<table>
<thead>
<tr>
<th></th>
<th>Benefits of Being a Member of FKE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Guidance on a broad range of Industrial Relations and Human Resources Policies and practices.</td>
</tr>
<tr>
<td>2.</td>
<td>The Counsel of highly qualified Legal and Industrial Relations experts who provide employment specific legal advice and representation at the Ministry of Labour and Social Protection and other forums.</td>
</tr>
<tr>
<td>3.</td>
<td>Advocacy on behalf of members on Policies, Laws and Regulations that affect employers.</td>
</tr>
<tr>
<td>4.</td>
<td>Access to qualified management and training consultants, who enable member organizations to benefit and embrace the culture of best practices at the workplace.</td>
</tr>
<tr>
<td>5.</td>
<td>Representation on various national committees, boards and government policy formulation forums that affect our members.</td>
</tr>
<tr>
<td>7.</td>
<td>Member forums that allow business networking and partnership within the Federations’ membership base.</td>
</tr>
</tbody>
</table>
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+254711052000  contactcentre@helb.co.ke  @HELBPAGE
## Abbreviations and Accronyms

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
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<tbody>
<tr>
<td>BA</td>
<td>Business Africa- Employers Confederation</td>
</tr>
<tr>
<td>BAF</td>
<td>Business Advocacy Fund</td>
</tr>
<tr>
<td>CoG</td>
<td>Council of Governors</td>
</tr>
<tr>
<td>COTU</td>
<td>Central Organization of Trade Unions</td>
</tr>
<tr>
<td>CRM</td>
<td>Customer Relationship Management</td>
</tr>
<tr>
<td>CBA</td>
<td>Collective Bargaining Agreements</td>
</tr>
<tr>
<td>EAEO</td>
<td>East African Employers Organization</td>
</tr>
<tr>
<td>ELRC</td>
<td>Employment and Labour Relations Court</td>
</tr>
<tr>
<td>GDP</td>
<td>Gross Domestic Product</td>
</tr>
<tr>
<td>FKE</td>
<td>Federation of Kenya Employers</td>
</tr>
<tr>
<td>ILO</td>
<td>International Labour Organization</td>
</tr>
<tr>
<td>IOE</td>
<td>International Organization of Employers</td>
</tr>
<tr>
<td>KEPSA</td>
<td>Kenya Private Sector Alliance</td>
</tr>
<tr>
<td>KNCCI</td>
<td>Kenya National Chamber of Commerce</td>
</tr>
<tr>
<td>KNUN</td>
<td>Kenya National Union of Nurses</td>
</tr>
<tr>
<td>KUCO</td>
<td>Kenya Union of Clinical Officers</td>
</tr>
<tr>
<td>MOH</td>
<td>Ministry of Health</td>
</tr>
<tr>
<td>MOLSP</td>
<td>Ministry of Labour and Social Protection</td>
</tr>
<tr>
<td>NEA</td>
<td>National Employment Authority</td>
</tr>
<tr>
<td>NHIF</td>
<td>National Hospital Insurance Fund</td>
</tr>
<tr>
<td>NITA</td>
<td>National Industrial Training Authority</td>
</tr>
<tr>
<td>NLB</td>
<td>National Labour Board</td>
</tr>
<tr>
<td>NSSF</td>
<td>National Social Security Fund</td>
</tr>
<tr>
<td>SGR</td>
<td>Standard Gauge Railway</td>
</tr>
<tr>
<td>SRC</td>
<td>Salaries and Remuneration Commission</td>
</tr>
</tbody>
</table>
About FKE

The Federation of Kenya Employers (FKE) is the voice of Employers and the leading employers’ membership body in Kenya. It was established in 1969 under the Trade Unions Act Cap 233 Laws of Kenya (now repealed) to represent the collective interest of employers in Kenya.

FKE is charged with lobbying and advocacy on behalf of employers at the tripartite level involving the Government, Employers and Workers. FKE has an excellent working relationship with leading organs in the labour and social sector and is represented on the board of the International Organization of Employers (IOE), International Labour Organization (ILO), Business Africa - Employers Confederation whose headquarters are in Nairobi and the East African Employers Organization (EAEO)

Our goal is to be the leading employers’ organization globally, supporting enterprises for sustainable socio-economic development and to promote an enabling socio-economic environment to enhance industry competitiveness.

Our Membership

Membership to the Federation is open to all small, medium and large enterprises comprising non-governmental organizations, companies and partnerships both in the private and public sector-including state corporations and County governments.

Vision
Competitive and empowered employers for Kenya’s prosperity.

Mission
To improve the business environment for employers in Kenya through advocacy, effective representation, social dialogue and provision of value add services.
Our Role

FKE is both an advocacy and service organization with two distinct roles as follows:

• To influence the policy and regulatory environment in order to create a conducive climate for business growth and sustainability.
• To provide quality business development and representation services to members.

Core values

In its operations and service delivery, FKE undertakes to uphold the following values:

• Excellence
• Listening
• Loyalty
• Inclusivity and diversity
• Collaboration

FKE Services

The Federation of Kenya Employers offers the following services to employers and members:

• Management of Labour Relations
• Legal Advice and Representation
• Learning and Development
• Organizational Development
• Research and Policy Advocacy
• Management Consulting
• Information and Networking
• Partnerships and projects
National Industrial training Authority (NITA) is a state corporation established under the Industrial Training Act Cap 237 (Amendment 2011). The Industrial Training Act gives the Authority the mandate of regulation of the training of persons engaged in the industry. The Industrial Training Act establishes the National Industrial Training Board (NITB) as the apex body. NITB consist of (11) members; the Chairman of the Board, the Authority’s Director General and the Member representing employers, workers, Government ministries and other interests, which is in conformity with the ILO Convention No. 142, Recommendation No. 150 paragraph 69 (2) which states that “representatives of employers’ and workers’ organizations should be included in bodies responsible for governing publicly operated training institutions’.

Since its transformation into Semi-Autonomous Government Agency (SAGA) from Directorate of Industrial Training (DIT) after the enactment of the Industrial Training Act, NITA has made huge strides in achievements of its mandates, and associate this success to its able workforce. The Authority appreciates the crucial role played by its workforce in execution of its mandate hence continually develop the staff capacity through training, mentorship programmes and knowledge management. Further, the Authority continues to benchmark the performance of its employees with best practices in the market to ensure best rewards through promotion, recognition and bonuses as appropriate.

NITA’s vision is to have a globally competitive and adequate workforce for industrial development, to make this a reality, one of the key functions that the Authority does is to carry out Assessment and Certification. The assessment involves testing which is a systematic way of evaluating the skills of an artisan/apprentice to ascertain competencies.

The Cabinet Secretary Ministry of Labour and Social Protection Hon. Simon Chelugui at NITA Textile Training Institute to inspect the production of facemasks.
possessed in a given trade area. Graduates with jobs-specific skills have a higher potential of being more productive and more equipped to execute tasks for which they have been trained and are preferred by employers. The testing exercise is carried out in over 700 approved NITA testing centres in the country for duration of two weeks. The activity is done thrice a year in the month of April, August and December. Grades III, II & I is done in April. Grade II and I in August and Grade III in December. Successful candidates are awarded with NITA certificates.

To further ensure that all persons engaged in the industry are well trained for productivity, NITA continues to collaborate with keys stakeholders in both public and private sectors; one notable partnership is that of KYEOP project. A Government of Kenya Project that is being implemented by the Ministry of Public Service, Youth and Gender Affairs (MPYG) with support from World Bank and implementing agencies such as the National Industrial Training Authority (NITA). The role of NITA in KYEOP is to provide formal and informal training to youth that are enrolled in KYEOP. This is achieved through identified formal service providers in various Counties for provision of formal training services and also informal service providers for provision of informal training. Training focuses on skills and occupations identified in line with the key economic activities in the targeted Counties. After completion of training, participants sit for a government Trade test or NITA Basic Proficiency Assessment for the purpose of certification.

NITA is committed to ensuring there is adequate supply of well trained persons in the industry for economic development in the country, even in the midst of the uncertainty brought about by COVID-19 pandemic. To this effect, the Authority has taken various measures and steps such as; Automation of its services, adherence to all the guidelines by Ministry of Health (MoH) and Government directives as it carries out its functions.
Dear Members,

Thank you all for joining us to this Annual General Meeting of the Federation of Kenya Employers. The year under review coincided with the 60th Anniversary of the Federation since its formation. The Federation of Kenya Employers is proud to have been there since our country gained independence and has been the leading voice of employers at every stage of the development of our country.

The Federation continues to play a critical role in the social and economic development of the country through advocacy, representation and constructive engagement, with the Government and other Stakeholders for a conducive business environment to ensure that businesses thrive and create employment for our people.

The Federation continues to play its role in the promotion of sound industrial relation and the observance of fair labour practices through representation to Government, Government Agencies, Regional Bodies and at the International Labour Organisation where our Executive Director serves as a Titular Member of the ILO Governing Body and the Employers Vice President of the ILO Centenary Conference. The Federation’s strong networks and partnerships at the local and international levels has enhanced our visibility and reputation at the international arena which has enabled us to participate in the development and adoption of best international labour practices and standards.

I wish to thank our development partners and you members for your support during my tenure. I want to thank the Board for their guidance, management and staff for their commitment and industry.

Mark Joseph Obuya, EBS.
National President
The past year was characterised by a decline in economic growth with a GDP growth of 5.4% compared to 6.3% in 2018. The rate of inflation increased to 5.2% from 4.69%. Despite the slow economic growth at least 843900 jobs were created, the majority of which were in informal sector. Of concern, however, is the loss of some of these jobs as a result of the difficult business environment. It is our hope that the economy will recover as soon as possible so that more jobs can be created to absorb the high number of skilled labour that is currently unemployed.

In the past year, the Federation engaged the Government on a number if emerging legislations and policy proposals that were likely to have a negative impact on employers and the cost of doing business. These included the Housing Levy Fund, The National Industrial Training Levy and the National Hospital Insurance Fund Levy. Through the Federation’s advocacy efforts and constructive engagement with the Government and other Stakeholders, a number of these levies were withdrawn later in the year.

The Management Board and its Committees held regular quarterly meetings during the year as scheduled to transact normal business and play its oversight role as envisaged. The Management Board also organised various events and seminars to address various emerging issues affecting members. This includes: The Africa Employers Conference, The Employer of the Year (EYA) Awards & Gala Dinner, The Female Future Graduation Program and the Human Resources Networking Forum were the highlights of the year.

We also held several colourful events to celebrate our 60th Anniversary. This was made possible by you members who partnered with us and contributed in various ways including attending the events. The success of the Federation is dependent on members support and involvement in our programmes and activities.

We had planned to start the construction of our Head Office by August this year. However, this has been put on hold due to the breakout of COVID 19. The Management Board is reviewing this development with the view of proposing a way forward. I sincerely wish to thank you for the support that you continue to give this project. Once it is completed it will secure part of the Federation’s funding requirements.

Looking forward, we would redouble our efforts to serve you better and engage you more especially during this time when businesses are dealing with the impact of COVID 19. The outbreak of COVID 19 has impacted on the economy negatively and the level of uncertainty is beyond the experience of most leaders. It will test most business leaders to the limit. The short term effects of the Pandemic is loss of wages and revenues, increase in poverty, disorder and lawlessness whereas the long term effects include, loss of human capital, infrastructure deterioration, loss of government revenue, the health sector will be overwhelmed and disruption of our education sector and human rights abuses. Given this impact I suggest that businesses take the following measures to address some of the challenges:

• As the economic activities shift redeploy and reskill labour and services to renew activities.
• Build capacity for long term digital transformation.
• Businesses adopt to new areas of providing goods and services to the shifting consumer preferences like home delivery of food, medicine and consumer goods.
• Virtual delivery of services especially in the knowledge economy.

We therefore need to review our workforce skills and locations, revisit crisis and business continuity plans, evaluate supply chains, adopt new ways of using technology to deliver goods and services and follow the containment measures that have been recommended by the Ministry of Health.

In conclusion, I wish to thank our development partners and you members for your support during my tenure. I want to thank the Board for their guidance, management and staff for their commitment and industry.

Thank You and May God Bless You All.
Management Board 2019-2020

Mark Joseph Obuya, EBS.
National President,
Chief Executive Officer,
Corporate Insurance Company (K) Ltd

Jacqueline Mugo, EBS. OGW.
Executive Director / Chief Executive Officer

Dr. Habil Olaka
1st National Vice President,
Chief Executive Officer,
Kenya Bankers Association

Gilda Odera
2nd National Vice President,
Managing Director,
All About Marketing

Michael Macharia
Chief Executive Officer,
Kenya Association of Hotelkeepers

Dr. Thomas Serrem
Regional President,
Rift Valley Registrar,
Human Capital & Administration Branch,
Egerton University

Issa Muslim (Deceased)
Regional President Coast,
Director,
Oceanfreight (EA) Limited

Dr. Margaret Akinyi Oloo
Regional President,
Western Kenya,
Director St. Lukes Hospital
Management Board 2019-2020

Joe Muganda  
Managing Director, Vivo Energy, Kenya

Eng. Erastus K. Mwongera, FIEK, KCE, CBS.  
Chairman, Sameer Africa

Stephen Gitagama  
Chief Executive Officer, Nation Media Group

Eng. David Onyango, HSC.  
Director, EL PAJ Gardens Ltd

Cosmas Mutava  
Chairman, Protective Security Industry Association (PSIA)

Apollo N. Kiarii  
Chief Executive Officer, Kenya Tea Growers Association

“A committed Board Management Team and Trustees who continue to guide and steer the Vision of the Federation of Kenya Employers.”
Dear Members,

It is an honour for me to present the report of the Federation of Kenya Employers’ milestones and achievements in 2019 which was a landmark year as we marked the 60th Anniversary of our organisation. As we start our journey into another decade, FKE remains focused and true to its core mandate and to the singular goal of adding value to our members in what is expected to be a significantly different and technology driven World of Work. The achievements made so far have only been possible with the strong support and commitment of our members and partners.

In this eventful year, the Federation continued to provide quality services and effective representation and advocacy to enhance members capacity and create a positive climate for doing business. I am pleased to report that fifty-three new members were received into FKE membership during the year.

“I am truly indebted to all members and partners for the confidence placed in the Federation and the support shown to us in many ways. We are because you believe in us.”
One of the key areas of expertise that the Federation provides is legal advice and representation. The Federation represented members in the Employment and Labour Relations Court in over 1,066 court cases with very impressive outcomes as over 80 per cent of these cases were decided in favor of employers. There are many emerging legal issues in the employment and labour relations field and we monitor these on a regular basis and make interventions on behalf of members.

In the area of Labour Relations, FKE facilitated negotiations of one hundred and seventy-nine (179) Collective Bargaining Agreements (CBAs), which were registered by the Employment and Labour Relations Court (ELRC) as required by law. Other services offered included assisting members in the conciliation and resolution of sixty four (64) trade disputes arising from a wide range of issues such as deduction of union dues, alleged refusal to negotiate Collective Bargaining Agreements and disputes over employee terms and conditions of service, among others.

The Federation offered a wide range of learning and development programmes to build the capacity of members. Forty-one (41) in house training programmes and seven open training sessions were conducted for eighty-nine (89) member companies which were attended by and one thousand one hundred and thirty-two (1132) employees. I wish to invite you members to take advantage of these training programmes that are delivered by a team of highly qualified and competent internal and external facilitators with expertise in respective fields to build the capacity of your staff.

Several events were held during the year to give members a chance to celebrate FKE’s 60th anniversary starting at the regional branch level that culminated in the main celebration event held in Mombasa from 26th to 28th July. This was the High-Level Africa Employers’ Conference built on the theme “Shaping the Future of work and Enterprises in Africa” which was attended by delegates and members drawn from all over the country as well as our local and international partners and networks. We are eternally grateful to you members for your participation and great support shown in many ways including sponsorship. This helped FKE to pull off a great celebration.

The annual Employer of the Year (EYA) Awards was also held where participating member companies were recognized and awarded for their distinguished performance in eight different categories covering: Leadership and Governance, Corporate Performance, Innovations & Productivity, Responsible Business Conduct, Inclusiveness & Diversity, Learning & Development, Workplace Environment, Human Resource Practice & Industrial Relations. This unique programme aims to promote best business practices, transform workplaces and the human resource practices and landscape in the country.

FKE is proud to have held a graduation ceremony for the Female Future cohort eight (8) participants. The Female Future Leadership Development Programme is aimed at empowering women and building their competence to take up leadership positions in the corporate world and other spheres of life and to do so on merit rather than tokenism or the usual affirmative action approach.

In the Research area, the Federation carried out several studies including the EkonoFactor Survey to obtain credible data to inform proper policy formulation. We encourage members to support FKE by participating in these surveys so that the reports that are prepared reflect members views.

I wish to extend my sincere gratitude to the National President and the entire Management Board for the leadership, guidance and support they have given to the Federation. I am truly indebted to all members and partners for the confidence placed in the Federation and the invaluable support shown to us in many ways. This has seen us continue to play an effective representation and policy advocacy role despite many challenges: we are because you believe in and support us.

Lastly, my special appreciation goes to the secretariat staff for their dedication, commitment and drive to effectively execute our mandate. The success of the Federation would not have been possible without the effort of each individual member of staff.

**Ahsante Sana!**
Staff Members

1. Nairobi Branch Staff
2. Rift Valley Branch Staff
3. Coast Branch Staff
4. Western Kenya Branch Staff

A dedicated Secretariat team whose commitment and hard work has contributed to FKE’s success for over 60 years.

Jacqueline Mugo, Executive Director / CEO
1.0 Introduction

1.1 Overview of Industrial Relations in Kenya

There was a remarkable shift in the state of industrial relations in 2019 compared to previous years. The period was characterized by strikes, redundancies, mergers and takeovers among other developments which had far reaching implications on labour relations as follows:

1.1.1 Trade Unions, Strikes and Trade Disputes

Statistics from the Ministry of Labour and Social Protection (MoLSP) indicates that by end year 2019, there were eighty-two (82) Trade Unions and Employer Organizations operating in the Country i.e. sixty five (65) and seventeen (17) respectively. FKE federates all Employer Organizations as an Umbrella body. Two Employer Organizations and a Worker’s Union voluntarily dissolved themselves whilst six (6) Employer Organizations’ licenses were cancelled by the Registrar of Trade Unions for non-compliance with the law. Despite this, the Tripartite Social Partners continued to collaborate to resolve emerging issues for the better part of the year apart from the months of September and October 2019 when some industrial actions occurred. A total of ten (10) strikes were recorded mainly arising from misunderstanding on salaries and wages. Such as, the Health Workers strike in Kisumu County and a strike by employees of Simba EPZ Limited and Dot Com Bakery both in Mombasa County. There were forty-two (42) Trade Unions that reported a total of one thousand one hundred and sixty-three (1,163) trade disputes. The table below indicates the distribution of Trade Disputes per sector.

<table>
<thead>
<tr>
<th>Sectors</th>
<th>Number of Trade Disputes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service</td>
<td>375</td>
</tr>
<tr>
<td>Food and Beverage</td>
<td>198</td>
</tr>
<tr>
<td>Building and Construction</td>
<td>189</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>116</td>
</tr>
<tr>
<td>Education</td>
<td>87</td>
</tr>
<tr>
<td>Agriculture</td>
<td>65</td>
</tr>
<tr>
<td>Hospitality</td>
<td>47</td>
</tr>
<tr>
<td>Transport and Storage</td>
<td>28</td>
</tr>
<tr>
<td>Energy</td>
<td>22</td>
</tr>
<tr>
<td>Finance</td>
<td>22</td>
</tr>
<tr>
<td>Environment and Natural Resources</td>
<td>4</td>
</tr>
<tr>
<td>Media</td>
<td>4</td>
</tr>
<tr>
<td>Aviation</td>
<td>3</td>
</tr>
<tr>
<td>Health</td>
<td>2</td>
</tr>
<tr>
<td>Entertainment</td>
<td>1</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>1,163</strong></td>
</tr>
</tbody>
</table>

Table 1: List of Trade Disputes per Sector
1.1.2 Collective Bargaining Agreements
The pace of negotiating Collective Bargaining Agreements (CBAs) slowed down due to poor business performance across various sectors leading to a reduction in the level of general wage increases from an average of 10% per annum to a low level of 2.5% per annum depending on the financial performance of individual enterprises.

1.1.3 Redundancies
Over seven thousand (7,000) employees lost employment on account of Redundancy for varied reasons as highlighted below:

1. The Ban on Timber Logging: This denied the timber sector raw materials and forced sawmills into operating below their actual production capacity, leading to loss of jobs on account of redundancy. Rai Plywood for example declared over one thousand (1000) employees redundant. Timsales and Comply Industries were equally affected and are considering closing down their operations, a move that would definitely lead to massive job losses. This ban did not spare small scale Sawmills which employ over five thousand (5000) employees who lost their jobs.

2. The Ban on the Use of Plastics: The Government ban on the use and manufacture of plastic products in the country led to the closure of Plastic producing companies leading to the loss of over fifteen hundred (1500) jobs.

3. The Standard Gauge Railway: The Government’s directive to reserve transportation of containers from the Port of Mombasa exclusively to the Standard Gauge Railway (SGR) denied many logistics companies business and affected jobs. As reports indicate, enterprises like Bollore Transport and Logistics Company Limited had to lay off some employees. This ripple effect was felt by allied businesses along Mombasa-Nairobi highway such as motels and food businesses associated with trading centres like Mtito Andei and Voi Town among others. Bus and Coach body builders were also affected as they registered low sales turnover due to low demand for passenger buses and long haulage trucks.

4. New Regulations in the Education Sector: The Ministry of Education reviewed Public University admission points and ordered closure of many satellite campuses perceived to be delivering programmes without adequate learning facilities and qualified teaching staff thus compromising the quality of education. This led to massive job cuts in the country. African Nazarene University for example restructured its operations and opted for a staff rationalization program.

5. Mergers and Acquisitions: Strategic transformation programs in response to dynamic changes in the business environment led to Mergers and Acquisitions across the country leading to job losses. Notable examples include the merger between Telkom Kenya Limited and Airtel in the Telecommunication Sector, and mergers between the Kenya Commercial Bank and National Bank on one hand and NIC and Commercial Bank of Africa on the other hand all in the banking sector.

1.1.4 State of the Economy
According to the Kenya National Bureau of Statistics, the country experienced an economic growth rate of 6.3% in the year 2018. The national and regional business environment was adversely impacted by high operational costs and a drop in their market share. High labour costs, competition and technology advancement in the manufacturing sector has led to job losses and closure of companies in the sector.

1.1.5 Employee Pension Schemes
During the year approximately 300,000 employers remitted funds to the National Social Security Fund (NSSF) as part of their contribution towards securing their employees social security. Further, employers continued to partner with the NSSF in various programmes aimed at improving the social security provisions.
1.1.6 Employee Sponsored Training

Through the National Industrial Training Authority (NITA), employers sponsored training of fifty-nine thousand, three hundred and thirty-four (59,334) of their employees in order to ensure continued improvement of skills, reskilling and upskilling as highlighted in the table below. Out of this six hundred and ninety-two (692) employers benefited from NITA reimbursements. Further, National Trade Test Assessments and proficiency for seventy-three hundred, six hundred and sixteen (73,616) individuals in different skills were conducted in order to improve employees’ competencies for industrial development of the Country.

<table>
<thead>
<tr>
<th>S/No.</th>
<th>Category</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Number of Indentured Learners</td>
<td>26</td>
</tr>
<tr>
<td>2.</td>
<td>Number of Craft Apprentices</td>
<td>25</td>
</tr>
<tr>
<td>3.</td>
<td>Number of Graduate Apprenticeship</td>
<td>39</td>
</tr>
<tr>
<td>4.</td>
<td>Number of Supervisory and Management Training</td>
<td>37,062</td>
</tr>
<tr>
<td>5.</td>
<td>Number of Women Training in Engineering</td>
<td>25</td>
</tr>
<tr>
<td>6.</td>
<td>Number of Students Placed on Attachment</td>
<td>22,157</td>
</tr>
<tr>
<td>7.</td>
<td>Total</td>
<td>59,334</td>
</tr>
</tbody>
</table>

Table 2: Number of Trainees Sponsored by Employers Through Industrial Training Levy

We are a Management Consultancy firm. We have been in business since April 2016, offering a comprehensive range of Business Solutions, in Job Evaluation, Business Set-up, Restructuring, Supply Chain, Strategic Planning, Information Technology, E-business, Financial and Management controls etc.

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Mavuno Fertilizers

Mkulima Bora Fertilizers

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Quality Fertilizer

Huduma POA

Leasing out of Facilities

Weighing

Grain Grading and Aflatoxin

Clearing and Forwarding

Bagging

Certified Warehouses (WRS)

For more information, please contact: Nyumba ya Nafaka, Machakos Road, Industrial Area. P.O. BOX 30586-00100 Nairobi.
Head Office Tel: 020-6536026/65528 Mobile: 0722205756/0733331597 Email: info@ncpb.co.ke, Website: www.ncpb.co.ke.
2.0 Highlights for the Year Under Review

2.1 Industrial Relations, Legal and Membership Services

Following the change in the organization structure, the department now comprises Legal services, Industrial Relations and Membership services.

The details of the Federation’s achievements in this area is as captured below;

1. Collective Bargaining Agreements

In the year 2019, the department facilitated members in negotiating and concluding some one hundred and fifty (150) Collective Bargaining Agreements (CBAs) for registration at the Employment and Labour Relations Court whereas seventy five (75) CBA negotiations were still ongoing. The general wage increases clauses were negotiated and settled between 2.5% to 10% per annum.

2. Trade Disputes

The Federation of Kenya Employers represented members at various County Labour Offices in conciliation of over two hundred and eighty one (281) trade disputes. The issues in dispute included alleged refusal by employers to deduct and remit trade union dues, alleged refusal to sign Recognition Agreements, alleged refusal to negotiate CBAs, alleged unlawful termination of employment contracts, dismissals, redundancies, disagreement over labour outsourcing and non-implementation and interpretation of Collective Agreements, among others.

3. Consultations

The harmonious industrial relations witnessed across the country can be attributed to constant consultations and engagement of FKE by members through e-mails, telephones calls and personal visits for face to face meetings on employment and labour relations issues. As per FKE’s standing operations procedure on members services, all consultations were logged onto the Customer Relationship Management (CRM) system for record and trend analysis.

4. Meetings

Cumulatively, a total of sixty (60) meetings were held by the Federation to serve members at the regional and national offices. The meetings convened involved Sectoral Employer Associations whose Secretariats are at FKE, Regional General Committees, Regional Annual General Meetings and the National Annual General Meeting in accordance with FKE’s constitution.

Emerging Issues

During the year under review, the issues highlighted below emerged and will have an impact on employment and labour relations practice going forward:

1. Multiplicity of Trade Unions; The employment and labour relations practitioners in health, education, security and transport sectors experienced an undesirable phenomenon and controversy where employers had to deal with more than one trade union. In the health sector for instance, disputes reported under the Ministry of Labour and Social Protection (MoLSP) emanated from at least five trade unions. This scenario caused confusion especially when multiple strike notices were issued over similar issues and led to multiple claims on terms and
In 2019, the Kenya National Union of Nurses (KNUN) issued a strike notice to the Ministry of Health (MoH) and the Council of Governors (CoG) for alleged refusal to implement a Return To Work Agreement on payment of Nursing and Uniform Allowance. The Kenya Union of Clinical Officers (KUCO) equally issued a strike notice to the same employers over the same terms and conditions of employment. It is important to note that the KNUN signed 47 separate Recognition Agreements with the 47 Counties which means that every County Government was expected to handle their individual strike notices as well as negotiate their own CBA’s. It puts to question the capacity of organizations to negotiate multiple CBA’s and maintain sound industrial relations devoid of constant disruption of their operations due to union activities.

2. Notices of Revocation of Recognition Agreements: The country witnessed high levels of union activities at the enterprise level which saw more than two unions scrambling for representation of workers in an enterprise. In response, employees would resign from one union to another leading to Demarcation Disputes between various unions. Many employers opted to activate the revocation process with the National Labour Board (NLB) and to pull out of CBA negotiations, a phenomenon that contributed to slow conclusion of Collective Agreements.

3. Approach to CBA Negotiations: A new approach to CBA negotiations emerged where unions and employers appreciated the slow economic growth across the country which adversely affected employers’ ability to honour demands for unsustainable higher wages. In the previous year, the general wage increase had been agreed at between 10 %-12% per annum. In the year 2019, there was a remarkable departure from this trend with some employers and unions opting for review of only the non-monetary clauses and retaining the financial clauses in their CBA’s in an effort to support business survival and save jobs.
Join us in fighting poverty through entrepreneurial training and business support

Our contribution by numbers over 10 years

305,698 Programme Members
15,244 Self Help Groups
301,203 Enterprises
406,735 Jobs

With KES 300,000 you can nurture a typical group of entrepreneurs to secure their livelihoods and sustainability
Legal Services

Introduction
in line with FKE’s Strategic Plan 2018-2022 the key areas of focus for Legal Services were:
• Court representation in various Courts.
• Consultations over emerging legal issues.
• Participation in networking forums.

Court Representation
The Federation of Kenya Employers engaged in matters of public interest that protect the interests of the entire membership or to address concerns in certain sectors. These cases were mainly against strikes in essential services, the Housing Fund Levy and cases that protected the interests of employers on Constitutional issues and on provisions of the Labour Laws, amongst others.

The Federation represented members in over 1066 court cases. Some of the significant court matters handled in 2019 were:

1. Housing Fund Levy Case: FKE successfully represented the interests of Employers in the Housing Fund Levy case by obtaining injunctive orders suspending the implementation of the Housing Fund Levy as provided under Section 31A of the Employment Act pending the determination of the case.

2. National Housing Corporation Case: The Federation successfully challenged the establishment of an Advisory Board which had no foundation in law. The Attorney General retracted and withdrew the advertisement to establish the said Advisory Board.

3. National Land Commission Case: Wherein the Petition was dismissed, and FKE obtained Stay Orders against contempt proceedings at the Court of Appeal.

4. Wins in other Cases: Civil Appeal 53 of 2017 - Kenya Commercial Bank vs Thomas Nyangi Mwita. The Federation challenged the decision of the Employment and Labour Relations Court in awarding the Claimant/employee 12 months compensation, 3 years compensation, notice pay and costs of the suit. The Court of Appeal in agreement with FKE’s submissions reduced the 12 months compensation to 4 months compensation, set aside the 3 years compensation awarded and maintained the award of notice pay. Each party was directed to bear its own costs in both the Employment Court and the Appeal Court. The Court of Appeal awarded 4 months compensation on the grounds that although the Bank had found the employee culpable of gross misconduct, the employer failed to carry out a fair hearing as per the provisions of section 41 of the Employment Act.

The Key Lesson is that the employer must afford an employee a fair hearing as provided under the law or risk paying compensation for unfair termination on procedure.

Participation in Networking Forums
• ELRC Inns – Judicial Reviews, Petitions & Reinstatements: FKE participated in the Bar Bench engagement on the above thematic areas and raised concerns on claimants filing claims as Petitions to defeat the limitation period of 3 years. FKE also raised concerns on the Court awarding reinstatement as a relief to employees after the employer has lost trust and confidence in the employee and highlighted how such orders adversely impact the management of work.
• **Meeting between the PS Housing and the FKE IR & Legal Policy Working Group:** The Federation of Kenya Employers presented members interests to the Principal Secretary, State Department of Housing and his team on the Housing Fund Levy. FKE pointed out the current tax burden placed upon employers, the current provisions on house allowance, challenged the constitutionality of the fund and the legal structures around the management of the fund.

• **Meeting of the FKE Private Security Working Group and Meeting with Stakeholders:** FKE established a Private Security Working Group on the 16th September, 2019 to address some of the pertinent issues and challenges affecting the private security sector. The launch of the Private Security Working Group was well attended by members from PSIA, KSIA and other private Security Companies.

The Working Group has held four strategic meetings to address the challenges in the Private Security Sector and some of the major challenges addressed were:

1. **Private Security Regulatory Authority (PSRA) Compliance period of 6 months.**
2. **Minimum Wage Compliance.**
3. **Nominations into the Private Security Regulatory Authority (PSRA) Board.**
4. **Private Security Regulatory Authority (PSRA) Exorbitant and oppressive Fees and licenses.**
5. **Unpreparedness in the arming of the Security Guards.**

The proposed interventions to address the said challenges included social dialogue meetings with the Regulator, all relevant stakeholders and representatives from Private Security firms, tabling a Memorandum to Parliament, meeting with the Cabinet Secretary Ministry of Interior and lastly to file a Petition in Court to suspend the implementation of the 2019 Regulations. Pursuant to these strategic interventions, the challenges and pressing issues were discussed in the above-named forums and the matter was discussed in Parliament suspending the implementation of the regulations.

• **Proposed amendments to the Labour Laws:** The legal team analyzed the proposed amendments to the Employment Act and other Labour laws as set out in the proposed instruments. The team obtained valuable inputs from the IR & Legal policy working group on the Bills and the Industrial Relations Charter namely:-

1. **Employment Amendment Bill, 2019**
2. **Industrial Training (Amendment) Bill, 2019**
3. **Breastfeeding Bill, 2019**
4. **Industrial Relations Charter**
Court Cases Handled in 2019 from FKE Headquarters, Nairobi

<table>
<thead>
<tr>
<th>S/No.</th>
<th>No. of Cases</th>
<th>Court</th>
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<tr>
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<td>45</td>
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<tr>
<td>2.</td>
<td>308</td>
<td>Employment &amp; Labour Relations Court at Nairobi</td>
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<tr>
<td>3.</td>
<td>21</td>
<td>Chief Magistrate Court at Nairobi</td>
</tr>
<tr>
<td>4.</td>
<td>59</td>
<td>Employment &amp; Labour Relations Court at Nyeri</td>
</tr>
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<td>5.</td>
<td>1</td>
<td>Employment &amp; Labour Relations Court at Machakos</td>
</tr>
<tr>
<td>6.</td>
<td>1</td>
<td>Chief Magistrate Court at Kikuyu</td>
</tr>
<tr>
<td>7.</td>
<td>4</td>
<td>Chief Magistrate Court at Thika</td>
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<tr>
<td>8.</td>
<td>1</td>
<td>Chief Magistrate Court at Gatundu</td>
</tr>
<tr>
<td>9.</td>
<td>60</td>
<td>Completed Cases - Judgements Delivered</td>
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<td><strong>Totals</strong></td>
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Court Cases Handled in 2019 from Rift Valley Region

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<td>Employment &amp; Labour Relations Court at Nakuru</td>
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<td>3.</td>
<td>-</td>
<td>Chief Magistrate Court at Nakuru</td>
</tr>
<tr>
<td>4.</td>
<td>6</td>
<td>Employment &amp; Labour Relations Court at Eldoret</td>
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<tr>
<td>5.</td>
<td>-</td>
<td>Employment &amp; Labour Relations Court at Kericho</td>
</tr>
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<td>6.</td>
<td>14</td>
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### Court Cases Handled in 2019 from Coast Region

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<td>Court of Appeal at Mombasa</td>
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<td>365</td>
<td>Employment &amp; Labour Relations Court at Mombasa</td>
</tr>
<tr>
<td>3.</td>
<td>10</td>
<td>Chief Magistrate Court at Mombasa</td>
</tr>
<tr>
<td>4.</td>
<td>1</td>
<td>Employment &amp; Labour Relations Court at Malindi</td>
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<tr>
<td>5.</td>
<td>1</td>
<td>Chief Magistrate Court at Kilifi</td>
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<td>6.</td>
<td>16</td>
<td>Concluded Judgements Delivered</td>
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<td><strong>Totals</strong></td>
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### Court Cases Handled in 2019 from Western Region

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<td>ELRC Kisumu</td>
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<tr>
<td>2.</td>
<td>9</td>
<td>ELRC Bungoma</td>
</tr>
<tr>
<td>3.</td>
<td>4</td>
<td>Chief Magistrates Court Kisumu</td>
</tr>
<tr>
<td>4.</td>
<td>6</td>
<td>Court of Appeal</td>
</tr>
<tr>
<td>5.</td>
<td>1</td>
<td>Kericho ELRC</td>
</tr>
<tr>
<td>6.</td>
<td>2</td>
<td>Settled Out of Court</td>
</tr>
<tr>
<td>7.</td>
<td>1</td>
<td>Mediation</td>
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<tr>
<td><strong>Totals</strong></td>
<td><strong>90</strong></td>
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</tr>
</tbody>
</table>
THE FEMALE FUTURE LEADERSHIP PROGRAM

Female Future Kenya (FFK) is a flagship leadership development program of the Federation of Kenya Employers in collaboration with the Confederation of Norwegian Enterprises (NHO), which aims to strengthen gender equality in the work place, improve women's representation in management, as well as draw more women to the top leadership positions of both private and public sector as part of the efforts to ensure sufficient qualified woman power in all organizations and leadership positions. The program focuses on Leadership Development, Boardroom Competence, Rhetoric, Network Building and Personal Growth.

Our aim is to help Organizations Unlock the Leadership Talent of Female Employees and to have more women in top positions.

Areas are covered in the programme include:

- How to manage a large audience
- Providing leadership at the Apex
- How to prepare yourself to Board Room Leadership development and Board Issues
- Persuasive speaking and speech writing
- Concretizing "Who Am I? What do I want and How do I get there"
- Development of the Leader.

Female Future seeks to encourage women to start rethinking on imparting their business knowledge, seeking customized support to their enterprises and fostering mentorship connections that are critical for their professional growth.

Be a Part of the Leadership Tribe.

For more information on the programme please contact Mary Nyaga,

mnyaga@fke-kenya.org or femalefuture@fke-kenya.org Tel. +254 709 827 110/245
2.2 FKE Regional Branch Offices

2.2.1 Coast Region

The Region held eight General Committee Meetings where issues touching on Transport, Agriculture, Health, Tourism, Port, Banking, Manufacturing, Shipping, Power, Security, Water and Sanitation and Infrastructure were discussed. The 60th Annual General Meeting was held at the English Point Marina on 17th April 2019 which was graced by Rtd. Joseph Kibwana EGH, CBS, Chairman, Kenya Ports Authority as Chief Guest who spoke on the theme "Shaping the future of work for the next 60 years".

Emerging Member Concerns

The issues which affected the branch during the year included:

a) The Standard Gauge Railway (SGR) Cargo transportation affected businesses in the region. Slow movement of traffic led to closure of business operations for hotels, petrol stations, garages, rentals and other small income generating businesses. Some companies relocated leading to some job losses.

b) Health Sector: There were many National Hospital Insurance (NHIF) Claims or Refunds occasioned by the rise in infections from illnesses such as Dengue Fever, Chikungunya Virus, Malaria and Chest infections.

c) Improved Infrastructure for instance roads leading to the airport, Miritini area, town center and the old Malindi road were constructed.

d) Security: Unstable security in the region due to reported cases by Al-Shabab scare and gang attacks

e) Power Costs: Rampant high cost of power and water rationing within the County adversely affected business operations.

f) The High Cost of living: This had a spiral effect on businesses with most reducing their workforce through redundancies. Which caused tension between workers and employers thus reducing productivity at work.

g) Currency Change: The withdrawal of the one thousand shilling note from circulation also affected the flow of currency in the region.

h) Tourism and Hospitality Industry: This did not perform well due to the heightened political atmosphere in the Country which hampered the smooth flow of business within the county and beyond.

i) CBA Negotiations: The Region concluded thirteen (13) CBA’s with wage increases ranging between 5% and 10% per annum, settled at least fourteen (14) trade disputes and one hundred and forty eight (148) consultations with members arising from different issues.

j) Meetings and Training Programmes: In conjunction with the Social Partners, the region participated in the following trainings and meetings:

- A stakeholders meeting at the Kenya National Chamber of Commerce and Industry (KNCCI).
- Kenya Private Sector Alliance (KEPSA) meeting at the county level.
- Workshops on “Immigrants at the Workplace” organized by the KUDHEIHA Workers at the Pride Inn.
- Several National Industrial Training Authority (NITA) meetings in Mombasa and Nairobi.
- Training session at Aga Khan Institute on Global Opportunities for Youth and Social Dialogue Programmes.
2.2.2 Western Kenya Region
The Western Kenya region held ten (10) meetings of its General Committee during the year. The region’s Annual General Meeting (AGM) was held on 24th April, 2019 and was graced by Hon. Justice Nduma Nderi and Prof. Isaac Odeo the Vice Chancellor Kibabii University as Chief Guests. The Theme was the same as per all the regions. The members also used the occasion to celebrate FKE’s 60th Anniversary during which many of the long serving members were recognized.

1. CBA Negotiations: The regional office concluded 11 Collective Bargaining Agreements while five CBA’s were still being negotiated at the time of submitting this report. The average general wage increases agreed ranged from 5% to 7.5% per year depending on each individual organisation’s ability to pay.

2. The Western Kenya regional office represented member organisations at County Labour Offices in conciliation of various trade disputes which arose from disagreements over CBA negotiations, trade union members’ recruitment and alleged unlawful termination of employment contracts among other issues in dispute.

3. The Regional Office represented member organisations in court in over one hundred and twenty -two (122) cases, out of which ninety (90) as captured in the table below were running matters while 32 were determined by way of judgment, rulings and mediation settlements.

4. The Region facilitated two training programs on Managing Employment Contracts and Staff Separation for Jaramogi Oginga Odinga University of Science & Technology (JOOUST).

5. The region paid a courtesy call on eight members namely Diesel Inject Services Ltd, Kisumu Water & Sewerage Co. Ltd, Kibos Sugar & Allied Industries, Kibabii University, Kenya Power, Transmara Sugar Company Ltd, Kotecha Wholesalers and St. Luke’s Medical Centre to support FKE membership retention strategy.

Emerging Member Concerns
Highlighted below are some of the member concerns for the period that had an impact on the business operation environment:

a) Sugar Sector: The sector has been a key contributor to Western Kenya’s economic growth. The current dysfunctional state of state-owned sugar companies in the region has negatively impacted it’s economy leading to loss of jobs through redundancies. There were calls to the national government to pursue economic intervention measures in order to revamp the region’s economy.

b) FKE Membership: The members proposed that County Governments and small sized enterprises be recruited into FKE membership to enhance visibility.

c) State of Economy: The cost of doing business in Kisumu County was high due to reliance on raw materials from other Counties as well as the poor road network within and around Kisumu City which has slowed business growth.

d) Infrastructure: The construction of Kisumu-Mamboleo- Kakamega and Ahero interchange was yet to be completed while Mamboleo-Miwani-Muhoroni Road was in a deplorable state requiring repair to improve transport network in the region. Calls for urgent completion of the construction of the Kisii – Isebania highway in order to open up this region for potential investors.

e) Electricity Supply in Western Kenya: Employers complained of high cost of production and business loses attributed to power interruptions.

f) National Industrial Training Authority: The members were concerned that NITA takes long to give refunds for expenses incurred by employers training their staff.
g) State of Security: The region reported several cases of insecurity involving robberies in Kisumu town while in Kakamega and Bungoma regions incidences of night attacks on residents and killing of security guards manning business premises by armed gangs were reported.

h) The Port of Mombasa: Members expressed concern about the delay in clearing goods at the port of Mombasa. The verification exercise at the cargo port of entry was taking too long leading to additional costs on importation and production.

2.2.3 Rift Valley Region
The Rift Valley region conducted eleven (11) General committee meetings during the year which culminated into its Regional AGM which was held on 10th April, 2019.

1. CBA Negotiations: The region concluded twenty-five (25) Collective Bargaining Agreements during the period. An additional fifteen (15) CBAs were ongoing.


3. Trade Disputes: The emerging trade disputes recorded in the year were from Kenya Seed Co. Ltd, Rafiki Engineering, Pembroke House School and Pyrethrum Processing Co. of Kenya.

4. Strike Management: The regional office supported in managing the strike for two (2) members i.e. Moi University and United Millers.

5. Meetings and Workshops: Together with social partners the region participated in the following workshops:

   • National Tripartite Workshop on Social Dialogue for Higher Education Ministry of Labour held in Nakuru.
   • Ministry of Labour organized a Tripartite Workshop on Evidence Bases Policy Making for Decent Work in Naivasha.
   • Africa Employers’ Conference in Mombasa.
   • Inclusive Growth through Decent Work in the Great Rift Valley Project (Public Private Development Partnership) held in Naivasha.
   • Consultative meeting with the Business Advocacy Fund to review Labour Laws and Industrial Relations Charter in Naivasha.

6. The region facilitated ten (10) in house and open house trainings.

7. Member Visits: In order to stay in tune with member concerns and needs, the region visited ten (10) members including: Spin Knit Ltd, Nakuru Tanners Ltd, Nakuru Water & Sanitation Services Co. Ltd, Kerio Valley Development Authority, Eldoret Hospital, Ken Knit Ltd, Lake Naivasha Sawela Lodges, Oserian Development Co. Ltd, Kericho Water & Sanitation Services Co. Ltd and Tenwek Hospital.
Kenya Power Self-Service App

Manage your electricity account anytime, anywhere.

- Buy prepaid tokens
- Pay your bill
- Get your account statement
- Check planned interruptions
- Report power failure
- Jua for Sure

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Download on the App Store
www.kplc.co.ke Kenya Power Care KenyaPower_Care
2.3 New Members Recruited in 2019

In the year under review, the Federation commenced the digitization of its processes in order to enhance efficiency of services delivered to its members. Towards this end, FKE incorporated a Customer Relationship Management System to capture all member data and records under one portal. Further, the Federation will collaborate with Development Partners in the development of a member’s services portal and digitization of all internal records in the year 2020.

As part of these efforts, the Federation was honoured to welcome the following new members under its fold:

<table>
<thead>
<tr>
<th>S/No.</th>
<th>Member Name</th>
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<tbody>
<tr>
<td>1.</td>
<td>Qualibasic Seed Company Limited</td>
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<td>2.</td>
<td>Adpack Limited</td>
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<td>3.</td>
<td>Romageco K Limited</td>
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<td>4.</td>
<td>Twiga Foods Limited</td>
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<td>5.</td>
<td>Kenya Accreditation Services</td>
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<td>6.</td>
<td>Turkana Basin Institute Limited</td>
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<td>7.</td>
<td>El Paj Gardens Limited</td>
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<td>8.</td>
<td>Adrian Kenya Limited</td>
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<td>9.</td>
<td>Dlight Limited</td>
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<td>10.</td>
<td>Magnum Engineering &amp; General Contractors</td>
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<td>11.</td>
<td>Black Tulip Business Support Limited</td>
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<td>12.</td>
<td>Garden Freights Logistics Limited</td>
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<td>13.</td>
<td>Management Today (K) Limited</td>
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<td>14.</td>
<td>Username Investment Limited</td>
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<td>15.</td>
<td>Roto Moulders Limited</td>
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<td>16.</td>
<td>Sunveat Foods Limited</td>
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<td>17.</td>
<td>Oxfam International</td>
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<td>18.</td>
<td>Veew Distributors Limited</td>
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<td>19.</td>
<td>Rafiki Wa Maendeleo Trust</td>
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<td>20.</td>
<td>Polytanks &amp; Containers Kenya Limited</td>
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<td>22.</td>
<td>Tembo Tamu Limited</td>
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<td>23.</td>
<td>Weston Hotel Limited</td>
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<td>Mirema School Limited</td>
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<td>25.</td>
<td>Inventure Mobile Limited</td>
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<td>26.</td>
<td>Innovis Telecom Services (Africa) Limited</td>
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<td>27.</td>
<td>Yehu Microfinance Services Limited</td>
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<td>Living Goods Limited</td>
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<td>Upfield Kenya Limited</td>
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<td>Nesscape Experts</td>
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<td>32.</td>
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<td>33.</td>
<td>Ogwedhi Properties Limited / Vittoria Suites</td>
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<td>Ishano Distributors Limited</td>
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<td>Q-Sourcing Limited</td>
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<td>52.</td>
<td>Jaykay Mechanical Engineering Limited</td>
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<tr>
<td>53.</td>
<td>Pathfinder International</td>
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</table>

Table 3: List of New Members Who Joined the Federation of Kenya Employers
2.4 Policy Advocacy, Consulting, Partnerships and Projects

Introduction
The Policy Advocacy, Consulting, Partnerships and Projects department is responsible for the development and implementation of the Federation’s strategy, advocacy through development and implementation of the employer’s business agenda, policy researches to inform the Federation’s position on various policy issues, provision of consultancy services and running of projects.

On a regular basis it also provides updates on the social, economic, political and legal/regulatory developments and representing the Federation in forums that initiate policy discussions. Additionally, the department conducts Salary, Employee Satisfaction, Work Environment, Customer satisfaction, and corruption perceptions surveys as well as monitoring and evaluations programmes for members.

2.4.1 FKE Consulting and Training
FKE Consulting offers services through Learning & Development (L&D) Unit and the Organizational Development (OD) Units.

Learning & Development (L&D)

1. Capacity Building Programs
The Federation of Kenya Employers is committed to creating harmonious labour relations between employers, employees and unions. This is done through training that empowers and enhances the capacity of member companies to be compliant with the relevant labour legislation and other statutory requirements. In 2019, FKE conducted training programs in Legal, Industrial Relations, Human Resources & Management, and Occupational Safety & Health (OSH) for members as summarised below;

<table>
<thead>
<tr>
<th>Training Programs</th>
<th>No. of Companies Served</th>
<th>No. of delegates</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-house training programs</td>
<td>22</td>
<td>1038</td>
</tr>
<tr>
<td>Open-house training programs</td>
<td>67</td>
<td>94</td>
</tr>
<tr>
<td>Totals</td>
<td>89</td>
<td>1132</td>
</tr>
</tbody>
</table>

Table 4: Total Number of Companies and Participants Trained in 2019
Source: FKE L&D Section

The specific training programs conducted were in the following areas;

2. Legal and Industrial Relations Training
Training in legal and industrial relations sought to empower participants with insights and knowledge to effectively handle industrial relations issues by covering Labour Laws; Discipline Management; Managing Employment Contracts & Staff Outplacement; and Effective Negotiations Skills for CBA negotiators.

Significantly, FKE is now incorporating case law and emerging industry trends in all its legal and industrial relations training programs.
3. Management Training

Management training aimed to impart the requisite management skills with a view to assist organizations attain their goals. In 2019 trainings were mainly conducted in the areas of Performance Management, Management/Supervisory Skills Development, Productivity at the Workplace, Tax Management and Prevention of Harassment and Violence at Work. There was a high demand for training on Performance Based Reward Management. Some of the companies that benefited from FKE’s training programmes include the following:

<table>
<thead>
<tr>
<th>All Saints Cathedral</th>
<th>Majid Al Futtaim Hypermarkets (Carrefour)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bollore Transport &amp; Logistics (K) Limited</td>
<td>Makini School</td>
</tr>
<tr>
<td>British American Tobacco (BAT) Kenya Limited</td>
<td>Menengai Farmers Limited</td>
</tr>
<tr>
<td>British Council</td>
<td>Mirema School</td>
</tr>
<tr>
<td>Busia Sugar Company Limited</td>
<td>Mwalimu National</td>
</tr>
<tr>
<td>Children of God Relief Institute – COGRI</td>
<td>Mombasa Water Supply &amp; Sanitation Co Limited</td>
</tr>
<tr>
<td>Dwa Estate Limited</td>
<td>Nairobi City Water &amp; Sewerage Company</td>
</tr>
<tr>
<td>East African Breweries Limited</td>
<td>National Bank of Kenya</td>
</tr>
<tr>
<td>Farmers Choice Limited</td>
<td>Paperbags Limited</td>
</tr>
<tr>
<td>Greif East Africa Ltd</td>
<td>Salaries &amp; Remuneration Commission (SRC)</td>
</tr>
<tr>
<td>Intra Africa Assurance Co. Limited</td>
<td>Savannah Cement Limited</td>
</tr>
<tr>
<td>International Rescue Committee</td>
<td>Sidai Africa (Kenya) Limited</td>
</tr>
<tr>
<td>Jaramogi Oginga Odinga University of Science &amp; Technology (JOOST)</td>
<td>Simbatech Limited</td>
</tr>
<tr>
<td>Jubilee Jumbo Hardware Limited</td>
<td>Tetra Pak Limited</td>
</tr>
<tr>
<td>Kenafric Industries Limited</td>
<td>The Deaf Outreach Development</td>
</tr>
<tr>
<td>Kenya Electricity Generating Company (KENGEN)</td>
<td>The Fred Hollows Foundation</td>
</tr>
<tr>
<td>Kenya Ports Authority (KPA)</td>
<td>Thika Cloth Mills Limited</td>
</tr>
<tr>
<td>Kenya Seed Company Limited</td>
<td>Transmara Sugar Company Limited</td>
</tr>
<tr>
<td>Kenpoly Limited</td>
<td>University of Embu</td>
</tr>
<tr>
<td>Kiambere-Mwingi Water &amp; Sanitation Company</td>
<td>University of Nairobi</td>
</tr>
<tr>
<td>Kibabii University</td>
<td>World Vision International</td>
</tr>
</tbody>
</table>

Table 5: List of Companies Trained in the Year 2019

4. FKE Occupational Safety & Health Programmes

The Federation of Kenya Employers conducted training on Workplace Safety and Health and Safety Committees (OSH). The trainings aimed to achieve the following objectives:

i) To sensitize OSH Committee Members on the requirements of Occupational Safety and Health Act, 2007.

ii) To impart practical skills on effective OSH Management and

iii) To enhance the understanding of the Safety & Health Committee on their functions.
In 2019, the Federation of Kenya Employers conducted ten (10) in-house OSH training programs to support employers improve the safety of their employees at workplaces according to the ILO’s Decent Work Agenda. A total of one hundred and ninety-eight (198) employees were trained from the following organizations:

- All Saints Cathedral, Nairobi
- Greif East Africa Limited
- Isuzu East Africa
- Kenafirc Industries Limited
- Kenafirc Manufacturing Limited
- Majid Al Futtaim Hypermarkets (Carrefour)

Further, the Federation conducts inhouse trainings specifically tailor made for the enterprise’s needs. These trainings on legal and industrial relations equip participants with the necessary skills to effectively manage and address emerging labour relations matters. Some of the training programs undertaken during the year are as captured in the table below:

<table>
<thead>
<tr>
<th>Training Particulars</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>In-house Training for Union Officials and Management of BAT Kenya</td>
<td>17th to 18th January, 2019</td>
</tr>
<tr>
<td>In-house Training on Industrial Relations for Senior University Administrator of Kibabii University</td>
<td>14th to 15th February, 2019</td>
</tr>
<tr>
<td>Open-House Training on Labour Audits &amp; Labour Law at the Workplace</td>
<td>21st to 22nd February, 2019</td>
</tr>
<tr>
<td>In-house Training on Understanding CBA Negotiation Process for Salaries and Remuneration Commission (SRC)</td>
<td>25th to 28th February, 2019</td>
</tr>
<tr>
<td>In-house Training on Labour Audits &amp; Labour Laws for Tile &amp; Carpet</td>
<td>1st to 2nd March, 2019</td>
</tr>
<tr>
<td>In-house Training on Effective CBA Negotiation Skills for Nairobi City Water and Sewerage Company (NCWSC)</td>
<td>21st March, 2019</td>
</tr>
<tr>
<td>Open-house Training on Understanding the CBA Process</td>
<td>21st to 22nd March, 2019</td>
</tr>
<tr>
<td>Open-house Training on Understanding the Court Procedures</td>
<td>12th April, 2019</td>
</tr>
<tr>
<td>In-house Training on CBA Negotiations for DKUT</td>
<td>24th May, 2019</td>
</tr>
<tr>
<td>In-house training on Effective Industrial Relations for JOOUST</td>
<td>30th to 31st May, 2019</td>
</tr>
<tr>
<td>Open-house Employer Sensitization Workshop</td>
<td>28th June, 2019</td>
</tr>
<tr>
<td>In-House Training on Discipline Management at the Workplace for KenGen</td>
<td>5th to 8th August, 2019</td>
</tr>
<tr>
<td>In-House Training on Discipline Management at the Workplace for KenGen</td>
<td>13th to 16th August, 2019</td>
</tr>
<tr>
<td>In-house Training for Mwalimu National Sacco</td>
<td>3rd to 5th October, 2019</td>
</tr>
<tr>
<td>Open-house Training on Managing Emp. Contracts &amp; Staff Separation</td>
<td>10th to 11th October, 2019</td>
</tr>
<tr>
<td>In-house Training on Discipline Management for FKE Associations</td>
<td>11th October, 2019</td>
</tr>
</tbody>
</table>

Table 6: List of Inhouse Trainings Conducted
Pursuant to Part X – Employment Management, of the Employment Act, 2007:-

Section 76, An employer shall notify the Director of Employment of every vacancy occurring in his establishment, business or work place.

Section 77, When a post, which has been notified to the Director as vacant, has been filled or has been abolished before being filled, the employer shall notify the employment service office of this in writing within two weeks of the filing of the post or of its abolition, as the case may be.

Section 78, An employer shall notify the termination of every employment and of each lay-off of a person in writing to the nearest employment service office within two weeks of the termination or lay-off.

Section 79, An employer shall keep a register in which the employer shall enter the full name, age, sex, occupation, date of employment, nationality and educational level of each of his employees and a return of employees for each calendar year, ending on 31st December containing such information shall be sent to the Director not later than 31st January of the following year.

This Notice is therefore to remind all employers that the returns for the calendar year ending 31st December, 2019 are due by 31st January, 2020. The template for submitting the returns is available in the NEA website (www.nea.go.ke) or in the NEA Integrated Management System (NEAMIS) upon registration by the employer through the system. The NEAMIS and template have been put in place to enable employers conveniently submit the returns online.

For more information, contact us or visit our offices:

The National Employment Authority Building,
Seasons, Kasarani
P.O. Box 25780-00100
NAIROBI, KENYA
Tel: +254(020)7855746 / 7
Email: info@nea.go.ke / dg.nea@nea.go.ke
Website: www.nea.go.ke

Mrs. Edith Okoki
AG. DIRECTOR GENERAL
1. What is National Employment Authority (NEA)?

The National Employment Authority (NEA) was established in April, 2016 by an Act of Parliament (the National Employment Authority Act 2016) which provided the legal framework and mandates for its operations. It provides for a comprehensive institutional framework for: employment management; enhancement of employment promotion interventions; and increasing access to employment by the youth, minorities and marginalized groups and for connected purposes.

2. Functions of the National Employment Authority

The functions of the Authority are provided under Section 8 of the National Employment Authority Act, 2016. In the section, the National Employment Authority’s functions are to:
1. Advise on formulation of employment policies and strategies for national and county governments;
2. Advise both the national and county governments on any policy matter concerning employment;
3. Develop methodologies for employment measurement, management and promotion;
4. Conduct periodic surveys on labour market skills requirements and advice training institutions and job seekers appropriately to ensure that training and skills match the job market requirements;
5. Monitor implementation of employment policies and programmes;
6. Facilitate cooperation with national government, the private sector, the informal sector and foreign governments and institutions to promote and increase access to employment;
7. Facilitate continuous training and other activities of Kenyans to improve their chances of employment and work skills;
8. Register persons seeking employment;
9. Maintain and an integrated and up-to-date database of all persons seeking employment;
10. Facilitate the employment and placement of jobseekers in formal and informal or any other form of employment, locally and internationally;
11. Circulate in a timely manner job vacancy advertised to job seekers throughout Kenya through appropriate means including use of social media, internet and published materials;
12. Provide counseling to the unemployed and undertake activities to promote employment;
13. Facilitate the implementation of national policies on employment;
14. Take necessary steps to encourage equal opportunity employment practices for the benefit of the unemployed;

3. Services provided by NEA

1. Employment Services

NEA provides employment and internship services and plays a key role in facilitating foreign employment recruitment through private employment agencies.

- Registration of Kenyans seeking employment
- Linking job seekers with job opportunities
- Assisting employers to acquire workers with appropriate skill sets
- Provision of labour market information especially on employment matters;
- Provision of occupational and vocational guidance and counseling; and
- Provision of advisory services on policy issues touching on employment.

2. Labour Migration Management and Foreign Employment Administration

This is aimed at facilitating safe and orderly labour Migration and protection of Kenyan Migrant Workers

- Registration and regulating private employment agencies;
- Providing information on registered employment agencies;
- Inspection of private employment agencies to ensure compliance;
- Facilitating the placement of job seekers in international jobs;
- Ensuring implementation of pre-departure training;
- Verifying foreign job offers;
- Coordinating pre-departure training and orientation;
- Coordinating return and re-integration programme for returning migrant workers; and
- Collecting and disseminating labour market information on labour migration;

3. Internship Services

Internship is aimed at empowering youth with practical and employable skills in order to enhance their chances of securing employment. An internship experience at work for graduates from educational and training institutions can be a valuable advantage for their educational and career development.

The Authority is in the process of rolling out an internship programme which will offer the following internship services:

- Seeking for internship opportunities;
- Registration and processing of applications for internship;
- Placement of applicants into internship positions;
- Coordinating internship programmes;
- Providing standards applicable to internship as stipulated in the internship policy;
- Providing a framework for monitoring, evaluating and implementation of internship programmes; and
- Providing a linkage between training institutions and industry, thus contributing to the culture of life-long learning.
FKE Organizational Development Services (OD)

Managing the employer-employee relationship is important and valuable to organizational success and achieving competitive advantage. In this respect, FKE supported employers by providing effective management solutions to enhance their employee relations and competitiveness.

In 2019, the Federation offered expert strategic advice and consultancy to employers (both members and non-members) in the following ways:

1. Human Resource Policies

FKE’s services in this area include the review of Human Resources Policy Procedure Manuals to ensure alignment and compliance with Labour Laws and best practices. In this perspective, the Federation supported the following six (6) organizations to review their HR Manuals in 2019.

- Kenya Reinsurance Corporation (Kenya Re)
- Kenya Seed Company Limited
- Kenya Markets Trust
- Inventure Mobile (Tala)
- Liquid Telecom
- Daystar University

2. Salary Surveys and Review of Salary Structures

Many organizations want to use salary surveys to set the compensation levels for their organizations. Hence the request to the Federation to undertake salary surveys of comparable companies to enable them benchmark within the market. In the year 2019, a salary survey was carried out on behalf of Afya Savings and Credit Cooperative (Afya SACCO) as a component of the Job Evaluation exercise.

3. Executive Search and Selection

The section supports members and non-members in the Executive Search and Selection (recruitment) of senior staff. During the year, the Federation conducted a recruitment exercise on behalf of two (2) Non-Governmental Organizations (NGO’s): Feed the Children and Plan International.
Putting the Banking Industry on the knowledge frontier through offering analytics on economic policy and performance, and market trends and the underlying dynamics.

**Publications:**
- Policy Research Notes
- KBA Working Paper Series
- KBA Housing Price Index
- Kenya Bankers Economic Bulletin

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**Kenya Bankers Association**
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Cell: 0733 812770/0711 562910
Fax: 254 20 2221792
Email: research@kba.co.ke
Website: www.kba.co.ke
2.4.2 Female Future Leadership Programme

Female Future Leadership Programme is a flagship programme of the Federation of Kenya Employers aimed at enhancing gender parity at the workplace. This highly, interactive and executive leadership development programme is one of the Premier Leadership Programs for women in Kenya. It is run in partnership with the Confederation of Norwegian Enterprises and aims to increase the representation of women in boards and executive leadership positions.

This program has recorded success in the various elements of human interactions and fulfilment in professional and career progression. The training is highly experiential and anchored on peer learning.

The different modules taught include Leadership, Rhetoric and Board Competence which have effectively facilitated all round development of the participants. For many women self-fulfilment and awareness is key to their personal development in their leadership journey.

To date, over 200 ladies have gone through the program from its inception in March 2013. The Federation targets to train at least 300 women by the year 2020.

<table>
<thead>
<tr>
<th>Group</th>
<th>Intake</th>
<th>Trainees</th>
<th>Graduates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cohort 1</td>
<td>March 2013</td>
<td>19</td>
<td>16</td>
</tr>
<tr>
<td>Cohort 2</td>
<td>October 2013</td>
<td>11</td>
<td>11</td>
</tr>
<tr>
<td>Cohort 3</td>
<td>March 2014</td>
<td>21</td>
<td>20</td>
</tr>
<tr>
<td>Cohort 4</td>
<td>October 2014</td>
<td>20</td>
<td>12</td>
</tr>
<tr>
<td>Cohort 5</td>
<td>May 2015</td>
<td>15</td>
<td>14</td>
</tr>
<tr>
<td>Cohort 6</td>
<td>October 2015</td>
<td>16</td>
<td>13</td>
</tr>
<tr>
<td>Cohort 7</td>
<td>April 2016</td>
<td>25</td>
<td>19</td>
</tr>
<tr>
<td>Cohort 8</td>
<td>October 2016</td>
<td>27</td>
<td>26</td>
</tr>
<tr>
<td>Cohort 9</td>
<td>April 2017</td>
<td>16</td>
<td>14</td>
</tr>
<tr>
<td>Cohort 10</td>
<td>October 2017</td>
<td>24</td>
<td>21</td>
</tr>
<tr>
<td>Cohort 11</td>
<td>April 2018</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td>Cohort 12</td>
<td>October 2018</td>
<td>25</td>
<td>21</td>
</tr>
<tr>
<td>Cohort 13</td>
<td>April 2019</td>
<td>16</td>
<td>13</td>
</tr>
<tr>
<td>Totals</td>
<td></td>
<td>247</td>
<td>199</td>
</tr>
</tbody>
</table>

Table 7: Female Future Kenya Intakes Since 2013

In 2019, FKE graduated sixty eight (68) ladies from different Cohorts, in a colourful event themed “the Leading Lady” graced by Ms. Chantal Heutink an International Speaker based in Norway. Chantal is the author of “On high Heels in Africa” and owner of “Ignite your Red Power”. Other notable guests were the Deputy Ambassador, Norway, Stian Christensen and the Deputy Head of Mission, UN Women, Ms. Banu Khan. The Federation will continue working with likeminded organisations to increase their representation of women in the management cadre and add to the talent pool of women leaders in all spheres of the private and public sector.
2.4.3 Partnerships and Projects

In 2019, through the support of our international partners, FKE implemented several projects which are still ongoing as detailed below:

1. The Confederation of Norwegian Enterprises (NHO)

The Confederation of Norwegian Enterprises (NHO) and the Federation of Kenya Employers, FKE, have enjoyed mutual cooperation since 2012 to deliver projects which are focused on three main components namely: Female Future Leadership Programme, Human Resource Networking, and China-Africa Relations. The implementation of these components has had a profound positive impact not only on FKE as an organization, but also on the workers and businesses in Kenya.

Female Future Leadership Programme has had two hundred and 238 women go through the program and forty (40) placed on Boards of various corporate entities. The Human Resource Networking component builds the capacity of the human resources managers and directors in FKE member organizations and encourages responsibility and accountability among companies.

The Employer of the Year Awards (EYA) component has challenged employers to be good employers. The China-Africa component has been instrumental in promoting sound labour practices and behaviours in workplaces owned by Chinese investors. The reduction in industrial conflicts among the employers participating in the China-Africa component shows that the conflicts between the foreign employers and Kenyan employees can by and large be avoided if the foreign employers are sensitized about the policies and good practices guiding the Kenyan Labour market. Both parties look forward to extending this cooperation in the coming year.

2. Sexual Reproductive Health Rights and Gender Equality (SRHR & GE)

The Danish Family Planning Association (DFPA) through its strategic partnership with Danida funded FKE to conduct a SRHR situational analysis in Kenyan workplaces to establish to what extent the workplaces are providing SRH services and to provide appropriate recommendations on how to strengthen SRHR in workplaces. The analysis showed that SRH services are available in workplaces, but gaps exist that need to be addressed to strengthen the attainment of SRHR within the workplaces. During the situational analysis, it was noted that over 70% of the employees within the workplaces were women. Despite the huge population of young employees, the workplace programs lacked programs tailored to address the SRH needs among young employees. Furthermore, the programs have not considered new technological advancement such as social media, which is a key communication tool for young people.

3. The Employee Wellness Program

The International Labour Organization (ILO) has supported the Federation to manage two programs namely:

a) The Clustered HIV and AIDS Enterprise (CHEP) Networks

This is the Federation’s strategy to increase and promote sustainability of the employee wellness interventions in the World of Work among employers. FKE has sustained CHEP Networks in Mombasa, Eldoret, Laikipia and Nairobi. In 2019 through CHEP Networks, a total of 3,000 workers also had the opportunity to know their HIV status and seven thousand five hundred (7500) workers were reached with information on Violence at Work, Sexual Gender Based Violence (SGBV), Sexual harassment and HIV. Through Nairobi CHEP Network, our member Kenpoly Manufacturers partnered with Population Services (PS) Kenya and introduced a new intervention of HIV Self Testing.
Through this intervention a total of three hundred and fifty (350) workers were sensitized and out of these two hundred and thirty (230) workers were able to know their HIV status.

b) Private Sector Policy Dialogue Forum on Violence at Work/Sexual Gender Based Violence/Sexual Harassment at the workplace

Violence at Work, Sexual Gender Based Violence and Harassment and Violence are emerging workplace challenges which have an impact on productivity and profitability for many enterprises. During the year under review, FKE held a Private Sector Policy Dialogue Forum on Violence at Work/Sexual Gender Based Violence/Sexual Harassment at the workplace in Nairobi. The forum saw about fifty (50) participants sensitized on Violence at Work/SGBV and Sexual Harassment at the Workplace. They were also taken through the ILO Convention on Violence and Harassment at Work. Participants were encouraged to review their employee wellness workplace policies to include these emerging health issues.

c) HIV Sensitization and Testing Services for People Living with Disability

People Living with Disabilities have been left behind in access to HIV prevention, treatment, care and support as there are a multitude of barriers facing them in accessing information, employment and social amenities. It is critical to engage People Living with Disabilities in HIV programming and ensure access to HIV services is enhanced which can be done through the platform of the World of Work. In this regard, FKE partnered with LVCT Health and sensitized forty eight (48) members of staff from various departments and ten (10) took the opportunity to know their HIV zero status with the aim of linking them to care, support and treatment services if needed.

d) Review of Labour Laws

In 2019, the Business Advocacy Fund (BAF) supported FKE to restart the bipartite discussions with the Central Organization of Trade Unions (COTU) and agree on a joint advocacy strategy to comprehensively review labour laws, the Industrial Relations Charter and eventually advocate for suitable regulatory reforms. FKE held a high level consultative forum in Mombasa with over one hundred and fifty (150) employers and carried out further internal consultative meetings with its members in Naivasha where proposals on the changes or improvements on the principal Labour Laws and the Industrial Relations Charter were developed. In a meeting held at Tom Mboya Labour College, Kisumu, FKE also supported COTU-K to bring together 55 members from their affiliate trade unions and present their proposals in areas of improvement in the current Labour Laws.
LEARNING & DEVELOPMENT SERVICES BY FKE

FKE is a leading provider of training in Kenya for member and non-member organizations specializing in Labour Relations. Our training program is aimed at addressing current and emerging business challenges. The rich catalogue covers:
- Labour Laws
- Discipline Management
- Dispute Resolution
- Negotiation Skills
- Performance Management
- Managing Employment Contracts
- Employee Wellness
- Productivity
- Essentials of Occupational Safety and Health (EOSH)

IMPORTANT!

As a result of the Covid-19 pandemic the Federation launched Virtual Masterclass Series on 25th June 2020. We will continue to use this as the channel of choice. Below is the list of the courses for July to September:

<table>
<thead>
<tr>
<th>Course Title</th>
<th>Module</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Module 2</strong>: Approaches and Practices in Management of Employment Contracts</td>
<td>2nd July 2020</td>
</tr>
<tr>
<td></td>
<td><strong>Module 3</strong>: Separation of Parties in Employment Contracts</td>
<td>9th July 2020</td>
</tr>
<tr>
<td>2. Navigating Health and Safety in the wake of Covid-19</td>
<td>To cover 3 modules</td>
<td>Starting 30th July, 2020</td>
</tr>
<tr>
<td>3. Business Continuity Planning (BCP)</td>
<td>1 module</td>
<td>To be conducted in August 2020</td>
</tr>
<tr>
<td>4. Disciplinary Procedures</td>
<td></td>
<td>To be conducted in September 2020</td>
</tr>
<tr>
<td>5. Virtual Work and Performance Management</td>
<td>2 modules</td>
<td>To be conducted in September 2020</td>
</tr>
</tbody>
</table>

THE FKE ORGANIZATIONAL DEVELOPMENT (OD) SERVICES

Our business is to make your business successful. We help our members improve the performance of their businesses though the way they organize, lead, develop and reward their people. FKE’s Organizational Development services are run by a team of expert practitioners who will not only advise you on what to do, but become part of the delivering the answer to making better decisions, reducing costs and developing appropriate strategies. Some of the OD services we offer include:

1) Formulation of New or the Review of Existing HR Policies & Manuals
2) Executive Selection and Recruitment (ESR)
3) Employee Assessment Services (EAS)
3.0 PR and Communication

In an increasingly competitive business environment where members and clients are bombarded with communication messages every day, the Federation has put in place integrated communications and marketing strategies to provide her members with consistent and effective communication.

3.1 Media Publicity and Member Communication

The Federation continued to strengthen its voice in the media and in communication with the members. Besides regular coverage by the various media houses (TV, Radio and print), FKE events were broadcast live on Facebook and links sent to other social media channels for members, partners, policymakers and the general public to follow wherever they may be. Integrated communication strategies embraced by the Federation have seen the generation of e-newsletters, social media engagements with an addition of LinkedIn and Instagram to FKE’s social media platforms.

In order to build a solid reputation and boost the Federation’s public image and stakeholder relations, the Federation remained a lead media influencer on key policy debates like the Housing Fund Levy, skills development, National Social Security Fund Act, National Industrial Training Authority Act, Labour Legislation and Policy, wage determination and general labour relations, among others.
Having started operations in 1959, the Federation marked its 60 years of existence in 2019. For the past 60 years, FKE has represented the interests of employers and made significant contributions in labour and social policy, fostering harmonious labour relations and growth of Social Security and industrial skills development in Kenya. In addition, the Federation has over the years played a pivotal role of bridging key labour market institutions such as NSSF, NHIF, National Employment Authority and NITA with the employers. All events undertaken in the 60th Anniversary provided the Federation an opportunity to take stock of its achievements and development, re-energize and create new impetus for the journey ahead in a rapidly changing world.

The following events were held in the past year:

1. One National Annual General Meeting (AGM) in Nairobi
2. Africa Employers Conference
3. FKE 60th Anniversary Gala Dinner
4. Employers Forum on Employability of Vulnerable Youth including refugees (FKE/IRC)
5. FKE-CEC-KOCA-NHO Chinese Employer’s Forum
6. Three Regional Annual General Meetings (AGMs) in Nakuru, Kisumu and Mombasa.
7. Employer of the Year Awards (EYA) launch
8. Employer of the Year Awards and Gala Dinner
9. 5th Female Future Leadership Programme Graduation
10. The Employers’ delegation to the 108th International Labour Conference in Geneva from 10th to 21st June 2019 to mark the International Labour Organization’s (ILO’s) Centenary Celebrations.

The events were very well attended, received good coverage in all media channels and were appreciated by the member companies who participated in various ways including sponsorship. FKE appreciates the strong support we continue to receive from members and partners.

### 3.2.1 Annual General Meeting

On 23rd May 2019, the Federation of Kenya Employers conducted its Annual General Meeting at the Serena Hotel Nairobi in line with its constitution. The meeting was graced by the Director ILO for Tanzania, Burundi, Kenya, Rwanda and Uganda Mr. Wellingtone Chibebe, and the Norwegian Ambassador to Kenya Ms. Elin B. Rognlie and FKE member organizations. They addressed the following key issues as captured from their remarks:

#### Remarks by Mr. Wellingtone Chibebe, Director ILO for Tanzania, Burundi, Kenya, Rwanda and Uganda

While Congratulating FKE for attaining 60 years of serving employers and playing an important role in bringing together employers in Kenya for the promotion of social dialogue, Mr. Chibebe brought to the fore the major changes happening in the world of work. He noted that the growth in informal employment, subcontracting, increase in labour market participation by youth and women, emerging new technologies among others was shaping efficiency in the labour market and was going to challenge the traditional concept of work. He called upon Tripartite Social Partners to embrace social dialogue in order to promote consensus building and democratic involvement among the main stakeholders in the world of work. While announcing ILO’s initiatives to commemorate its 100 years Centenary celebrations, he reiterated
ILO’s supports towards strengthening legal frameworks, institutions, machinery and process towards improving bipartite and tripartite social dialogues in member states. He called for FKE to be alive to the changing landscape of the future of work and continued contribution in shaping this agenda in Kenya.

Remarks by Ms. Elin B. Rognlie the Norwegian Ambassador to Kenya

In her remarks about ensuring the involvement of more women in the future of work, she cited her own experience in Norway where women participation in the labour market doubled from the 70’s after they had their first female Prime Minister. Since then the country put up structures to support working mothers including flexible working hours, kindergartens, and option of working from home. She urged the labour market in Kenya to embrace diversity which will enhance the quality of corporate governance, lead to healthier decision making and make the company sensitive to wider variety of groups and more adaptable to changing world of work. Ms. Rognlie note that Research reveals that those companies with top gender diversity on their executive teams outperform those that did not have such diversity.

3.2.2 FKE 60th Anniversary and the Africa Employers Conference

In the year 2019, the Federation of Kenya Employers marked a huge milestone as it celebrated 60 years of being the voice of the employers. In a colourful event held on 25th July 2019 in Mombasa, the Federation took this opportunity to organize the Africa Employers Conference that attracted participants globally. Some of the key note speakers included, Mr Roberto Suárez Santos, Secretary General IOE, Mr. Zhu Hongren, Executive Vice Chairman and Director General of China Enterprise Confederation (CEC), Dr. Francis Atwoli, EBS, COTU(K) Secretary General. Ms. Cynthia Samuel Olonjuwon, Assistant Director General and Regional Director, ILO Africa and Eng. Peter Tum, Principal Secretary, State Department for Labour. The engaging panel discussions centered on transforming Africa into a global powerhouse of the future through legal and regulatory reforms, skilling and re - skilling and tapping into emerging business opportunities. The event was attended by close to 300 participants from Africa, Europe and China.

Mr. Roberto Suarez Santos Secretary General IOE making a presentation during the Africa Employers Conference

3.2.3 The Employer of the Year (EYA) Awards

The Employer of the Year (EYA) Awards is an annual event that the Federation conducts with the aim of recognizing the best industry players based on a number of criteria. The first EYA event was held on May 19th 2017 at the Vila Rosa Kempinski, Nairobi where member companies that have excelled in various categories were recognized. The second event was held on 21st September at the Radisson Blu Hotel in Nairobi. In 2019, the event was held at the Radisson Blu Hotel Nairobi on 20th September 2018 with an increased interest by members in participation and registration for the gala dinner. The award has successfully run for the last 3 years. FKE aims to have this popular event as a flagship event bringing the best industry players to compete for the overall award. This encourages healthy competition and peer learning. This prestigious award is carried also out in sister member organization’s within East Africa. FKE has held forums to share information with other members who are interested in participating and learning from others.
Travel Safe with Dignity and Reliability

DESTINATIONS

BUNGOMA - BUMALA - BONDO - BUSIA - ELDORET - HOMA BAY - NAIROBI RAILWAY - NAKURU - NAROK
KAIMOSI - KAKAMEGA - KAMPALA - KAPSABET - KERicho - KISII - KISUMU - KITALE - MALABA
MASENO - MBALE - MOI'S BRIDGE - MUMIAS - RONGO - SIAYA - SIRARE - USENGE - UGUNJA
WEBUYE - AWENDO - OYUGIS - BOMET

NAIROBI BOOKING OFFICE

HEAD OFFICE: 0738 200 200, 0738 200 301 • PARCELS: 0738 200 302
P.O BOX 3185 - 00200 Nbi, Kenya - Email: info@easycoachltd.com

FOR CORPORATE TRANSPORT AND HIRES, CONTACT: 0726 354 305 • INFO@EASYCOACHLTD.COM
The 2019 Employer of the Year Awards Winners

<table>
<thead>
<tr>
<th>Overall Winner</th>
<th>1st Runners Up</th>
<th>2nd Runners Up</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safaricom PLC</td>
<td>East African Breweries Limited</td>
<td>Standard Chartered Bank Kenya Limited</td>
</tr>
</tbody>
</table>

**Leadership and Governance**
1. **Winner:** Centum Investment Company Limited
2. 1st Runners up: Liberty Life Assurance Kenya and Heritage Insurance Kenya Limited

**Corporate Performance**
1. **Winner:** East African Breweries Limited
2. 1st Runners up: Safaricom PLC

**Innovation and Productivity**
1. **Winner:** Crown Paints Kenya Plc
2. 1st Runners up: Safaricom Plc

**Responsible Business Conduct**
1. **Winner:** Tata Chemical Magadi Limited (TCML)
2. 1st Runners up: Standard Chartered Bank Kenya Limited

**Inclusiveness and Diversity**
1. **Winner:** Safaricom Plc
2. 1st Runners up: LVCT Health

**Workplace Environment**
1. **Winner:** Centum Investment Company Limited
2. 1st Runners up: Safaricom Plc

**Learning and Development**
1. **Winner:** East African Breweries Ltd.
2. 1st Runners up: Coca Cola Beverages Africa Kenya

**Effective HR Practices and Industrial Relations Practices**
1. **Winner:** Safaricom PLC
2. 1st Runners up: Standard Chartered Bank Kenya Limited

“Hearty Congratulations to all the 2019 Employers of the Year Award winners.”
4.0 FKE Building Project

Background Information
The FKE Building Project was conceptualized in 2014 and through a special resolution passed at the Annual General Meeting of 2015, the members approved the collection of funds through a special Project Building Levy equivalent to each member’s annual subscription fees. Further, funds were to be raised through grants from partners and other financiers.

The Federation has collected a total of Ksh318 Million from members through the Building Levy between 2016 and 2018. No funds were realized from social partners and other financiers. The estimated project cost is Ksh610 Million and the Management Board approved the use of Ksh50 Million from the operational savings. Therefore, there is a shortfall of Ksh167 Million that the Federation proposes to raise this through various financing strategies including naming rights, advance leaseholds, donations from local corporates and international partners among others.

Progress Update:
1. Architectural drawings of the project were finalized and submitted to the Nairobi County planning office for approval.
2. Since construction will be at the current site occupied by the secretariat and the fact that it cannot accommodate the FKE secretariat during the construction period, a relocation plan was developed, and various options and properties evaluated.
3. It is estimated that the construction period will take 24 months. Therefore, a buy-rent analysis for the relocation period with the rent option was proposed and approved.
4. A new office site for the secretariat was identified off Valley Road at the Association of Evangelicals in Africa (AEA) building.
5. Following negotiations, AEA received an offer with a tentative relocation date set for the 3rd Quarter of the year 2020.
WALL AND PERSONAL PROTECTION

ANTI BACTERIAL PAINT & ANTI GERM SANITIZER

99.9% Germ Protection with 84% Alcohol

ANTI-bacterial & anti-fungal properties
Easy to clean
Odour free
Statements Opinion

We have audited the financial statements of Federation of Kenya Employers set out on pages 9 to 30, which comprise the Statement of Financial Position as at 31 December 2019, and the Statement of Revenue and Expenditure and Other Comprehensive Income, Statement of Changes in Reserves and Statement of Cash Flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the financial statements present fairly, in all material respects, the financial position of Federation of Kenya Employers as at 31 December 2019, and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing. Our responsibilities under those standards are further described in the Auditor’s Responsibilities for the Audit of the financial statements section of our report. We are independent of the Federation in accordance with the International Ethics Standards Board for Accountants Code of Ethics for Professional Accountants (Parts A and B) (IESBA Code) and other independence requirements applicable to performing audits of financial statements in Kenya. We have fulfilled our other ethical responsibilities in accordance with the IESBA Code and in accordance with other ethical requirements applicable to performing audits in Kenya. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The Management Board is responsible for the other information. The other information comprises the Executive Director’s report which we obtained prior to the date of this report. The other information does not include the financial statements and our auditor’s report thereon.

Our opinion on the financial statements does not cover the other information and we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Management Board for the Financial Statements

The Management Board is responsible for the preparation and fair presentation of the financial statements in accordance with International Financial Reporting Standards and for such internal control as the Management Board and the Executive Director determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.
In preparing the financial statements, the Management Board and the Executive Director are responsible for assessing the Federation’s ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Management Board and the Executive Director either intend to liquidate the Federation or to cease operations, or have no realistic alternative but to do so.

**Auditor’s Responsibilities for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with International Standards on Auditing, we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Federation’s internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Management Board.
- Conclude on the appropriateness of the Management’s use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Federation’s ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor’s report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor’s report. However, future events or conditions may cause the Federation to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Management regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.
Report on Other Legal and Regulatory Requirements

We report to you, based on our audit that:

• We have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purpose of the audit;

• In our opinion proper books of accounts have been kept by the Federation, so far as it appears from our examinations of those books; and

• The Federation of Kenya Employers Statement of Financial Position and Statement of Revenue and Expenditure and Other Comprehensive Income are in agreement with the books of account.

BDO East Africa Kenya
Regulated by ICPAK, License number: PF/0015
C1, Sameer Business Park, Mombasa Road,
Nairobi, Kenya.

Certified Public Accountant of Kenya
Signed by Clifford Ah Chip, engagement partner responsible for the independent audit

Practicing certificate number: P/1964
Membership number: 9578

Date: 15/07/2020
## Financial Statements
### for the Year Ended 31 December 2019

### Statement of Revenue and Expenditure and Other Comprehensive Income

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other income</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Direct expenses</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Revenue</strong></td>
<td>4</td>
<td>189,520,150</td>
</tr>
<tr>
<td><strong>Other income</strong></td>
<td>5</td>
<td>13,291,496</td>
</tr>
<tr>
<td><strong>Direct expenses</strong></td>
<td>7</td>
<td>(186,857,702)</td>
</tr>
<tr>
<td><strong>Operating surplus</strong></td>
<td>7</td>
<td>15,953,944</td>
</tr>
<tr>
<td><strong>Depreciation and amortisation</strong></td>
<td>7</td>
<td>(22,852,150)</td>
</tr>
<tr>
<td><strong>(Deficit)/ Surplus before taxation</strong></td>
<td></td>
<td>(6,898,206)</td>
</tr>
<tr>
<td><strong>Taxation</strong></td>
<td>6</td>
<td>(93,517,251)</td>
</tr>
<tr>
<td><strong>Net (Deficit)/ Surplus for the year</strong></td>
<td></td>
<td>(100,415,457)</td>
</tr>
</tbody>
</table>

Other comprehensive income:

Items that will not be reclassified subsequently to profit or loss:

- **Gains on property revaluation** | 298,929,060 | - |

**Total comprehensive income for the year** | 198,513,603 | 1,530,303 |
## Statement of Financial Position as at 31 December 2019

<table>
<thead>
<tr>
<th>Notes</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>KES</td>
<td>KES</td>
</tr>
<tr>
<td>Assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-Current Assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property and equipment</td>
<td>8</td>
<td>32,238,379</td>
</tr>
<tr>
<td>Leasehold land</td>
<td>9</td>
<td>282,626,688</td>
</tr>
<tr>
<td>Deferred tax</td>
<td>10</td>
<td>-</td>
</tr>
<tr>
<td>Fixed deposits</td>
<td></td>
<td>3,867,547</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>318,732,614</strong></td>
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<tr>
<td>Current Assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>11</td>
<td>37,813,739</td>
</tr>
<tr>
<td>Current tax receivable</td>
<td>12</td>
<td>9,663,300</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>13</td>
<td>424,075,868</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>471,552,907</strong></td>
</tr>
<tr>
<td>Total Assets</td>
<td></td>
<td><strong>790,285,521</strong></td>
</tr>
<tr>
<td>Accumulated Reserve and Liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accumulated Reserves</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other reserves</td>
<td></td>
<td>1,544,250</td>
</tr>
<tr>
<td>Revaluation Reserve</td>
<td></td>
<td>215,848,803</td>
</tr>
<tr>
<td>Revenue reserve</td>
<td></td>
<td>116,996,504</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>334,389,557</strong></td>
</tr>
<tr>
<td>Liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-Current Liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deferred tax</td>
<td>10</td>
<td>84,705,352</td>
</tr>
<tr>
<td>Current Liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable</td>
<td>14</td>
<td>371,190,612</td>
</tr>
<tr>
<td>Total Liabilities</td>
<td></td>
<td><strong>455,895,964</strong></td>
</tr>
<tr>
<td>Total Accumulated Reserve and Liabilities</td>
<td></td>
<td><strong>790,285,521</strong></td>
</tr>
</tbody>
</table>

The financial statements and the notes on pages 9 to 30, were approved by the management board on 15th July 2020 and were signed on its behalf by:

National President  Executive Director / Secretary  
Mark Joseph Obuya, EBS  Jacqueline Mugo, EBS. OGW.
kasneb is a professional examinations body with the mandate to offer professional, diploma and certificate qualifications in accountancy, finance, credit, governance and management, information technology and related disciplines. kasneb administers its examinations throughout the East and Central Africa region and in other countries globally.

Currently, kasneb administers four professional examinations, two diploma examinations and one certificate examination leading to the following qualifications:

1. Professional Qualifications
   - Certified Public Accountants (CPA)
     Certified Public Accountants are skilled and competent professional accountants, auditors, finance managers, tax consultants and practitioners in public, private sectors and not for profit organisations.
   - Certified Secretaries (CS)
     Certified Secretaries are experts and practitioners in governance, governance audits and compliance, corporate secretarial practice, corporate law, consultancy, business management and administration.
   - Certified Investment and Financial Analysts (CIFA)
     Certified Investment and Financial Analysts are experts in financial analysis, investments and securities, portfolio management, pension management, investment banking among other related areas.
   - Certified Credit Professionals (CCP)
     Certified Credit Professionals are skilled and competent top level managers, practitioners and consultants in the rapidly developing field of credit management.

Minimum entry requirements
Kenya Certificate of Secondary Education (KCSE) with an aggregate average of at least grade C- (C Minus).

2. Diploma Qualifications
   - Accounting Technicians Diploma (ATD)
     The Accounting Technicians Diploma qualification equips candidates with skills and competencies to work as middle level accountants providing technical support in accounting, auditing and taxation in both the public and private sectors.
   - Diploma in Credit Management (DCM)
     The Diploma in Credit Management graduates are competent and skilled to work as middle level credit managers and credit controllers in both financial and non-financial enterprises.

Minimum entry requirements
Kenya Certificate of Secondary Education (KCSE) with an aggregate average of at least grade C+ (C plus).

3. Certificate Qualification
   - Certificate in Accounting and Management Skills (CAMS)
     The Certificate in Accounting and Management Skills (CAMS) is aimed at equipping candidates with fundamental accounting and management skills to provide essential services to small and medium size enterprises (SMEs), non-governmental organisations (NGOs), and both public and private sector entities.

Minimum entry requirements
Kenya Certificate of Secondary Education (KCSE) examination with an aggregate average of at least grade D (D plain).

Due to the Covid-19 pandemic, May 2020 examinations have been postponed to September 2020. The deadline for registration and examination booking for the September 2020 examinations has been extended to Friday, 31 July 2020. The application forms, qualifications brochure and other information may be obtained from the following sources:

(i) Download from the kasneb website (www.kasneb.or.ke).
(ii) Training institutions offering kasneb courses.
(iii) Kenya National Library Service branches countrywide.
(iv) kasneb Headquarters, Upper Hill, Nairobi.
(v) kasneb Huduma Centres in GPO-Nairobi, Mombasa, Eldoret, Kisumu, Nyeri, Kisii and Nakuru.

Students can now apply for kasneb certificate and diploma courses through the Kenya Universities and Colleges Central Placement Service (KUCCPS). In addition, students can access online learning material available in various databases free of charge through a link on the kasneb website or through our e-library portal: library.kasneb.or.ke.

Current and potential students are advised to download the e-kasneb app from Google Playstore for access to kasneb services or log on to the kasneb website to access the student portal on https://online.kasneb.or.ke/site/login

kasneb Towers, Hospital Road, Upper Hill, P O Box 41362 - 00100 Nairobi, Kenya
Tel. (020) 4923000, Cell phone numbers: 0722 -201214, 0734-600624
E-mail: info@kasneb.or.ke Website: www.kasneb.or.ke
Pictorial 2019

Productivity Training for FKE Coast Region at City Blue Hotel, Nyali Bridge, Mombasa, 20th March 2019

Western Kenya Branch
Female Future Graduation 2019
Rift Valley Branch
Employer of the Year Awards

Africa Employers Conference
OVERVIEW
The Skills Initiative for Africa (SIFA) is an initiative of the African Union Commission (AUC) and the African Union Development Agency (AUDA-NEPAD) supported by the German Government and the European Union.

SIFA promotes occupational prospects of young Africans through the support of innovative skills development programmes and close cooperation with the private sector as an integral key stakeholder in the creation of jobs. The initiative consists of two components, a Finance Facility, and a Technical Component.

The AUDA-NEPAD Finance Facility provides funding to innovative employment-oriented skills development projects, following a competitive application process.

The Technical Component provides a continental platform for knowledge exchange and private sector engagement in skills development.

COUNTRIES OF IMPLEMENTATION
The Finance Facility’s pilot countries are Ghana, Nigeria, Cameroon, Tunisia, South Africa, Kenya, Ethiopia, Togo.

The Technical Component aims at reaching all AU member countries.

OFFERINGS
- The FINANCE FACILITY has established three Funding Windows (FW):
- Large skills development investment projects proposed by domestic training entities in partnership with companies.
- Skills development investment projects proposed by International private sector entities in collaboration with domestic skills training entities.
- Innovation skills promotion pilot projects proposed by domestic training entities in partnership with public or private companies.

GRANT AMOUNT PER PROJECT:
- Up to EUR 3 MILLION
- Between EUR 1 and 1.5 MILLION
- Between EUR 0.2 and 1 MILLION
TECHNICAL COOPERATION

SIFA promotes dialogue events on a national, regional, and continental level with stakeholders like TVET policy makers, skills development practitioners, TVET academics and researchers, the business community, public sector, and youth.

Knowledge Sharing and Dissemination
The online platform – “African Skills Portal for Youth Employment and Entrepreneurship” (ASPYEE) – serves as a knowledge repository to share nationally-tried and tested approaches throughout the continent. SIFA promotes the establishment of Communities of Practice (CoPs), tools and approaches to enhance planning for job creation.

Partnerships
SIFA initiates cooperation and partnerships between companies and training institutions to ensure demand oriented skills development and improves skills anticipation systems.

Policy Recommendations
The project provides strategic orientation and recommendations for action to drive the African skills agenda based on the implementation experiences in AU member countries. Frameworks for cross border comparability of qualifications are developed.

KEY RESULTS

FINANCE FACILITY

- This project is co-funded by the European Union and the Federal Ministry for Economic Cooperation and Development.
- The project has already been launched in 6 of the 8 African countries: Cameroon, Ghana, Kenya, South Africa, Togo and Tunisia. The launch in Ethiopia is scheduled in 2019.
- The ASPYEE* Portal has reached 10,000 hits and has 16 validated good practices from different countries.
- 400 participants from all African regions attended the flagship dialogue event Africa Talks Jobs (ATJ) in 2017.
- 120 companies and associations pledged during ATJ in 2017 to invest in skills development for African youth.

TECHNICAL COOPERATION

- 50,000 new students will be trained over the next 10 years.
- 1,000 number of registrations for applications in 6 countries.
- FW* I: 8
- FW* II: 9
- FW* III: 30

- Estimated outcome: number of projects expected (if FW III has 15 Mio EUR and the average size of a project is more than 50,000 young students will be trained).

FOR MORE INFORMATION: nepad.org/skillsportalforyouth

THE ASPYEE PORTAL HAS REACHED 10,000 HITS AND HAS 16 VALIDATED GOOD PRACTICES. *African Skills Portal for Youth Employment and Entrepreneurship
# Annex 1: - Meetings and Events Attended on Behalf of Members in 2019

<table>
<thead>
<tr>
<th>Event</th>
<th>FKE Representative(s)</th>
<th>Meeting Date &amp; Venue</th>
<th>Summary of Discussion &amp; Resolution</th>
<th>Policy Issues</th>
</tr>
</thead>
</table>
| Skills Initiative for Africa (SIFA) Workshop | Jacqueline Mugo, Mary Nyaga | Pretoria South Africa 29th to 30th January 2019 | **Purpose:** Employer Organizations Collaboration with SIFA on skills interventions.  
**The objectives of the workshop:** Discuss and identify areas of collaboration to enhance skills for the youth. | Youth skills development Youth skills development |
| Meeting of the Steering Committee of the AU-ILO-IOM-ECA Joint Program on Labour Migration Governance for Development and Integration in Africa (JLMP priority) | Stephen Obiro | Addis Ababa, Ethiopia 29th January 2019 | **The objectives of the meeting:**  
1. To increase RECs and social partner’s awareness on the JLMP objectives and the 3 Year Priority;  
2. Align the implementation work plan of the JLMP Three Year Priority Project (2018 to 2021) with the RECs priorities;  
3. Approve the disbursement and execution of funding requests submitted by implementing agencies. | Management of labour migration across Africa |
| Project meeting organized by China Enterprise Confederation (CEC) | Stephen Obiro, Mary Nyaga | Guangzhou and Shenzhen, China from 12th to 19th January 2019 | **The objective of the visit:**  
1. To understand the Chinese business mindset so as to know how to engage them and help them in the areas of employment, labour relations and social policy when they operate in Kenya. | Strengthen cooperation and engagement between Chinese employers and FKE |
<table>
<thead>
<tr>
<th>Event</th>
<th>FKE Representative (s)</th>
<th>Meeting Date &amp; Venue</th>
<th>Summary of Discussion &amp; Resolution</th>
<th>Policy Issues</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>18th to 19th March 2019 in African Union Commission (AUC) Headquarters, Addis Ababa, Ethiopia</td>
<td>AU Labour Migration Advisory Committee (AULMAC) enhances the labour migration management within a joint framework on Labour Migration Governance for Development and Integration. Technical Consultation on the draft African Union Ten Year Action Plan to Eradicate Child Labour, Forced Labour, Human Trafficking and Modern Slavery. The objective of the Technical Consultation was to enrich and validate the draft Action Plan prior to its finalization for submission to the STC on Social Development, Labour and Employment. The meeting reviewed the child labour, forced labour, human trafficking and modern slavery situation in Africa.</td>
<td>2. Management of labour migration (labour migration law, policy and practice across Africa).</td>
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<td>31st March 2019 at Hyatt Regency Hotel Addis Ababa</td>
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<td>4. Persons with Disabilities access to the labour market</td>
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<td>Event</td>
<td>FKE Representative (s)</td>
<td>Meeting Date &amp; Venue</td>
<td>Summary of Discussion &amp; Resolution</td>
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<td>The IGAD Regional Thematic Ministerial Meeting on Jobs, Livelihoods and Self Reliance for Refugees, Returnees and Host Communities in the IGAD Region</td>
<td>Stephen Obiro</td>
<td>26th to 28th March 2019, Munyonyo Resort, Kampala Uganda</td>
<td>The meeting resolved to take collective responsibility to create jobs, improve livelihoods and ensure self-reliance for refugees, returnees and host communities in the IGAD Region. IGAD member states further adopted and committed to: 1. Implement Action Plan on Jobs, Livelihoods and Self Reliance for Refugees, Returnees and Host Communities in the IGAD Region; 2. Establish regional committees of experts and ministers to follow up on issues 3. Integrate refugees into national policies, strategies, programs and plans of action in their respective countries.</td>
<td>• Inclusivity of refugees in labour markets of host countries</td>
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| Negotiation and Mediation Skills; by ACTEMP and DECP                 | Thomas Achok, George Masese Dickens Ouma | Fairview Hotel, Nairobi, Kenya: 11th to 14th March 2019 | **Purpose:** Training on Negotiation skills and Mediation skills  
**The objectives of the workshop:** Sharpen skills as negotiators and mediators | Negotiation and Mediation Skills |
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| Youth Employment Creation: Promoting the Use of Labour Market Information for Effective Policy Making | Clifford Muyera | Arlac, Harare, Zimbabwe: 11th to 14th March 2019 | **Purpose:** Creating youth employment information for policy making  
**The objectives of the workshop:**  
1. Promote the use of labour market information in the development, revision or implementation of evidence-based policies and programmes that promote employment creation for the youth among other disadvantaged groups.  
2. Enhance the capacity of policy makers to develop comprehensive policies and strategies to tackle the multifaceted dimensions of the youth employment challenge, with gender mainstreaming. | • Limited resources for data collection  
• Capacity limitations and Coordination difficulties within government ministries, inter-ministerial and stakeholders  
• Absence of employment policies in some countries  
• Skills Mismatch, Disconnect between Training Institutions and Industry skill demands |
b) Joint Ministerial Session on the Future of Work.  
1. **Purpose:** Poverty Eradication through Strategic Investments at National and Regional Levels towards Social Development, Labour and Employment in Africa.  
2. How to achieve a better future of work for unprecedented change and exceptional challenges in the world of work. | • Social development  
• Labour and employment |
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| FKE-NHO-CEC-KOCA engagement meetings (China-Africa) | Jacqueline Mugo Samson Mugwe Stephen Obiro Mary Nyaga Moses Ombokh Grace Kanyi Clifford Munyera | Nairobi, Kenya: 10th to 13th April 2019 | **China-Africa Relations:**  
- Promotion adoption of good employment and labour relations practices by the Chinese employers in Kenya.  
**The objectives of the workshop:**  
1. Industrial relations at the workplace and legal environment.  
2. Inclusivity and diversity of a multi cultural set up.  
3. Communication and barriers to communication.  
4. Building trust between with the Chinese employers in Kenya.  
5. Understanding the Chinese mindset. | Chinese employers in Kenya adopting best employment and labour relations practices in their enterprises. |
| Training of Trainers (TOT) Female Future Leadership Programme | Mary Nyaga | Ghana 12th to 17th May 2019 | **Purpose:** Technical expertise on Programme Development.  
**The objective of the workshop:** Support the start of the Female Future, Ghana Leadership Program based on FKE expertise and experience in running the program. | Women Leadership and Gender inclusivity. |
| 43rd Eastern, Central and Southern African Employers’ Organization Conference (ECSAEO) | Moses Ombokh | Malawi 3rd to 4th June 2019 | **Purpose:** To discuss Responsive skills for Decent work and sustainable Enterprise Development  
**The objective of the workshop:** To discuss outcomes to feed into the ILO Conference in Geneva. | |
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| TVET EXPERT Meeting EAE0/EATUC | Mary Nyaga Thomas Achok | Kampala, Uganda 17th to 19th June 2019 | **Purpose:** TVET expertise  
**The objective of the workshop:** Both COTU and FKE gave a presentation on TVET in Kenya. The Danish Industry explained their TVET Model as a learning point for the participants. Process of developing a training program and financing articulated. | • Based on the Education system, Adult Vocational Training, Social partnership which is composed of equal number of representatives from trade unions and employers’ organizations. |
| Meeting on Decent Work Deficits in the Tobacco Sector | Jacqueline Mugo | Kampala, Uganda 3rd to 5th July 2019 | **Purpose:** To exchange views on strategies and good practices to promote decent work in the tobacco sector as well as the transition to alternative livelihoods | • The outcomes included in the paper prepared by the ILO office for discussion at the next session of the ILO, Governing Body, in Geneva. |
| African Union Labour Market Advisory Committee (AULMAC) field visit to the Common Market for Eastern and Southern Africa (COMESA) | Stephen Obiro | 13th to 14th June 2019 Lusaka, Zambia | **Purpose:** This assessment field visit aimed to enhance the role of the AU Labour Migration Advisory Committee (LMAC) in its advisory service on labour migration management and governance to member States, the African Union, and Regional Economic Communities decision makers. Equally share experiences on the national and regional policy frameworks and legal instruments regulating the migration of labour in the Common Market for Eastern and Central Africa (COMESA) region i.e. information on labour migration cooperation frameworks such as Bilateral & Multilateral Labour Agreements and Regional Consultation Forums in the region.  
Resolved that LMAC joins partners across the continent to advocate for the ratification, domestication and implementation of international, continental and regional frameworks on labour migration. | • Comprehensive AU engagement at the multilateral level for African migrants to different migration corridors e.g. America, Europe, GCC, etc. to address human trafficking & smuggling and other protection-related issue facing migrant workers;  
• Balance between regional obligations and preferential treatment without practicing discrimination. |
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| **International Labour Organization (ILO) Sub-Regional Social Partners Capacity Building Workshop** | Thomas Achok, Stephen Gichohi | Arusha, Tanzania: 14th to 17th October 2019 | **Purpose:** To reinforce and build employers and workers capacity, through social dialogue to effectively engage and collaborate with Intergovernmental Authority for Development (IGAD) secretariat in key regional matters related to the world of work and the promotion of decent work. **The objectives of the workshop:**  
- Strengthen the capacity of Employers’ and Workers’ Organizations to effectively engage and collaborate with IGAD and ILO especially on migration and regional integration issues.  
- Promote regional approach to migration and decent work issues.  
- Stimulate cross-national exchange of vision, views and experiences among social partners.  
Develop a network of practitioners on migration and regional integration and share lessons on evidence use for promoting decent work. | Thomas Achok, Stephen Gichohi |
<p>| <strong>ILO’s Centenary Conference</strong> | Jacqueline Mugo alongside 16 employer delegates | 10th to 21st June 2019 in Geneva | The International Labour Convention coincided with ILO’s Centenary celebration. The centenary event gave member organizations the opportunity to reflect on the key role of the ILO in the development of working time over the past 100 years and to analyze some of the major trends in working time legislation. A new convention and recommendation on violence and harassment at work was adopted. | The Executive Director Federation of Kenya Employers was elected the Employer Vice Chair of the 108th ILO Centenary Conference. |</p>
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| **337th Session of the ILO Governing Body** | Jacqueline Mugo | 24th October to 8th November 2019, Geneva, Switzerland | **Purpose:** This was the 2nd scheduled meeting of the ILO Governing Board (GB) this year. The aim was to conduct the business of the International Labour Organization (ILO) in line with the Governing Body Constitution. The Agenda comprised:  
• Programme and Budget – The Employers Group could not support the proposed Programme and Budget, as it did not adequately cover Employers’ priorities. They viewed it as a unique opportunity to make the ambitions and priorities set out in the Centenary Declaration fully reflected in ILO activities.  
• The discussions were led by the Executive Director FKE. The ILO reaffirmed its engagement with the Tobacco sector under the umbrella of an integrated strategy. This is the fifth time engagement with the tobacco sector was under discussion.  
• The GB members decided that the agenda of the 109th Session of the ILC (2020) should include a general discussion on skills and lifelong learning.  
• The GB approved a procedural roadmap to consider proposals for the inclusion of safe and healthy working conditions in the ILO’s framework of fundamental principles of work. | • The discussions were led by the Executive Director FKE. The ILO reaffirmed its engagement with the Tobacco sector under the umbrella of an integrated strategy. This is the fifth time engagement with the tobacco sector was under discussion.  
• The GB members decided that the agenda of the 109th Session of the ILC (2020) should include a general discussion on skills and lifelong learning.  
• The GB approved a procedural roadmap to consider proposals for the inclusion of safe and healthy working conditions in the ILO’s framework of fundamental principles of work. |

**East Africa Employers Organisation, EAE Meetings**  
## Annex 2: - FKE Representation in Various Boards and Committees

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<tr>
<th>Committee/ Board</th>
<th>FKE Representative(S) Current</th>
</tr>
</thead>
</table>
| 1. National Labour Board | Mrs. Jacqueline Mugo  
Mr. Michael Macharia  
Mr. John Karanja  
*Pending Gazettment* |
| 2. Agricultural Wages Council | Mr. Apollo Kiarii  
Mr. Robert Muthanga  
Ms. Jacinta Kipkering |
| 3. General Wages Council | Mr. Linus Kariuki  
Mr. Chris Malavu |
| 4. National Social Security Fund Board of Trustees | Mr. Mark Obuya  
Mrs. Jacqueline Mugo |
| 5. National Hospital Insurance Fund Board of Management | Mr. Rachel Monyoncho |
| 6. National Industrial Training Authority | Mr. Hirji Shah  
Mrs. Jacqueline Mugo  
Mr. Aram Mbui |
| 7. The National Advisory Committee on Occupational Safety and Health | Mr. Charles Owella |
| 8. National AIDS Control Council | Mr. Mark Obuya |
| 10. Kenya Private Sector Alliance (KEPSA) | Mr. Michael Macharia |
| 11. KASNEB | Dr. Nyambura Koigi |
| 13. National Qualification Framework | Mrs. Gilda Odera |
| 15. Institute of Curriculum Development | Mr. Eric Munyobi |
| 16. Court Users Committee | Mrs. Grace Kanyiri |
| 17. Court Rules Committee | Mrs. Grace Kanyiri  
Mr. Kilonzo Musyoka |
| 18. International Chamber of Commerce Kenyan Chapter | |
| 19. National Industrial Training Authority (Sector Training Committees) | IR and Legal Team FKE |
| 20. Competition & Anti-Trafficking Committee | Mr. George Masese |
HABA HABA is an informal sector product launched recently by NSSF. It is the first social security product innovated for a section of the population that is not in the formal employment making social security accessible to them. The decision to innovate new products is based on market demands to cover those in the informal sector who continue to play a role in the growth of our economy.

The product aims at empowering the small and medium size enterprises especially those in organized groups that are not formally covered by NSSF to secure their future through this saving plan.

“Haba Haba” together with USSD code (*303#) as an enabler targets to increase coverage in the informal sector as a complementary to innovative products and incentives.

This product (Haba-Haba) is aimed at cushioning Kenyans in the informal sector against social-economic distress. The USSD Code will be an enabler to facilitate members with the ease of doing business.

Contributing consistently will give members a leeway to withdraw 50% of their savings after 5 years. This new product from NSSF enables members of the public to register, make contributions, check their contribution statements and follow up on benefits claims through their mobile phones on the USSD code *303#.

Haba Haba product is based on a six A analogy towards the informal sector.

**Availability + Awareness + Accessibility + Affordability + Accountability = Adoptability**

**How to Register for Haba Haba**

All you need to do today is dial *303# to register, make contributions, track your benefits claim and make Tenant Purchase Scheme payments.

**Haba Haba Target Market**

The main target is market vendors, Boda Boda and Digital Taxi operators who work in organized groups.

What are the key benefits available under *303#?

- a. Member Registration - Using this option, customer can register for NSSF as a new member.
- b. Check NSSF Contributions - Using this option, a customer can check his / her NSSF contribution / statement of account.
- c. Make payments - one can make contributions to their NSSF account, or pay for another NSSF member.
- d. Benefits claim enquiry - You can track the status of a benefit claim through the USSD platform.
- e. NSSF PIN / Password - Using this option, a customer can set / change his / her PIN.
- f. Tenant Purchase Scheme (TPS) payments - Members who bought houses from NSSF through the TPS are able to pay service charge through this platform.

Any member can use the services available under the NSSF USSD code *303#.

**Contacts:**

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Cell Phone: 0722 204 192, 0734 333 238
Office of the Ombudsman: complain@ombudsman.go.ke
Email: info@nssfkenya.co.ke | Website: www.nssf.or.ke

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Visit our website: http://www.fke-kenya.org
Follow us on @fkekenya
Write on our fkekenya

FEDERATION OF KENYA EMPLOYERS REGIONAL OFFICES

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