2023 ANNUAL REPORT & FINANCIAL STATEMENTS

ENTERPRISE RESILIENCE AND SUSTAINABILITY
BE PART OF THE FEDERATION OF KENYA EMPLOYERS (FKE)

Join the Trusted Voice of Employers in Kenya! Membership to the Federation is open to all non-governmental organizations, companies both in the private and public sector, state-owned corporations, County governments and cooperatives. Join our membership and benefit from a wide range of services offered by Kenya’s premier employer organization to empower your business.

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WHY YOU SHOULD JOIN THE FEDERATION OF KENYA EMPLOYERS (FKE)?
For over 60 years, the Federation of Kenya Employers as the premier employers' body, has represented and advanced members' interests in social, economic, employment and labour relations. Through policy advocacy, FKE promotes an enabling business environment to enhance enterprise competitiveness and productivity.

FKE membership is open to registered public and private entities of all sizes including corporates, business associations, parastatals, county governments, cooperatives, partnerships, faith-based organizations, learning institutions, and non-governmental organizations.

**BENEFITS OF BEING AN FKE MEMBER**

- **Expert advice and representation** in employment and labour relations matters *(Collective Bargaining Agreements, dispute resolution, consultations on all work-related issues, opinions & advisories on emerging issues, employee separation)*

- **Research for informed Policy advocacy** to influence a conducive environment for business.

- Access to relevant **learning and skills development** programs.

- **Organizational Development Services** *(recruitment & selection, job evaluation, HR audits, strategic plans, development and review of HR manuals & policies)* to enhance performance, productivity and efficiency.

- **Representation** on key national, regional, and global bodies and forums to advance the employers' agenda.

- **Benchmarking and networking** opportunities at national, regional and global level.

- Access to FKE’s Online services through **eWajir Member Service Portal**

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**FKE has Regional offices in Kisumu, Nakuru and Mombasa**

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Statement by the National President

Dear Esteemed Members,

On behalf of the Management Board, I sincerely thank each of you for your continued support. It has been a privilege to lead the Federation for the past four years, bringing me to this moment at the 65th Annual General Meeting. I am confident that the Federation will continue to thrive and reach new heights.

2023 Overview

The Federation significantly contributed to the country’s social and economic development by advocating for a favorable business environment, promoting sound industrial relations, and ensuring fair labor practices. This involved engaging with the Government, stakeholders, and international bodies like the International Labour Organization (ILO), where our Executive Director holds key roles. Our strong networks and partnerships locally and internationally have boosted our visibility and reputation, enabling us to participate in developing and adopting the best international labor practices and standards.

In regards to the state of enterprise, the cost of doing business remained challenging, exacerbated by the implementation of the Finance Act 2023. This legislation negatively impacted cash flows and financial stability for many enterprises. Furthermore, the depreciation of the Kenyan shilling compounded these issues, particularly affecting businesses dependent on imported machinery equipment and inputs for manufacturing.

The high cost of capital continued to burden the private sector, driven by factors such as rising interest rates, inflation, market conditions, and governmental policies. Notably, the Central Bank
of Kenya increased its benchmark rate to 13.0%, the highest since August 2016, making credit unaffordable for many businesses and hampering growth. Additionally, the annual inflation rate, as indicated by the Consumer Price Index (CPI), stood at 6.9%.

In the period under review, investor confidence diminished, evidenced by significant capital outflows. This trend was attributed to negative perceptions of emerging and frontier markets, the high cost of doing business, and the depreciating value of the Kenyan shilling. Consequently, Kenya’s stock market faced severe setbacks, becoming reportedly one of the worst-performing globally. Market capitalization fell by 5.1%, with equity turnover and total shares traded decreasing by 67.9% and 29.6%, respectively.

FKE Advocacy Agenda

In 2023, the Federation engaged the Government on a number of emerging legislations and policy proposals that were likely to have a negative impact on employers and the cost of doing business. The Federation contributed to discussions on key Bills, including the Employment (Amendment) Bill 2021, Statute Law (Miscellaneous Amendment) Bill 2022, and NHIF (Amendment) Bill no 21 of 2021, Affordable Housing Bill 2024 among others. These efforts sought to protect FKE members from increased costs and regulatory/administrative challenges.

FKE urged the government to reconsider its strategies, particularly those outlined in the Draft Medium Term Revenue Strategy for Financial Years 2024/2025 to 2026/2027. We proposed three principles aimed at fostering economic growth and protecting jobs:

1. **Maintain low tax rates:** We advocated for reducing the tax burden on individuals, whether they are corporate entities or natural persons. Our position was that tax management should prioritize supporting businesses and individuals to increase productivity and enter the tax bracket, rather than taxing them into poverty.

2. **Budget responsibly:** We highlighted the need to budget based on available resources and prioritize programs accordingly. Rather than trying to fund every item on the “wish list,” we emphasized the importance of living within our means as a country due to limited resources.

3. **Enhance trust in government:** We addressed the trust deficit in government and the low confidence in public
programs caused by wasteful spending. FKE emphasized the importance of delivering results in ongoing programs and significantly reducing wastage in public spending to regain public trust and confidence.

Board Oversight

The Board regularly met to carry out its oversight role and assess business risks stemming from political and macroeconomic developments, as well as various employment and labour market concerns. The Board also worked closely with the FKE Industrial Relations and Legal Policy Working Group, which includes both members and management to obtain members’ views.

The New Strategic Plan

The Federation embarked on developing the Strategic Plan for 2024–2028 in September 2023, and the process is now complete. The Board has approved the Strategic Plan. The previous Strategic Plan covered the period 2019 to 2022 and was modified in 2020 due to the COVID-19 pandemic, leading to a Business Continuity Plan (BCP). In 2023, the Board focused on completing pending targets and initiated the new strategic plan’s development, recruiting consultants from The Leadership Group for a thorough review and stakeholder mapping.

FKE Building Project

The FKE Building Project has been revitalized, marking significant progress in our infrastructure development. AIA Architects Limited was competitively sourced to handle the project’s design and architectural works. To date, the concept, design, and architectural works have been completed, along with other crucial tasks such as the geological survey. The Management Board has reviewed and approved the project road map, setting a projected completion date of 2025. Additionally, the Board has approved the office relocation plan and the budget developed by the secretariat. We are excited to announce that we plan to break ground soon, ushering in a new era for FKE.

Employer of the Year Awards (EYA)

FKE is proud to have hosted a successful 2023 Employer of the Year Awards (EYA), an initiative of FKE that seeks to fete organizations that put people at the core of their businesses and have implemented policies, systems, and processes that create and sustain enterprise competitiveness, productivity along with industrial peace and harmony. This Prestigious Award will continue this year and I look forward to your active participation through sponsorships and entry submission.

Looking Ahead, beyond 2024

FKE remains optimistic about the prospects of recovery and growth for the economy and society and is confident that the collective efforts of all key players will help overcome the challenges faced to seize the emerging opportunities. The Federation remains committed to the vision of being the voice of employers in Kenya and to our mission of enhancing employers’ competitiveness through effective policy advocacy, adoption of best practices and provision of quality services.
FKE remains optimistic about the prospects of recovery and growth for the economy and society and is confident that the collective efforts of all key players will help overcome the challenges faced to seize the emerging opportunities.

Conclusion

I wish to express my gratitude for the steadfast support from all our members, our social partners, the FKE Management Board, and our secretariat led by Mrs. Jacqueline Mugo. Their contribution has been integral to our significant achievements.

The active participation of our members is crucial to our success, and I look forward to strengthening this partnership. In unity, we can overcome the challenges that hinder our progress and work collaboratively towards a prosperous future.

Thank you for your trust and partnership.

Dr. Habil Olaka, EBS

National President

Federation of Kenya Employers
Statement by the Executive Director & CEO

Dear Members and Partners,

Our commitment to serving the needs of employers in Kenya has never been stronger. It is both an honour and a responsibility to steer the Federation of Kenya Employers (FKE), as we navigate the complexities of the labour market, advocate for conducive business environment, and deliver services that add tangible value to our members and the broader economic landscape.

Despite significant challenges faced such as the rising cost of doing business and an unpredictable regulatory environment, FKE strengthened her position as the powerful, balanced, and trusted Voice of Employers.

FKE continued to build the capacity of members by providing comprehensive training programs on various topics including labour laws, occupational health and safety, discipline management, employee wellness, leadership development, contemporary employment issues, HR Metrics, Environmental Social Governance (ESG), and compliance, among others. The Federation is deeply indebted to members who participated in our training programs last year and encourage more members to enroll their staff in our 2024 training offerings.

The Member Services Portal continues to facilitate easy access to FKE services online, aligning with the goal of delivering superior customer experiences.

The Federation effectively defended members in litigation over employment and labour-relations cases, achieving favorable judgments in over 90% of them. FKE also supported members in negotiating Collective Bargaining Agreements (CBAs) and resolving trade disputes, thereby reducing costs related to employee claims for damages and compensation.
Despite significant challenges faced such as the rising cost of doing business and an unpredictable regulatory environment, FKE strengthened her position as the powerful, balanced, and trusted Voice of Employers.

The Federation engaged in significant public interest litigation, such as PETITION NO E085 OF 2023 (FKE vs. The Cabinet Secretary, Ministry of Foreign Affairs and International Relations & 4 others), where the Employment & Labour Relations Court (ELRC) ruled in FKE’s favor. This judgement highlighted the challenges in implementing the Work Injury Benefits Act and the non-enforceability of foreign court rulings in Kenya.

The Member Services Portal continues to facilitate easy access to FKE services online, aligning with the goal of delivering superior customer experiences. We encourage members to update their information on the e-Waajiri portal to enhance our communication and service delivery.

In 2023, FKE hosted several key member networking events, including the Employer of the Year Awards (EYA), the 10th Anniversary and graduation of the Female Future Leadership program, and the 64th Annual General Meeting. These gatherings have been instrumental in fostering cross-sectoral networks and knowledge exchange among FKE members.

Once again, we sincerely thank you for your continued support and engagement with FKE and pledge our commitment to meeting your needs and supporting the achievement of your goals through our diverse services.

Thank you for your support.

Jacqueline Mugo, EBS
Executive Director & CEO
Federation of Kenya Employers
2023 FKE Management Board

DR. HABIL OLIKA, EBS
National President

JACQUELINE MUGO, EBS, MBS, OGW
Executive Director and CEO

MS. GLIDA ODERA
1st National Vice President

MR. MICHAEL MACHARIA
2nd National Vice President

MR. MARK JOSEPH OBUYU
Immediate Past President

MR. KENNETH ODIRE
Board Member

MR. LAURENCE OKELLO
Board Member

DR. ANNE OWUOR, EBS
Board Member

MR. STEPHEN GITAGAMA
Board Member

MR. LAURENCE OKELLO
Board Member

DR. ANNE OWUOR, EBS
Board Member

MR. STEPHEN GITAGAMA
Board Member

MR. COSMAS MUTAVA
Board Member

DR. SAM IKWAYE
Ag. Regional President, Coast Branch

DR. MARGARET OLOO
Regional Vice President, FKE Western Kenya Branch

MR. AZYM B. DESSA
Board Member

MR. LAURENCE OKELLO
Board Member

DR. NYAMENBA PATRICK TUMBO, EBS
Board Member

MR. COSMAS MUTAVA
Board Member

MR. MARK JOSEPH OBUYU
Immediate Past President

MR. MARK JOSEPH OBUYU
Immediate Past President
For further enquiries on the D-Max Eliud 159 Call 0800 724 724
About FKE

The Federation of Kenya Employers (FKE) is the national employers’ Federation organization in Kenya. Founded in 1959, FKE plays an advocacy, representation and service role. The Federation seeks to influence labour, social and economic policy and regulatory environment through advocacy aimed at enhancing business growth and development. FKE also provides direct services to her members in areas of labour relations, employment laws, representation in litigation matters, learning & development, organizational development and capacity building projects. FKE members employ over 70% of the total average employees in the formal private sector.
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2023 in numbers

1,542
Employees trained. FKE has made a substantial investment in human capital development, training employees from 72 Member companies, thereby enhancing workforce skills and competencies.

5
Organizational Development (OD) Services: Helped to build capacity of employers through OD initiatives i.e job evaluation, Salary review, HR Manuals e.t.c

18
Customized Training Programs: Beyond group training, FKE has conducted customized in-house training for her members, tailoring the programs to meet specific organizational needs and industry standards.

63
Media Appearances: FKE has made significant strides in media advocacy, with appearances across various platforms, promoting and defending employers’ interests.

2,300
Participants attended FKE Webinars and digital events.

54
New Members employing 6,909 people.

42
Weekly Newsletter on labour sector updates and FKE events that kept members informed on the evolving employment landscape.
2023 in numbers

190
Representation in Employment & Labour matters: FKE is actively involved in litigation to defend employers’ interests and has achieved a remarkable success rate which reflects her commitment to protecting employer rights.

42
Collective Bargaining Agreements (CBAs): FKE plays a crucial role in supporting members during the negotiation of CBAs, facilitating fair and productive agreements between employers and employees.

73
Judgements by the ELRC on FKE matters where FKE has demonstrated considerable success in the labour law practice, returning significant judgments in favor of employers rated at 90%. This highlights FKE’s effectiveness in labour law practice for her members.

1,619
Cases filed at ELRC

248
Trade Disputes Resolved by FKE Involving Members

89
Total Number of trade unions registered
FKE’s Impact

From Right to Left: DR. Habil Olaka, EBS, FKE National President Gilbert F. Houngbo Director-General, International Labour Organization (ILO), Ms. Jacqueline Mugo, EBS Executive Director and CEO FKE and FKE Board Members during the Director General’s visit to FKE in November 2023.

The Powerful & Trusted Voice for Employers: FKE Management Board led by Dr. Habil Olaka, EBS during a Press Briefing to voice Employers’ concerns on the State of the Economy.

From Right to Left: Federation of Kenya Employers (FKE) Executive Director & CEO Ms. Jacqueline Mugo, EBS and the Institute of Human Resource Management (IHRM) Executive Director CHRP (K) Quresha Abdullahi during the signing of the MOU in September 2023. All FKE training programs are accredited to earn IHRM CPD points.

Ms. Jacqueline Mugo (EBF), Executive Director & CEO FKE with various category winners during the Employer of the Year Awards (EYA) 2024

FKE hosted the Principal Secretary State Department for Investment Promotion, Ministry of Investment, Trade and Industry, Hon. Abubakar Hassan Abubakar

Ms. Jacqueline Mugo (EBS), Executive Director and CEO, FKE, Lays the Foundation Stone during the commissioning of Class rooms at Omuga Primary School, Homabay County under the FKE Adopt-A-School Initiative.

Ms. Jacqueline Mugo, EBS Executive Director and CEO of FKE shares a light moment with part of the Female Future Leadership Program (FFP) graduates. The New FFP Logo was unveiled at the occasion.
Strengthening and Supporting Employer’s Business Interests and Priorities

Policy Advocacy

As the voice of Employers, FKE advocates for a conducive business environment to support enterprise growth and sustainability.

The Federation of Kenya Employers (FKE) made significant contributions to key policy and legislative initiatives like the Affordable Housing Bill, 2023; Employment Amendment Bill; National Policy on HIV/AIDS at Work, the National Occupational Safety & Health policy 2024, the Social Health Insurance Bill, 2023 and the Finance Bill, 2023, among others had an impact on fostering a balanced economic environment conducive to business growth and social welfare.

FKE’s advocacy efforts sought to address the high cost of doing business, occasioned by erratic changes in the policy and regulatory environment. Such changes included: the introduction of the Housing Levy, the increase in Fuel Levy from 8% to 16%, the implementation of the new NSSF rates and the Social Health Insurance Act and Regulations.

The Federation’s efforts were successful in influencing the final outcome in some policy and regulatory changes. This helped in containing the cost implications for employers. For example, it was out of FKE’s engagement at the highest level that the Housing Levy was finally pegged at 1.5% of pay instead of 3%.

Through strategic involvement in tripartite social dialogue, FKE ensured that employer’s views were heard and factored in policy developments. Such collaborative approaches enhanced
industrial relations, promoted fair labour practices, and contributed to a stable business environment, ultimately fostering economic growth and social cohesion.

Public Engagements and Publicity

FKE’s strategic public presence and articulation of employer’s position through the media and engagement with policy makers, notably during events like the 2023 National Labour Day prayers at ACK St. Stephen’s Cathedral, Jogoo Road.

From right to Left : Hon. Geoffrey Kaituho, PS Labour & Social Protection, Ms. Jacqueline Mugo, Executive Director & CEO FKE, Hon. Florence Bore, CS Labour & Social Protection, Dr. Francis Atwoli, NOM (DZA) CBS, EBS, COTU (K) Secretary General, Rev. Canon Paul Kariuki and Hon. Johson Sakaja, Governor Nairobi County during the 2023 National Labour day prayers at ACK St. Stephen’s Cathedral, Jogoo Road.
Day Celebrations, significantly influenced national discourse and policymaking. By highlighting critical economic issues in press conferences and other notable engagements, FKE not only raised awareness about the business environment, regulatory challenges, and legislative impacts on employers but also positioned herself as a key influencer in shaping social and economic policy. This active engagement ensures that employers’ views are integrated into policy decisions, leading to more informed, balanced, and business-friendly legislative outcomes.

Legislative Advocacy and Engagement
The Federation has contributed to shaping jurisprudence in the labour sector. This has been done through representation of employers in the Employment and Labour Relations Court (ELRC) in claims filed by employees or trade unions as well as strategic public interest litigation where policy issues and employers’ rights are threatened.

FKE is actively involved in litigation to defend employers’ interests and has achieved a remarkable success rate which reflects her commitment to protecting employer rights.

The Federation supported members to negotiate 42 Collective Bargaining Agreements (CBA’s) and to resolve 248 trade disputes. This was instrumental in enhancing industrial harmony.
and reducing financial liabilities for members, particularly in terms of employee claims for damages and compensation.

The Federation equally implemented an effective strategy to engage in public interest litigation on behalf of members. For example, **PETITION NO E085 OF 2023- FKE VS THE CABINET SECRETARY, MINISTRY OF FOREIGN AFFAIRS AND INTERNATIONAL RELATIONS & 4 OTHERS.**

The Employment & Labour Relations Court (ELRC) delivered its Judgement on a Petition challenging the Constitutionality of a foreign court in a case filed against an employer.

The court ruled in favour of FKE pointing out the significant challenges and gaps in the implementation of the Work Injury Benefits Act towards the expeditious, fair, and proportionate determination of the assessments for compensation and disputes under the Act. The ELRC further found that the foreign court ruling could not be enforced in Kenya.

These initiatives by the Federation not only benefited individual members but also contributed to shaping a favorable policy and regulatory environment for businesses in Kenya.
Enhancing Enterprise Capabilities: Learning & Development

The Federation of Kenya Employers (FKE) made significant strides in enhancing the capabilities of enterprises by providing unique and comprehensive training programs to 1,542 employees from 72 member organizations on various topics including; labour laws, occupational health and safety, discipline management, employee wellness, leadership development, contemporary labour law issues, HR Metrics, Environmental Social Governance (ESG) and compliance, among others.

These programs contributed to positive outcomes, including improved compliance with labour laws and occupational standards, safer workplace environments due to better occupational health and safety practices, and the cultivation of effective leadership skills to drive organizational growth.

The adoption of HR Metrics and discipline management enhanced operational efficiency and productivity. Moreover, the emphasis on Environmental Social Governance (ESG) training fostered a commitment to sustainable and socially responsible business practices among members, aligning with global trends and expectations.

Organizational Development Services

The Federation of Kenya Employers (FKE) helped to build the capacity of employers through 5 Organizational Development (OD) services. These initiatives included Job Evaluations, Salary Surveys, the Development of HR Manuals, and Labor Audit Services. The following companies were served: Coca-Cola, PACIS Insurance, Automobile Association of Kenya and (AAK), Royal Flora Holland.
Member Events

In 2023, FKE made significant strides in promoting cross-sectoral collaboration and knowledge sharing through a series of key events. Notably, the Employer of the Year Awards (EYA) celebrated organizational excellence, while the 10th Anniversary and Female Future graduation ceremony underscored FKE’s commitment to advancing women’s leadership in the corporate sector. Additionally, the Regional and National Annual General Meetings served as a pivotal platform for member engagement and strategic discourse. These events not only provided opportunity for members to network but also facilitated sharing of best practices among members, contributing to the collective progress and impact of the business sector in Kenya.

Gender Inclusion & Diversity – FKE Female Future Program

The Female Future Leadership Program (FFLP) is an initiative of the Federation of Kenya Employers that seeks to strengthen gender equality in the workplace, improve women’s representation in management and control, as well as draw more women to the top echelons of the private and public sectors. It is part of the efforts to ensure sufficient qualified woman power in all organizational and leadership positions.

In 2023, FFP achieved significant milestones with two successful cohorts, cohort 17 and cohort 18. The Program celebrated her 10th anniversary with a Leadership Conference and Graduation Ceremony held in November.
2023, graced by the Norwegian Ambassador to Kenya, Gunnar Andreas Holm. Themed “The Resilient Woman,” the event showcased 53 women from Cohorts 16 and 17, with attendance from FKE Board Members, representatives from Norwegian and Swedish Investment Fund (NORFUND and SWEDFUND), and the FFP alumni.

FFP’s success and expansion is evident, with a 52% increase in cohort size and a 30% rise in overall participation, totaling 343 women who have completed the program—a remarkable 200% growth from its inception. Notably, 60% of participants have progressed to higher leadership roles, while 40% have secured board positions, highlighting FFP’s efficacy in advancing women in leadership positions. The program has also gained increased visibility and recognition, showcasing its growing impact in empowering women leaders within the business sector.
## Representation in tripartite committees and boards

In 2023 FKE represented members in various tripartite committees, forums, boards and policy working groups. The Federation continues to represent members as follows:

<table>
<thead>
<tr>
<th>COMMITTEE/BOARD</th>
<th>FKE REPRESENTATIVE(S) CURRENT</th>
</tr>
</thead>
</table>
| 1 NATIONAL LABOUR BOARD                             | MRS. JACQUELINE MUGO  
MR. STEPHEN OBIRO  
MR. MICHAEL MACHARIA |
| 2 AGRICULTURAL WAGES COUNCIL                        | MR. HASSAN NDISHO  
MR. GERALD MATOKE  
MR. ALLAN NENGO |
| 3 GENERAL WAGES COUNCIL                             | MR. DICKENS OUMA  
MR. STEPHEN OBIRO  
MR. NICHOLAS WANAMBISI |
| 4 NATIONAL SOCIAL SECURITY FUND BOARD OF TRUSTEES    | MR. MICHAEL MACHARIA  
DR. ANNE E. OWUOR PH.D., EBS |
| 5 DIRECTORATE OF OCCUPATIONAL SAFETY AND HEALTH SERVICES (DOSH) | MR. CHARLES OWELLE |
| 6 NATIONAL INDUSTRIAL TRAINING AUTHORITY            | MR. MARK OBUYA  
MRS. GILDA ODERA  
MR. APOLLO KIARI |
| 7 THE NATIONAL ADVISORY COMMITTEE ON OCCUPATIONAL SAFETY AND HEALTH | DR. RACHAEL MONYONCHO |
| 8 NATIONAL AIDS CONTROL COUNCIL                     | MR. MARK OBUYA |
| 9 HIGHER EDUCATION LOANS BOARD                      | MRS. JACQUELINE MUGO |
| 10 KEPSA                                             | MR. MICHAEL MACHARIA |
| 11 KASNEB                                           | MR. STEPHEN OGENGA |
| 13 COMMISSION FOR UNIVERSITY EDUCATION              | MR. LAURENCE OKELO |
| 15 KENYA NATIONAL QUALIFICATION AUTHORITY (KNQA)     | MRS. JACQUELINE MUGO |
| 16 NATIONAL EMPLOYMENT AUTHORITY                     | MR. KENNETH ODIRE |
| 17 AFFORDABLE HOUSING BOARD                          | MR. COSMAS MUTAVA |

You do not have to be formally employed to start saving towards your retirement. Anyone earning an income can join an individual pension scheme. 

“For queries regarding the Retirement Benefits Industry or your pension scheme please call RBA on toll free number: 0800720300.”

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- Retirement Benefits Authority  
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P.O. Box 57733-00800 Nairobi  
+254 20 2280900

Retirement Benefits Authority is ISO 9001:2015 certified
Innovation and Digital Transformation: e Waajiri Portal

In line with FKE’s strategic goal of delivering superior customer experience, The Federation encouraged the use of eWaajiri – the members’ services portal, enabling her members to access FKE services conveniently online.

Some of the services that members can access on the portal include:

1. Employment and Industrial Relations Articles
2. Booking appointments with FKE officers
3. Case Management
4. Requesting and booking of training programs
5. Request for subscription invoices, printing their membership certificates
6. In addition, there are advisories, guidelines and templates that members can use for reference in their daily operations, among other services

You can access the members’ service portal through

https://membership.fke-kenya.org/

Research

FKE’s research efforts in 2023 were instrumental in identifying critical Labour market and employment challenges in Kenya. By providing evidence-based recommendations, the research department continues to be a key player in shaping policies that foster a conducive business climate and promote workforce development.

FKE plays a pivotal role in shaping policies and practices affecting the labour market and business environment in Kenya through
The FKE research agenda is focused on monitoring Bills, policies and laws, and conduct analysis of the Federation's services to enhance member satisfaction. This provides evidence-based insights to various stakeholders, including members, social partners, government agencies and other stakeholders on issues affecting the business environment and the welfare of workers in Kenya.

The FKE research agenda is focused on monitoring Bills, policies and laws, and conduct analysis of the Federation’s services to enhance member satisfaction. In 2023, the Federation’s research focused on four thematic areas: Labour market dynamics, social dialogue and industrial relations, productivity and competitiveness, and social protection and welfare. The research projects aimed to provide evidence-based policy advice and advocacy to FKE members and social partners.

The research methods employed by FKE included desk reviews, surveys, interviews, focus group discussions, case studies, and workshops. The research outputs of this engagement were relayed through; policy briefs, working papers, newsletters, webinars and presentations.
DUAL TVET
An industry-led skills training programme for youth employability in Kenya

To participate kindly contact us on fkehq@fke-kenya.org or 0709 827 101/102
The findings and recommendations were disseminated to FKE members, social partners, government agencies, media outlets and the general public. Some of the key research findings and recommendations in 2023 were:

i. The findings of Skills Need Survey revealed that 20% of the enterprises studied had hard to fill vacancies. The survey also revealed that TIVET level skills were the most demanded by enterprises in Kenya. FKE highlighted the need for training institutions to work together in bridging the existing gap between the skills demanded by employers and the courses offered by learning institutions. This is to be realized by incorporating employers in curriculum development and training through attachments, internships and offering apprentice opportunities; more graduates will have the industry demanded skills, thus helping in bridging the existing gap. These partnerships can be strengthened by ensuring that the existing policies on TVET -employers’ partnerships are implemented and the existing policy gaps are strengthened.

ii. The findings on the state of employment survey showed a job loss in the economy over the period under study. The findings on the projections for the subsequent year further revealed a decrease in the numbers of employers with enterprises citing high taxation as the major reasons behind the projections. FKE recommended that the Government should lower the taxes levied on both the employers and employees and also work on creating a conducive environment for enterprises to thrive.
FKE Membership

Member Recruitment
In 2023, the Federation of Kenya Employers (FKE) refined her recruitment strategy to better meet the changing needs of businesses in Kenya. FKE reached out to potential members to highlight the comprehensive support they can access in employment, Labour relations, and legal advice and litigation advocacy, along with specialized training opportunities. This approach resulted in a growth in membership.

Key Account Management
FKE implemented a member engagement strategy through a Key Account Management System. Each member was allocated a dedicated go-to officer who is always available to assist with any employment Labour relations or management issue. This strategy is in line with FKE’s objective of enhancing the member experience through sustained engagement and prompt response to queries, adhering to the Service Charter. The impact of this approach was a significant improvement in member support and satisfaction, demonstrating FKE’s commitment to providing exceptional service and fostering strong, responsive relationships with her members.
Whether you’ve earned your credentials locally or internationally, KNQA provides a comprehensive framework to evaluate and endorse your educational achievements. This recognition is crucial not only for individuals seeking employment but also for institutions and organizations aiming to make informed decisions when it comes to recruitment, promotions, and collaborations. The Authority meticulously evaluates and compares qualifications, ensuring that they align with national and international standards. This process facilitates the seamless integration of diverse qualifications but also guarantees the credibility and authenticity of educational achievements.

In an era of globalization, where individuals and professionals are crossing borders for education and employment, having qualifications recognized on an international scale is imperative. KNQA collaborates with various international bodies to ensure that your qualifications are not only understood but are also on par with global standards. This not only enhances your mobility but also broadens your horizons by making you a part of the global talent pool.

Employers worldwide seek candidates with verified and recognized qualifications. KNQA, in collaboration with industry stakeholders, plays a pivotal role in ensuring that qualifications align with the needs of the job market. By enhancing the employability of individuals, KNQA contributes to the development of a skilled and competitive workforce, ultimately driving economic growth and prosperity.

In a world where education is the cornerstone of progress, having your qualifications recognized is paramount. The Kenya National Qualifications Authority (KNQA) stands as a beacon of recognition, ensuring that your educational journey is not only validated but also celebrated. With a commitment to excellence, transparency, and lifelong learning, KNQA is your trusted partner in unlocking the doors to a future filled with endless possibilities. Choose KNQA and embark on a journey where your qualifications are not just acknowledged but are given the value they truly deserve. Your future awaits – unlock it with KNQA!

#ShapingTheFutureOfKenya
List of New members

Below is a list of companies that joined the Federation of Kenya Employers (FKE) family in 2023. These new members come from various sectors, indicating a diverse expansion of FKE's network.

1. KITENGELE HOT GLASS LTD
2. MAKUPA TRANSIT SHADE LTD
3. BOSS FREIGHT TERMINAL LTD
4. VENUS TEA BROKERS LTD
5. EAST AFRICA CANS AND CLOSURES LTD
6. THINKPLACE KENYA LTD
7. VALUE 8 LIMITED
8. AVENUE CAR HIRE AND LEASING LTD
9. ECOSCapes (KENYA) LTD
10. HHI MANAGEMENT SERVICES LTD
11. LAKE TURKANA WIND POWER LIMITED
12. DREAM CREDIT LTD
13. RISE & LEARN LTD
14. ST JOHN AMBULANCE OF KENYA
15. OUTDOOR OCCASIONS
16. POLICY HOLDERS COMPENSATION FUND
17. MEDIAMAX NETWORK LIMITED
18. NATURE LOCK ENTERPRISES LIMITED
19. BRITISH ARMY TRAINING UNIT KENYA
20. ALH STEPWISE FOUNDATION
21. MITCHELL COTTS FREIGHT KENYA LIMITED
22. RAI MDF LIMITED
23. KR CONSULT LIMITED
24. CAFESSERIE LIMITED
25. FOOD FOR EDUCATION FOUNDATION
26. NIRAS AFRICA LIMITED
27. LIASON FINACIAL SERVICES
28. BENEDICTINE FATHERS (BENEDICTINE MONASTERY)
<table>
<thead>
<tr>
<th></th>
<th>Company Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>29</td>
<td>SHAMBERERE TECHNICAL TRAINING INSTITUTE</td>
</tr>
<tr>
<td>30</td>
<td>LION LANDSCAPES</td>
</tr>
<tr>
<td>31</td>
<td>COUNTY SAVINGS AND CREDIT CO-OPERATIVE SOCIETY LTD</td>
</tr>
<tr>
<td>32</td>
<td>WAKANDI KENYA LIMITED</td>
</tr>
<tr>
<td>33</td>
<td>LWALA COMMUNITY HEALTH CENTRE</td>
</tr>
<tr>
<td>34</td>
<td>BOLT SUPPORT KENYA LIMITED</td>
</tr>
<tr>
<td>35</td>
<td>JAMBOJET LTD</td>
</tr>
<tr>
<td>36</td>
<td>PAINTED WOLVES LIMITED</td>
</tr>
<tr>
<td>37</td>
<td>STABEX INTERNATIONAL LTD</td>
</tr>
<tr>
<td>38</td>
<td>JOSEF SEIBEL</td>
</tr>
<tr>
<td>39</td>
<td>WATU CREDIT LIMITED</td>
</tr>
<tr>
<td>40</td>
<td>RINA SYSTEMS</td>
</tr>
<tr>
<td>41</td>
<td>DHABITI SACCO LTD</td>
</tr>
<tr>
<td>42</td>
<td>KARURI WATER AND SANITATION COMPANY LTD</td>
</tr>
<tr>
<td>43</td>
<td>DANCHURCHAID</td>
</tr>
<tr>
<td>44</td>
<td>FHI CLINICAL</td>
</tr>
<tr>
<td>45</td>
<td>RESOURCE CENTER FOR WOMEN &amp; GIRLS</td>
</tr>
<tr>
<td>46</td>
<td>DORCAS AID INTERNATIONAL - KENYA</td>
</tr>
<tr>
<td>47</td>
<td>KIVUKONI LTD</td>
</tr>
<tr>
<td>48</td>
<td>ROADTAINERS (MOMBASA) LTD</td>
</tr>
<tr>
<td>49</td>
<td>ALL THINGS ALUMINIUM AND GLASS LTD</td>
</tr>
<tr>
<td>50</td>
<td>RANJODH LTD</td>
</tr>
<tr>
<td>51</td>
<td>CIPLA KENYA LTD</td>
</tr>
<tr>
<td>52</td>
<td>MICRO ENTERPRISES SUPPORT PROGRAMME TRUST</td>
</tr>
<tr>
<td>53</td>
<td>VITENDI LIMITED</td>
</tr>
<tr>
<td>54</td>
<td>KAKAMEGA COUNTY WATER AND SANITATION COMPANY</td>
</tr>
</tbody>
</table>
Projects and Partnerships

Through the Projects and Partnerships unit, FKE spearheaded impactful initiatives in 2023, enhancing service delivery through the integration of projects within her existing systems and structures. In collaboration with partners and donors, the Federation executed programs that not only complement the mission but also support the commitment to her members.

NHO Partnership Achievements

FKE’s collaboration with the Confederation of Norwegian Enterprise (NHO) under the International Cooperation Programme made significant strides in organizational development, vocational training, and gender equality. Enhancements in the digital infrastructure of the employers portal led to improved member services and interaction. Notably, our engagement in vocational training resulted in the signing of six Memorandums of Understanding with TVET institutions, and the placement of over 200 students in industrial settings, strengthening FKE’s workforce development initiatives. Furthermore, the efforts in promoting gender equality culminated in the production of a documentary and support for educational infrastructure in Homabay County, exemplifying FKE’s commitment to inclusive empowerment.

DFPA Collaboration Outcomes

In partnership with the Danish Family Planning Association (DFPA), FKE advanced Sexual and Reproductive Health Rights (SRHR) and Gender Equality in the workplace. This project facilitated a robust engagement across companies, leading to enhanced awareness and utilization of SRHR services. The Federation’s collaborative efforts, including campaigns and outreach programs, significantly influenced the discourse on labour and health and safety laws, reinforcing FKE’s advocacy for safer and more inclusive work environments.

ILO Fairway Project Initiatives

The ILO Fairway Project enabled the Federation to focus on the sensitization and implementation of Labour migration laws, specifically targeting Private Employment Agencies (PEAs). Through workshops, policy development, and international partnerships,
FULL TIME ACADEMIC PROGRAMMES

SCHOOL OF BUSINESS AND ECONOMICS
1. Doctor of Philosophy in Business Administration
2. Doctor of Philosophy in Finance
3. Master of Science in Finance
4. Master of Business Administration (MBA)
5. Master of Science in Project Management
6. Master of Science in Human Resource Management
7. Master of Organizational Development
8. Bachelor of Commerce
9. Bachelor of Science in Hospitality Management
10. Bachelor of Business Management & Information Technology (BBIT)
11. Bachelor of Business Information Technology (BBIT)
12. Bachelor of Management Information Systems
13. Bachelor of Science in Economics
14. Bachelor of Science in Economics and Finance
15. Bachelor of Science in Economics and Mathematics
16. Bachelor of Science in Economics and Statistics
17. Bachelor of Procurement and Logistics Management
18. Bachelor of Science in Agribusiness Management
19. Diploma in Business Management
20. Diploma in Business Administration
21. Diploma in Business Information Technology
22. Diploma in Tourism Management
23. Diploma in Human Resource Management
24. Diploma in Hospitality Management
25. Diploma in Procurement and Logistics Management
26. Diploma in Sales and Marketing
27. Diploma in Banking and Finance
28. Diploma in Monitoring and Evaluation
29. Diploma in Project Management

SCHOOL OF LAW
Bachelor of Laws

SCHOOL OF EDUCATION, HUMANITIES AND SOCIAL SCIENCES
1. Doctor of Philosophy in Education
2. Master of Education in Management and Leadership of Education
3. Master of Education in Guidance and Counseling
4. Master of Education in Curriculum Studies
5. Bachelor of Education (Science)
6. Bachelor of Education (Arts)
7. Bachelor of Agricultural Education and Extension
8. Bachelor of Arts in Chaplaincy
9. Bachelor of Theology
10. Diploma in Education (Early Childhood Development Education)
11. Diploma in Chaplaincy
12. Diploma in Education (Science)
13. Diploma in Education (Arts)
14. Diploma in Education (Early Childhood Development Education)
15. Certificate in Education (Early Childhood Education)

SCHOOL OF MEDICINE AND HEALTH SCIENCES
1. Master of Medicine in Family Medicine (Intake in Sept. 2023)
2. Master of Science in Human Nutrition and Dietetics
3. Master of Public Health
4. Master of Science in Nursing
5. Master of Science in Clinical Medicine
6. Bachelor of Science in Nursing (Direct Entry) (for Sept. 2023)
7. Bachelor of Science in Nursing (In-Service) (for September 2023)
8. Bachelor of Science in Clinical Medicine
9. Bachelor of Science in Clinical Medicine (In-Service)
10. Bachelor of Science in Public Health
11. Bachelor of Science in Human Nutrition and Dietetics
12. Diploma in Human Nutrition and Dietetics
13. Diploma in Environmental Health
14. Diploma in Medical Laboratory Sciences
15. Diploma in Clinical Medicine and Surgery

SCHOOL OF MUSIC AND MEDIA
1. Doctor of Philosophy in Music
2. Master of Musicology
3. Master of Music Education
4. Master of Music Composition
5. Master of Church Music
6. Bachelor of Music Production Technology
7. Bachelor of Music Theory and Composition
8. Bachelor of Mass Communication
9. Diploma in Mass Communication (Options 1, Media 1, Public Relations)
10. Diploma in Mass Communication (Options 2, Media 2, Public Relations)
11. Diploma in Music and Performing Arts
12. Diploma in Electronic Media
13. Certificate in Music and Performing Arts
15. Short Courses in Music (Associated Board of Royal Schools of Music (ABRSM), Theory & Practical Grade I–VI)

SCHOOL OF PHARMACY
Bachelor of Pharmacy

SCHOOL OF SCIENCE, ENGINEERING AND TECHNOLOGY
1. Doctor of Philosophy in IT
2. Doctor of Philosophy in IT Security and Audit
3. Master of Science in Information Technology
4. Master of Science in Physics
5. Master of Science in IT Security and Audit
6. Master of Science in Environmental Science
7. Bachelor of Science in Computer Science
8. Bachelor of Science in Information Technology
9. Bachelor of Science in Telecommunications
10. Bachelor of Science in Actuarial Science
11. Bachelor of Science in Computer Security and Forensics
12. Bachelor of Science
13. Bachelor of Science in Environmental Science
14. Diploma in Computer Science
15. Diploma in Information Technology
16. Certificate in Information Technology
17. Certificate in Environmental Impact Assessment

PART-TIME PROGRAMMES

SCHOOL OF EDUCATION, HUMANITIES AND SOCIAL SCIENCES
1. Doctor of Education
2. Bachelor of Education (Science)
3. Bachelor of Education (Arts)
4. Bachelor of Theology
5. Bachelor of Arts in Chaplaincy
6. Diploma in Education (Arts)
7. Diploma in Education (Science)
8. Diploma in Education (Early Childhood Education)
9. Diploma in Education (In-Service)
10. Diploma in Chaplaincy
11. Certificate in Education (Early Childhood Education)

SCHOOL OF MEDICINE AND HEALTH SCIENCES
1. Bachelor of Science in Human Nutrition and Dietetics (In-Service)
2. Diploma in Human Nutrition and Dietetics (In-Service)

SCHOOL OF MUSIC AND MEDIA
Master of Music (Specializations: Music Education, Musicology, Music Composition, Church Music)

FULLY ONLINE PROGRAMMES

SCHOOL OF BUSINESS AND ECONOMICS
1. Doctor of Philosophy in Business Administration
2. Doctor of Philosophy in Finance
3. Master of Business Administration (MBA)
4. Master of Science in Finance
5. Master of Science in Project Management
6. Master of Science in Human Resource Management
7. Master of Science in Organizational Development
8. Bachelor of Commerce
9. Bachelor of Science in Economics and Finance
10. Diploma in Business Management

SCHOOL OF EDUCATION, HUMANITIES AND SOCIAL SCIENCES
1. Doctor of Philosophy in Education
2. Bachelor of Education (Science)
3. Bachelor of Education (Arts)
4. Bachelor of Theology
5. Bachelor of Arts in Chaplaincy
6. Diploma in Education (Arts)
7. Diploma in Education (Science)
8. Diploma in Education (Early Childhood Education)
9. Diploma in Theology
10. Diploma in Chaplaincy
11. Certificate in Education (Early Childhood Education)
12. Diploma in Human Nutrition and Dietetics

SCHOOL OF MUSIC AND MEDIA
Master of Music (Specializations: Music Education, Musicology, Music Composition, Church Music)

INTAKES: January, May and September
MAY 2024 INTAKE ONGOING

MAIN CAMPUS Private Bag-20157, KABARAK | Tel. 020 2114658, 0729 223 370 info@kabarak.ac.ke / feedback@kabarak.ac.ke / admissions@kabarak.ac.ke
NAKURU CITY CAMPUS Nakuru-Kabarakh Road | Tel. 0720 511 838 / 0774 488 864 nakurucitycampus@kabarak.ac.ke

www.kabarak.ac.ke
Kabarakh University is ISO 9001:2015 certified.
FKE laid the groundwork for fair recruitment practices, contributing to the broader agenda of ethical labour migration management.

**ILO CAPSA Project Completion**

The ILO CAPSA project, which ended in June 2023, was instrumental in mobilizing stakeholders against child Labour and advocating for the formalization of informal sectors. Through targeted sensitization programs and stakeholder engagements, FKE made substantial progress in addressing child Labour and enhancing Labour standards across various regions.

**ILO AHK and Wellness Initiatives**

Our engagement with the ILO All Hands in Kenya (AHK) and Wellness projects strengthened capacities in Occupational Safety and Health (OSH), grievance handling, and the promotion of health and wellness in the workplace. These initiatives not only improved compliance with Labour standards but also fostered a proactive approach to health and safety management.

**ILO BRMM Engagement**

The Federation’s involvement in the Better Regional Migration Management (BRMM) program was pivotal in shaping regional migration policies and practices. Through research and collaboration, FKE was able to identify and address gaps in Labour migration support, aligning with the vision of a more regulated and humane migration landscape.

**FKE Adopt A School Initiative**

The “Adopt A School” Initiative exemplifies FKE’s commitment to education and the prevention of child Labour. Successes, like the construction of a new 2-door classroom and 4-door toilet at Omuga Primary School in Homabay County, underscore the potential of Corporate Social Responsibility (CSR) to effect broad societal change. Under the leadership of FKE’s Executive Director & CEO, Jacqueline Mugo, the initiative demonstrated the power of educational investment to spur socioeconomic progress and combat child Labour.

Employers are encouraged to engage in such CSR efforts for several reasons: it builds human capital essential for sustainable development, enhances the corporate image, fosters innovation and creativity, contributes to the long-term sustainability of communities, and offers leadership and legacy opportunities. The Adopt a School Program exemplifies a strategic approach to CSR, proving that business resources and influence can significantly impact education and community development.

A two door classroom at Omuga Primary School. Homabay County constructed by FKE under the Adopt A school Initiative
Employer of the Year

Honoring Best Employers in Kenya
The Employer of the Year Award (EYA) is a prestigious award that recognizes and celebrates the best employers in Kenya who continue to demonstrate excellence in various aspects of their businesses.

Who Can Participate in EYA
Participation to this Awards is open to all FKE members who wish to be recognized as exercising the best EMPLOYMENT practices.

Sponsorship Opportunities
Employers can also be part of this initiative by sponsoring EYA. We have designed our sponsorship packages to accommodate all potential sponsors and we are open to discussion for customized sponsorship needs. More details on sponsorship can be accessed through www.fke-kenya.org or www.eya-kenya.org

Awards Gala Dinner
The winner will be unveiled during the Awards Gala Dinner in October 2024.
The year 2023 was transformational for Federation of Kenya Employers as it marked the lapse of the last strategic plan 2019-2023. The Federation therefore developed a new strategic plan for the period 2024-2028. The strategic plan focuses on 4 Priority areas namely:

Priority Focus Area 1: Strong FKE Brand

**Key Objective:** To be a leading brand that has a strong emotional connection with employers and is attractive to the public

Priority focus area 2: Powerful and trusted voice for employers

**Key Objective:** To amplify the collective voice of employers through proactive advocacy and to influence policies to create a supportive business environment

Priority focus area 3: Financial and Organizational sustainability

**Key Objective:** To achieve long-term viability and adaptability to ensure effective service delivery and continued support to members

Priority Focus Area 4: Member satisfaction

**Key Objective:** To create a sense of value and belonging for each member

The strategy therefore gives FKE a clear roadmap for achieving its objectives and staying competitive in an ever-changing business environment as summarized below.

**OUR MISSION:**
To influence policy on labour, social, and economic issues that improve the business environment for employers in Kenya

**OUR VISION:**
Resilient and Empowered Employers in Kenya

**OUR VALUES**
Progressive | Agile | Teamwork | Excellence

STRATEGIC FOCUS
Strong FKE Brand
Powerful Voice for Employers
Financial and Organizational Sustainability
Member Satisfaction

OUR ASPIRATION Flagship Targets

**Key Deliverables**
1. 85% positive perception of FKE by members
2. 8 impactful strategic partners
3. 80% of members consuming FKE services
4. 70% increase in policies influenced by FKE
5. 80% increase in member participation
6. 90% positive perception of employers by key stakeholders
7. 10% YoY increase in employee productivity
8. 60% employee engagement index
9. 5% YoY increase in income
10. <98% cost to income ratio
11. 100% increase in membership
12. KES 50m funds for advocacy

Digital Transformation
Effective Member Engagement and Participation
Operational Efficiency
People and Culture

ENABLERS
FKE HQ | eCampus Platform | eWaajiri Portal | FKE Advocacy Fund | FKE Training Institute | FKE Foundation | 100% Growth in Membership | FKE Research & Knowledge Centre

1. 95% member retention
2. 90% member satisfaction
3. 95% success rate in legal matters pending in court
ACCESS NSSF SERVICES CONVENIENTLY!

You can access NSSF services through the following channels:

- **USSD:** *303#
- **WhatsApp Chatbot:** 0704 303303
- **NSSF Mini App on the M-Pesa App**

Through these channels, members can:

- Register for **NSSF**
- Check their NSSF contributions
- Register for the informal sector product - **Haba Haba**
- Make Contributions and top-up their savings.
- Follow up on a benefit claim
- Pay for their Tenant Purchase Scheme (TPS) housing dues

Contact Us

Tel.: (020) 2729911, 2710552 | Toll Free: 0800 2212744
Cell Phone: 0709 583 000 | 0730 882 000
Email: info@nssfkenya.co.ke | Website: www.nssf.or.ke
We understand that our people and culture are fundamental to our success in delivering exceptional results.
Extracts of the Financial Statements

Report of the independent auditor
To the members of Federation of Kenya Employers
For the year ended 31 December 2023

Opinion

We have audited the accompanying financial statements of Federation of Kenya Employers, set out on pages 8 to 28, which comprise the Statement of Financial Position as at 31st December 2023, the profit and loss account and statements of changes in equity and cash flows for the year then ended, and notes, including a summary of significant accounting policies.

In our opinion the accompanying financial statements give a true and fair view of the financial position of the Federation as at 31st December 2023 and of its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standard.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). 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 (IESBA Code) together with the ethical requirements that are relevant to our audit of the financial statements in Kenya, and we have fulfilled our ethical responsibilities in accordance with these requirements and the IESBA Code. 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. 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 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.

Management Board responsibility for the financial statements

The Management Board is responsible for the preparation and fair presentation of the financial statements that give a true and fair view in accordance with International Financial Reporting Standards, and for such internal control as the directors 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 ISAs 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 ISAs, we exercise professional judgement and maintain professional scepticism 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 management.

• conclude on the appropriateness of 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 the 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 those charged with governance 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 requirements

The engagement partner responsible for the audit resulting in this independent auditor’s report was CPA Evanson Nganga, Practicing Certificate No. 2146.

For and on behalf of Mazars LLP
Certified Public Accountants (K). Nairobi.
20th May 2024
## Federation of Kenya Employers

Statement of Revenue and Expenditure and Other Comprehensive Income

For the year ended 31 December 2023

<table>
<thead>
<tr>
<th>Notes</th>
<th>2023</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>KES</td>
<td>KES</td>
</tr>
<tr>
<td>Revenue</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>177,348,748</td>
<td>194,251,517</td>
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<tr>
<td>Other income</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>24,788,270</td>
<td>13,839,902</td>
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<tr>
<td>Direct expense</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>(215,484,139)</td>
<td>(203,223,981)</td>
</tr>
<tr>
<td><strong>Operating (deficit)/ surplus</strong></td>
<td><strong>(13,347,121)</strong></td>
<td><strong>4,867,438</strong></td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>(21,179,691)</td>
<td>(21,455,781)</td>
</tr>
<tr>
<td><strong>Deficit before taxation</strong></td>
<td><strong>(34,526,812)</strong></td>
<td><strong>(16,588,343)</strong></td>
</tr>
<tr>
<td>Taxation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>2,688,255</td>
<td>(2,832,301)</td>
</tr>
<tr>
<td><strong>Net deficit for the year</strong></td>
<td><strong>(31,838,557)</strong></td>
<td><strong>(19,420,644)</strong></td>
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</tbody>
</table>
## Federation of Kenya Employers
### Statement of Financial Position

#### As at 31st December 2023

<table>
<thead>
<tr>
<th>Assets</th>
<th>Notes</th>
<th>2023</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Non-current assets</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment property</td>
<td>10</td>
<td>216,114,076</td>
<td>232,742,230</td>
</tr>
<tr>
<td>Property and equipment</td>
<td>11</td>
<td>21,826,363</td>
<td>25,263,836</td>
</tr>
<tr>
<td><strong>Total non-current assets</strong></td>
<td></td>
<td>237,940,439</td>
<td>258,006,066</td>
</tr>
<tr>
<td><strong>Current assets</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade and other receivables</td>
<td>13</td>
<td>11,262,143</td>
<td>27,471,840</td>
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<tr>
<td>Current tax receivable</td>
<td>9</td>
<td>15,967,172</td>
<td>12,592,275</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>14</td>
<td>542,965,475</td>
<td>512,428,380</td>
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<tr>
<td><strong>Total current assets</strong></td>
<td></td>
<td>570,194,790</td>
<td>552,492,495</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td></td>
<td>808,135,229</td>
<td>810,498,561</td>
</tr>
<tr>
<td><strong>Accumulated reserves and liabilities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Accumulated reserves</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other reserves</td>
<td></td>
<td>1,544,250</td>
<td>1,544,250</td>
</tr>
<tr>
<td>Revaluation reserves</td>
<td></td>
<td>149,420,127</td>
<td>166,027,296</td>
</tr>
<tr>
<td>Revenue reserves</td>
<td></td>
<td>112,466,614</td>
<td>127,688,002</td>
</tr>
<tr>
<td><strong>Total accumulated reserves</strong></td>
<td></td>
<td>263,420,991</td>
<td>295,259,548</td>
</tr>
<tr>
<td><strong>Liabilities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Non-current liabilities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deferred tax</td>
<td>12</td>
<td>73,099,432</td>
<td>80,049,156</td>
</tr>
<tr>
<td><strong>Current liabilities</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Account payables</td>
<td>15</td>
<td>54,016,401</td>
<td>49,871,238</td>
</tr>
<tr>
<td>Development levy</td>
<td>16</td>
<td>417,598,405</td>
<td>385,318,619</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td></td>
<td>544,714,238</td>
<td>515,239,013</td>
</tr>
<tr>
<td><strong>Total reserves and liabilities</strong></td>
<td></td>
<td>808,135,229</td>
<td>810,498,561</td>
</tr>
</tbody>
</table>

The financial statements on pages 8 to 28 were approved by the Management Board on 16th May 2024 and were signed on its behalf by:

**Dr. Habil Olaka EBS**  
National President

**Jacqueline Mugo EBS**  
Executive Director/Secretary
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PROGRAM

FEMALE FUTURE
LEADERSHIP
PROGRAM

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DO YOU HAVE CHALLENGES ARISING FROM ORGANIC GROWTH OR MARKET INFLUENCES?

HOW DO YOU IMPLEMENT INTERNAL CHANGES TO NOT ONLY ADDRESS THESE CHALLENGES, BUT ALSO TO DRIVE YOUR BUSINESS?

Underestimating changes brought about by growth can be disastrous.

**Organizational Development (OD)** is a systematic process aimed at initiating and implementing changes in operations of an organization to promote long-term growth and efficiency.

FKE undertakes various OD support interventions for her members as well as non-members. These are HR oriented and help to strengthen the capacity of organizations.

To request for an OD intervention contact Jacinta on jwairimu@fke-kenya.org or on Telephone 0721 321981.

**Benefits of OD include**

1. Improved organizational performance
2. Better employee engagement
3. Enhanced communication
4. Improvement in product innovation

**The range of services include the following:**

1. FKE OD-01: Formulation of New or Review of Existing HR Policies & Manuals.
2. FKE OD-02: Job Evaluation.
3. FKE OD-03: Salary Survey.
4. FKE OD-04: Executive Search, Selection and Recruitment.
5. FKE OD-05: HR Audit.
7. FKE OD-07: Employee Satisfaction Survey.
8. FKE OD-08: Customer Satisfaction Survey.
The Federation of Kenya Employers wishes to invite current and aspiring Women leaders and executives to the Female Future Leadership Program

**Target:**
- Women in leadership in top and/or middle management.
- Women sitting on Boards.
- Aspiring women leaders

**Program Start:**
January to August 2025

**Program Intake:**
Ongoing

“If your actions create a legacy that inspires others to dream more, learn more, do more and become more, then, you are an excellent leader.”

Dolly Parton

Reach us through: femalefuture@fke-kenya.org | gkaome@fke-kenya.org