



# CRA

*Monthly*

**CRA RELEASES  
DRAFT COUNTY  
BUDGET CEIINGS  
REPORT.**

**HAPPY MOTHERS,  
HAPPY CRA!**

What has  
CRA been  
up to?

**JAMES KATULE**

An exclusive interview revealing his other side.

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# Editors note.

1.

## A LITTLE PIECE OF HEAVEN.



Lo and Behold, the March newsletter is here! This issue right here is a little piece of heaven. Why you ask? Well, for three reasons. First, in the month of March we celebrated International Women's Day (March 8th) and it is a pleasure being in an organisation where the Chairlady of the Commission Dr. Jane Kiringai is a woman. It not only makes one proud to be associated with but also gives the younger generation a moral boost. Second, the main feature covered in this issue, James Katule. If you are looking for nuggets of wisdom then you will be glad that he is the Main feature. Mr. Katule does not hold back when it comes to sharing about his personal life, career, and education. Lastly, we discussed matters that have never been covered in the CRA monthly; could a simple thing like Monday blues cause you to underperform? All this and more. If this is not all inclusive, I don't know what is. A special shout out to everyone that in one way or another put their effort into this issue.

Enjoy the read.



Joanne Mbevi

# In brief...

2.

"We have moved from a store to a well ventilated room with a couch and a fridge. Tunashukuru Commission."

## Meimuna Mohammed.

Mothers in CRA give their experience before and after the lactation room.

"This is a good job done. The newsletter is lively, exciting and easy to read. Keep it up."

## Job Otiwa.

"A lot changes every time you advance in age. 40 is unique in that it is the time you start thinking you have less years to work...You recognize responsibilities have changed and that becomes a turning point".

Feedback from CRA staff on the February newsletter.

## Mr James Katule

The Main Feature of the CRA Monthly giving his thoughts on what goes on through the mind of a man when he turns 40 years old.



**G**one are the days when people would shy away from conversations having to do with motherhood and all its beauty. Just the other day, former Citizen News anchor Janet Mbugua was heavily pregnant but she still graced our Televisions with her presence. In this ever-changing world. Companies with foresight are aligning themselves with the concept of working mothers. Question is, is CRA? What might come as a shock to some of you is that CRA has a lactation room that has been up and running for about a year now. Let us rewind to the time when there was no lactation room. What was the day to day life like for working mothers? "Horrendous". This is according to Zinzi Khalwale. Imagine this: You report to work, first day after maternity leave, your missing you're new born but you have to go back work. You resolve to focus on work but then a few hours in and bam! Your "chest area" is paining, you have to go "let off some pressure". There is no lactation room, you look around and you decide to borrow someone's office, you know for some privacy. Despite the awkward conversation of you borrowing privacy in someone else's private working space, they allow it. At this point, you don't really care what they think about you, you just need to get to it. Finally, you sit down and just as you're getting started, someone walks in. At that awkward moment your thinking, "I should have used the ladies" but that thought just sickens you. You can only hope for a better tomorrow. Working moms now have a safe space. I could tell you how this lactation room is a little piece of heaven for working moms but its better if you hear it from them.

# Happy mothers, Happy CRA!

3.

## Emily Kimani

"The whole idea of a lactation room gives us mothers a sense of dignity. We have a safe space to go about our business."

## Meimuna Mohammed

We have moved from a store to a well-ventilated room with a couch and a fridge. Tunashukuru Commission!

## Zinzi Khalwale

Since we did not have anything, this lactation room is a drop of heaven.

It is imperative that organisations provide service and support. It is hard being a mother in this time and more so competing with people who do not express milk. We have to be accommodated. Let us lactate in privacy and hygiene.

Zinzi .K



**Shout out to  
working moms,  
You're the  
best even  
when you  
think you're at  
you're worst.**

# CRA releases Draft County Budget Ceilings.

4.



By: Ronald Ngeno.

The Commission on Revenue Allocation has released its draft budget ceilings to County governments. The ceilings place a limit on the amount of money a county can spend in its recurrent expenditure budget and personnel emoluments. The presentation was made by the Commission's CEO Mr George Ooko and Director of Fiscal Affairs Mr James Katule. Mr. Ooko explained that every year the Commission recommends for Senate Approval the recurrent expenditure budget ceilings for county governments. The ceilings cover both the County Executive and County Assembly. In determining these ceilings, the Commission reviews the Salaries Remuneration Commission (SRC) Circulars and Gazette Notices among others, providing determinations and guidelines on remuneration and benefits for county staff pursuant to its mandate as outlined under Article 230 of the Constitution, Mr Ooko informed participants.

The CRA Director of Fiscal Affairs, Mr. James Katule explained that the legal foundations for the ceilings are found in the Constitution of Kenya (Section 216), The Public Finance Management Act (Section 107), Legal notices, Salary and Remuneration Commission circulars and court rulings. CRA issued its first recurrent ceilings in the financial year 2014/15 and since then has experienced an upward increment in the recurrent ceilings for both the Executive and the Assembly. Going forward, the Commission is seeking to rationalize provisions for county recurrent expenditure budget ceilings in line with the overall growth of the economy. In addition, the Commission is in the process of developing the 3rd revenue allocation basis which recommends how revenue should be shared among county governments. Mr Ooko explained that the Commission released a draft for public input in December last year, and is currently developing final recommendations to be sent to the Senate for approval.

## Your Feedback on the February Newsletter.

We as the communication team were overwhelmed by your comments on our previous issue (February issue). We want to say thank you. Here are some of your comments.

Kudos communication team,

This is a good job done. The newsletter is lively, exciting and easy to read. Keep it up.

Job Otiwa.

Oh, I couldn't help but appreciate the well done February Newsletter. Its quite colourful, bubbly and well thought out. Keep it up.

Keziah.

You have brought color to CRA, good job.

Fridah Mutua.

This looks wonderful. Good job.

Florence Roxanne.



# What has CRA been up

5.

## to this March?

### Devolution conference

CRA came out to interact with the public during the 6th Annual Devolution Conference in Kirinyaga. Dr. Jane Kiringai took part in the panel discussion - How counties can be adequately financed to support implementation of the Big Four Agenda.



### Meeting with the Senator Hon. Ledama Ole Kina.

We held a consultative meeting with Narok Senator Hon. Ledama Ole kina where we discussed broad aspects of the marginalization policy. We thank him for supporting the policy. By working together, we will take a decisive step in ensuring the successful implementation of this policy.



### CRA releases Budget Ceiling for the next Financial Year.

CRA presented its draft recommendations on county Budget Ceilings for financial year 2019/2020. The Ceilings place a limit on the amount spending counties can carry out on personnel emoluments and recurrent expenditures, in line with the Public Finance Act, section 107.



### Marginalization Lab

We hosted various experts to discuss the creation of the Marginalization lab to be a resource center



# What has CRA been up to this March?

6.

## Chairpersons Technical Committee



The Technical committee for the Forum of Chairpersons and Holders of Independent Offices made up of the representatives of the CC's and IO's to provide technical support to the Forum.

## Stakeholder meetings for the 4th Legislative Summit



CAF (County Assemblies Forum) in partnership with Senate is hosting the 4th Annual Legislative Summit. CRA is among many stakeholders in planning for the Summit through consultative meetings.

## Equitable Revenue sharing on oil and Gas Sector.



Equitable sharing of revenue is a key ingredient in ensuring development takes place in Kenya. The Australia Africa Energy and Minerals Institute trained officials from CRA, the National Treasury and County officials on how to equitably allocate revenue from energy and minerals.

## Workshop to finalize the Draft Sovereign Wealth Fund Bill, 2019 & KSWF policy



CRA in partnership with the National Treasury and other stakeholders reviewed the Sovereign Wealth Fund Bill to strengthen it before it is submitted to Parliament for approval.



*Dear Dad,*

7.

One does not realize the value of someone, until he is gone. I do not want to say thank you when you are no longer here, but now. You have been a great support to me over the years but it was not until I had children of my own that I saw cost of all you have done.

As I child, you helped me gain important skills. You taught me how to swim, starting first with holding me till I could float. You taught me how to ride a bike; even though I fell down several times, you insisted I get back up. Only now, as I teach my sons how to ride a bike and swim do I know how difficult that must have been. Not forgetting the races and how you always beat me till I was way into my teens, showing that your skills in running, which took you all the way to the nationals, have never left.

In my academics, you taught me the importance of doing my best. Showing me your books when you were in high school and explaining how education changed your life. You constantly encouraged me to continue studying and go beyond a degree, a Masters to PhD level and beyond. Having blazed the way and reaped the benefits, you constantly encourage me to go the distance, which God-willing and strengthening, I will also do.

You have also been a spiritual pillar. Guiding the family through prayer and singing hymns at home. You always insist we attend church every Sunday and have been a great example by preaching in several churches leading people to God.

Finally, you have been a constant, reliable support in time of trouble. Whenever I have a major or minor incident in my life, you have always appeared without asking. When I had a serious car accident in 2017, you traveled over 250kms that same day to assist.

My true role model, may God bless you richly for the work you have done; it has not been in vain!

*Love,*

*Ronald Ngeno.*



“Train up a child in the way he should go—but be sure you go that way yourself.”

Charles Spurgeon,  
19th Century  
British Preacher,  
and Theologian.

# Amor on! Battling those Monday

## Blues.

When you think of the start of the workweek and feel, well for lack of a better word, meh! You have a case of the Monday Blues. Why would you suffer from a case of Monday blues? Well, this varies from person to person. It could be that you are not quite feeling the work environment or you are not in good terms with someone you have to work closely with or an idea you presented has been rejected. Whatever the case. It is something that you should work on. Scientists say that your current emotional state has a huge effect on your quality of work. Here are tips on how you can armour up and battle those Monday blues.

1. Always complete your to do list. When you complete all your tasks for Friday on Friday, coming to work on Monday is not as stressful.

2. Identify why you feel blue, and deal with it. For you to solve the problem you have to first identify the issue. Let me take you down memory lane; remember the Emotional Intelligence talk that we had during the team building exercise in Mombasa. Do a SWOT analysis of yourself.

3. Dress up! They say, always dress like it is your last day. Style is a way to say who you are without having to speak a word. When you look good, you feel good.

4. Start out with the tasks that make you happy. To get a gist of things, start with the tasks that you enjoy doing so that you can continue with the same happy spirit.

5. Have fun at work. Who said work could not be fun. Take out your earphones, put on your favorite song or podcast and listen in as you work. Block out any negativity and stay positive.

6. Visualize the end - product. Every institution has its functions and missions. CRA has a very powerful mission: To make reliable recommendations on equitable revenue sharing, revenue enhancement and prudent public financial management. Whatever it is that you do for CRA helps the country's financial growth. I do not know about you, but that is a pretty big deal. You are part of an important team that ensures the Nation's overall financial growth. (Let that sink in).

8.



## DID YOU KNOW?

Monday Blues are contagious. "Your stress or bad mood can drastically change the overall work environment."



*Great men reached  
their greatest success  
by making a single*

**STEP**

*beyond their greatest  
failure.*

James Katule, currently holds the Fiscal Affairs Director title in CRA but he is also the only director to have headed two different departments (Fiscal and Corporate affairs). Not only is he good when it comes to crunching numbers but with people skills, after all what do you expect a former Sunday school teacher and former Chairman of the Couples Ministry at Nairobi Baptist church. Despite his role which tends to make him quite busy, he is an avid family man. He had a sit down with **JOANNE MBEVI**.



**1. Judging from the Mombasa retreat, you are quite the dancer, in your high school years were you always the dancer in your group?**

(Smiling) I like the sound of good music and dancing is my way of having fun. Yes, I was a good dancer.

**2. Tell us about your childhood?**

I grew up in the 70's. I am a first born, I have 1 brother, and 1 sister. I went to a local primary school. Then what would now qualify as a County Secondary School. That was the time when we used to have the 7-4-2-3 system. My childhood was full of life, especially having fun as a Sunday school teacher and running around with the children.

**3. What about your childhood are you most fond of?**

I love sports but I just hated running, especially at primary level. At ordinary level, I played tennis both table and lawn tennis, it took me to district level. In A Levels, I played hockey but just for sanity (laughing), I concentrated more on my studies. I later developed interest in squash and I have played squash for years till about 5 or 6 years ago when my knees could not take it anymore. (There's laughter across the room but he looks at me as though to say, "Even in my age I have kept on with sports". A true show of commitment.)

**4. There are parents that dictate what careers their children will pursue, growing up did you face this challenge and how would you go about your children's choice of field?**

We had discussions with my parents about things that I liked. In another world, I would be a media personality. (Smiling) In another world (he repeats)...At first the subjects that I picked leaned towards humanities but my father thought it was an awkward combination, so I brought in math and that's how I ended up here. As for my children, I have walked with them through their career path. My son yo-yoed between Law and engineering and he has now settled for Law. My daughter who is bolder wanted to be a pilot. However, in the course of our discussion we decided that she must have a basic degree first where she took up Aerospace Engineering as she prepares to do her piloting. For me: it's about supporting her.

**5. That's very impressive, what if one of them wanted to be a Deejay?**

You have to convince me that you want to be media person with a difference, a sports man with a difference, a deejay with a difference. Not that it is the easy and fun thing to do. I would like to know what career can be made out of this, and if so be a deejay with a difference. What difference would you make in the world?

**6. It seems you have many conversations with your children, share one conversation that has stuck with you?**

After the publicized tragedy of a girl who was killed along Waiyaki way on her way from a party. I took my children for an outing and I told them, "if you go out and you find out that you are drunk (not that I am encouraging that), and you feel you're not safe, instead of trying to run across town and across roads, you call me and I will come pick you up and (pause) I will kill you myself!" ofcourse with tongue in cheek!

(He says very firmly but with a laugh in the end, a laugh so contagious that I join in on the laughter)

"They laughed just like you have laughed. I told them every time you go out your priority should be how you can make sure you safely return home."

**7. Is there anything about your parents that displeased back then when you were younger only to appreciate it now as a parent?**

I like the kind of freedom that my parents gave me. There was the issue of you need to be clear where you are at all times.

**8. If we were to ask your wife and son what they commend you most for and what they reprimand you most for what would they say?**

(Laughs) They would say that they love my Nyama choma. What they don't like much is they think I am too structured.

**9. With your experience of being married what would you advice a young man starting out at CRA concerning marriage life?**

There must be complete openness!  
Financial, social, complete openness.

**10. In your opinion, what are most young people not prepared for when they get into marriage?**

(Lean back on his chair an interlocks fingers) Be prepared to change your lifestyle. Appreciate that something fundamental is changing in your life.

**11. Is it true that a lot changes when a man turns 40 years old?**

(Long Pause, sits back up) A lot changes every time you advance in age. 40 is unique in that it is the time you start thinking you have less years to work. If you recognize that you have not made a career or you're not financially free, you realise that you must change drastically. You recognize responsibilities have changed and that becomes a turning point.

**12. Do you see yourself in your son?**

Very many times, (Pause) my son has a sense of humour that I look at and am like, yes this is me. He is a free spirit. (Mimicking son) "Acha stress daddy, I am okay"

**13. What advice about life have you given your children?**

Whatever you do, earn your life honestly, remain true to God and you must care for others particularly the ones who are not as endowed.



**14. What has been the best part about serving/heading two different departments in CRA?**

My pride is setting up the systems at the Corporate Services Division from scratch.

**15. What would you say has been the lowest point of your career?**

(Long pause) Lowest point?

Yes

(Leans back on holds his chin.)

Hmmmm, yes, I would say low in that I felt that I did not do very well. While at AMREF, there was really, (stammers)...I would say a change in the funding structure.

There was a feeling that we were losing some of the team members not necessarily, because they were bad workers but because that was the financial circumstance. I really felt that we were losing good staff. I would say that was the lowest point of my career.

"I did not immediately get into the rhythm of the government."

## 16. What career move are you most fond of?

I was working for a Parastatal and I felt that I needed to move outside this particular parastatal at that time. The future did not look good at the time. After this move my career growth started, that was way back in (speaking in a twang) 1995. This move created the impetus to complete my CPA and it brought me to the world of donor-funded institutions. I am proud of every move that I have made, most of them were growth moves but this one was the game changer.

## 17. Looking back at your career, is there anything you would change?

No. (With a firm voice)  
Me: That's a bold answer.  
I wouldn't change anything.

## 18. Is there a time you felt like you were not good enough?

Most of the time I have felt like I am the best in my zone, however there is a time when I came back to government. (I had moved from AMREF to Capital Markets Authority in 2008.) I did not immediately get into the rhythm of Government. That's the time that I felt I needed to learn something.

## 19. What legacy would you want to leave behind?

I helped the people around me grow. I like to see things grow. I enjoy it. I remember Maureen when she first started and how far she has come, David and Meinuma to name just but a few in CRA.

. When it comes to drivers, my best example is Elkana, I guided him on a path. There are many career wise, that I have supervised and helped grow.

# 13.



"James Katule helped to grow people and the things around him".

The world celebrated International Women's Day on 8<sup>th</sup> March. It is one thing to post selfies and put up posts on our social media and it is something else to a part of the change and the conversation.

"Empowering each other is a big question and can take a lot of forms, but one thing I know is that it's up to us to be there for each other—especially those who often feel overlooked—because when someone shows genuine interest in your growth and development, it can make all the difference in the world". Michelle Obama said in her post this year

Let us put the issue of the competition being skewed towards men aside for a moment. The million dollar question is, are women helping each other grow. Let me bring the conversation home. Are you as a woman helping other women at CRA grow or are you a stumbling block?

## Personal branding.

By **Zinzi Khalwale**

**What is personal branding?**

I consider personal branding a way of establishing and consistently reinforcing who you are and what you stand for in your career and life in general.

**Why should anyone care about personal branding?**

I care about my personal brand as I believe it enables me to showcase the skills and qualities that I possess which define what makes me important and different.

**What is the first step of personal branding?**

In my opinion the first step in personal branding is to determine and go on to prioritise your values and passions. This helps you firm up on what you consider important and what you enjoy spending your time on.

**What are the benefits of personal branding?**

Personal branding is of immense importance to an individual but in summation, I would say it helps in building an individual's confidence while gaining the trust of others making one both credible and authentic.

**What books on personal branding would you recommend?**

I would not necessarily call them books on personal branding, but to this end, I would recommend reading books of great leaders. The autobiographies of Paul Kagame and Che Guevara quickly come to mind.

## Parting shot?

"We are products of our thoughts, hence whatever we think we become."



# Quick Fire with JOY Kobia. 15,



9. Which of the presidents was your favourite.

Barack Obama

10. What have you done that you are most proud of ?

Passing the bar exams in the first round.

11. What is your best childhood memory?

When I got my first bicycle

1. If you could get yourself anything, what would you get?

A time machine that can reverse time to relive my best moments and go forward to explore life in advance.

2. Where is the worst place you could get stuck?

In a chimney of an abandoned house

3. What would you do with your "15 minutes" of fame?

I would coordinate a flash mob dance routine with the crowd

4. Where would you go if you were invisible?

On other people's dates

5. What is the one thing you own you wish you didn't?

Clothes that stopped fitting a long time ago but I have still not let go.

6. What is the most interesting thing you have in your handbag?

A hand me down purse from my grandma

7. If you could be any nationality what would it be?

Australian because of the living standards and high life expectancy rate!

8. Could talk to the President what would you talk about?

Deterrent mechanisms to deal with corruption

12. How do you define happiness?

Enjoying the different seasons life throws at me

13. Two things you would change about yourself?

Worrying about what I cannot control  
Worrying about the things I cannot change.

14. Favourite memory?

Becoming a miss environment finalist for the African Fund for Endangered Wildlife for 2 years.

15. What would you do if you didn't have to work tomorrow?

I would take a tour around the globe.

# Dear CRA,

Over the years I've grown to become much more than I could imagine. I have grown not only in my profession but my greatest joy is in knowing that I have grown as a person. I've learnt how to laugh even when things are tough and I've learnt to pick out lessons in the worst of situations, I've learnt not to be afraid to show my emotions and cry when I need to (after all that's why we have tears right?), I've learnt to forgive but most importantly I've learnt how to listen not only with my ears but also with my heart.

There is time to start and time to end; time to come and time to go; time to be together, and time to separate. Quite a common phrase that we hear pretty often. Well, this time, the phrase is home, a time has come for me to move to a different season, to a different phase in a different place. I move with memories of laughter, joy, tears, and sadness. Six years of interacting with all of you morning to evening definitely leaves great memories in my mind. I have developed deep working relationships with most of you and have learnt so much from you. I've had wonderful times sharing, caring and laughing.

I have received immeasurable advice from leaders in various departments and from my peers as well, may God continue to flourish you with more and more wisdom.

I have immensely enjoyed the field activities where we shared stories during the trips and laughed our hearts out, where we met people of different cultures, where we met disappointment but we still soldiered on and worked as a team to cover each other's backs. As I move to my next assignment, my take home (as Chair would say) is that my time at the Commission has taught me a lot about myself my strengths, my weaknesses, my joys, my abilities and my relationship's wish you the very best in all your future endeavors, and I know that in you I have people I can look up to as friends.

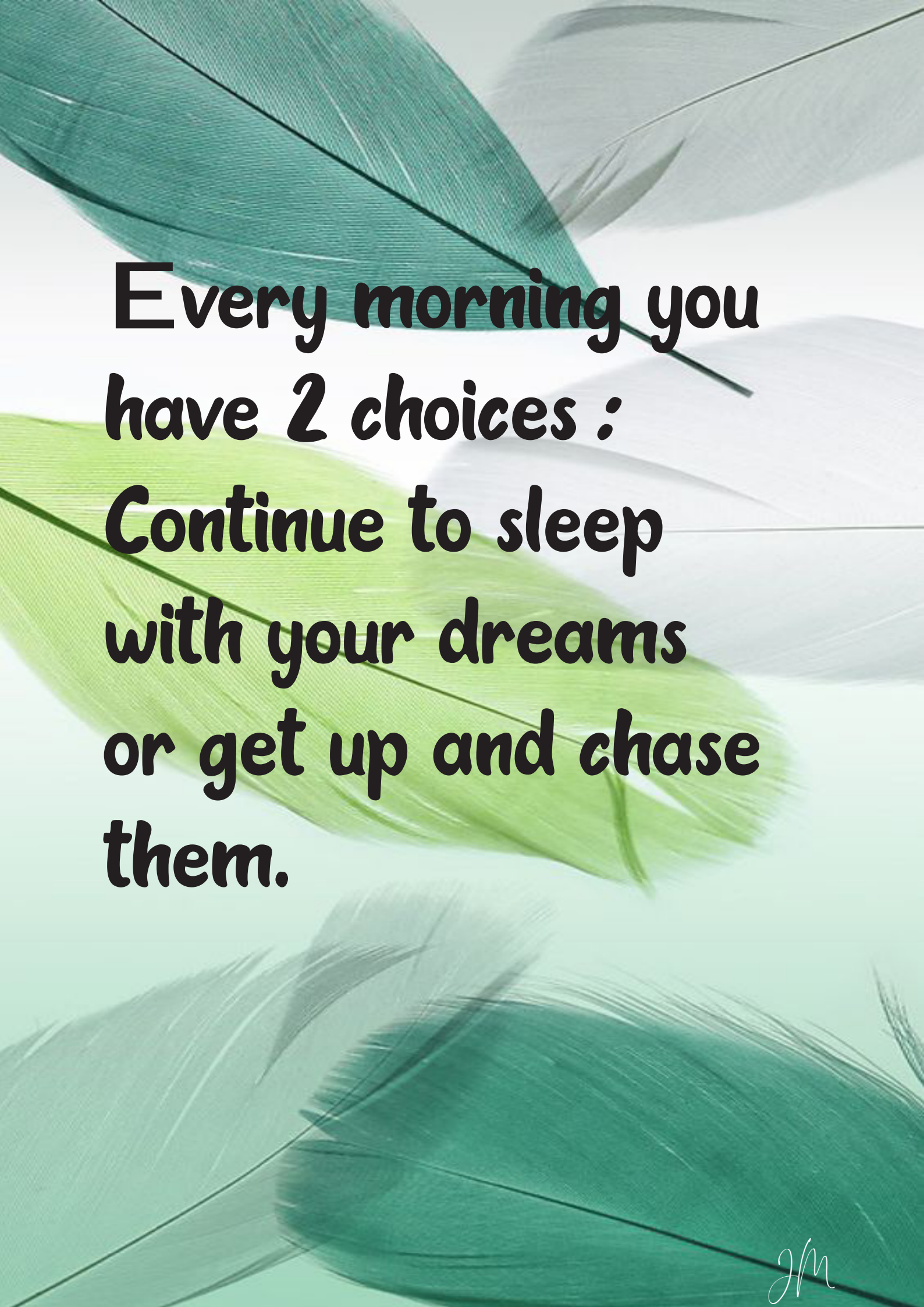
## My shout outs.

Mr. Kuria (Chief team mobiliser) I'm going to miss being your foot soldier-you believed in me at a season when I was so low and discouraged and you pushed me into the lion's den and made me thrive beyond what I imagined possible. From you I've learnt that leadership is all about believing in others (and yourself) when no one else does.

Mr. Katule you may not remember, in 2014 January you came to my office and gave me a father's hug when I resumed duty. I had been so sick and so low and away from the office for almost 2months, you encouraged me to be strong and soldier on that alone spoke volumes to me I felt encouraged. Thank you!

**Love  
Truphosa A shiko.**



The background of the image features several large, overlapping feathers in various shades of green and teal. The feathers are arranged in a way that creates a sense of depth and movement, with some appearing sharp and others blurred. The overall color palette is soft and natural, evoking a sense of freshness and growth.

**Every morning you  
have 2 choices :  
Continue to sleep  
with your dreams  
or get up and chase  
them.**