



MINISTRY OF INVESTMENTS, TRADE AND INDUSTRY

**TALKING NOTES FOR HON. REBECCA MIANO, MBS, CABINET SECRETARY,
MINISTRY OF INVESTMENTS, TRADE AND INDUSTRY, FOR USE WHILE
MEETING THE MINISTRY STAFF AT KENYA SCHOOL OF GOVERNMENT ON
27TH NOVEMBER 2023**

**Principal Secretaries
Heads of Departments
All Ministry Staff**

Good morning,

I am glad to have you all here today for this inaugural all-inclusive meeting and interactive session for our Ministry's staff.

The Executive Order No.2 of 2023, places our Ministry's mandate at the forefront of the much-desired economic recovery, growth and transformation in investments, trade and industry. We are therefore required to step up to the task of ensuring that Kenya's economic future is secured through the actions we deliberately take in the course of our service delivery.

Today, I have listened keenly and with appreciation to presentations outlining your roles, achievements and aspirations. You have my utmost assurance that my office will be available to offer leadership and guidance on a regular basis and that it will remain open to all of you as I encourage regular interaction with you whenever possible. The more we exchange notes the merrier for I strongly believe that it is a good idea to have a lot of ideas.

Ladies and Gentlemen,

In the short time I have been the Cabinet Secretary in this Ministry, I have sensed that we have numerous resourceful people with a lot to offer. This to me is very encouraging. To

make the most and the best out of you, I intend to build a team of leaders anchored on such values as rectitude, responsiveness to causes dedicated to the greater good, respect for others and dutifulness. I will therefore offer my support and leadership in addressing the issues concerning staff welfare, team synergy, matters budget, performance and other governance-related issues.

As you are aware, what gets measured gets done. I have a performance contract with His Excellency the President to ensure effective and efficient delivery of services to Kenyans. With your indulgence, I will remind you some of the strategic deliverables we should strive to achieve based on Kenya Kwanza's Bottom-Up Transformation Agenda priorities:

- a) To promote and facilitate domestic and foreign investments;
- b) To promote development and management of Special Economic Zones, Export Processing Zones, Industrial Parks and County Aggregation and Industrial Parks (CAIPs);
- c) To promote exports and enhance market access for Kenyan goods and services;
- d) To promote value addition and agro-processing, textiles and leather.
- e) To promote quality standards and combat counterfeiting;
- f) Promotion and development of iron and steel industry, automotive, pharmaceuticals, building and construction materials, paper and paper products, and machining and parts manufacturing.
- g) Implementation of the One-Stop Investment Center, Local and Export Warehouses, and Warehouse Receipt Systems;
- h) Mobilization of resources for implementation of initiatives, including roll out of Nairobi International Finance Center and support for Kenya Development Corporation;
- i) Strategy for industrial/manufacturing projects financing; and
- j) Implement local content policy including management of exports and investment promotion levy.

In all we do, we cannot afford to lose sight of our duty to deliver on those strategic goals. In this regard I expect our three State Departments to submit a midterm performance

implementation status by the first week of January 2024 covering the period between July and Dec 2023

Ladies and Gentlemen,

We have several SAGAS in the Ministry and a number of you sit in their boards as government representatives. In the boards you sit in, remember you are our voice, the voice of what the government should be associated with. As you serve in those boards, you should uphold and encourage the independence that ought to ensue in order to allow good governance to bear fruit.

Article 232 of our constitution *on the values and principles of public service* include provides—among other ideals—for transparency and provision to the public of timely, accurate information, In this regard I wish to note the following;

- (a) That recently I was in parliament to respond to various matters touching on operations of the Ministry during which legislators expressed disappointment at how we have responded and attended their sessions. Going forward this is a matter I would like to be taken very seriously and with a whole of ministry approach so that responses are well coordinated and presented in good time and in appropriate detail.
- (b) On various occasions especially on national addresses by the Head of State and other important national events we are called upon to submit our input for inclusion in the National address. This request must be accorded the primacy it deserves. Besides, we should avoid recycling or regurgitating old clichéd material that oftentimes restates the obvious.
- (c) For the output of our efforts to impact the ground, I urge that we make full use of the available communication platforms and devise strategies to enhance the Ministry's visibility to the *mwananchi*.
- (d) Finally, I implore officers handling parliamentary issues to make adequate preparations to ensure timely and in-depth responses to Parliament.

Colleagues,

Regarding budgetary allocation and budget adherence, it is imperative that our three State Departments adopt a consultative and inclusive approach to developing necessary discipline especially on procurement plans.

I am sure you are aware that where funds have not been utilized then they provide the easiest target for cuts in any budget revisions, yet the budgetary needs in our State Departments are plentiful. We ought, therefore, to ensure efficient and timely budget preparation and utilization. Given the slackened state of our economy at the moment, I encourage our State Departments and agencies to mobilise alternative sources of income to supplement the resources from the Exchequer.

Regarding the human capital in our Ministry I intend to make full use of the experience and expertise of staff and in this regard I will be regularly calling on technical officers for briefings on their subject areas. I expect no bureaucracy around this area and nobody should feel uncomfortable that an officer has been summoned to avail information to my office. We shall deliver as team.

I am concerned that there is a lot of duplication of efforts even as an unwelcome silo mentality among our staff members persists. This state of affairs calls for a comprehensive review and adoption of a whole-Ministry approach in the conduct of our duties. We need to embrace more synergy and eliminate unnecessary overlaps and duplication of functions of our three State Departments.

Still on staff matters, I have learnt that there are issues of career stagnation and succession management. To this end, I will work closely with the Principal Secretaries to initiate immediate review, reorganization and restructuring, in collaboration with the Public Service Commission and the State Department for Public Service, to ease avoidable anxiety among Ministry staff.

Ladies and Gentlemen,

Discipline is critical to the attainment of our mandate. All of us must, therefore, show up to work on time and deliver on tasks with utmost diligence and honesty. I urge senior officers to actively take part in coaching, capacity building, and mentoring junior staff henceforth. Conversely, I expect the junior officers to submit to continuous learning so that together we revamp our Ministry and make it responsive to the demands of those who have been mandated to serve.

In conclusion, **ladies and gentlemen**, I appeal for your undivided support in delivering on the goals assigned to our Ministry. Let us pull together to grow investments, raise the contribution of manufacturing to our GDP, improve competitiveness, consumer protection and business environment, generate employment opportunities, facilitate business and entrepreneurship development, increase exports by broadening and deepening the product base and export markets; and develop, review and implement legal and policy frameworks to spur investments, trade and industrialisation.

Let us embark on this transformative journey with a renewed sense of purpose and commitment. I consider it an exceptional honour to lead such a dedicated and talented team.

Thank you!