



**Kenya Airports Authority**

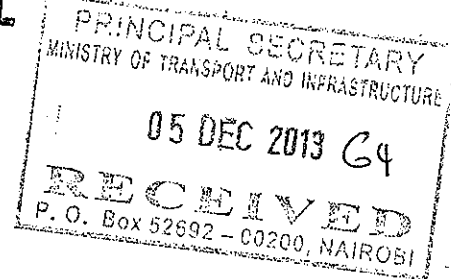
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KAA/CM/SM VOL1 (16)

**CONFIDENTIAL**

4<sup>th</sup> December 2013

Eng. Michael Kamau CBS  
Cabinet Secretary  
Ministry of Transport and Infrastructure  
**NAIROBI**



Thro'

Mr Nduva Muli, EBS  
Principal Secretary  
Ministry of Transport and Infrastructure  
**NAIROBI**

Dear *CS,*

**BOARD INTERVIEWS AND RECOMMENDATIONS FOR POSITION OF MANAGING DIRECTOR KAA**

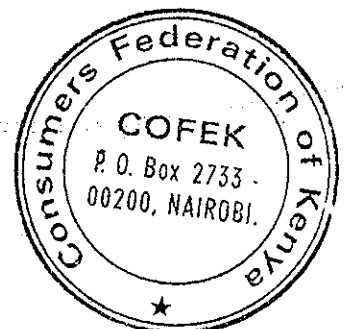
1. As you are aware, the Board of Directors of Kenya Airports Authority held interviews for the position of Managing Director, Airports Authority on 29<sup>th</sup> November 2013.
2. As guided by the KAA Act, the Board shortlisted three names for appointment by the Minister. The recommendations appear in Appendix VI.
3. In the recruitment process the Board was guided by merit as well as constitutional requirements of balance, gender, ethics and integrity among others.
4. You will note that the scores of the top three candidates range between 69% and 71%. The differences are not statistically significant. Therefore these candidates are equally competent and any of them is capable of delivering the KAA mandate. We believe moderation of the scores is not mandatory but had this been made there might have been some shift in positions.

In conclusion, the Board has completed this exercise and the final outcome remains in the hands of the Cabinet Secretary as the Appointing Authority.

Yours sincerely,

**PROF MUTUMA MUGAMBI, MBS**  
**CHAIRMAN OF THE BOARD**

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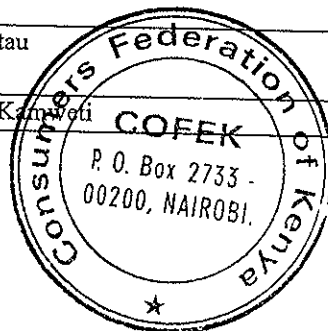
Appendix II

**STAFF COMMITTEE SHORTLIST  
MAGING DIRECTOR**

Summary of all Applicants...53.....

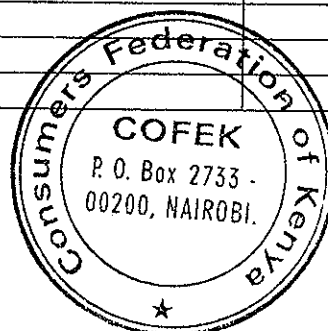
**CANDIDATES WHO WERE NOT SHORTLISTED**

	S.NO	Name	REASONS
1.	A	Mutisya Joshua	Late submission of application
2.	B	John Murithi Muriuki	Late submission of application
3.	C	Nderitu Wachira	Late submission of application
4.	D	Francis Lawrence Oyatsi	Late submission of application
5.	45	James Gichuhi Wachira	Age Limit
6.	34	Mathew Barasa Wamalwa	Age Limit
7.	32	Philip Kisia	Did Not attach Certificate for Bachelors Degree
8.	35	James Kabati	Did not attach Certificate for Bachelors Degree
9.	27	Mercy Wanjau	Did Not attach certificates
10.	2	Pius Kathukyah	Did Not Submit completed six Schedule requirements
11.	8	Veronah Atieno Oduor	Did Not Submit completed six Schedule requirements
12.	9	Apollo Olunga Orengo	Did Not Submit completed six Schedule requirements
13.	10	Ahmed Sabir Said	Did Not Submit completed six Schedule requirements
14.	11	Rashid K. Amin	Did Not Submit completed six Schedule requirements
15.	12	Caxton Mwangangi Munyoki	Did Not Submit completed six Schedule requirements
16.	24	Mwalimu K. Musau	Did Not Submit completed six Schedule requirements
17.	25	Humphrey G. Maina	Did Not Submit completed six Schedule requirements
18.	28	Peter Ndubai	Did Not Submit completed six Schedule requirements
19.	29	Calleb Oguya	Did Not Submit completed six Schedule requirements
20.	30	Fredrick Onyango Chere	Did Not Submit completed six Schedule requirements
21.	31	Peter Gitau	Did Not Submit completed six Schedule requirements
22.	38	Edward Kamweti	Did Not Submit completed six



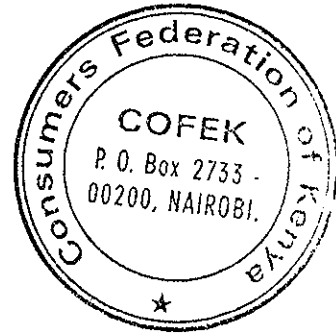
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			Schedule requirements
23.	40	Francis Parsimei Gitau	Did Not Submit completed six Schedule requirements
24.	42	Leonard Namutolo Kiprop	Did Not Submit completed six Schedule requirements
25.	48	Whycliff Auyuku Mutanda	Did Not Submit completed six Schedule requirements- HELB cert
26.	49	George Njau	Did Not Submit completed six Schedule requirements, Certificates not attached
27.	4	Duncan Mwangi Ndegwa	Less than Ten Years of working Experience at Senior Management
28.	6	Winnie Kwamboka Ogutu	Less than Ten Years of working Experience at Senior Management
29.	13	Dr, Julius Kibet Bitok	Less than Ten Years of working Experience at Senior Management
30.	14	Bruno Linyiru Mugambi	Less than Ten Years of working Experience at Senior Management
31.	15	Denis Kamuren	Less than Ten Years of working Experience at Senior Management
32.	18	David Chomba Gachoki	Less than Ten Years of working Experience at Senior Management
33.	20	Duncan E. Onyango	Less than Ten Years of working Experience at Senior Management
34.	21	Solomon Macharia Muturi	Less than Ten Years of working Experience at Senior Management
35.	33	Joseph Keter Koskei	Less than Ten Years of working Experience at Senior Management
36.	39	John Muriithi Muriuki	Less than Ten Years of working Experience at Senior Management
<b>SHORTLISTED CANDIDATES</b>			
1.	5	Patrick Ngumi	
2.	16	Robert Mutegi Njue	
3.	17	Geoffrey Njenga	
4.	3	John Otieno Nyambok	
5.	7	Alex Odero Kazongo	
6.	22	Gakuru Kanyanja	
7.	36	Hudson Aluvanze	
8.	26	Joseph MainaTheuri	
9.	37	John KiplagatKiili	
10.	44	EliudMuchokiMahihu	
11.	46	Prof Philip Kaloki	
12.	1	Charles OnamiMaranga	
13.	19	Elias Maina Karumi	
14.	23	Lucy Mbugua	
15.	36	Hudson Aluvanze	



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16.	43	Yatich Kangugo	
17.	47	Dr. Kevin Kariuki	



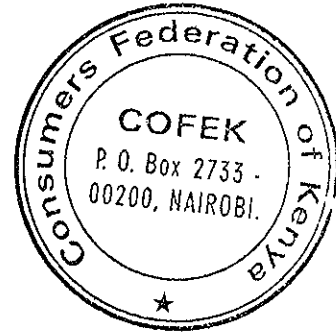
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Appendix III

BOARD SHORTLIST

MAGING DIRECTOR

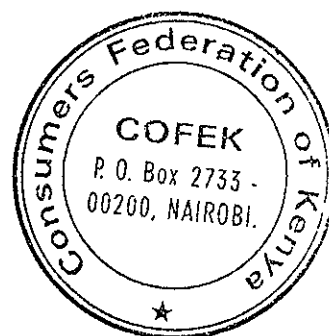
Summary of all preliminary shortlisted Applicants...17.....



**CANDIDATES WHO WERE NOT SHORTLISTED**

	S.NO	Name	Reasons for not being shortlisted
1.	5	Patrick Ngumi	Years of Experience in Senior Management were on the border line (10 Yrs) compared to the rest of other applicants
2.	16	Robert MutegiNjue	Been with KWS for all the years. Relevance of the industry not suitable. Major Key position was that of warden.
3.	17	Geoffrey Njenga	Did not specify Age to evaluate whether he was approaching the retirement age or not. Current Employer not comparable to KAA. Been a specialist in the Insurance Industry.
4.	3	John OtienoNyambok	Integrity Doubts due to Bad Performance while at Muhoroni and Portland Cement. Initial management position were sporadic serving for not more than two years with each employer.
5.	7	Alex OderoKazongo	Integrity issues while at NSSF not been resolved clearly.
6.	22	GakuruKanyanja	Current age will overlap the retirement age limit by the government
7.	26	Joseph MainaTheuri	Experience not relevant to the current position at KAA.
8.	37	John KiplagatKiili	Previous experience not relevant to the position. Been a major but not evidence of managing a major division like KAA
9.	41	HumpreyKIbichiChesaro	Experience not relevant to satisfaction. Previous companies smaller as compared to KAA status
10.	44	EliudMuchokiMahihu	Previous experience in the Insurance industry not relevant to the status of

			KAA
11.	46	Prof Philip Kaloki	Major Experience as a lecturer, No Evidence of senior management position portfolio
<b>CANDIDATES SHORTLISTED FOR INTERVIEW</b>			
12.	1	Charles Onami Maranga	
13.	19	Elias Maina Karumi	
14.	23	Lucy Mbugua	
15.	36	Hudson Aluvanze	
16.	43	Yatich Kangugo	
17.	47	Dr. Kevin Kariuki	

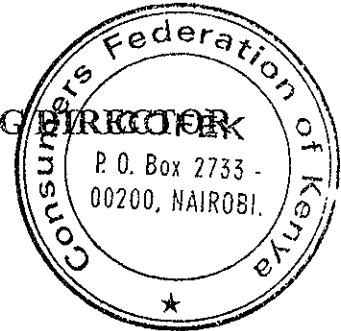


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TO THE PRINCIPAL SECRETARY MINISTRY OF TRANSPORT AND  
INFRASTRUCTURE

RECRUITMENT FOR THE POSITION OF MANAGING DIRECTOR  
KENYA AIRPORTS AUTHORITY



## 1.0 INTRODUCTION

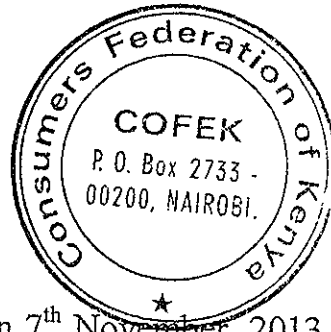
The position of Managing Director of the Authority fell vacant following the retirement of the then Managing Director Eng. Stephen Gichuki. During the Board meeting held on 14<sup>th</sup> of August the board resolved to advertise for the position in consultation with the PS. This was done in line with the Authority policy to advertise for all vacant positions for competitive recruitment process. The vacant position of MD was advertised in the Star newspaper, Daily nation and Standard Newspapers of 15<sup>th</sup> September, 2013, (Extracts Marked as Appendix I).

The requirements for suitable candidates for the MD position as set out in the advertisement included:

- 1) Must be a Kenyan citizen with high ethical standards, integrity, and professionalism and should meet the requirements of Chapter Six (6) of the Kenya Constitution
- 2) The ideal candidate must be a holder of a Bachelor degree from a recognized university in the fields of management and social sciences, Economics, Business or Public Administration, Law, Finance, Engineering or other related fields. A master's degree on any of the above fields will be an added advantage.
- 3) A minimum of 10 years professional experience in a senior role in a multifaceted organization
- 4) Must be visionary transformative and with a global perspective
- 5) Must have proven excellent leadership skills in strategy formulation and execution
- 6) Should have sound commercial business and financial management experience
- 7) Must demonstrate knowledge in negotiations, influencing skills and industry knowledge
- 8) Should have experience and capacity to mobilize resources for project implementation
- 9) Clear knowledge of vision 2030 and the ability to align the same to the corporation's mission and vision
- 10) Should be knowledgeable on the Kenyan legal and regulatory framework

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## 2.0 SHORT LISTING

### PRELIMINARY SHORT LIST

Preliminary short listing of candidates was done on 7<sup>th</sup> November, 2013 by the staff committee of the Board. This was conducted by evaluating the qualification of the candidates against the minimum mandatory requirements as set out in the advertisement.

The Staff committee of the Board examined 53 applicants who had applied to be considered for the position. Of the 53 applicants, Four (4) had submitted their applications after expiry of the deadline as set in the advertisement (18<sup>th</sup> October, 2013) and therefore were eliminated from participation in the preliminary shortlisting.

Out of the remaining forty nine (49) applicants, Two (2) applicants were eliminated for having passed the age limit of 57 years which the committee felt that it would not be prudent to allow a person whose retirement was due before the end of the three years contract. Three (3) applicants had not attached the required copies of certificates while Seventeen (17) applicants had failed to provide all evidence as per the requirements of chapter six of the constitution. Ten (10) applicants did not have the requisite minimum ten years of experience in a senior management position.

The Committee forwarded seventeen (17) applicants who had met the mandatory requirements to the full Board for the final shortlisting. The staff committee shortlist is attached as **appendix II**

### FINAL SHORT LIST

During the special board meeting held on 12<sup>th</sup> November, 2013 at the KAA board room, the Board considered seventeen (17) applicants who had met the mandatory requirements as advertised. The preliminary shortlist was presented by the staff committee.

For the purposes of shortlisting, the Board had agreed to use the following criteria:

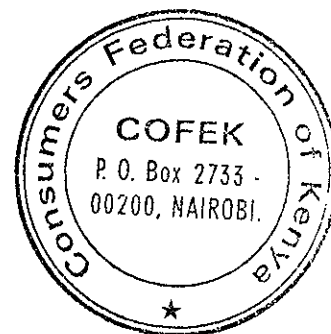
1. No applicant should be within the retirement age for civil servants (60 years).
2. Applicants with known public poor integrity record
3. Relevance of the Management Experience
4. Relevance of applicant experience with the current employer to KAA
5. Diversity in leadership experience



6. The independent wisdom by the Board members

The Board considered the Seventeen (17) applicants, reviewed their suitability in line with the agreed set criteria and shortlisted six (6) applicants for the next stage of selection. The following applicants were shortlisted:

1. Charles Onami Maranga
2. Elias Maina Karumi
3. Lucy Mbugua
4. Hudson Aluvanze
5. Yatich Kangugo
6. Dr. Kevin Kariuki



The Board shortlist is attached as **appendix III**

3.0 **Interview**

The shortlisted candidates were invited for interview by the board on 29<sup>th</sup> November, 2013. Out of the six (6) candidates who had been invited, one candidate withdrew from the process. His letter of withdrawal from participating in the interview process is attached as **appendix IV**. All the Candidates had been given a question at least 24 hours before the interview to be completed and presented to the board as part of the interview process. The second part of the interviewed entailed the candidates providing answers to preset questions as asked by each member of the board. The sample question re attached as **appendix V**.

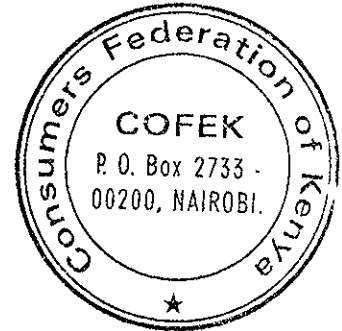
Board members were required to score each question as per the answers provided. However they were at liberty to make any other remarks in line with the way the candidates answered the questions. After being satisfied with the interview tool, the board proceeded to interview candidates as per the provided schedule. After tallying the scores for every candidate, the interviewed candidates scored as follows.

Name	Score
Yatich Kangugo	69%
Hudson Aluvanze	70%
Dr. Kevin Kariuki	No show
Lucy Mbugua	71%
Charles Maranga	67%
Elias Maina Karumi	54%

After deliberations, the board resolved to forward the best three candidates to the cabinet secretary for consideration for the position of Managing Director.

The candidates are:-

- 1) Lucy Mbugua
- 2) Hudson Aluvanze
- 3) Yatich Kangugo



#### 4.0 REQUESTED ACTION

The Principal Secretary is requested to:-

- 1) Note the recruitment criteria applied in short-listing the applicants and interview for the candidates.
- 2) Recommend the three best candidates, to the Cabinet Secretary for appointment of the most suitable candidate for the position of Managing Director for the Authority.

  
PROF. MUTUMA MUGAMBI  
CHAIRMAN BOARD OF DIRECTORS - KAA