retrenchment of Public Servants,
  - Down-sizing of Public Sector structure,
  - Narrowing of mandate of Public Sector,
  - Decontrol and de regulation, and
  - Liberalization.

### **New Realization (Public Service vs. Private/NGO Sector)**

- Private sector needs public service to thrive;
  - Private sector non existent at certain historical moments, for example, the early independence period in Kenya,
  - Private sector weak most of the time in need of the Public Sector to survive and prosper,
- How is private sector dependent on Public Sector?
  - PS creates private sector firms (bourgeois) through public enterprises, and
  - Development of an indigenous business class relies on public service to provide: a) Capital b) Technical expertise c) Market through protection, and d) Contracts

## **Consequences of marginalization of Public Service**

- Privatization leads to:
  - Loss of national assets and reliance on a shifting international/ foreign bourgeois,
  - Limited access to services by the poor due to disappearance of subsidies, and
  - Absence of services in non profitable regions and sectors.
- Liberalization exposes local investors to vulnerabilities.
- De-control and de-regulation exposes both consumers and investors to vulnerabilities.

## **What is the role of the Public Service in National Development?**

- Promote private sector development through facilitation in the form of; capital, technical expertise, market, protection, contracts, infrastructure, energy and enhanced discipline (work ethics, trust and social responsibility).
- The aim is to realize national development defined as:
  - Expanded investment,
  - Employment creation,
  - Higher and equitable income, and
  - Development of social infrastructure.
- The strategy to achieve national development is to promote capitalist development with emphasis in the three broad spheres;
  - Agrarian capitalism,
  - Commercial capitalism, and
  - Industrial capitalism.

## **How can the Public Service achieve this?**

- Develop human competencies for innovative problem-solving,
- Innovate technology, and
- Enhance research and development.

***Thank you !***

## **APPENDIX II: BRIEF ON KENYA ASSOCIATION FOR PUBLIC ADMINISTRATION AND MANAGEMENT (KAPAM)**

**by  
Dr Margaret Kobia, OGW, Director/CEO, KIA**

### **Who we are?**

- KAPAM is an affiliate of the African Association for Public Administration and Management (AAPAM) Continental mandated to promote best practices, excellence and professionalism in public administration and management leading to sustainable leadership capacity development in the public service.
- Launched 7<sup>th</sup> December 2007

### **Purpose**

- The purpose of establishing KAPAM was to provide public service administrators and managers with an opportunity for continuous learning through a professional body.
- The Association aims at promoting networking, sharing of knowledge and experiences in a rapidly changing public service work environment.

### **Why**

- Global competitiveness is driving public servants to plug into professional bodies to get new thinking, innovative practices and experienced leadership to cope with emerging work related challenges.
- To build community of practice

### **Specific Objectives**

- To foster the networking of associations, organizations and individuals interested in the progress of Public Administration and management;
- To create and maintain the tradition of providing administrators, managers, academia and institutions with an opportunity to exchange ideas and experiences on the best practices in public administration and management;

- To promote the professionalism and management adopting more effective and harmonious administrative and management systems and practices;
- To promote research, documentation and dissemination of information on innovative strategies for improving public administration and management;
- To foster relations with international and national bodies and organizations interested in the study and practice of public administration and management.

### **Benefits to Members**

- Access to unique network of their peers and colleagues in Public Administration and Management worldwide.
- Access to AAPAM Newsletter published three times a year.
- Access to AAPAM's Annual Roundtable Conference Communique and Reports.
- Access to complimentary copies of books published by AAPAM.
- Possible sponsorship by AAPAM of Young Professional (Public Service employees) to AAPM Continental conferences.
- Possible sponsorship of KAPAM officials to AAPAM conferences by AAPAM Continental.

## **KAPAM's Calendar of events for 2009**

The following events have been lined by the Association for the members:

| <b><u>Event</u></b>                               | <b><u>Period</u></b> |
|---|----------------------|
| 1. Commissioned Research                          | June                 |
| 2. Participation in the Kenya Public Service Week | September            |
| 3. Annual Diner and Public Lecture                | December             |

KAPAM is open to all public and private sector administrators and managers and has the following categories of membership and registration fee structures:

| <b><u>Type</u></b> | <b><u>Registration</u></b> | <b><u>Annual Subscription</u></b> |
|--------------------|----------------------------|-----------------------------------|
| • Corporate        | Ksh24,000                  | Ksh 8,000                         |
| • Individual       | Ksh4,000                   | Ksh 3,200                         |
| • Student          | KSh2,400                   | Ksh 1,600                         |
| • Honorary         | -                          | -                                 |

**APPENDIX III: INTRODUCTION OF THE MAIN SPEAKER MR JOSEPH RUGUMYAMHETO BY AMB. FRANCIS K MUTHAURA, EGH, PS, SECRETARY TO THE CABINET, HEAD OF PUBLIC SERVICE & CHAIRMAN, KAPAM**

**Chairman, Public Service Commission,  
Permanent Secretaries Present,  
Chief Executive Officers of State Corporations,  
Invited Guests,  
Ladies and Gentlemen.**

Today's lecture entitled "The role of Public Administration and Management in National Development" marks an important event in the calendar of KAPAM as it is KAPAM's first public engagement with Public Administrators and Managers since the launch in December 2007. To deliver this important lecture is **Mr. Joseph A.M. Rugumyamheto**.

**JOSEPH A.M. RUGUMYAMHETO**

- ❖ Was Permanent Secretary, President's Office, Public Service Management, Tanzania for 10 years where he provided leadership to a public service reform programme that has transformed Tanzania's Public Service.
  - ❖ Between 1990-1995 headed the first Division for Policy Analysis and Research in Tanzania and was responsible for human resources planning in the Tanzanian Government.
- He has also served as;
- ❖ A Consultant for different regional and international agencies such as EAC, SADC, UNDP, FAO, World Bank.
  - ❖ A Lecturer at the University of Dar-es-salaam and other management institutions in Tanzania.
  - ❖ Chairman of the Eastern and Southern African Management Institute (ESAMI) – 2002 to 2006, and
  - ❖ As a key note speaker on various events discussing issues related to strategic leadership in development in and outside Tanzania, among other national and international assignments.

It is now my pleasure to invite Mr. Joseph Rugumyamheto deliver the Lecture.

#### **APPENDIX IV: VOTE OF THANKS BY MR TITUS K J GATEERE, CBS, MBS, CHAIRMAN, PSC (K)**

Notes on vote of thanks delivered by Mr Titus J K Gateere, CBS, MBS, Chairman Public Service Commission Of Kenya during a public lecture (on the role of public administration and management in national development ) organized by the Kenya Association of Public Administration and Management on 11<sup>th</sup> March 2009 at KICC Nairobi.

- Our guest speaker, Mr Joseph Rugumyamheto
- Ambassador Francis Muthaura, EGH, Permanent Secretary, Secretary to the Cabinet and Head of Public Service and Chairman KAPAM
- Mr Titus Ndambuki, CBS, Permanent Secretary Ministry of State for Public Service and Vice Chairman KAPAM
- Other officials of KAPAM
- All Permanent Secretaries and other senior Government officials present
- Distinguished guests, Ladies and gentlemen

On behalf of the Kenya Association of Public Administration and management (KAPAM) I wish to sincerely thank our guest speaker today, Mr Joseph Rugumyamheto for the well researched, informed, relevant and intellectually stimulating lecture which you just delivered to this gathering. Reflecting back on the topical issues highlighted in the presentation, it is not in doubt that the role of public administration and management in national development cannot be understood indeed, it is the pillar and driving force responsible for national growth and advancement. Even more important is that the public administration and management's aims and objectives must rely on us the public servants, therefore, vital for the achievement of the goals of government.

Our guest speaker today, represents a fitting example of a public servant who during his career bared in all terms of energy, commitment, vision and integrity to make his contribution. He continues to make contributions today even in his retirement as evidenced by today's interaction with this gathering. The challenge therefore is for all of us to endeavour to

professionalize the practice of public administration and management with the aim of ensuring that it plays its rightful role in national development.

Mr Joseph Rugumyamheto, we have appreciated your interaction with us and hope that this will lay a strong foundation for similar interactions in future not only for the benefit of KAPAM but within the spirit of the East African Community. Once again, we thank you for sparing valuable time outside your country to share and interact with us. May God bless you.

Our special thanks also go to the Chair, Vice Chair and other officials of KAPAM for having organized this successful forum. We trust that more will be organized to give us public administration and management practitioners a forum to interact and exchange experiences and best practices.

Ladies and gentlemen, we are happy to note that this public lecture is one among a series of other activities lined up by KAPAM during this year to popularize the Association. We thank all of you for finding time to attend this function and hope that it has been of value to you. As you may have noted, KAPAM is a relatively young Association having been registered at the end of the year 2007, hence our appeal is for all of you to consider registering as members to enable the Association to grow into a formidable professional body as envisaged during its inception.

Thank you and God bless you.

## APPENDIX V: NEW KAPAM MEMBERS

The following people registered as KAPAM members during the lecture:

| NO. | NAME                      | GENDER | ORGANIZATION                         | TITLE                         | ADDRESS                   | TELEPHONE   | EMAIL             |
|-----|---------------------------|--------|--------------------------------------|-------------------------------|---------------------------|-------------|-------------------|
| 1.  | Muriuki, Lydia Hiuko      | F      | OOP, Provincial Administration       | Deputy Secretary              | 30510, Nairobi            | 0722 332378 |                   |
| 2.  | Ibrahim Maalim Abdullahi  | M      | OOP, Provincial Administration       | Deputy Secretary              | 30510, Nairobi            | 0722 749604 |                   |
| 3.  | Dr Aghan Joshua Oscar     | M      | Chartered Management Institute       | Student – Doctoral Fellowship | 12825- 00400<br>Nairobi   | 0727 546439 |                   |
| 4.  | Dr Maurice Khayota Otumbe | M      | Ministry of State for Public Service | Director, GTI, Embu           | 31725-068;<br>10614-00400 | 0721 413034 | khayota@yahoo.com |

## **APPENDIX VI: KAPAM PUBLIC LECTURE ORGANIZING COMMITTEE**

1. Dr Margaret Kobia, OGW Director/CEO, KIA & Executive Secretary, KAPAM, Chair, Organizing Committee
2. Ms Njoki Kahiga, OGW Director HRD MSPS & Treasurer, KAPAM, Co-Chair, Organizing Committee
3. Mrs Rose Masya PPSRRB, Chair Organizing Sub-Committee
4. Jane W J Mwangi KIA, Vice Chair Organizing Sub-Committee
5. Mrs Elizabeth Chege MSPS, HRD, Joint Secretary, Organizing Sub-Committee
6. Ms Florence Bwire MSPS, HRD, Joint Secretary, Organizing Sub-Committee
7. Mr Gerald Kuhaka PSC (K), Member Organizing Sub-Committee
8. Mr David Ngundu MSPS, PRO, Member, Organizing Sub-Committee
9. Mr George Okinda TSC, Member, Organizing Sub-Committee

### Rapportuers:

1. Mr Wakhungu Juma HRD, MSPS
2. Mr Robert Tonui HRD, MSPS

**KAPAM LECTURE : ATTENDANCE 11TH MARCH, 2009**

| <b>NO</b> | <b>NAME</b>        | <b>ORGANIZATION</b>   | <b>DESIGNATION</b>         | <b>BOX. NO</b>         | <b>TELEPHONE</b> |
|-----------|--------------------|-----------------------|----------------------------|------------------------|------------------|
|           | Titus Gateere      | PSCK                  | Chairman                   | 30095 NRB              | 722948651        |
|           | Titus M. Ndambuki, | MSPS                  | Permanent Secretary        | 30050 00100            |                  |
|           | Ludeki Chweya      | OVP MOHA              | Permanent Secretary        | 203036 LOWER<br>KABETE | 722629147        |
|           | Seno Nyakenyanya   | Min. Of Co-oporatives | Permanent Secretary        | 474, KRUYA             | 0722 439 332     |
|           | Mark Bor           | Min. of Pub. Health   | Permanent Secretary        | 51443 Nairobi          | 2252009          |
|           | Yolamu R. Barongo  | AAPAM                 | S.General                  | 30095 NRB              |                  |
|           | Margaret Kobia     | KIA                   | Director/CEO               | 23030 Lower Kabete     | 4182514          |
|           | Bernadette Nzioki  | PSCK                  | Secretary                  | 51784 NRB              | 721343127        |
|           | Kassim Riggah      | PSC(K)                | Commissioner               | 30551-00100            | 710375228        |
|           | Sallim Ndemo       | PSC(K)                | Commissioner               | 30095                  | 722177917        |
|           | Benjamin K.Rotich  | PSCK                  | Commissioner               | 30126                  |                  |
|           | Rachel Arungah     | PSCK                  | Commissioner               |                        | 733480567        |
|           | Kassim Riggah      | PSCK                  | Commissioner               | 16117                  | 728172694        |
|           | Salim Ndemo        | PSCK                  | Commissioner               | 67839-00200            | 733549237        |
|           | J.K Muketha        | PSCK                  | Commissioner               | 30046-00100 NRB        |                  |
|           | P.K. Macharia      | PSCK                  | SAD/HRM                    | 40668 NRB              | 2721100          |
|           | Remmy Mulati       | PSCK                  | Director/Agenda            | P/bag NRB              | 722231281        |
|           | Rose Nduda         | PSCK                  | Ass./D/HRM                 | 5188-00506 NRB         | 715668503        |
|           | Wesley Kipngetch   | PSCK                  | Under Secretary            | P/Bag Voi              | 77640225         |
|           | G. Kuhaka          | PSC K                 | Under Secretary            | I nginyang             | 724136892        |
|           | Mary Baaro         | PSC(K)                | Director HR Audit          | 53899                  | 721398680        |
|           | Alex Njihie        | PSCK                  | HOD ICT                    | 20 Athi River          | 727568655        |
|           | Byram Ongaya       | PSCK                  | Deputy Chief Legal Council | 30510                  | 020-2730808      |
|           | Florence N Wachira | PSCK                  | Director RXS               | 1880-00200             | 720332379        |
|           | Issac K Rueituu    | PSCK                  | SPO                        | 34188                  | 723376161        |
|           | S. O. Ojala        | PSCK                  | Chief Exams Officer        |                        | 714590006        |

|                       |      |                    |                         |                       |
|-----------------------|------|--------------------|-------------------------|-----------------------|
| Njoki Kahiga          | MSPS | Director, HRD      | 35050 NBI               | 2227411               |
| B. Muthini            | MSPS | AD/HRD             | 30027                   | 729450396             |
| Chebon Isaac          | MSPS | Director           | 8053                    | 725956458             |
| David Ngo'ndu         | MSPS | PRO                | 30510                   | 722749604             |
| Dina Liech            | MSPS | PMA                | 31070                   | 318020                |
| Dr. Josephine Mwanzia | MSPS | PHRDO              |                         | 722-606686            |
| Elijah O. Liech       | MSPS | Head lct Unit      | 30005NAIROBI            | 343652                |
| Eric Okello           | MSPS | PHRDO              | 50587NAIROBI            | 343082                |
| Francis Ominde        | MSPS | PHRDO              | 52829-00200<br>NAIROBI  | 722-176804            |
| Hudson Mugodo         | MSPS | AD/ HRD            | 610450-00200            | 729655302             |
| I. O. Nyaribo         | MSPS | SDS/A              | 2673 NAIROBI            | 724783032             |
| J. M. Mputhia         | MSPS | CHRDO              | 24668NAIROBI            | 733769785             |
| Lusweti Stephen       | MSPS | PA/PS, MSPS        | 20191 00200             | 2252437               |
| M Mrs. Margaret Muia  | MSPS | AD/HRD             | 21245 00505             | 724583749             |
| Maragwa G             | MSPS | Assistant Director | 746-70100 GARISSA       | 0722311482/0203532138 |
| Mr Simon Mwangi       | MSPS |                    | 14608 NAIROBI           |                       |
| Mr. Benedict Muthini  | MSPS |                    | 30016 NAIROBI           | 722360220             |
| Mr. Eric Wangaji      | MSPS |                    | 30191 NAIROBI           | 735772109             |
| Mr. Francis Ominde    | MSPS |                    | PRIVATE BAG<br>NAIROBI  | 722842377             |
| Mr. Mohamed O. Hassan | MSPS |                    |                         | 733243776             |
| Mr. Patrick Wakhungu  | MSPS |                    | 84027 80100<br>MOMBASA  | 722896292             |
| Mr. Robert Tonui      | MSPS |                    | 3650 00100 NAIROBI      | 603842                |
| Mr. W. Karugu         | MSPS |                    | I KAPENGURIA            | 720797388             |
| Mrs E. W. Chege       | MSPS |                    | 30418 NAIROBI           | 721726650             |
| Mrs. Alice Yala       | MSPS |                    | 30305 -00100<br>NAIROBI | 72270587              |
| Ms F. N. Bwire        | MSPS |                    | 30091 Nairobi           | 0722-787060           |
| Ms. Gladys Asuga      | MSPS |                    | 62269-00200 Nairobi     | 0722-772222           |

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|--|--------------------------|---------------------------------|---------------------|--------------------|-------------|
|  | Ms. Lydia Maina          | MSPS                            |                     | 51648 Nairobi      | 0733-824505 |
|  | Joseph Kaguthi           | -                               |                     |                    |             |
|  | Joshua K Munyaka         | Min Of State For Public Service | Procurement Officer |                    |             |
|  | Simon Angote             | Min. Of Public Service          | SAD/HRD             | 86060 MOMBASA      | 412316809   |
|  | Ms. Susan Kuria          | MSPS                            |                     | 3444-00100 Nairobi | 0721-611061 |
|  | Ruth Koga                | MSPS                            | AD/ MCS             | 31056 Nairobi      | 0722-103106 |
|  | W.M. Malenya             | MSPS – HRD                      | AG. SAD/ HRD        | 91 Kabarnet        | 0722-986522 |
|  | Mrs. R. Masya            | MSPS - PPSRRB                   |                     | 1-40413 Kehancha   | 0721-857419 |
|  | Mrs. G. Otieno           | MSPS- PPSRRB                    | CEO/Secretary       | 40326-00100        | 020-729800  |
|  | A. M. Mativo             | OOP                             | DO I                | 54738-00200        | 311730      |
|  | A.K.Lunalc               | OOP                             | A.O                 |                    | 720762740   |
|  | Alex Lucul               | OOP                             |                     | 29 KILIFI          | 723624603   |
|  | D N Ondabu               | OOP                             | ASI                 | 48610-00100        |             |
|  | D.M. Darui               | OOP                             | A.O                 | 30040 NRB          | 720544203   |
|  | Eric Mwangi              | OOP                             | Sys Analyst         | 30050              | 2227411     |
|  | Ibrahim Maalim Abdullahi | OOP                             | Deputy Secretary    | 33184              | 722245996   |
|  | John Sergen              | OOP                             | Director ICT        |                    | 721883464   |
|  | Joseph Mtile             | OOP                             | Participant         |                    | 722796950   |
|  | Joseph Mtile             | OOP                             |                     | 44617-00100        | 722794801   |
|  | L. M. Kinyua             | OOP                             | DOI                 | 1322 MBS           | 722827617   |
|  | M Ndabuki                | OOP                             | D O                 | 952                | 722660293   |
|  | Muriuki, Lydia Hiuko     | OOP                             | Deputy Secretary    | 56057              | 733507172   |
|  | Rosemary Gichohi         | OOP                             | Chief HRM           | 91 kabarnet        | 721553311   |
|  | Verinica J. A Namsi      | OOP                             | D O                 | 402 Embu           | 722569344   |
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|  | W. M. Saaya              | OOP                             | DO                  | 30095-00100        | 721576235   |
|  | W. R. Onsembe            | OOP                             | DOI                 | 86971 MBS          | 722228659   |
|  | Y. B. Huka               | OOP                             | SDO                 |                    | 722632226   |

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|--|-----------------------|-----------------------------|-------------------------|--------------------------|-------------|
|  | Pius M. Murugu        | OOP                         | District officer        |                          | 722632226   |
|  | R C Karani            | OOP BUSIA                   | DOI                     | 30259                    | 3867880     |
|  | Hiram M Kahiro        | OOP KAJIADO                 | District Officer        | 30050                    | 721393338   |
|  | J K Kianda            | OOP WAJIR                   | FDI                     | 23030-00604              | 4182311     |
|  | A.W. Ndiso            | OOP/KIA                     | DOI                     | 10315-00200              | 733772711   |
|  | T.T. Kiplagat         | OOP/KIA                     | A.O                     |                          | 710611862   |
|  | Lydia Muriuki         | OOP/PAIS                    | Deputy Secretary        | 30856                    | 720200619   |
|  | Hezron Nyamwa         | OPC                         | Chief Training Officer  | 20814-00200              | 721372338   |
|  | Lynn Huma             | OPC                         | Communication Officer 2 | 709 EMBU                 | 722106999   |
|  | Amb Dr Chelugot       | Min. of Foreign Affairs     | Director                |                          | 726028016   |
|  | Amb. J. B. Chepsongol | Ministry of Foreign Affairs | Ambassador              | 76550 – 00508, NBI       | 0720727 261 |
|  | Dorcas H. Wodera      | Ministry of Foreign Affairs | SAD/HGD(FSI)            | 92, OLOLULUNGA           | 7334949     |
|  | Evans Maturu          | Ministry of Foreign Affairs | Second Counselor        | 3, EMBU                  | 0720673 494 |
|  | J. Njau               | Ministry of Foreign Affairs | SS                      | 70, WEBUYE               | 0721606 330 |
|  | J.K. Ndathi           | Ministry of Foreign Affairs | DA                      | 30007, NBI               | 0720986 635 |
|  | Johnson Soi           | Ministry of Foreign Affairs | First Secretary         | 30084 – 00100, NBI       | 0722652 635 |
|  | K. Cheluger           | Ministry of Foreign Affairs | Ambassador              |                          | 248295      |
|  | Safari Anthony        | Ministry of Foreign Affairs | Second Secretary        | 576, NJORO               | 0728707 002 |
|  | Swaleh Mwachidagaya   | Ministry of Foreign Affairs | Political officer       | 4, RUIRU                 | 0722815 600 |
|  | P.K Angore            | Ministry of Foreign Affairs | Second Counselor        | 19, KERICHO              | 0710463 215 |
|  | Haggai Onguka         | Ministry of Foreign Affairs | Political               | 51880 NRB                | 722819960   |
|  | S Makash              | Min. of Home Affairs        | Assistant Secretary     | 30095 – 00100<br>Nairobi | 713900055   |

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|-------------------------|----------------------|---------------------------|--------------------|-------------------------|
| Rose Kom                | Min. of Home Affairs | ICSR Secretary            | 49720              | 722451251               |
| A. Mugenya              | KIA                  | Senior Lecturer           | 30050, NBI         | 0722699 073             |
| A.G. Hidd               | KIA                  | Participant               | 40689, NBI         | 0721646 976             |
| Aaron Koross            | KIA                  | Participant               | 34188, NBI         | 0722241 767             |
| Benedict Omondi         | KIA                  | Course Participant        | 31, MATUGA         | 0722641 884             |
| C.W Santura             | KIA                  | A.O                       | 837 H/BOA          | 0725989 675             |
| Gatuiku P. V. G.        | KIA                  | Government                | 30095. NBI         | 0722 473 933            |
| Graham Kangethe         | KIA                  | Civil Servant             | 61130 – 00200, NBI | 0720081 746             |
| J. K. Mburugu           | KIA                  | QAM                       | 48246, NBI         | 0721 954 591            |
| J. K. Mburugu           | KIA                  | QAM                       | 25053, NRB         | 0738188 144             |
| J.W. Mwangi             | KIA                  | senior Principal Lecturer | 23030 Lower Kabete | 0723612 223             |
| Joel Tsrer              | KIA                  | Participant               | 66955 – 00200, NBI | 0722790 526             |
| Joseph Ngeny            | KIA                  | Participant               | 127, GASIMA        | 0712808 637             |
| Joshua Ochuka           | KIA                  | HRM                       | 402, EMBU          | 068 – 31364/0722-495673 |
| Khalif D Abdullah       | KIA                  | DOI                       | 324, KARATINA      | 0725 835 817            |
| Khalif D Abdullah       | KIA                  | DOI Participant           | 2660, ELDORET      | 0722692 736             |
| Kipsagat Kibet          | KIA                  | Participant               | 235, KILIFI        | 0723892 100             |
| M Mwangi                | KIA                  |                           | -                  | 0722454 549             |
| Mark Ogonji             | KIA                  | ISO                       | 1057 – 00517, NRB  | 0722600 915             |
| Martin M. Mwaro         | KIA                  | Course Participant        | 30551, NBI         | 0722732 837             |
| Mbogo Mathioya          | KIA                  | Participant               | 84027              | 0722611 094             |
| Mr. Jones Mputhia       | KIA                  |                           |                    | 0724806 757             |
| Mr. Samuel Macharia     | KIA                  | Senior Lecturer           | 30551, NBI         | 0737345 919             |
| Ms. Agnes Laikera       | KIA                  | Admissions Officer        | 23030 Lower Kabete |                         |
| Ms. Betty Gachire       | KIA                  | Senior Lecturer           | 30050 – 00100, NBI | 0722552 463             |
| Ms. Carol Mwaniki       | KIA                  | Personal Secretary        | 4037, NBI          | 0724838 354             |
| Ms. Jacqueline Wajang'i | KIA                  | Lecturer                  | 9172-00300,NBI     | 0720889 864             |
| Ms. Jane Gichohi        | KIA                  | SAO                       | 49010-00100 NBI    | 0721868 437             |
| Ms. Judy Kendi          | KIA                  | Personal Secretary        | 23030 Lower Kabete |                         |

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|--|---------------------------|------------------------|-----------------------------------|--------------------|-------------|
|  | Ms. Racheal Ngesa Wambugu | KIA                    | Principal Lecturer                | 60010-0200,NBI     | 0722641 600 |
|  | N.M Iko                   | KIA                    | SAO                               | 50551-0100         | 0722604 688 |
|  | Nicholas Kimanzi          | KIA                    | ICT                               | NBI                |             |
|  | Okiring S.H               | KIA                    | SMC                               | 30091,NBI          | 0722780 532 |
|  | Okiring S.H               | KIA                    | SMC Participant                   | 84027,NBI          | 0722393 179 |
|  | Osman Ibrahim             | KIA                    | DDFA                              | 41621-00100 NBI    | 202733561   |
|  | Partrick                  | KIA                    | Participant                       | -                  | 0722948 755 |
|  | Phylis K. I               | KIA                    | Principal Procurement             | 33462 – 00600, NBI | 0723153 275 |
|  | Rose Nyamori              | KIA                    |                                   | 44991, NBI         | 0722644 226 |
|  | S Bitok                   | KIA                    | AOF                               | 10122, NBI         | 0721824 050 |
|  | Stephen Mugo Toto         | KIA                    | Ass. Director                     | 30058 – 00100, NBI | 0722274 391 |
|  | V Ochola                  | KIA                    | Participant                       | PRIVATE BAG, NBI   | 2251545     |
|  | J. N. Mulatya             | SPLP (KIA)             | Asst. Dir                         | 30029-00100        | 721230940   |
|  | Veronica Ochieng          | MOSD/KIA               | Undersecretary                    |                    | 72306657    |
|  | J.K. Mwangi               | KESAL/ KIA             | Director                          | 460, MARAGOLI      | 0726685 940 |
|  | Eugen M. Mnyamwezi        | KIA                    | Hydrologist PA                    | 5464 – 00200, NBI  | 20342366    |
|  | George Mirongo            | KIA                    | SHRMO                             |                    |             |
|  | Abdi Doti                 | KIA/KWS                | Senior Warden                     | 07879 – 00200, NBI | 0724967 325 |
|  | Masibo J Kituyi           | Min. Of Youth & Sports | Assistant Director                | Box 58187          | 7228227208  |
|  | Isaac A. N.               | Min. Of Youth & Sports | Asst. Director                    | 30478, NRB         | 722467889   |
|  | Elijah Obwori             | Min. Of Youth & Sports | Asst. Director                    |                    | 0722880518  |
|  | Indakwa Jaxon             | Min. Of Youth & Sports | Assistant Commissioner For Sports | 71                 | 71090687    |
|  | Jacob O. Onyango          | Min. Of Youth & Sports | Principal Sport Officer           | 67839              | 721579300   |
|  | Peter Musakhi             | Min. Of Youth & Sports | Ass. Director Of Youth Dev        | AWASI              | 723330473   |
|  | Eliud W. Barasa           | Min. Of Youth & Sports | Prov. Dir. Youth Aff.             | 11074, NBI         | 0722107 506 |

|  |                           |                                       |                                    |                     |               |
|--|---------------------------|---------------------------------------|------------------------------------|---------------------|---------------|
|  | Kibet Boen                | Min. Of Youth & Sports                | A.O                                | 30040 – 00100, NBI  | 0722818 653   |
|  | Kiungi J Muthomi          | Min. Of Youth & Sports                | PDYA- NEP                          | 30081 NAIROBI       | 3444248       |
|  | Alex Kabutu               | Min. Of Youth & Sports                | Provincial Director For Sports NEP |                     |               |
|  | Alice Kiniya              | Min. Of Youth & Sports                | Deputy Director                    |                     | 733813449     |
|  | Leonard Mititi            | Min. Of Youth & Sports                | Assistant Director                 | 30050 00100 NAIROBI | 725141078     |
|  | Maria Cherono             | Min. Of Youth & Sports                | Deputy Director                    |                     | 720031220     |
|  | John K. Muindi            | Min. Of Youth & Sports                | Principal Sports Officer           | 30005 00100 NAIROBI | 722646984     |
|  | Mahila Pamela             | GTI                                   | Senior Project Officer             | 49,822,500,100      | 0721 856 878  |
|  | Jeremiah Nyaberi. Ichuara | GTI – Matuga                          | Ag. Deputy Director                |                     |               |
|  | Dr Maurice Khayota Otumbe | GTI - Embu                            | Director GTI, Embu                 | 30007 Embu          | 343647        |
|  | Nelson Mongomi            | GTI - MSA                             |                                    | 42582               | 0731 212 767  |
|  | Alfred Ogweyo             | GTI Baringo                           | Snr. Lecturer                      | 2, ATHIRIVER        | 0710 600 931  |
|  | Charles Nderitu           | GTI Embu                              | P. Lecturer                        | 593, NBI            | 0720 511 908  |
|  | Jefwa Ngombo              | GTI Matuga                            | Director                           | 1803, KISUMU        | 0723421 641   |
|  | Geoffery Omulayi          | GTI MOMBASA                           | Senior Principal Lecturer/HOD      | 62157 – 0020        | 0722820 009   |
|  | Faith W. Muhoro           | GTI MSA                               | Senior Principal Lecturer          | NBI                 |               |
|  | Tom Wanyama Oudo          | GTI, Embu                             | Ag. Administrative Secretary       | 2719 – 00200        | 020 – 2226705 |
|  | James Owino Ochieng       | GTI-Matuga                            | Senior Principal Lecturer          | NBI                 |               |
|  | James Kulusa              | Multmedia University                  | PrincipaL                          |                     |               |
|  | Dr. Aghan                 | A. J Oscar and Co.                    | Consultant                         | 30095 NRB           |               |
|  | Nyambura Gachango         | AFPRB                                 | Member                             |                     | 315738        |
|  | Simon P. Njau             | AFPRB                                 | chairman                           | 30450 NRB           | 2713492       |
|  | Kithinji Kiragu           | Africa Development Professional Group | Chairman                           | 30430 NRB           | 020-315001    |

|  |                       |                                   |                              |                  |                     |
|--|-----------------------|-----------------------------------|------------------------------|------------------|---------------------|
|  | Muthusi Maingi        | Baraka O.M. Ltd                   | Manager                      | 30091 NRB        | 020-8501200         |
|  | Rosina Mnittu         | BLCS                              | Consultant                   | 148-00202 NRB    | 272630049 Ext 44082 |
|  | Ambrose M. O.         | BLM                               | Secretary                    |                  | 733621727           |
|  | Bernard Omondi        | BLM                               | student                      | 30175 NRB        | 722913069           |
|  | David K. Rono         | Bomas Of Kenya                    | Finance Manager              | 61830-00100      | 729438534           |
|  | Odhiambo Sotah        | Bridge College                    | student                      | 12853 Nakuru     | 722113763           |
|  | Esther Mahide         | Cabinet Office                    | DEC                          | 1 Kerugoya       | 720694036           |
|  | S. K. Kirogo          | Cabinet Office                    | Secretary /SCAC              | 1 Ukwala         | 722993013           |
|  | Selima Ambe           | Capacity Build. & Research Co.    | MD                           | 1516 Kisumu      | 722742532           |
|  | Jose P. Malia         | Catholic Uni Of E.A               | Adm Mgr                      | 30084 -00100 NRB | 722324000           |
|  | Dr. N. Mangale        | CDA                               | Managing Director            | 46987-00100 NRB  | 733553059           |
|  | Y Cheptoo             | CEK                               |                              |                  |                     |
|  | Annah Katuki          | Center For Governance And Dvt.    | Project Assistant            | 233 Mogotio      | 723900179           |
|  | Philip Ochola         | CEPAD                             | Programme Officer            | 55704-00200 NRB  | 2221401-4           |
|  | Dr Aghan Joshua Oscar | Chartered Institute of Management | Student- Doctoral Fellowship |                  | 722732129           |
|  | James Kagwa.W         | Civil Society                     | Accountant                   | 30091 NRB        | 724419230           |
|  | Dancan Ngoya          | Construction Bridge Society       | Co-Ordinator                 | 54974 -00200 NRB | 733897000           |
|  | Peter Maina           | CORO FM                           | Lecturer                     | 30022-00200 NRB  | 721214718           |
|  | Nyagaka Nyaanga       | CPA                               | Coordinator                  | 57007 NRB        | 722737309           |
|  | W. K. Bii             | Cradle Africa International       | Treasurer                    | 11531-00100 NRB  | 714534803           |
|  | Dr. J.K. Kimemia      | CRF                               | CEO                          | 18554            | 727896702           |
|  | K.R. Orok             | CRSI                              | Team Leader                  | 52884-200        | 722761864           |
|  | Margaret Obath        | CTDLT                             | Human Resource/              | 16936-00100      | 722686794           |
|  | G. O. Matundura       | DOP/KIA                           | DOI                          | 30050            | 722770562           |
|  | Nyambok               | EAPCC                             | MD                           | 30091            | 722214667           |
|  | Josephine Mwangi      | ECK                               |                              | 60013            | 722861351           |

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|--|----------------------|----------------------------|------------------------|---------------|--------------|
|  | Michael Ndegwa Kungu | Egerton Uni                | Student                | 52692         | 72272816     |
|  | Rashid Amin          | ENNDA                      | MD                     | 73439 NRB     | 726348430    |
|  | M Mutsnga            | ERC                        | Commission Sectetary   |               | 722767338    |
|  | Omar Sheikh          | EWWDA                      | Project Coordinator    | 30551-00100   | 722808080    |
|  | Eric Ochweda         | FGS                        | Clerk                  |               | 725988833    |
|  | Benard Momanyi       | Gilgil Telecoms Industries | Manager GTI            | 72826         | 715839935    |
|  | A. G. Rikaria        | Govt. Press                | Govt. Printer          | 55704 NRB     | 721241836    |
|  | A. G. Rikaria        | Govt. Press                | Govt. Printer          |               |              |
|  | Peggie Mutiso        | Graduate                   |                        | Box 34303 nbi | 0722 453 257 |
|  | Julius Olwero        | H.I.K                      | Member                 | 34303 –00100  | 0722 455 013 |
|  | Peter N. Gikandi     | H.L.K                      | Member                 | NBI           |              |
|  | Joshua W. Wambua     | ICPSK                      | CEO and Secretary      | 34303 –00100  | 0722 287 105 |
|  | Abraham Rugo         | IEA - Kenya                | Asst. Prog Officer     | NBI           |              |
|  | E M Kisoila          | Immigration                | PS                     | -             | 075 442 177  |
|  | Dominic Kimani       | Impact Concepts Kenya      | MD                     | BOX 207       | 0722 893 631 |
|  | S Namusyule          | Info & Comms               | S.I.O                  | GSA           |              |
|  | Asael Ouwansa        | Internal Security          | Dep. Internal Security |               |              |
|  | G. Kiptum            | IRA                        | HLDAM                  |               |              |
|  | L. N. Kimani         | IVESCO                     | Director               |               | 07426500 212 |
|  | Orobo Dennis Abere   | JKUAT                      | Student                | 31, Matuga    | 0722 885 885 |
|  | Jane Muthaura        | KACC                       | PFAO                   |               | 0722 256 626 |
|  | S.P Mburu            | KAEA                       | EX Member              | 74934, NBI    | 0722 712 289 |
|  | Evance               | KANPESH                    | -                      | 20464, NBI    |              |
|  | Elias Githae         | KARI                       | CDF                    | NRB           | 0723 118 869 |
|  | Ted K. Njau          | KARI                       | Deputy Director        | BOX 30551,NBI | 0722782 319  |
|  | Njambi Muchai        | KDLC                       | Director               | BOX 30551NBI  | 0725 247 250 |
|  | Evah Oduor           | KEBS                       | Director STDs          |               | 0725822 646  |
|  | Dr.Wasunna           | KEMRI                      | Ag Director/CEO        |               |              |

|  |                    |   |                               |                    |              |
|--|--------------------|---|-------------------------------|--------------------|--------------|
|  | Simon G Gatimu     | KENAO                                     | Director Of Audit             | BOX 40668NBI       | 0712 604 551 |
|  | E.H.Gikonyo        | KENAO                                     | Deputy Auditor General        | BOX 30175NBI       | 0733842 681  |
|  | Stanley M. Muriuki | KENAO                                     | Deputy Director General       | 40539- 00100, NBI  | 0722221 531  |
|  | Mwalimu Musee      | Kenvest                                   | General Manager               | 30095 – 00200, NBI | 202227471    |
|  | Joseph Kyeti       | Kenya CBO Consortium                      | Assit Manager                 | 30095 – 00200, NBI | 202227471    |
|  | Susan Kikwai       | Kenya Investment Authority                | Managing Director             | 10231 – 00200, NBI | 0720 911 233 |
|  | Nancy Karigithu    | Kenya Maritime Authority                  | GD-G                          |                    | 0735657 815  |
|  | Philip Munah       | Kenya Metrological Dept                   | Ag. DD                        | 78281              | 0720780 100  |
|  | Ken W. Retere      | Kenya Poly                                |                               | 4806 – 00100, NBI  | 0722 337 379 |
|  | G.N. Maegoyi Ebs   | Kenya Prison                              | Senior Deputy Commissioner    | 31, MATUGA         | 0722 308 901 |
|  | Nduva Muli         | Kenya Railways                            | MD                            | 50627 – 00200      | 0720 053 657 |
|  | Stephen K. Ithili  | KEPHIS                                    | General Manager               | 673, KAKAMEGA      | 0722 351 254 |
|  | J. Gatiri          | KEWI                                      | HRM                           | 1267, GARISSA      | 0720 307 009 |
|  | Julius Wadenya     | Kibera Side Bridge Community Organization | Treasurer                     | 49295, NBI         | 0722767 006  |
|  | Hiram Muchere      | KIMC                                      | Participant                   | 30091, NBI         | 0722414 819  |
|  | Otieno Odek        | KIPI                                      | MD                            | 14689, NBI         | 020/246892   |
|  | Dorothy Hodson     | KIRDI                                     | Marketing Manager             | 31631- 00600, NBI  | 0722639 560  |
|  | Josphene M. Oliwa  | KISE                                      | Human Resource Representative | 203, ISIOLO        | 0722171 390  |
|  | Eve Obara          | KLB                                       | MD                            | 30027, NBI         | 0722619 710  |
|  | Vincent N          | KMC                                       | Mc                            | 27684 – 0506, NBI  | 0722399 100  |
|  | A K M Kilele       | KNBS                                      | DG                            | 7447 – 00300, NBI  | 0721531 148  |
|  | Alice Gatei        | KNH                                       | Quality Assurance Coordinator |                    | 0722518 606  |
|  | Alice W. Gotei     | KNH                                       | Quality Assurance Coordinator | 23397 – 00100, NBI | 0722654 144  |

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|--|--------------------|--|-------------------------------|--------------------|--------------|
|  | Alice W. Gotei     | KNH                                    | Quality Assurance Coordinator | 30095 – 00100, NBI | 0722853 986  |
|  | Gladys Maina       | KNTC                                   | MD                            | PRIVATE BAG, NBI   | 0722352 629  |
|  | Rita Gona          | KPA                                    | Admin. Officer                | PRIVATE BAG, NBI   | 0722151 041  |
|  | Raphael Okoth      | KPAG                                   | Artist/Actor                  | 30016              | 0722796 425  |
|  | Joseph Cheptarus   | KRA                                    | Asst. Commissioner            | 4055, NBI          | 0725565 666  |
|  | Mungaru Okonji     | KRRP                                   | CEO                           | 4 – 205500 NAROK   | 0724356 425  |
|  | Julie Njeru        | KTDL                                   | MD                            |                    | 0723543 285  |
|  | Dr. Mike Parklea   | KUDA                                   | CEO                           | 4866, NBI          | 2370556      |
|  | Gerald Masila      | KWAL                                   | MD                            | 285, BUNGOMA       | 530174       |
|  | Sharon Kisire      | KWS                                    | Head Human Capital            | 67492 – 00200, NBI | 0722927 443  |
|  | Eng. Diru Magomere | L. Victoria North Water Services Board | CEO                           | 53989 – 00200, NBI | 2721262      |
|  | J. W. Khaemba      | Lake Basin Devt. Authority             | C.E.O                         | 31551, NBI         | 318888       |
|  | J. W. Khaemba      | Lake Basin Devt. Authority             | CEO                           |                    |              |
|  | Joseph Lwania      | LJPC                                   | Coordinator                   | 54840-00200,NBI    |              |
|  | Maurice Odengo     | Maendeleo Kisasa                       | Member                        | 45250,NBI          |              |
|  | Samuel S. Oketch   | Maendeleo Kisasa                       | Chairman                      | KABETE             |              |
|  | Stanely Mitoko     | Maendeleo Kisasa                       | Rep (Youth)                   | 48413-00100,NBI    | 0724 804 610 |
|  | Kinara Muturi      | Maendeleo Kisasa                       | Member                        | KIA                | 0721478 194  |
|  | Samuel S. Okech    | Maendeleo Kisasa                       | Chairman                      | 30124,NBI          | 0722538 797  |
|  | Hafsa Muthoka      | Maendeleo Kisasa RECI Youth Group      | Secretary                     | 44412              | 0722967 031  |
|  | Daniel Lugo        | Maeni Network                          | Managing Publisher            | 30050              | 2227411      |
|  | Daniel K. Mwangi   | MCD                                    | Secretary                     |                    | 318375       |
|  | M. K. Tenai        | MCODrM                                 | Prov. Co-Op Officer           | 20087              | 21718143     |
|  | Herman Wamboba     | MD                                     | Dep. Director Pub. Comm.      | 3551               | 318888       |
|  | Laban O. Omwando   | MDONK                                  | SHRMO                         | 5887               | 0722296 296  |
|  | Darare Oharo       | MEAC                                   | SPO                           |                    | 0722 760 025 |

|  |                        |   |                                    |                           |            |
|--|------------------------|---|------------------------------------|---------------------------|------------|
|  | Cheboli I Shakaba      | Ministry of Finance                     | DA                                 | 2.51E+09                  | 72307384   |
|  | Barrack Amollo         | Min. of Finance                         | Dep. Secretary                     |                           |            |
|  | Sheila Kiambatu        | Min. of Finance                         | Dep. Secretary                     | 30095 Nairobi             | 722651166  |
|  | Anne K Mugo            | MIN OF FINANCE                          | Pension Secretary                  | I                         | 72328137   |
|  | Peter M Kiarie         | Min Of Industrialization                | SIDO                               | 4448, NBI                 | 0722751496 |
|  | Rosemary W. Wamoto     | Min Of State For Defence                | Ass. Dir HRD                       | KIA                       |            |
|  | Jane Wamoko            | Min Of Tourism                          | ADMIN                              |                           | 0722526494 |
|  | P.N. Gakure            | Min Of Tourism                          | DS                                 |                           | 721347565  |
|  | John M Bogowa          | Min Tourism                             | C.Accountant                       | 11982 Nairobi             | 721788913  |
|  | H.S Wasike             | Min. Dev Of Northern K. & Arid Areas    | Internal Auditor                   | 49720 Nairobi             | 722277222  |
|  | Haron Komen            | Min. of Cooperatives                    | Under Secretary                    | Nairobi                   |            |
|  | Haron Komen            | Min. of Co-operatives                   | Under Secretary                    |                           | 728074657  |
|  | Godfrey Opondo         | Ministry Of Fisheries Development       | Assistant Secretary Administration | NAIROBI                   | 203532606  |
|  | Susan Imenda           | Min. of Fisheries                       | Principal Fisheries Officer        | 49720, Nairobi            | 722463856  |
|  | Hassan Mohamed         | Min. of Fisheries                       | Assistant Secretary                | Box 41191 – 00100 Nairobi | 72287175   |
|  | Susan Imende           | Min. of Fisheries                       | Principal Fisheries Officer        | 30050-00100 Nairobi       | 721810688  |
|  | Prof. Jacqueline Oduol | Min. of gender, Children & Social Devt. | Secretary Children Affairs         | 30084 Nairobi             | 721344187  |
|  | Allan Kamau            | Min. of Higher Education Sc. And Tech   | ICT Officer                        | Box 3 Embu                | 723311087  |
|  | Leah N. Mwanguru       | Min. of Housing                         | Ag. Director slum upgrading Devt   | 9390-00100 Nairobi        | 722204230  |
|  | O.M Nzwilli            | Min. of Housing                         | Director GED                       | 35193-00200 Nairobi       | 722314913  |
|  | Origa Ogutu            | Min. of Housing                         | Dep. Secretary                     |                           | 20252338   |
|  | Makenzi Kiilu          | Min. of Housing                         | Director Housing Infrastructure    | 30050 – 00100 Nairobi     | 722837645  |

|  |                   |                                    |                                     |                       |  |
|--|-------------------|------------------------------------|-------------------------------------|-----------------------|--|
|  | Reuben Kimotho    | Min. of Immig                      | Director NRB                        | 30551- 00100 Nairobi  | 318888   |
|  | Mogaka M. Johnson | Min. Of Immigration                | Clerk                               | 42603- 00100 Nairobi  | 722714716  |
|  | Andrew A. Okwach  | Min. of Justice and Const.         | PHRMW                               | 120522                | 711243475  |
|  | F. O. Owino       | Min. of Labour                     | US                                  | 1278- 00200 Nairobi   | <a href="mailto:kini@yahoo.com">kini@yahoo.com</a> |
|  | B. M. Mwangi      | Min. of Lands                      | Principal Accounting                |                       | damikimani.com                                     |
|  | K. Marangu        | Min. of Lands                      | DD HRM                              | 42013 Nairobi         | 722155181  |
|  | Karoli Ooko       | Min. of Lands                      | Director of Admin                   | 40112 Nairobi         | 722310276  |
|  | Reuben Murugu     | Min. of Lands                      | Coordinator Land Reforms            | 30050 Nairobi         | 227411   |
|  | Reuben Murugu     | Min. of Lands                      | Coordinator Land Reforms            |                       | 721849684  |
|  | Boniface Simba    | Min. of Livestock Devt             | Undersecretary                      | 43505-00100           | 722795766  |
|  | Ernest N. Mbogo   | Min. Of Livestock Dvt.             | Senior Asst. Dir. Of Livestock Dvt. | 63545 – 00200 Nairobi | 722795708  |
|  | Eng. John Maina   | Min. of Nairobi Metropolitan       | Secretary                           | 30050- 00100 Nairobi  | 2227411  |
|  |                   |                                    |                                     |                       |  |
|  | N. K. Waweru      | Min. of Pub. Health and Sanitation | Ag. SDS                             | BOX 30089 NAIROBI     | 2718250  |
|  | J. O. Miano       | Min. of State for Natural          | PS                                  | Private Bag NRBi      | 020-312067   |
|  | Leonard Ngaithe   | Min. of Trade                      | SAD                                 | P.O.BOX 203 150020    | 721708903  |
|  | D. Nyameti        | Min. of Transport                  | Senior Ass. Secretary               | 30027 NAIROBI         | 313010   |
|  | Isaac Kamau       | Min. Of Transport                  | Deputy Secretary                    |                       | 721301632  |
|  | R. M. Munyau      | Min. of Water and Irr.             | Chief Lab Technologist              |                       | 722373202  |
|  | Gideon Mulyangi   | Min. of Works                      | Works Secretary                     | 30091                 | 722868449  |
|  | Joel N. Mwanza    | Ministry of Labour                 | Asst. Labour Comm.                  | 250 GILGIL            | 050-4002011  |
|  | Washinton Abuto   | Ministry Of Lands                  | Surveyor                            | 30650 NAIROBI         | 202227411  |
|  | Yusuf Mbuno       | Ministry of Lands                  | Deputy Chief Economist              |                       | 20365049   |
|  | Z.A Mabea         | Ministry Of Lands                  | Commissioner Of Lands               | PRIVATE BAG NAIROBI   | 2215607  |
|  | Dr S K SHARF      | Ministry Of Public Health          | Director Of Public Health           | 52 MALAVA             |  |

|  |                   |                         |                       |                    |             |
|--|-------------------|-------------------------|-----------------------|--------------------|-------------|
|  | Martin Eshiwani   | Ministry Of Transport   | Under Secretary       | 30510 NAIROBI      | 723655643   |
|  | W.M Makutsi       | MIRP                    | Ag SDS                | 715 THIKA          | 72784411    |
|  | Ken Ochieng       | MKR                     | P.R Office            | 30950 NAIROBI      | 227411      |
|  | F. F. Odhiambo    | MOCDEM                  | CCD                   | 30951 NAIROBI      | 227411      |
|  | Bahati Keranga    | Min. of Environ.        | Senior Ass. Secretary | 40811 Nairobi      | 7287735     |
|  | Amb. Wambua       | Ministry of Environment | SDS                   | 30952 NAIROBI      | 227411      |
|  | Nakhali Waopembe  | Ministry of Environment | DS/E                  | 30953 NAIROBI      | 227411      |
|  | Noor Aden         | Ministry of Environment | DS                    | 67839 NAIROBI      | 605522      |
|  | P.M. Odongo       | MOFD                    | PRO                   | 271 KAKAMEGA       | 726986858   |
|  | E.K Kerich        | MOIC                    | Ag Director           | 00100-47137        | 710806-807  |
|  | Eliud Moki        | Moin. Of Lands          | Land Surveryor        | 45617 NAIROBI      | 2240488     |
|  | Anyumba           | MOLHRD                  | DS                    | 67168 NAIROBI      | 721957016   |
|  | Drfm Kimani       | MOMS                    | DMS                   | 30395 NAIROBI      |             |
|  | Dr. W.S. Akhwale  | MOPAXS                  | SADMS                 | 1357 00606 NAIROBI | 2347000     |
|  | Dr. W. S. Akhwale | MOPH&S                  | SADMS                 | 74386 NAIROBI      | 0725-5899   |
|  | Eng. H. S. Amanje | MOPW                    | SPSE(ELECT)           | 6173 GPO           | 722803932   |
|  | R. A. Hadao       | MOS Defence             | DS/AFPRB              |                    | 733951431   |
|  | C.K. Muwa         | MOSD                    | CFO                   |                    | 722767206   |
|  | Dinah Ohchoe      | MOSD                    | PE                    |                    | 722900438   |
|  | Ibrahim M A       | MOSSP                   | DS                    |                    | 343576      |
|  | El-Sammaor        | MOT                     | Admin                 |                    |             |
|  | An Mwando         | MPHS                    | CE                    | 58187 NAIROBI      | 712-527335/ |
|  | S Wainaina        | MPND                    | EPS                   |                    | 770464013   |
|  | Vincent Mwangi    | MU                      |                       | 42227-00100        | 020-2250120 |
|  | Omar Abdallah     | Muslim Scholars         | Imam                  | 40100-00100        | 0722-529799 |
|  | M Waturu          | MWI                     | Chemist               |                    | 0721-165189 |
|  | Vincent Ogaye     | MWI                     | Hydrologist           | 115 Moyale         | 0722-632284 |

|  |                        |                          |                             |                     |             |
|--|------------------------|--------------------------|-----------------------------|---------------------|-------------|
|  | Lango Joseph           | MYWO                     | IMAI                        | 3954-00200          | 0725-813606 |
|  | Mary Ngethe            | NACADA                   | Chief Public Educ           | 7765 Nairobi        | 0711-824499 |
|  | Alphonse               | Nation                   | Reporter                    | 4484 Nairobi        | 0722-743143 |
|  | Okall Phoebe           | Nation                   | Journalist                  | Private Bag Nairobi | 0722-694899 |
|  | Dr. Idle Farah         | National Museums         | Director General            | 30005 Nairobi       | 0722-990106 |
|  | Frank Michina          | NCPB                     | HRM for MD                  | 95013               | 0720-678703 |
|  | Rodah Ogoma            | NCRC                     | Ag. D. Director             | 57733-00200 Nairobi | 0722-520043 |
|  | Catherine Mbausi       | NEMA                     | Chief Environmental Officer | 14446-00800 Nairobi | 0724-917534 |
|  | Dr. Kennedy I. Ondimu  | NEMA                     | Ag. DGs                     | 34567 Nairobi       | 0722-206931 |
|  | Grace Kimani           | NEMA                     | Senior Legal Officer        | 531 Nyagweso        | 72181327    |
|  | Inganga S F            | NEMA                     | Chief, ERO                  | 20843-00100         | 0724-566702 |
|  | Inganga S F            | NEMA                     | Chief, ERO                  | 30050-00100         | 0714-839275 |
|  | Peter Njehia           | NEMA                     | Particitant                 | -                   | 020-2185031 |
|  | Peter Njehia           | NEMA                     |                             | 66247-00800 Nairobi | 2226911     |
|  | Daviad Timado          | NESC                     | Policy Analyst              | -                   | 0721-347565 |
|  | Julias Muia            | NESC                     | Secretary                   | 58187 Nairobi       | 0722-827208 |
|  | Julius Muia            | NESC                     | Secretary                   | 23030-00604         | 0722-880518 |
|  | Andrew Ogombe          | NGO COURD board          | Deputy Director             | 19982 Nairobi       | 0721-788913 |
|  | A Muteshi              | NSIS                     | Director                    |                     | 722732152   |
|  | A Muteshi              | NSIS                     | Director                    |                     | 203744024   |
|  | A. Okitoi              | NSIS                     | Ass. Director               |                     | 3519343     |
|  | Ayieko F.M.            | NSIS                     | Director                    | 30050               | 2227411     |
|  | D. Nyombegera          | NSIS                     | Budget office               | 30266 NRB           | 340929      |
|  | George Osaso           | NSIS                     | CIO                         | 60979 NRB           | 20255690    |
|  | Raphael K Kosen        | NSIS                     | AD                          | 30259-00100         | 722769879   |
|  | Eng. G. S. Onyango     | Numerc Machining Complex | CEO                         |                     |             |
|  | Mghoi Rose Macharia    | Nyayo Tea Zone           | HR and Admin                |                     |             |
|  | Muriuki Robert Kaburia | Nyeri                    | Member Of Public            |                     | 726554837   |

|  |                           |  |                         |                    |            |
|--|---------------------------|--|-------------------------|--------------------|------------|
|  | Saul Wasilwa              | NZOIA SUGAR                            | Ag. MD                  |                    | 734909892  |
|  | Elijah O. Achoch          | Office of the Prime Minister           | Director                | 230-30             | 733418242  |
|  | Emily Gatuguta            | Office of V.P and Home Aff.            | Director of Admin       |                    | 721329627  |
|  | Kenneth Mwige             | OMBUBSMAN                              | Executive Director      | 47706-00100        | 20810236   |
|  | Collins Otieno            | OYGIS                                  | Member                  | 30007              | 722779146  |
|  | Pst. Simon Ochome         | PAG                                    | Pastor                  | 30091              | 722760274  |
|  | Fred Odhiambo             | PCK                                    | CEO                     | MBS                | 23183918   |
|  | Rufus Thuku               | Permanent Residential Music Commission | Director                | 30007              | 721637438  |
|  | Major (Rtd) Titua Wabwire | Phama Foundation                       | Executive Officer       | Afya House         |            |
|  | S Kaloki                  | PHS                                    | ADHG                    | Haile Selase       |            |
|  | Nyambura Koigi            | Postbank                               | MD                      | 2635-50200 Bungoma | 722743184  |
|  | Mary Khaemba              | Prisons                                | Director Rehabilitation | 12825-00400        | 727546439  |
|  | Rose Moturi               | Prisons                                | SACP                    | 197 siakago        | 726809303  |
|  | Rose Moturi               | Prisons                                | SACP                    | 30095-00100        |            |
|  | George M. Makaru          | Private                                | Chairman                | 45617 NRB          |            |
|  | Solomon Kitunga           | Privatization Commission               | CEO                     | 61960 NRb          | 723622437  |
|  | Dennis Okech              | Public Communications Office           | Chief Pub. Comms        | 30119-00200        | 2718050    |
|  | Alice Otwala              | Public Service Commission              | DCS                     | 20414-00200        | 020-230300 |
|  | Stephen Mwangangi         | R.G.C                                  | Administrator           | 30197              | 710160814  |
|  | Margret Kimani            | Radio Waumini                          | Press                   |                    |            |
|  | Stephen Mallowah          | RBA                                    | Board Secretary         | 5738-00100         | 720281168  |
|  | Peter B. Kusimba          | Refugee Affairs                        | Commissioner            | 30450              | 721293055  |
|  | Gaylord Avedi             | Remuneration Review Board              | Chairman                | 48552              | 315650     |
|  | Leonard Murunga           | Retired Persons SACCO                  | Ass. Treasurer          | 30119              | 2728465    |

|  |                      |                               |                                   |                 |            |
|--|----------------------|-------------------------------|-----------------------------------|-----------------|------------|
|  | Gumato Ukuv          | SCAC                          | US                                |                 | 2228411    |
|  | P.M. Nyingi          | SCAC                          | Chief Inspector<br>(Corporations) | 46935-00100     | 722327844  |
|  | Anyona B.O           | SEDU                          | MD                                | 14477-00100     | 721212706  |
|  | Agnes Mandu          | Sports                        | PSO                               | 9883-00200 NRB  | 020-318581 |
|  | Ally Jamah           | Starndard Group               | Reporter                          | 30627-00100     | 4185637    |
|  | Roselyn Amandi       | State Corp Appeal<br>Tribunal | SEC                               | 30450-00100     | 2718050    |
|  | James Kihori         | STEKI                         | Director                          | 33124-00200     | 720716441  |
|  | Mwuiamo Kennedy      | Student                       | Chairman                          | 30016-00100 NRB | 2717077    |
|  | Francis K. Cheptile  | Student UON<br>/Teacher       | D/Principal                       | 70660           | 2250850    |
|  | Isaac Oyaro          | student/engineer              | Engineer                          | P/Bag           |            |
|  | Margaret Mbogoh      | The Export Institution        | CEO                               |                 | 2227411    |
|  | Luke Anami           | The Standard                  | HR Student KU                     |                 |            |
|  | Mwangi Gakunga       | Tourism                       | PRO                               |                 | 2727846    |
|  | S. O .Bolo           | Tourism                       | Assistant HRM                     |                 | 2222022    |
|  | Sylvester O.Bolo     | TOURISM                       | Assistant HRM                     |                 | 722430659  |
|  | Erick Sn Odede       | Treasury                      | SPO                               |                 | 722869807  |
|  | Anne Njagi           | TSC                           | SAP                               |                 | 722445988  |
|  | B.C. Okaka           | TSC                           | ICTO                              | 23030 NRB       | 418231     |
|  | G. Okinda            | TSC                           |                                   | 30050NRB        | 2227411    |
|  | Gabriel K Lengoiboni | TSC                           | Secretary                         | 23030-NRB       | 418231     |
|  | Gikuhi M             | TSC                           | SPAO                              | 30050NRB        | 2227411    |
|  | I.M. Hussein         | TSC                           | chairman                          | 30050NRB        | 2227411    |
|  | Nancy N Macharia     | TSC                           | Deputy Secretary                  | 30050NRB        | 2227411    |
|  | Njogu S. Muriuki     | TSC                           | Lecturer                          | 23030NRB        | 418231     |
|  | Owiti L              | TSC                           |                                   | 23030NRB        | 418231     |
|  | Rj Anyasi            | TSC                           | SPHRO                             | 30050 NRB       | 2227411    |
|  | Roseline Onyuka      | TSC                           | Commissioner Of Lands             | 30050 NRB       | 2227411    |

|                      |                                 |                               |                  |           |
|----------------------|---------------------------------|-------------------------------|------------------|-----------|
| S. M. Kavisi         | TSC                             | Senior Deputy Secretary (Adl) | 30050 NRB        | 418231    |
| S. M. Kinyatti       | TSc                             | Auditor                       | 23030 NRB        | 418231    |
| S. M. Mwilli         | TSC Hqs                         | CAO                           | 23030NRB         | 418231    |
| Duke Mwaucha         | UON                             | Student                       | 23030NRB         | 418231    |
| Gicia Simon          | UON                             | Student                       | 30050 NRB        | 2227411   |
| Pius M. Kuria        | UON                             | Student                       | 30050 NRB        | 2227411   |
| Elizabeth Kihanya    | UON                             | Student                       | 30050 NRB        | 2227411   |
| David Mbugua         | V.C.T Center Eastlands          | Eastlands                     | 30050 NRB        | 2227411   |
| Eng. Robert Gakubia  | Water Services Regulatory Board | Ceo                           | 30050 NRB        | 2227411   |
| Margaret Otieno      | Wildlife clubs of kenya         | National Coordinator/CEO      | 30050 NRB        | 2227411   |
| L. Thogoko           | WRMA                            | SWO                           | 30050 NRB        | 2227411   |
| S. P. Njiru          | WRME                            | Ag DWK                        | 30050 NRB        | 2227411   |
| U. Wario             | YEDFB                           | CEO                           | 30050 NRB        | 2227411   |
| Bernard Ooko Odede   | Youth Agenda                    | A/C Clerk                     | 30050 NRB        | 2227411   |
| Kennedy Ouma         | Youth Back Council              | Sec. Gen                      | 30050 NRB        | 2227411   |
| Boniface Mutuku      | Youth On The Move               | Deputy CEO                    | 23030 NRB        | 418231    |
| Abdhaziz Sheikh Maad |                                 |                               | Private Bag NRB  | 418231    |
| Daniel Maanzo        |                                 | Secretary                     | 23030 NRB        | 418231    |
| J K Korir            |                                 | Cosultant                     | 30027 NAIROBI    | 313010    |
| J.M. Mutugi          |                                 | Member                        |                  | 721301632 |
| James Moligame       |                                 | Secretary                     |                  | 722373202 |
| John Achiego         |                                 |                               | 30091            | 722868449 |
| Pauline Kiandiko     |                                 |                               | 67839            | 721579300 |
| Peter Ambenje        |                                 | Dep. Director                 | 30510, NRB       | 722332378 |
| Peter Kungu          |                                 |                               | 30510, NRB       | 722749604 |
| Shirundu             |                                 |                               | 12825, 00400 NRB | 727546439 |
| Susan S. Mwangangi   |                                 |                               | 31725-068        | 721413034 |

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|  | Tw Mugo |  | PRC |  | 10614-00400 |  |
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