



International Postgraduate Certificate in Industrial Relations

Program details

Blended

Distance learning and face to face training sessions in Nairobi:

3d October 2025 – 30th March 2026 | eCampus

Turin (in-campus): 6 -10 April 2026

Graduation Ceremony: April 2026 in Nairobi

600 Learning hours

Background

In a fast-changing environment (political, economic, social, cultural and technological) in which employers are continuously required to adapt their strategies, a better understanding of contemporary trends and challenges in industrial and employment relations is a compelling need. To provide labour relations practitioners and HR Managers with the best possible learning environment and the opportunity to engage in serious discussion relating to industrial and employment relations, the Federation of Kenya Employers in partnership with the International Training Centre of the International Labour Organization (ITCILO), is offering an **International Postgraduate Certificate in Industrial Relations**.

It includes an initial phase with distance activities facilitated by ITCILO experts and face to sessions in Nairobi organized by FKE. This is followed by a residential phase of in-depth study on the ITCILO campus in Turin.

The learning journey allows participants to engage continuously with a global faculty coming from a wide range of institutions, ranging from the ILO to universities and training and research institutions around the world. It is also an opportunity to share a learning experience with practitioners from top companies in Kenya.

The International Postgraduate Certificate in Industrial Relations aims to develop specialized, multidisciplinary knowledge in the field of industrial and employment relations with a focus on Kenya regulatory framework and a deep dive into international standards couple with comparative analysis.

It will provide participants with a deep theoretical and practical understanding of industrial and employment relations systems around the world by looking into recent changes and trends. It will provide a unique opportunity to review in detail the collective bargaining process and the resulting collective agreements, including the various types of provisions affecting management and employees, the different overall approaches and the structure and timeframe of the collective bargaining process and the role and legal regulation of varying dispute procedures. Additionally, the Certificate will provide an overview on emerging trend and new areas. Amongst other themes, green collective bargaining, Algorithmic management and collective bargaining, telework and reskilling will be examined in the course.

OBJECTIVES OF THE INTERNATIONAL POSTGRADUATE CERTIFICATE

The International Postgraduate Certificate in Industrial Relations aims to empower Kenyan HR professional and business leaders to take studied actions and solutions on contemporary and emerging workplace issues through constructive industrial relations, meaningful social dialogue, and collective bargaining.

More specifically, on successful completion of the International Postgraduate Certificate in Industrial Relations, participants will be able to:

- Reflect on theoretical approaches regarding industrial relations topics and analyse their application to achieve effective labour relations strategies;
- Apply relevant national and international labour standards to industrial relations-related decision making;
- Assess industrial relations issues, including negotiation, interpretation, and administration of relevant national and international labour standards, collective agreements, dispute resolution mechanisms, to better perform their functions.
- Apply tools and methodologies for effective labour-management relations at different levels and forms.
- Advise on the best practices for implementation of social dialogue practices such as, collective bargaining, grievance handling and workplace cooperation.

- Mainstream gender equality through industrial relation processes, with a special focus on how to develop effective mechanism for the prevention and elimination of violence and harassment at the workplace.
- Analyse and select the best practices in the field of industrial relations for overcoming current workplace challenges in Kenya.

STRUCTURE AND METHODOLOGY

The academy will have a blended format including

FACE TO FACE SESSIONS IN NAIROBI 3 October 2025 – 30 March 2026: Set of face-to-face training sessions held in Nairobi covering all the essentials of industrial and labour relations in Kenya.

Face-to-Face Classes in Nairobi: 50 hours; 5 credits.

Take-Away Assignments: 178 hours; 15 credits.

Practical Exposure: 130 hours; 15 credits.

Practical Exposure includes

- Observations of CBA negotiations at FKE followed by brief reports.
- Observations of Consultations at Labour Offices followed by brief reports.
- Study tour of the Employment and Labour Relations Court (ELRC).
- Observations of Court Proceedings followed by brief reports.

ONLINE COMPONENT November 2025 – February 2026 : Four-week online component (one week per month) with a total of approximately 16 learning hours, with one webinar each week facilitated by ITCILO and FKE. Through the eCampus, the online learning component will include:

- *Asynchronous learning:* through self-guided learning modules, instructional videos, micro-classes, online forums for interaction and collaboration, small assignments and additional references, tools and resources for further reading.
- *Synchronous learning:* through live webinars that allow experts-participants interaction and open spaces for raising questions and sharing insights, reflections, and relevant experiences.

ITCILO E-campus and webinars: 50 hours; 5 credits.

FKE Webinars: 12 hours; 2 credits.

FACE-TO-FACE SESSIONS IN TURIN

The five-day face-to-face component will be composed of a balanced mix of high-level keynote speeches, knowledge and experience sharing sessions, case studies, policy analysis, site visits (local unions and EBMOs), solution-oriented and collective bargaining role plays and simulations.

The Federation of Kenya Employers and the ITCILO will collaborate to co-develop, manage and implement the programme, including content development and curating the online learning platform, technical experts, materials, tools and resources, and administrative requirements.

A total of 30 learning hours; 3 credits.

FINAL CAPSTONE PROJECT

Each participant will have to develop a comprehensive and interdisciplinary project that often requires to apply the knowledge, and skills acquired throughout the course to solve real-world problems or issues.

Capstone projects can come in all shapes and sizes, including research papers, case studies, internal organizational development projects.

Final capstone project: 150 hours; 15 credits.

WHAT TOPICS DOES THE CERTIFICATE COVER?

- ❖ MODULE 1: INDUSTRIAL RELATIONS in KENYA and INTERNATIONAL LABOUR STANDARDS
- ❖ MODULE 2: SOCIAL DIALOGUE and INDUSTRIAL RELATIONS
- ❖ MODULE 3: TRADE UNIONS / EMPLOYERS AND BUSINESS MEMBERSHIP ORGANIZATIONS
- ❖ MODULE 4: COLLECTIVE BARGAINING
- ❖ MODULE 5: THE TECHNIQUES AND SKILLS FOR THE BARGAINING PROCESS
- ❖ MODULE 6: WORKPLACE COOPERATION
- ❖ MODULE 7: GRIEVANCE HANDLING
- ❖ MODULE 8: LABOUR DISPUTE PREVENTION AND RESOLUTION
- ❖ MODULE 9: GENDER EQUALITY AND INDUSTRIAL RELATIONS
- ❖ MODULE 10: INTERNATIONAL EVOLUTION OF INDUSTRIAL RELATIONS

WHO PARTICIPATES?

The Academy is designed for:

- ✓ **HR professionals, Employment Lawyers and Business Leaders**

This will be a huge milestone, providing not only basic training but also a pathway for professional advancement in human resources and labour relations. It will equip professionals with essential skills and knowledge to address evolving challenges in industrial relations across borders. The program will foster a deep understanding of international labour standards and best practices, preparing graduates to promote fairness and equity in diverse work environments. By bridging theory and practice, it empowers participants to drive positive change and contribute to the advancement of global labour rights and standards.

FKE calls upon employers to stay ahead of the competition by investing in this training program and lead the way toward Enterprise Resilience and Sustainability!

ITCILO/FKE Certificate

After successfully completing the Certificate, participants will be granted an ITCILO Certificate of Achievement, formally recognized by the UN system.

To successfully graduate, a learner will need to score a minimum of 45 credits earned in any different combinations from **ALL the 7 credits areas.**

WORKING LANGUAGE

The Academy will be held in English. Educational materials and preliminary readings will be available in English only.

HOW TO APPLY and PARTICIPATION COSTS

To apply, please complete the online application form, no later than **30th September 2025**, following this link:

<https://forms.gle/NE8CVoJCuZUL5jAx5>

Participation costs: 7,100 USD inclusive of sessions in Kenya, online training, air travel from/to Nairobi – Turin, and full board and lodging in ITCILO campus.

Unique content

- Learn about main industrial relations current issues, global trends, international frameworks and ILO's approach.

High-level resources

- Learn from ILO specialists, ITCILO and FKE trainers and recognized experts.

Join a global community

- Join and interact with peers and experts from all over the world, discussing main challenges and initiatives.

Learn differently

- Put learning into practice by engaging in capacity building role-plays and exercises.

Contact information

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