ARE YOU A MEMBER OF THE FEDERATION OF KENYA EMPLOYERS (FKE)?

IF NOT, BECOME A MEMBER TODAY!

Now is a great time to join the Federation of Kenya Employers (FKE) membership. We offer peace of mind to employers as we help members deal with issues related to employment, labour relations and social policy.

To join:
1. Complete the Application Form provided on the website
2. Attach a copy of your Organization’s / Institution’s Registration Certificate
3. Send the forms to FKE for processing and invoicing to email: fkehq@fke-kenya.org
4. Make the payments as per the invoice sent to you
5. Wait for FKE to onboard you as a Member.

Karibu!
# TABLE OF CONTENTS

<p>| National President's Message                                      | 6 |
| Message from the Executive Director &amp; CEO                         | 9 |
| <strong>1.0 Highlights 2021 in numbers</strong>                               | 13 |
| 1.1 Global and Local Economic Outlook                            | 13 |
| 1.2 Global and Local Labour Market Outlook                       | 15 |
| <strong>2.0 Advancing Labour Policy Agenda</strong>                           | 18 |
| 2.1 Employers Call to Action on Vaccination                      | 18 |
| 2.2 The Pulse of the Labour Market                               | 18 |
| 2.3 FKE Policy Tracker                                           | 20 |
| <strong>3.0 Strengthening and Supporting Members' Business Interests and Priorities</strong> | 22 |
| 3.1. International Events &amp; Speaking Engagements                 | 23 |
| 3.2 Industrial Relations Status                                  | 28 |
| 3.3 Legal Representation                                         | 29 |
| 3.4. Emerging issues / challenges                                | 29 |
| 3.5 Employment Skills and the Future of Work Training            | 31 |
| 3.6 ILO Better Utilization of Skills for Youth Prosperity (BUSY)  | 32 |
| 3.7 Gender and Diversity Female Future / IWD                     | 32 |
| 3.8 Child Labour Program                                         | 33 |
| <strong>4.0 Supporting Enterprises to Operate Successfully</strong>            | 36 |
| 4.1 Digitization                                                 | 36 |
| 4.2 Corporate Networking Events of the Year                      | 36 |
| 4.3 Business and Industry Discussions                            | 39 |
| 4.5 Media &amp; Publicity                                            | 39 |
| <strong>5.0 FKE Membership</strong>                                           | 42 |
| 5.1. Member Recruitment                                          | 42 |
| 5.2. Key Account Management                                      | 43 |
| <strong>6.0 FKE Governance</strong>                                           | 46 |
| FKE Team                                                         | 49 |
| Regional Branch Reports                                          | 53 |
| Annexe:- FKE Representation on various Boards and Committees      | 55 |
| Extracts of the Financial Statements                             | 57 |
| Pictorials                                                       | 63 |
| Notes                                                            | 67 |</p>
<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>BA</td>
<td>Business Africa - Employers Confederation</td>
</tr>
<tr>
<td>BAF</td>
<td>Business Advocacy Fund</td>
</tr>
<tr>
<td>COTU (K)</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>IFFA</td>
<td>International Female Future Alumnae</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 and Industry</td>
</tr>
<tr>
<td>KNUN</td>
<td>Kenya National Union of Nurses</td>
</tr>
<tr>
<td>KUOC</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>
SPRUCE UP
WITH THE SPECIALISTS

Revamping your space is an appointment away. Call us today on 0709 887 000 for prompt and professional quality work.

- Free color consultancy
- Doorstep convenience
- Assured quality of materials
- Careful handling of belongings & furniture
- Skilled & trained team
- Technical qualified supervision
- High quality finish with automated tools
- 1-year paint service warranty

www.crownpaints.co.ke
Dear Members,

It gives me great pleasure to welcome you to the 63rd Annual General Meeting of the Federation of Kenya Employers (FKE). During this AGM, we have the opportunity to review the achievements for the year 2021, reflect on the overall state of the economy, the critical role that FKE played to influence the business environment, to support enterprise recovery and advance the decent work agenda.

The reality is that Kenya’s economy did not perform well in 2021. To put it into perspective, throughout the year 2021, the pandemic weakened the economic, financial and social fabric in all Countries, regardless of their development status. Correspondingly, significant differences emerged, driven largely by differences in vaccination coverage and economic recovery measures. Emerging and developing countries like Kenya continued to struggle with the labour market fallout of workplace closures and weak economic activity.

The labour market was hit hard, in particular in the sectors that showed the fastest growth prior to the pandemic. From surveys conducted by FKE, we saw that, the skill-intensive service sector shed almost half of all jobs created between 2019 and 2020, with even larger losses in the education sector due to the closure of schools. The signs of recovery were however positive, with most firms reopening by the 1st quarter of 2021, however enterprises and jobs did not fully return to pre-pandemic levels. Many companies had to close and terminate employee contracts due to the untenable business environment.

In as much as Kenya’s private sector has been resilient, the scale of the shock has been enormous. The huge losses in human capital will also have long-term effects on the labor market. There is a growing call to put in place structures that can create job opportunities especially for the growing youth population. Hence the need to gear policies around accelerating high quality job creation. Analysis has shown how critical Kenya’s job creation and economic transformation agenda is towards attaining a resilient recovery from the COVID-19 crisis and providing decent jobs for the burgeoning youth population. Continued
Analysis has shown how critical Kenya’s job creation and economic transformation agenda is towards attaining a resilient recovery from the COVID-19 crisis and providing decent jobs for the burgeoning youth population. Continued investment in human capital and social protection is needed to enable Kenya’s fast-growing workforce to participate and drive this agenda.

Secretariat in serving members under the able stewardship of the Executive Director. In the same spirit, I thank each of you members for your support and commitment towards the Federation. I want to encourage you members to continue paying your annual subscription in order to support FKE to implement her core mandate of amplifying the voice of employers and serving members.

I invite you to read this Annual Report and appreciate what the Federation has achieved on your behalf in the past year. Thank you all for your unwavering support and I look forward to an even more fruitful and engaging year in 2022.

God Bless you.

Dr. Habil Olaka, EBS
National President, FKE
OUR 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

OUR ROLE
FKE is both an advocacy and service organization with two distinct roles; 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.

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

VISION
Resilient and empowered employers for Kenya's prosperity.

CORE VALUES
In its operations and service delivery, FKE undertakes to uphold the following values:
- Agility
- Collaboration
- Excellence

BRAND PROMISE
• Powerful Balanced and Trusted Voice of Employers
• Lasting, Sustainable and Replicable Services
Dear Members,

I am pleased to present to you the Federation of Kenya Employers’ (FKE) Annual Report for the year 2021 - a year characterised by uncertainty and disruption to businesses.

For decades, the Federation’s mobilizing and connecting power continues to push for a conducive business environment. This report focusses specifically on FKE’s support to members in navigating through the catastrophic economic impact of the pandemic.

At the beginning of the year, FKE hosted the industry Open Day where candid discussions took place between industry and training providers. It became apparent that Kenya’s education and training system is still largely driven by social demand as opposed to labour market demand, resulting in oversupply in certain skills sets amidst critical shortages in others. To address the skills mismatch, better collaboration and synergy is needed to mitigate the challenges faced in providing skilled manpower.

Despite the tough economic times that the country faced, FKE remained vigilant and proactive in advocacy to advance the employers’ priority agenda of stimulating enterprise recovery and growth. This included engagement with the Ministry of Health and Ministry of Labour on “the Politics of Vaccination” which was informed by the unequal distribution of vaccines globally. FKE also developed an Employers Election Manifesto which amongst others advocates for political tolerance in the lead up to the 2022 General Elections.

The Federation conducted the inaugural Master Craft Persons (MCP) Awards to promote skills development, productivity of enterprises and inclusiveness for economic growth. FKE also engaged national, regional and international partners at various fora including at the International
Labour Conference, the International Organisation of Employers, IOE’s Policy Working Group on Gender and Equality and Geneva Peace Week to address local and global concerns in areas ranging from Covid-19 recovery, skills development, migration, the Future of Work and Child Labour, among others.

Major achievements included the preparation and presentation of four (4) Memorandums to the National Assembly, holding five (5) press briefings to protect and preserve members’ interests in different areas including on the National Hospital Insurance Fund Amendments; proposed regulatory changes and to address various issues affecting employers.

FKE supported members in building the capacity of their staff and promoting business best practices. Some eight hundred and ninety (890) employees went through these training programmes which covered a wide range of topics in the areas of Legal and Industrial Relations, Occupational Health and Safety and Leadership. FKE Members also benefitted from Consultancy services in the form of review of Human Resources Manuals and Policies, development of a Rewards and Recognition Systems, staff salary & benefits survey and psychometric testing, among others. The Annual Report also provides the Financial Statements for the year under review.

My gratitude goes to Management Board for the special role played in providing oversight to the organisation. I also thank our Partners for all the support given towards FKE’s work in networking, advocacy, representation and services role which enabled us to realise many positive outcomes despite all the challenges faced. I welcome all the new members who joined FKE during the year. Karibuni Sana! I appreciate all the other members of FKE for their continued support and belief in the Federation. Finally I am grateful to all the FKE staff for their dedication and commitment which saw us continue to make great strides for Employers!

Jacqueline Mugo, EBS
Executive Director / CEO

Despite the tough economic times that the country faced, FKE remained vigilant and proactive in advocacy to advance the employers’ priority agenda of stimulating enterprise recovery and growth.
At CPF Financial Services, we are re-imagining retirement. We’re living longer, which means retirement is lasting longer.

Helping you plan ahead and save enough for your retirement is now more important than ever.

Talk to us today for the best-in-class:

Pension Scheme Administration Services
Welfare Fund Administration Services
Set-up of Employee Pension Scheme Services
1.0 HIGHLIGHTS 2021 IN NUMBERS
Globally, economic recovery happened despite the resurging pandemic that posed unique policy challenges. Strong growth was witnessed in both advanced economies, emerging markets and developing economies.

Restrictions relaxed accelerating demand for goods and services. However, supply chains continued to be slow. The unequal access to vaccines and policy support dampened the pace of recovery and revealed divergent global economic recovery during the year. Still, the renewed waves and new variants of the virus posed concerns for the global outlook.
On the domestic front, economic activity seemingly adapted to the pandemic and associated restrictions. Overall, the economy showed considerable resilience against the shock of the pandemic as a result of sound economic policies and management.

Projections by the International Monetary Fund (IMF) indicated that Kenya will grow by 5.6% in 2021. The highest growth in the region. The EAC countries were projected to grow as follows in the year 2021: Tanzania 4%, Uganda 4.7%, Rwanda 5.1%, Burundi 1.6%, South Sudan 5.3%, and DRC 4.9%.

The curfew that was in place since March 2020 was finally lifted in the year 2021. The vaccine rollout which started out slow but picked up during the year also supported the recovery and growth.

Some sectors like education bounced back stronger than others such as international tourism. Despite a strong economic performance, the future course of the pandemic in Kenya just like everywhere else remained uncertain.

Erratic rainfall patterns and the drought conditions affecting parts of the country caused severe hardship in different areas and posed a risk factor in economic development. This compounded by the weak global growth, higher energy prices and tight external financing conditions similarly muted economic growth.

In summary, the global and domestic economies showed signs of recovery albeit at different patterns largely dependent on the containment measures and the extent to which the virus was managed. All the same, we must be aware that the pandemic induced some economic changes that could become structural, with lasting implications to the labour markets. The convergence of various macroeconomic trends is creating uncertainty around whether the drop in working hours, employment and labour force participation is temporary, or whether the pandemic is expediting more structural labour market exits or labor-saving transformations.

1.2 Global and Local Labour Market Outlook

COVID-19 pandemic had a huge impact on the labour market with long term implications. Workers lost jobs and had to look for other means of survival. In Kenya the service sector and urban areas were the worst affected. The World Bank Report 2021, "Kenya Economic Update Rising Above the Waves", shows that the share of employment in services declined by 7%, reversing almost all the gains since 2005. Agriculture absorbed 1.6 million additional workers, increasing its share of employment from 47% to 54% in one year.

Employment losses and reductions in working hours outrightly led to reduced incomes. In the absence of comprehensive social protection systems that can provide adequate benefits to stabilize incomes in developing countries, this compounded the financial stress of already economically vulnerable households, affecting health and nutrition.
The pandemic also made it difficult to actualize the Sustainable Development Goals (SDGs) especially those on long standing decent work deficits. Arising from this there has been a global call to action for a Human Centered Recovery from the COVID-19 Crisis that is Inclusive, Sustainable and Resilient.

In the International Labour Organization (ILO), World Employment and Social Outlook: Trends 2022, recovery patterns varied significantly across regions, countries and sectors. Since the onset of the recovery, employment growth trends in low- and middle-income countries remained significantly below those observed in developed economies, owing largely to the lower vaccination rates and tighter fiscal space in developing countries. The impact was particularly serious for developing nations that experienced higher levels of inequality, more divergent working conditions and weaker social protection systems even before the pandemic.

The ILO Report shows that the pandemic pushed millions of children into poverty, and new estimates suggest that, in 2021, an additional 30 million adults fell into extreme poverty (living on less than US$1.90 per day in purchasing power parity) while being out of paid work. In addition, the number of extreme working poor – workers who do not earn enough through their work to keep themselves and their families above the poverty line – rose by 8 million.

Informal enterprises were less able to access formal lines of credit or COVID-19-related government support. Thus, any relief measures were less likely to reach those in need, and inequities within countries worsened. Smaller businesses therefore experienced greater declines in employment and working hours than larger ones.

Developing economies that rely on exports of labor-intensive goods or commodities struggled to adjust to the volatile demand resulting from pandemic-related shifts in economic growth. Tourism-dependent economies like Kenya suffered heavily from border closures and lost revenues.

The pandemic also deepened various forms of inequality. It exacerbated gender inequity and widened the digital divide. There have been changes in the composition of employment relationships for instance reliance on informal self-employment to earn a living, the rise in remote work, and different forms of temporary work. All these may pose a risk towards the quality of working conditions.

A recovery in the labour demand to pre-crisis levels will take time, slowing growth in employment and working hours. The uneven recovery of working hours in 2021 kept labour incomes subdued because most workers had insufficient income replacements and households had to use their savings. The effect has been pronounced in developing countries, where the share of economically vulnerable populations is larger and the size of stimulus packages has been smaller.
2.0 ADVANCING LABOUR POLICY AGENDA
2.0 Advancing Labour Policy Agenda

2.1 Employers Call to Action on Vaccination

During the year, there were concerns on the efficacy of the vaccines as well as the role of employers in facilitating their employees to be vaccinated. Most employers decried the insufficient supply of vaccination as a hindrance towards fully inoculating their employees. Furthermore, vaccination concerns pitted employers against employees based on the essentiality of the health concerns on protecting enterprises, employees and clients. Nevertheless, employers showed great enthusiasm towards having their employees vaccinated.

The Federation of Kenya Employers together with the Ministry of Health brought together members to understand the challenges faced and propose ways through which employers could support the government vaccination initiative.

FKE guided employers on the incentive measures and policies to put in place to encourage employees to get vaccinated rather than making mandatory provisions.

2.2 The Pulse of the Labour Market

The Federation listens to the pulse of the labour market by conducting regular in-depth surveys that inform policy interventions. Members always have the opportunity to have their say in these surveys.

In August 2020, FKE conducted a survey on micro-enterprises in Kilifi, Busia, and Kitui to understand the impact of COVID-19 on employment in micro-enterprises which are largely informal. The results showed that COVID-19 wiped out 34% of jobs in the micro enterprises. The 223 micro enterprises that participated indicated that they had a total of 561 employees at the beginning of March 2020. However, this reduced to 370 by August 2020. If extrapolated to the 15 million wage employment in the informal sector, it means that COVID-19 did not only stop the creation of jobs in the micro-enterprises, it also wiped out 5.1 million jobs in the informal sector.

This survey informed FKE engagement with the Government of Kenya with calls made to prioritize business recovery in the country's fiscal policy.
WE OFFER

Professional design, publishing and printing of your books, reports, manuals plans, policies

Design and printing of branded corporate stationery, marketing communication materials, posters, calendars, fliers, brochures, and company profiles.

Security/Tamper proof printing of certificates, licenses, exams, Design and printing of County bills, policies, development plans.

Manuals, and standing orders
For state entities we offer exceptional service under the G2G arrangement.

KLB, ONE OF
THE LARGEST
PUBLISHER AND PRINTER IN THE REGION

HEAD OFFICE AND PRINTING PRESS • Belle-Vue Area, Popo Road, Off Mombasa Road • P.O. Box 30022-00100 GPO, Nairobi. Telephone: +254 (20) 3641196/7, Mobile: +254 711 318188/+254 732 344599 • Email: info@klb.co.ke

SALES AND CUSTOMER SERVICE BRANCH • Kijabe Street • Telephone: +254 (20) 2684941-4 • Mobile: +254 733 660053/734 256629
E-mail: customer@klb.co.ke

www.klb.co.ke
2.3 FKE Policy Tracker

FKE developed a policy tracker to assist in policy surveillance. The tool monitors legislative, policy and regulatory developments from Parliament, Ministries, Department and Agencies on employment and social issues. The Policy Tracker assists the Federation in monitoring the progress of a Bill as it makes its way through the legislative process, with the aim of enabling the Federation to influence the legislative process at each stage. This increased employers’ chances of voicing their concerns in proposed pieces of legislations like the NHIF Amendment Bill and the Regulations among others.

2.4 Advocacy Agenda
2.4.1 Political Developments

At the International front, the politics of the Covid-19 vaccine - the equity and fairness in its distribution - raised some serious concerns around globalization. There was a unified call to ensure ethical and a global response to vaccination on the understanding that unless everyone was safe no one was safe. The Federation joined hands with other players in the health sector on calls to ensure that employers have their employees vaccinated on site.

Locally, the impending General Elections 2022 slowed down business activities as the political climate heightened. Social Protection initiatives also gained political traction with provision of Universal Health Care (UHC) for all Kenyans being at the top of the political agenda. By the end of the year 2021, the National Hospital Insurance Fund (Amendment) Act was passed and assented to by H.E the President.

As part of its role to influence and impact policy decisions, FKE
» Continued calling on the Government to stop implementing measures that increase costs to businesses. Some of the proposals in the NHIF Act that are punitive on enterprises include the requirement for employers to match employee contributions despite the fact that employers already provide health insurance covers, punitive penalties and possible imprisonment of employers for non-compliance, among others.
» Pushed for political tolerance and issue-based politics as the country heads to the 2022 General Elections
» Developed an Employers Election Manifesto/ Business Agenda for use in engaging the political class.
» Supported Government efforts in getting more Kenyans vaccinated against Covid-19
» Reviewed the progress update on the Draft National Wages and Remuneration policy

“the politics of the Covid-19 vaccine - the equity and fairness in its distribution - raised some serious concerns around globalization”
3.0 STRENGTHENING AND SUPPORTING MEMBERS’ BUSINESS INTERESTS AND PRIORITIES
3.0 Strengthening and Supporting Members’ Business Interests and Priorities

FKE has supported members through peer-to-peer learning and sharing of best practices in different formats as captured here;

- **Participating in social dialogue at the national or sectoral level.** During the National Labour Board meeting where, Social Partners reported on the status on the finalization of the Kenya Decent Work Country Programme 2021-2024. Interrogated the report on the country’s compliance with and consideration for ratification of the International Labour Standards.

- **Advocating for reforms in the existing employment or social policy measures in the interest of sustainable enterprises.** The Country had proposed a Pandemic Bill with detrimental effects to enterprises. FKE urged lawmakers not to pass the Bill and instead strengthen the existing Employment Laws and achieved positive results from both Parliament and the Senate.

- **Arguing for adequate fiscal and other measures to support businesses and entrepreneurship, especially in times of crisis.** Held wider consultations with various sectors since employers are being asked to finance the Unemployment Insurance Fund as well as the Social Security Work Injury Fund. All these will increase the cost of doing business in Kenya.

- **Called for action in other areas to improve the business environment, maintain and create jobs and contribute to the country’s development agenda.**

- **Urging leaders to engage and adopt constructive dialogue in conducting campaigns ahead of the General Elections 2022 to ensure**
the season does not create situations that disrupt and affect businesses across the country.

Protecting and preserving the interest of our members with communication efforts through press releases, media briefing and interviews in the mainstream media. The management board held 5 press briefing sessions where the main cry was on the Ease of Doing Business, NHIF (Amendment) Bill 2021, Unemployment Insurance Fund, State of enterprises following the impact of COVID-19 impact on micro enterprises.

### 3.1. International Events & Speaking Engagements

The Federation continued to support members to advance the employers agenda in critical sessions locally, regionally and internationally. Employer’s voice was heard in thematic areas of Migration, Skills, Gig Economy, Social Protection, Labour Standards, Labour Relations and Post Covid-19 Recovery, among others. FKE mobilized members to participate in the events highlighted where the Executive Director and senior staff and executives from member organizations represented the employers;

<table>
<thead>
<tr>
<th>DATE</th>
<th>NAME</th>
<th>DESCRIPTION</th>
<th>LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>January 21st</td>
<td>Global Forum on Migration and Development</td>
<td>Challenges facing Migrant Workers during the Pandemic</td>
<td></td>
</tr>
<tr>
<td>May 20th</td>
<td>BA – ILO – ACT/EMP meeting to discuss the implementation of the Abidjan Declaration</td>
<td>Meeting for BUSINESSAfrica to present its workplan to implement the Abidjan Declaration and to receive inputs from the ILO.</td>
<td>Virtual</td>
</tr>
<tr>
<td>May 28th to June 19th 2021</td>
<td>109th Session of the International Labour Conference</td>
<td>The session looked into the reports of the chairperson of the Governing Body and of the Director General. FKE had the opportunity to provide feedback and noted the path to recovery from the pandemic would require that the ILO puts in place deliberate measures to support businesses across the world.</td>
<td>Geneva</td>
</tr>
<tr>
<td>May 27th</td>
<td>Africa Regional Review for the GCM and the IMRF</td>
<td>Business Perspective of Migration with focus on Africa</td>
<td>Online</td>
</tr>
<tr>
<td>July 1st</td>
<td>IOE event on war for talent and its impact on the public narrative on migration</td>
<td>Panellist were invited to share how nations view migrant workers, the challenges faced by enterprises when it comes to recruiting migrants, and why labour migration can be beneficial to both the sending and recipient countries.</td>
<td>Online</td>
</tr>
<tr>
<td>Date</td>
<td>Event Description</td>
<td>Details</td>
<td>Location</td>
</tr>
<tr>
<td>------------</td>
<td>-----------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------</td>
<td>---------------------------</td>
</tr>
<tr>
<td>July 5th</td>
<td>Consultative validation meeting on the draft guidelines on the development of labour migration bilateral agreements in member states</td>
<td>The AU prepared guidelines to encourage and support member states to sign Bilateral Labour Agreements with other states on exchange of the workforce.</td>
<td>Online</td>
</tr>
<tr>
<td>July 8th</td>
<td>UNCDF launch of the Agora platform project</td>
<td>UNCDF invited BUSINESSAfrica together with many other partners to develop an SME – Investors digital platform to enable scaling-up sourcing new pipeline opportunities through a digital pathway.</td>
<td>Virtual</td>
</tr>
<tr>
<td>August 16th &amp; 17th</td>
<td>Regional Africa Creates Jobs (ACJ) Workshop for Eastern, Western, Northern and Central Africa</td>
<td>The continental ACJ platform was held in November 2021. As a prelude, online workshops were organized in each region to share knowledge and experience among Member States. Information gathered in these workshops will guide investment decisions by Member States as they select sub-sectors prone to boost employment in a post Covid-19 environment. Moreover, regional workshops provided opportunities for cross-regional lessons learned which were then aggregated at the continental level to feed into the continental ACJ in November 2021.</td>
<td>Online</td>
</tr>
<tr>
<td>August 26th &amp; 27th</td>
<td>ATUPA Annual Conference</td>
<td>Signature of the MoU between BUSINESSAfrica and ATUPA</td>
<td>Hybrid – Hotel Boma, Nairobi</td>
</tr>
<tr>
<td>September 2nd &amp; 3rd</td>
<td>Regional Africa Creates Jobs (ACJ) Workshop for Eastern, Western, Northern and Central Africa</td>
<td>The Objective of this thematic discussion was to discuss the COVID - 19 impact and its implications on skills development, to explore the common trends among the countries and to explore emerging skills necessary for economic recovery, reconstruction and for building back better.</td>
<td>Online</td>
</tr>
<tr>
<td>October 6th &amp; 7th</td>
<td>Continental Conference on Skills Anticipation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Date</td>
<td>Event</td>
<td>Description</td>
<td>Location</td>
</tr>
<tr>
<td>------------</td>
<td>------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>---------------------------</td>
</tr>
</tbody>
</table>
| September 27th | ILERA 9th Africa Regional Congress                                     | "Challenges Facing Employment Relations, Labour Law and Social Protection to Reduce Poverty, Inequality and Unemployment in Africa, in the Wake of a Global Pandemic"  
The aim of the congress was to discuss the impact of the pandemic on the labour market. | Hybrid – South Africa     |
| October 20th  | IOE Digital Conference on the Business Environment in Africa          | Panellists discussed opinions and ideas on what should be done or changed to encourage the informal sector to become formal.                                                                                   | Online                    |
| October 21st  | Creating a vision for job creation and skills development in the AfCFTA opportunities for African Youth | Organised by AUDA-NEPAD  
Panellists were invited to share their views on the challenges faced by the African youth when it comes to find a job, and the potential solutions governments, the youth and the private sector could apply to improve the situation and take advantage of the AfCFTA. | Hybrid – South Africa     |
| October 28th  | ACQF Peer Learning Webinar  | Sharing of African experiences and debates on the topic                                                                                                                                                    | Virtual                   |
| November 1st to 13th | ILO Governing Body meeting                                           | 343rd session of the Governing body commenced of top of the agenda were the public dialogues with candidates for the position of Director General and preparations for further hearings, guidance on how to conduct future International Labour Conference and review of concerns from Bangladesh and Bolivarian Republic of Venezuela among other matters. | Geneva, Switzerland       |
| November 1st to 5th | Geneva Peace Week (GPW 21)                                            | GPW21 was held under the theme "From seeds to systems of peace: Weathering today’s challenges.” It looked into the challenges to peace today have been compounded by the Covid -19 pandemic. Geneva Peace Week 2021 nurtures seeds of peace in the new approaches and tools necessary to “weather” the contemporary challenges, while seeking to engage and affect change at the systemic level. | Hybrid                    |
| November 3rd & 4th | Continental ACJ Conference                                             | "Driving a Responsive and Agile Skills and Jobs Agenda for Economic Growth for African Youth"  
A platform for a dialogue to acknowledge the significance of the African Continental Free Trade Area (AfCFTA) for Africa’s integrated economic growth. It furthermore aims to use the vision of the AfCFTA to spur stakeholders in the skills development and job creation ecosystem to consider the required investments and interventions required to enable young people to exploit the opportunities it presents. | Online                    |
<table>
<thead>
<tr>
<th>Date Range</th>
<th>Event Description</th>
<th>Description/Details</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>November 15th to 16th</td>
<td>Africa-Arab States Meeting on Labour Migration</td>
<td>In light of the increasing numbers of African migrant workers employed in the Arab States and the opportunities and challenges this creates, the consultative Interregional Meeting was an opportunity for governments, trade unions and employers’ organizations, regional economic communities, and other labour migration stakeholders from Africa and Arab States, to share knowledge and experiences on fair migration, with specific attention to the impact of the COVID-19 pandemic.</td>
<td>Virtual</td>
</tr>
<tr>
<td>November 16th to 17th</td>
<td>Launch of the African Social Protection Strategy (2021-2025)</td>
<td>The ILO Regional Office for Africa developed a Regional Strategy to support constituents’ initiatives aimed towards universal social protection at the national level. The strategy is aligned with the UN Secretary-General’s Common Agenda Report- especially the renewed social contract between governments and their people and within societies that includes a new era of universal social protection.</td>
<td>Virtual</td>
</tr>
<tr>
<td>November 23rd</td>
<td>Policy Working Group on Gender Equality and Diversity</td>
<td>Women leaders at the forefront of economic prosperity: How women leaders of the private sector can enforce faster economic and social recovery.</td>
<td>Virtual</td>
</tr>
</tbody>
</table>
| November 25th to December 11th | Resumed 109th session of the International Labour Conference | FKE Members registered to participate in these sessions whose agenda tackled  
 » Inequality and the world of work  
 » Skills and lifelong learning                                                                 | Virtual   |
| December 1st       | ILO report on HIV-related discrimination in the world of work                       | The report was the result of a survey conducted in 50 countries by the ILO and Gallup. The event was organized by the ILO GEDI team in Geneva.  
FKE has been a global leader in the HIV response in the world of work and in particular providing policy direction and guidance on elimination of HIV related stigma and discrimination, VCT@WORK, situating HIV in the context of employee health and wellness. | Virtual   |
| December 2nd       | UN Global Compact Meeting: Uniting Businesses in Africa                             | With a focus on “Uniting Business for the Africa We Want: Decade of Action and Opportunities”, Making Global Goals Local Business- Africa will catalyze new partnerships and explore innovative solutions that will drive practical actions on key sustainable development issues for business | Virtual   |
Are you a HELB Beneficiary with an outstanding loan?

Take advantage of the

100% Covid-19 Penalty Waiver

EMPOWERING DREAMS

www.helb.co.ke Anniversary Towers University Way USSD 6429
+254711052000 contactcentre@helb.co.ke @HELBRIG

Extended to 30th June, 2022.

Visit www.helb.co.ke Terms & Conditions Apply
3.2 Industrial Relations Status
The state of Industrial Relations in Kenya remained calm during the year 2021. No major industrial strikes were reported. The Memorandum of Understanding (MOU) signed by the tripartite partners continued to offer guidance to both the Unions and employers on how to handle industrial relations at the shop floor. Some employers and unions in sectors not adversely affected, have commenced Collective Bargaining Agreement (CBA) negotiations.

Through the Policy Working Group, the Federation held one consultative meeting with members for discussions on matters affecting labour and employment in Kenya.

Social dialogue and emerging issues in labour sector
During the period FKE continuously conducted training for members through webinars and Masterclasses to familiarize them with the laws governing Labour Relations and the various legal requirements that must be followed to keep their businesses afloat and continue to offer jobs.

I. Workplace Safety: The Federation developed guidelines to enhance workplace safety and health. The Directorate of Occupational safety & Health also developed guidelines which were disseminated to members.

II. Salary Reductions: Section 10 (6) of the Employment Act, 2007 became a useful tool to resolve disputes and avoid painful employment separations. Trade Unions entered into separate agreements to protect jobs through salary reductions, unpaid leave and shift work among other measures based on social dialogue.

Collective Bargaining Agreements
Collective Bargaining Agreement (CBA) negotiations stalled following the Covid-19 pandemic. However, FKE supported members in virtual CBA negotiations despite some resistance from the trade unions. Out of a total of two hundred and seven (207) CBAs negotiated through FKE, one hundred and twenty eight (128) had expired in 2020. FKE assisted members in the negotiation and registration of sixty two (62) CBAs while fifty seven (57) Collective Bargaining Agreements were still being negotiated as at December 2021.

Trade Disputes / Conciliations
The Federation receives trade disputes reported against both members and non-members through the Ministry of Labour. FKE received over three hundred (300) trade disputes as at 20th December 2021. The issues centered on termination, alleged refusal to sign Recognition Agreement, alleged refusal to negotiate, CBA
implementation and issues to deal with salary cuts and other austerity measures employers had put in place to support businesses against the effects of COVID-19. Twenty Five (25) Trade Disputes were handled by the Federation during the year.

**Highlights from the Regional Branch Offices**

Eight (8) meetings were held at the regional branch offices comprising meetings of the Branch General Committee and the Annual General meetings.

### 3.3 Legal Representation

In line with the Strategic plan 2018-2022, FKE continued to support members in handling court cases before the Magistrate’s Court, Employment & Labour Relations Court (ELRC) and the Court of Appeal. Currently the number of cases is spread as follows:

I. Court of Appeal - 48 Cases
II. ELRC- 483 cases
III. CMCC- 41 cases

According to information from the Judiciary, the Employment & Labour Relations Court registered nine hundred and seventy-nine (979) cases, one hundred and fifty-three (153) appeals, thirty-one (31) Judicial Reviews, 185 petitions and 231 miscellaneous applications.

**New cases** – As at 20th December 2021, the Federation had received a total of sixty (60) new cases from members who wished to be represented. This is in line with FKE’s new strategy of case selection. The number of Judgements and Rulings delivered from the Courts as at 20th December 2021 were 45 in total.

<table>
<thead>
<tr>
<th></th>
<th>NAIROBI</th>
<th>KISUMU</th>
<th>COAST</th>
<th>NAKURU</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>JUDGMENTS</td>
<td>23</td>
<td>10</td>
<td>6</td>
<td>2</td>
<td>41</td>
</tr>
<tr>
<td>RULINGS</td>
<td>6</td>
<td>2</td>
<td>3</td>
<td></td>
<td>11</td>
</tr>
<tr>
<td>NEW CASES</td>
<td>23</td>
<td>0</td>
<td>6</td>
<td>1</td>
<td>30</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>82</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Public Interest Litigation** - One of the new strategies adopted by the Federation is to engage and litigate more in matters of Public Interest. FKE is handling a case filed by the Private Security Workers Union seeking for Orders and Direction on training of security guards on COVID-19.

In Petition 155 of 2021 the Federation was sued alongside the Attorney General regarding the proposed mandatory vaccination of Civil Servants. The case is still pending in Court for determination.

In petition 38 of 2018 FKE continued to represent the interests of members in a matter challenging the NSSF Act on the basis that it lacked proper public participation before enactment. By the end of the year, the matter was settled in favour of employers.

### 3.4. Emerging issues / challenges

Unions eventually agreed to hold virtual meetings for negotiation of CBAs. A few unions still resisted this change thereby slowing down the conclusion of CBAs. Other issues that have emerged during this period was the administration of leave days (sick leave, normal leave, maternity, and paternity leave) while employees are working from home, challenges in social dialogue and management of working from home.
Enhance your professional skills and competencies with kasneb revised qualifications

Enroll in any kasneb accredited training institution for the revises kasneb qualifications. Visit the kasneb website to access the e-kasneb student portal and register now.

Stay vigilant - Do not relent #KeepPhysicalDistance #WashYourHands #WearAMask #StopCovid19Spread #GetVaccinated
The focus for employers has mostly been on balancing between job security and the survival of the enterprise given the uncertainty as to when the current crisis will end.

3.5 Employment Skills and the Future of Work Training
The Federation continues to advocate for matching of the correct skills against the labour market demands. During the year, FKE partnered with the Kenya Association of Technical Training Institutions to seek collaborations that will improve industry performance.

In the past, FKE had partnered with Learning Institutions to undertake surveys which inform curriculum development. FKE promoted partnerships between industry & Institutions to jointly develop and improve curriculums that meet the industry and sector needs.

Furthermore, the Federation promotes placement of TVET students in the Industry. Moving forward, FKE seeks to undertake Open Days and Career Talk Shows to promote TVET among the youth.

3.5.1 Member Learning and Organizational Development
In creating good relations between employers, employees, and unions, the Federation also conducts training that empowers and enhances the capacity of member companies to be compliant with the relevant labour legislations and other statutory requirements.

In 2021, eleven (11) in-house and four (4) open Virtual Masterclass training programs in Legal, Industrial Relations and Occupational Safety & Health (OSH) were carried out. The decline in the number of courses conducted was due to Covid-19 pandemic.

Some eight hundred and ninety (890) employees from various companies benefited from these training programs.

The flagship training programs revolve around Legal and Industrial Relations and through these the Federation seeks to empower participants with insights and knowledge to effectively handle Labour Relations, Regulations & Legal Instruments and navigating through complex challenges for effective discipline management, and effective negotiations skills for negotiators. These are among many other customized trainings delivered on the request.

In 2021, the Federation helped to build internal capacity in the following organizations.
- KCA University.
- British American Tobacco (BAT).
- Mwalimu National SACCO.
- Majid Al Futtaim.
- Upfield Kenya Limited.
- Masinde Muliro University of Science & Technology (MMUST).

FKE also supported employers by providing effective management solutions to enhance their business competitiveness. The Federation also offered expert strategic advice and consultancy to employers in the following ways.

Review of HR Policies
The Federation supported the following organizations to review their Human Resources Manuals in 2021:
- Continental Insurance
- Beiersdorf East Africa

Other Organizational Development Services offered were:
- Psychometric Testing Services to Crawford International School.
- Development of Rewards and Recognition Policy for Upfield Kenya Ltd.
- Staff Salary & Benefits Survey for IG SACCO
FKE Occupational Safety & Health Programmes

The Federation of Kenya Employers trained Workplace Safety and Health Committees in various enterprises. Through the OSH committee and awareness creation trainings aimed to achieve the following objectives:

(i) To sensitize OSH Committee Members on requirements of Occupational safety and Health Act 2007

(ii) To impart and provide practical skills on effective OSH Management and

(iii) To understand and carry out Safety & Health Committee functions.

During the year 2021, the Federation conducted one open-house and six in-house OSH training programs to support employers improve the safety of their employees at workplaces according to the ILO’s decent work agenda. One of the programs was a customized in-house training for ABM Battery Manufacturers while the other five (5) were for various branches of Majid Al Futtaim (Carrefour).

3.6 ILO Better Utilization of Skills for Youth Prosperity (BUSY)

The BUSY project is a pilot initiative that tested skills training and youth employment promotion scheme for vulnerable and marginalized youth ages 16 to 24 whilst supporting the government and social partners to review relevant policies on industrial training to promote inclusion of formal and informal apprenticeships for vulnerable youth. The project was piloted in Kilifi, Kitui and Busia counties.

The overall goal of the BUSY project is to increase decent job creation and employability of young people, thereby contributing to reduce unemployment, vulnerability, and poverty for vulnerable and marginalized youth, both in urban and rural settings.

FKE conducted a post situational analysis to evaluate the outcomes of the BUSY project revealing that the project did influence the level of awareness and attitudes of employers towards implementing work-based training (WBT). This was evidenced by the increment in the number of Master Craft Persons (MCPs) that joined the WBT to offer skills to the youth. The employers’ view on the quality of training was also positive, with MCPs largely incorporating technology in their WBT. There was also a noticeable influence of the project in adoption of good practices in implementing WBT such as MCPs currently paying more attention to the pre-apprenticeship training to ensure the trainees have good basic knowledge.

3.7 Gender and Diversity Female Future / IWD

3.7.1 The Future is Female

Launched in 2013, the Female Future Leadership Program (FFLP), was developed in partnership with the Confederation of Norwegian Enterprise (NHO) who initially developed it in response to the Norwegian government’s introduction of gender quotas for the boards of publicly listed companies, stipulating that at least 40% of all board members should be women. This was later extended to privately owned limited companies.

Program aim: As public organizations (as well as private sector to a lesser extent) continue to strive, with limited success, to meet the 30% constitutional gender requirement at all levels, the challenge is even more exacerbated at middle and top leadership positions. Yet, as the government and the economy grows through devolution and economic development, there is an ever-growing need for effective leadership to run institutions’ and businesses in both private and public sectors competitively. FKE sees this as an opportunity for female talent to rise to these leadership positions at both board and mid-to-top level management positions.

Program focus: The Female Future Leadership Program focuses on helping organizations meet the constitutional requirement for gender equity by equipping the women in the leadership pipeline with techniques that enable them to successfully navigate and compete for leadership roles in the workplace. These techniques increase capacity for women to be more competent as leaders in Management positions, Decision-making processes and on Corporate Boards.

Program Benefits for Organizations:

I. Globally competitive innovative leaders

II. Staff able to articulate positive and compelling vision for the organization.

III. More purposeful, good communicators, increased managerial courage & more accountable staff
IV. Improve the risk / return ratio for your organization by applying systematic approaches to leadership

**Progress:** The year saw FKE welcome 20 ladies into COHORT 14. The ladies were drawn from the following organizations: Action Aid, MMW Advocates, Isuzu East Africa, Hand in Hand, Victoria Commercial Bank, Standard Chartered Bank, Base Titanium, Metropolitan Cannon General, Mini- Bakeries, SENECA World, Platinum Credit, Uneeco Paper Products Limited and Kasha Limited (Rwanda) respectively.

Following the COVID pandemic, that came with restrictions on public gatherings, the program quickly embraced and adopted the use of the online platform for facilitation of the sessions. This enabled continuity and completion for the COHORT 14 in October 2021.

There will be a combined graduation ceremony for both COHORT 13, (which had an online celebration) and COHORT 14 in the year 2022. Recruitment for COHORT 15 continued in earnest with the planned start date set for January 28th, 2022.

To date over 260 women have gone through the FFLP.

**FFLP Alumni:** A virtual gender forum was conducted through the Female Future Alumni network and participants were taken through a presentation on ‘Leadership and Mentorship’. One of the key deliverables for the Alumni is the establishment of a network that will be strong on mentoring upcoming female leaders.

### 3.7.2 Policy Working Group on Gender & Diversity

The inaugural International Organization of Employers (IOE) Policy Working Group on Gender and Diversity sought ways to increase and promote women in leadership position as a means for a faster economic rebound and social recovery.

FKE was part of this important discussion that centered on women leaders as key players for economic prosperity. FKE made the following proposals towards creating inclusive cultures in companies:

1. Developing targeted policies and programs for inclusive recruitment.
   - Investing in women’s human capital will allow them to break free of traditional roles.
2. Companies to consider developing programs that help work on issues of self-esteem and confidence in relation to leadership
3. Role Modelling: Current women leaders need to consciously become role models for younger women through mentorship and coaching
4. Creating a positive, inclusive and supportive environment e.g. Creche, breast feeding units / lactation stations, flexible work arrangements, work from home e.t.c
5. Pushing campaigns that advocate for gender equality & inclusion at the workplace in order to change attitudes.

Through practical and effective guidance on how to harness women’s talents as well as to encourage gender equality and diversity, the IOE Policy Working Group will continue addressing and discussing those key topics in order to find common and sustainable solutions that benefit all.

### 3.8 Child Labour Program

The Federation of Kenya Employers was proud to be recognized as the Global Bronze Winner of the International Elimination of Child Labour Changemaker Award by the International Organization of Employers (IOE).
The results were announced during the Global UN Global Compact Leaders’ Summit by Mr. Roberto Suarez the Secretary General, International Organization of Employers (IOE). “72.1 Million children in Africa are still involved in Child Labour majorly due to poverty; hence the need to deal with the root causes of poverty and having long term commitments.

The Federation was feted for the ‘Adopt a School’ Initiative which was initiated in 2009 to link businesses with schools to prevent school drop-out and encourage families to send children to school. The initiative was developed and launched in 2009 as a strategic approach to link businesses with schools to prevent school dropouts and encourage families to send their children to school. The initiative is based on FKE programme on Tackling Child Labour through Education (TACKLE). The enterprises are encouraged to play a leading role in preventing and eliminating child labour, not only in their workplaces, but even beyond by supporting vulnerable children in communities in which they operate.

FKE is leading efforts to raise awareness and help member companies to put in place policies to stop child labour in their workplaces and reach out to the surrounding communities. The effort has over time resulted in eliminating child labour in formal enterprises that are FKE members.

Some of the outcomes realized directly and indirectly include:-

» 15 schools adopted by various companies.
» Employers have contributed to the review of legislation against Child labour, supported schools within neighboring communities with school farm development and availed bursary to needy children. This has been done within the Corporate Social Responsibility approach component. Seven (7) employers located within the targeted regions have supported the schools earmarked by the ‘Adopt A School’ Initiative.
» Levels of awareness have improved among schools, children and teachers in the following topics:
  • Forms of child labour,
  • Proposal Writing for External Funding in managing schools.
  • Initiating income generating activities and on Child Rights and Legislations to protect children (ILO Conventions, National Laws and other legislations)
4.0 SUPPORTING ENTERPRISES TO OPERATE SUCCESSFULLY
4.0 Supporting Enterprises to Operate Successfully

4.1 Digitization

The Member Services Portal “e-wajiri” was developed and planned for launch during the Employers’ conference 2022. Video conferencing setup at the Headquarters’ boardroom together with all regional offices was also initiated. Through these systems, the virtual world has become a reality with FKE holding its main and branch AGM’s successfully. FKE now conducts online trainings and webinars. Members self-update feature are available in the Member services portal.

FKE also concluded the development of Employee Records and Leave management module. Work on other modules will be completed in 2022. The system was developed and hosted internally on a test environment. Cloud hosting and formal launch will be done this year. Internet back up links have been provided for the regional offices.

4.2 Corporate Networking Events of the Year

Member engagement is crucial to understanding their needs, networking, pulling together to learn and share experiences. The Federation organized premium events for members participation as follows:

Industry Open Day

The Federation of Kenya Employers (FKE) together with the National Industrial Training Authority (NITA) held the Inaugural Industry Open Day on 31st March 2021 at NITA Athi River Centre. The forum was made possible through support from GIZ, Skills Initiative for Africa program co-funded by Germany and the European Union. The meeting brought together various players with a focus to fostering the social partnership approach for skills development at all levels.

The Cabinet Secretary, Labour, Hon. Simon K. Chelugui officiated the event. The theme of the Open Day, “Skills Transformation: – Breakthrough Innovation & Creativity, Leading Change and Re-engagement” focused on career and professional development aligned to industry needs. The Open day attracted 200 members and stakeholders while close to 250 members of the public followed the conversation on NTV live streaming.
KABARAK UNIVERSITY
Education in Biblical Perspective

SCHOOL OF BUSINESS & ECONOMICS
- Doctor of Philosophy in Business Administration
- Doctor of Philosophy in Finance (offered through course work & thesis)
- Master of Science in Finance
- Master of Business Administration

SCHOOL OF SCIENCE, ENGINEERING AND TECHNOLOGY
- Doctor of Philosophy in IT
- Doctor of Philosophy in IT Security and Audit
- Master of Science in Information Technology
- Master of Science in Physics
- Master of Science in IT Security and Audit
- Master of Science in Environmental Science
- Bachelor of Science in Computer Science
- Bachelor of Science in Information Technology
- Bachelor of Science in Telecommunications
- Bachelor of Science in Actuarial Science
- Bachelor of Science in Computer Security and Forensics
- Bachelor of Science (with specialization in Mathematics, Zoology, Botany, Chemistry, or Physics)
- Bachelor of Science in Environmental Science
- Diploma in Computer Science
- Diploma in Information Technology
- Certificate in Information Technology

SCHOOL OF MEDICINE AND HEALTH SCIENCES
- Master of Medicine in Family Medicine
- Master of Science in Human Nutrition and Dietetics
- Master of Public Health (NEW)
- Master of Science in Nursing (NEW)
- Master of Science in Clinical Medicine (NEW)
- Bachelor of Science in Nursing
- Bachelor of Science in Clinical Medicine
- Bachelor of Science in Environmental Health
- Bachelor of Science in Human Nutrition and Dietetics
- Diploma in Human Nutrition and Dietetics
- Diploma in Environmental Health
- Diploma in Medical Laboratory Sciences
- Diploma in Clinical Medicine and Surgery
- Certificate in Environmental Impact Assessment

SCHOOL OF MUSIC AND MEDIA
- Doctor of Philosophy in Music
  Specializations: Music Education, Music Composition, Ethnomusicology, Musicology, Church Music and Music Therapy, Music Production Technology
- Master of Music
  Specializations: Music Education, Musicology, Church Music and Music Production Technology
- Bachelor of Music Production Technology
- Bachelor of Music Theory, Composition and Performance
- Diploma in Music
- Diploma in Theatre Arts
- Certificate in Music
  Short Courses in Music (Associated Board of Royal Schools of Music (ABRSM), Theory & Practicals Grade I—VIII)
- Bachelor of Mass Communication
  OPTIONS 1. Media 2. Public Relations
- Diploma in Mass Communication
  OPTIONS 1. Media 2. Public Relations
- Diploma in Electronic Media (NEW)
- Certificate in Mass Communication (NEW)

SCHOOL OF LAW
- Bachelor of Laws

SCHOOL OF PHARMACY
- Bachelor of Pharmacy

APPLICATION DETAILS
The Admission Requirements are available on: https://kabarak.ac.ke/admission-requirements/
The application form and details can be found on: https://kabarak.ac.ke/mode-of-application/
The Fee Structure can be found on: https://kabarak.ac.ke/fully-online-programs-fee-structure/
Inquiries can be directed to admissions@kabarak.ac.ke or to directorkabuo@kabarak.ac.ke

CONTACT US FOR MORE INFORMATION

MAIN CAMPUS
Private Bag-20157, KABARAK | Tel. 020 2114658, 0729 223 370 | info@kabarak.ac.ke | feedback@kabarak.ac.ke | admissions@kabarak.ac.ke

TOWN CAMPUS
Nakuru-Kabarak Road | Tel. 0720 511 838 | nakurutowncampus@kabarak.ac.ke

Adapting to the Changing Labour Market
2021

Kabarak University Moral Code
As members of Kabarak University family, we purpose at all times and in all places, to set apart in one’s heart, Jesus Christ as Lord. (1 Peter 3:15)

We admit both Government & Self-Sponsored Students

Kabarak University is ISO 9001:2015 certified.
Branch Annual General Meetings
All the FKE branches successfully conducted their Branch meeting in April 2021 bringing on board a minimum of 50 members per branch. Through the theme, "Covid-19 and the World of Work", members had a chance to engage and interrogate the various challenges and developments in the region. The Coast Region kicked off the sessions on 15th April 2021 followed by Western Kenya Region Branch 21st April 2021 and lastly Rift Valley Branch on 30th April 2021. The key issues arising from the Regional AGM’s were the increasing cost of doing business, deplorable condition of businesses occasioned by the pandemic and the overall state of despair and hopelessness.

Labour Day Celebrations
During the International Labour Day on 1st May 2021, FKE joined Social Partners (workers representative and the government) to mark the celebrations at the State House, Nairobi. With Covid-19 and business still reeling from the effects, there was little to be joyful about. However, FKE applauded the government for easing down the restrictions that adversely affected businesses, especially Bars and Restaurants, transport, tourism and hotels and left them with no option but to close operations.

Annual General Meeting 2021
The Federation of Kenya Employers (FKE) held the 62nd Annual General Meeting (AGM) virtually on 22nd July 2021 where employers across the country were represented. The theme of the AGM was “Covid-19 and the World of Work” and was graced by the UN- Kenya Resident Coordinator, Dr. Stephen Jackson.

The AGM highlighted the Federation’s key activities and support to members for the year 2020 through the Executive Director’s Annual Report. It also discussed the effect of Covid-19 on enterprises and strategies for recovery. A soft copy of the Annual Report 2020 can be accessed on the institution’s website www.fke-kenya.org

Master Crafts Persons Awards Ceremony
The Federation of Kenya Employers in partnership with the International Labour Organization (ILO) conducted the inaugural Mastercraft Persons (MCP) Awards on 22nd October 2021 at the Moven Pick Hotel. The Awards aimed at promoting skills development to improve the employability of workers, productivity of enterprises and the inclusiveness for economic growth.

The award recognized the best performing MCPs from Busia, Kilifi and Kitui Counties. It also sought to motivate the Small and Micro Enterprises (Jua Kali) in the informal sector while at the same time promoting learning, quality jobs and decent work. The nine (9) Awardees bagged cash awards ranging from Kes. 200,000 – 125,000.

The Awards ceremony was graced by the Executive Director & Chief Executive Officer Ms. Jacqueline Mugo together with the ILO Representative, Ms. Caroline Njuki. The event was streamed live on FKE Youtube page as well as on KTN Live attracting a total of 480 viewers.
4.3 Business and Industry Discussions
The Federation has engaged members regularly through informative and educative member sessions to enlighten them on emerging issues within the labour market, getting their views on the same and making their businesses ready for these changes; These sessions have emerged based on changes in law, policy changes and issues affecting employers as follows;

1. Advisory to members on the directives issued by the National Response Committee on Coronavirus; Update brief number 605A
2. The Politics of Vaccination at the Workplace, 7th September 2021

Besides this, FKE partnered with Icubefarm in Nigeria to host a side event in the Africa HR Forum 2021 Edition. The panel discussion was presented under the theme “Reimagining talent management practices to foster workforce skills in response to the advancement in technologies and market needs”. The webinar sessions attracted strong member interest and participation.

4.5 Media & Publicity
Throughout the year, the Federation continued to partner with the media to bring out issues that required a wider discussion on priority issues for members. These included sending out the quarterly statements from the Board Meetings highlighting the challenges facing employers during the period, response to media questions, opinion pieces and interviews on radio or T.V. Some are highlighted below:

The National President and the Executive Director & CEO briefing the media

FKE and Kenyatta University during the signing of a Memorandum of Understanding that will see both institutions partner in undertaking research on Women in Leadership
FKEs sentiments captured during presentation of Employers Memorandum submitted in Parliament

**EMPLOYERS TO MAKE FULL NHIF CONTRIBUTIONS IN THE THIRD YEAR**

Employers have been spared the pain of fully matching the National Hospital Insurance Fund (NHIF) contributions of their workers by two years.

Members of Parliament changes to the NHIF Bill compiles companies to match contributions of their staff who pay less than Sh600 monthly but in a graduated scale that will see them remit 50 percent in the first year when the changes become law. Contributions will rise to 75 percent in the second year with firms fully matching for them in the third year.

The changes, aimed at boosting the funding base of the NHIF, will face stiff opposition from business which argued that it would destroy private medical insurance and force them to cut more jobs.

**PRESIDENTIAL SIGNATURE**

"In the first year and subsequent years, the employer shall be liable to pay the full employer's contribution matching the employee's contribution," reads the amendments.

Employers say new tax measures will lead to job losses

Employers say new tax measures will lead to job losses

"MPs increased excise duty on alcoholic and tobacco products from 15 percent to 20 percent, and have made it more difficult to get permits and access to the market," said Chamber of Commerce and Industry of Kenya (CCIK) President Daniel Mwiriko. "This will affect our ability to invest in infrastructure and create new jobs, especially in export-oriented sectors."
5.0 FKE MEMBERSHIP
5.0 FKE Membership

Federation of Kenya Employers welcomed new members into membership through virtual membership induction forums held quarterly at the headquarters in Nairobi.

FKE has been and remains the credible voice of employers for the last 63 years. As a Membership Organization, FKE is dedicated to excellence and commits to offer Lasting, Sustainable and Replicable services to employers. FKE membership is open to all employers in Kenya be they in the private sector, government parastatals, charitable organizations, multinational companies among others.

5.1 Member Recruitment

Membership recruitment was relatively slow due to the effects of the pandemic on companies globally. Most institutions/companies were playing a wait and see game as they monitored the prevailing situation against business growth and opportunities before committing to any new sign-ups. Nevertheless, 52 new members were recruited during the year 2021. FKE welcomes and congratulates all newly recruited and inducted members as they embark on this noble journey.

LIST OF NEW MEMBERS RECRUITED IN 2021

1. Amar Hardware Ltd
2. Grasi S.C. AR.L
3. Sancom Ltd
4. Advtech Kenya Ltd
5. Society Of Saint Pius (Kenya)
6. Alliance Francaise Of Nairobi
7. Bic East Africa Ltd
8. Fourth Generation Capital Ltd
9. Digitalent Systems Ltd
10. Sunculture Kenya Ltd
11. Spintex Engineering Services Ltd
12. KPA Pension Scheme
13. Inchcape Kenya Ltd
14. Oigara Kenya Ltd
15. Matengo Githae And Associates
16. Orbit Engineering Ltd
17. Amatta Enterprises Ltd
18. Danco Capital Ltd
19. Visionone Indistries Ltd
20. Petroleum & Industrial Services Ltd
21. Colleges And Institutes Canada
22. Printwell Industries Ltd
23. Ngong Matonyok Wholesalers
24. Brenntag Kenya Ltd
25. Roneal Consultants
26. Pacis Insurance Company Ltd
27. Level Up Ltd
<table>
<thead>
<tr>
<th></th>
<th>Company Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>28.</td>
<td>Koimu Ltd</td>
</tr>
<tr>
<td>29.</td>
<td>Beacon Of Hope</td>
</tr>
<tr>
<td>30.</td>
<td>Corteva Agri-Science – Pioneer Hybreed Kenya</td>
</tr>
<tr>
<td>31.</td>
<td>Dessra Venture Ltd</td>
</tr>
<tr>
<td>32.</td>
<td>General Industries Ltd</td>
</tr>
<tr>
<td>33.</td>
<td>Petrocam Kenya Ltd</td>
</tr>
<tr>
<td>34.</td>
<td>Mastone Investigators Ltd</td>
</tr>
<tr>
<td>35.</td>
<td>Carolina For Kibera</td>
</tr>
<tr>
<td>36.</td>
<td>Signature Holdings EA Ltd/Capital Club EA</td>
</tr>
<tr>
<td>37.</td>
<td>Lean Energy Solutions</td>
</tr>
<tr>
<td>38.</td>
<td>Thika Sports Club</td>
</tr>
<tr>
<td>39.</td>
<td>Safaricom Investment Co-Operation</td>
</tr>
<tr>
<td>40.</td>
<td>Dentsu Kenya Ltd</td>
</tr>
<tr>
<td>41.</td>
<td>Roofings Kenya Ltd</td>
</tr>
<tr>
<td>42.</td>
<td>Bomet Water Company Ltd</td>
</tr>
<tr>
<td>43.</td>
<td>Unighir Ltd</td>
</tr>
<tr>
<td>44.</td>
<td>Valentine Growers Co. Ltd</td>
</tr>
<tr>
<td>45.</td>
<td>Antara Health Ltd</td>
</tr>
<tr>
<td>46.</td>
<td>Hydrobox Kenya Ltd</td>
</tr>
<tr>
<td>47.</td>
<td>Royal Steel Mills Ltd</td>
</tr>
<tr>
<td>48.</td>
<td>Pesapal Ltd</td>
</tr>
<tr>
<td>49.</td>
<td>Power Controls Ltd</td>
</tr>
<tr>
<td>50.</td>
<td>Davanns Group Ltd</td>
</tr>
<tr>
<td>51.</td>
<td>Alicedale Ltd</td>
</tr>
<tr>
<td>52.</td>
<td>Mercy Corps Kenya</td>
</tr>
</tbody>
</table>

### 5.2 Key Account Management

To serve all members well, each executive staff has an individual account of members to support and report on. The FKE Key Account Management system is being strengthened to enhance member engagement and retention through the Customer Relations Management System and the Member’s Portal.
## A.S.K Calendar of Events for the Year 2022

<table>
<thead>
<tr>
<th>EVENT</th>
<th>DATE</th>
<th>VENUE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eldoret National Show</td>
<td>March 2nd - 5th</td>
<td>Eldoret</td>
</tr>
<tr>
<td>Meru National Show</td>
<td>June 1st - 4th</td>
<td>Meru</td>
</tr>
<tr>
<td>S. E. Kenya National Show</td>
<td>June 22nd - 25th</td>
<td>Machakos</td>
</tr>
<tr>
<td>Nakuru National Agricultural Show</td>
<td>29th June - 3rd July</td>
<td>Nakuru</td>
</tr>
<tr>
<td>Kisumu Regional Show</td>
<td>TBA</td>
<td>Kisumu</td>
</tr>
<tr>
<td>Central Kenya National Show</td>
<td>Sept 7th - 11th</td>
<td>Nyeri</td>
</tr>
<tr>
<td>Nairobi International Trade Fair</td>
<td>Sept 26th - 2nd Oct</td>
<td>J/Park</td>
</tr>
<tr>
<td>Kitale National Show</td>
<td>Oct 26th - 29th</td>
<td>Kitale</td>
</tr>
<tr>
<td>Mombasa International Show</td>
<td>Nov 2nd - 6th</td>
<td>Mombasa</td>
</tr>
<tr>
<td>S.E. Kenya Branch Show</td>
<td>June 27th - 30th</td>
<td>Machakos</td>
</tr>
</tbody>
</table>
6.0 FKE GOVERNANCE
Gladys Kedera
Admin Assistant - Training

James Abushila
Legal Clerk

Vivian Akeyo
Accountant, Waajiri Sacco

Grace Kariuki
Information & Records Management Officer

Rebeccah Monyenye
Legal Assistant

Akinyi Namunga
Administrative Assistant

Doris Agoro
Administrative Assistant
Front Office

Zipporah Kazi
Administrative Assistant
Front Office

Lilian Adhiambo
Catering

Ann Akinyi
Catering

Samuel Mungai
Projects Assistant,
Membership Services

Ibrahim Butichi
Executive Driver

Fredrick Oduor
Driver

Joseph Rajula
Dispatch

Stephen Muriithi
Dispatch

* Other staff not in the picture 1. Rodgers Agwaya - Policy, Research & Strategy Officer • 2. Stephen Okal - Stores Clerk
INTERESTED TO CONTRIBUTE TO DEVELOPMENT OF A SKILLED WORKFORCE THROUGH COOPERATIVE TVET TRAINING?

Cooperative Vocational Training (CVT) combines learning at a Technical Training Institution (TTI) with industrial experience and mentorship offered through in-company training.

Does your company have operations in the Automotive (Mechatronics & Autobody), Manufacturing, Plant Mechanics, Refrigeration, Tea & Agriculture Sectors?

Here’s an opportunity to collaborate with selected TVET Institutions to impact labour-market relevant skills that will shape the future of the labour force in Kenya.

INDICATE YOUR INTEREST TO PARTICIPATE IN THE PROGRAMME BY 31st MAY 2022. ONBOARDING PROGRAMME FOR INTERESTED COMPANIES TO BE CONDUCTED IN JUNE 2022.

BENEFITS

» Choose from a pool of trainees that fit your company needs.
» Impact the content and delivery of vocational training
» Structured on-the-job training for in-demand skills
» Improved supply and retention of your qualified personnel

For more information, contact: Private Sector Advisor - arnolda.chao@giz.de | 0796 759 982

Supported by:

[Logo of the German Cooperation (GIZ)]

[Logo of the Ministry of Education, Kenya]
Building a Competent Workforce for Kenyan Industries

Frequently Asked Questions

a. What is cooperative (dual) vocational training
The Cooperative Vocational Training model (also referred to as dual vocational training) combines learning at a Technical Training Institution (TTI) with industrial experience and mentorship offered through in-company training. The implementation of this model is based on a competence-based curricula, which forms the basis of TTI-based training plans and company-based mentoring plans. Ultimately, this model encourages stronger collaboration between technical training institutions and private sector companies.

b. Why is cooperative vocational training needed in Kenya?
Companies in Kenya often mention a skills mismatch between training in TTIs and requirements in the industry. Cooperative training involves industries in the curriculum development and training process and ensures that hands on (know-how) is combined with theoretical background knowledge (know-why).

c. What role do companies play in the cooperative training model?
The private sector plays an invaluable role in the development of the occupational standards and curriculum, thus ensuring that the training content is in line with industry requirements. Additionally, companies provide graduates with an opportunity for on-the-job training. Furthermore, the private sector supports in competency assessment and plays an influential role in the formulation and oversight of policies and forecasting of labour demands.

d. What benefit do companies derive from the cooperative training model?
This model of training allows companies to participate in the training of qualified technical personnel that address the specific needs required by the company. Additionally, the training reduces the time and cost of hiring or retraining new employees, leading to high return on investment in the future.

e. How is the cooperative vocational training programme structured and implemented?
The presently ongoing cooperative vocational training scheme allows students to spend 50 per cent of their time in technical training institutions, and the remaining 50 per cent applying the knowledge gained in class in an actual work environment. The students rotate in 3-monthly blocks between the TTI and the company. Technical training institutions will partner with private companies to integrate this learning with hands-on training.

f. Which training institutions are currently participating in the programme?
A total of seven training institutions were identified for the implementation of this training. They include:
1. Nairobi Technical Training Institute - Automotive Mechatronics (Level 6)
2. Thika Technical Training Institute - Autobody Technology (Level 6)
3. Kiambu Institute of Science & Technology - Industrial Mechatronics (Level 6)
4. Bumbe Technical Training Institute - Automotive Technology (Level 5)
5. Ekerubo Gietai Technical Training Institute – Mechanical Plant Technician (Level 6)
6. Kitale National Level Polytechnic - Agricultural Machinery and Equipment Mechatronics (Level 5)
7. Ramogi Institute of Advanced Technology - Refrigeration and Air conditioning (Level 5)

g. How are the students/learners selected to join the programme?
Finding the right talent is important! The trainees are first interviewed by the respective companies and those who pass are placed in the TTI-programme as long as they meet the TTI selection requirements.

h. What qualifications do the trainees graduate with?
On completion, students will receive a Level 5 or Level 6 certification from TVET-CDACC, with the option of a C-Level Certificate offered by the Delegation of German Industry and Commerce for Eastern Africa (AHK).

i. What role does the German Development Cooperation play in the promotion of youth employment and vocational training?
The Federal Ministry for Economic Cooperation and Development (BMZ), through its implementing agencies, the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH and German Development Bank (KfW), supports the training institutions in the development of training curriculum, capacity-building for trainers and the construction of new workshops with state-of-the-art training equipment to make learning a hands-on experience.
A. Coast Branch
The **State of Industrial Relations**, in the Coast Region remained relatively calm and did not experience industrial strife. Discussions on Collective Bargaining Agreement Negotiations resumed progressively through physical meetings. Previously, parties struggled through the virtual meetings. By the end of the year 2021, the region managed to negotiate 27 Collective Bargaining Agreements as compared to 17 CBA's concluded in the year 2020. FKE thanks members for taking different approaches based on their unique scenarios to resolve issues with employees amicably.

The Labour Office in Mombasa, registered seven (7) trade disputes in the year 2021 in comparison to the 27 registered the previous year and notably, only one strike was reported from the Engineering Sector.

On the Legal front, the Federation of Kenya Employers, Coast Branch maintained amiable working relations with the Employment and Labour Relations Court (ELRC) both in Mombasa and Malindi. FKE assures members that the legal department is still alive and operational and ready to handle cases on behalf of members. With support from the headquarters, court cases or matters and consultations were largely dealt with virtually. The Branch continued to draft legal instruments, prepare legal opinions and also represent members at the Employment and Labour Relations Court and other lower courts in the region.

FKE is committed to ensuring that industrial peace and harmony is maintained. We urge members to take advantage of the strength that lies in FKE’s years of experience and to always seek consultations on any labour and employment matters arising at the workplace to avoid extra cost by way of litigation.

The Federation has ensured that its processes and systems are digitized so that no member or no enterprise is left behind. At FKE, we are also on the move. During the period we have been able to serve you virtually through our state-of-the-art digital facilities.

B. Western Kenya Branch
Businesses were still in a slow-motion and trying to recover from the negative effects of Covid-19 pandemic. The economy remained imbalanced as some businesses closed or scaled down operations at the height of Covid-19.

Nevertheless, Industrial Relations remained fairly stable. Peace prevailed in the region apart from a few cases of instability brought about by illegal strikes that were resolved amicably.

The number of court cases declined with increased uptake of FKE services. During the year under review, legal representation was provided to members by handling sixty three (63) cases out of which thirteen (13) judgements were delivered, two matters were settled out of court while forty eight (48) matters are ongoing at different stages. The region walked the conciliation / mediation path by supporting fifteen (15) employers both internally and externally. Fifteen collective bargaining agreements (CBA’s) were concluded during the year under review and dealt with two hundred (200) consultations on various employment issues.
The financial health of FKE determines the service delivery to members and we thank members who have continued to support FKE. Those who are not in good standing are urged to commit to pay subscription when they fall due. It is our desire to have FKE Secretariat at the regional level that has strong financial base and well positioned to meet members expectations.

The region worked very closely with the County Governments within Western Region, Judiciary, NGO’s and key Government Ministries. Through collaboration with tripartite bodies FKE Western Kenya Region delivered on its goals and objectives.

The branch welcomed Amar Hardware Ltd into membership and looks forward to bringing more members. The region hosted the Regional President’s Dinner cum Awards Ceremony. This was an initiative by the Regional President and committee to recognize organizations that excelled in various areas in terms of business support to FKE, payment of subscriptions, participation in FKE meetings / Webinars among others.

C. Rift Valley Branch

During the year under review, the government of Kenya imposed restrictions on access to public spaces for those who had not been vaccinated against Covid-19 from December 21. Although the Country has done well in vaccinating its priority population, it has not attained its objective of vaccinating the target population.

Rift Valley region remained calm on matters of industrial relations. Collective Bargaining negotiations resumed the physical meetings as parties had struggled with the virtual meetings in the previous year. Several employers embarked on finalizing and registering their Collective Bargaining Agreements (CBAs) with a view to strengthening the employer-employee relationship at their workplaces.

In the year 2021, the region managed to negotiate eighteen (18) CBAs compared to twelve (12) CBAs negotiated in the year 2020. During the period, the region registered at the Labour office twenty-six (26) trade disputes compared to thirty-one (31) in 2019 and four strikes from the Education, Agricultural, Building and Construction, and the Textile Sectors.

The region’s membership went up from two hundred and eighty (280) in the year 2020 to two hundred and eighty-three (283) in 2021. Three new members were recruited namely: Bomet Water Company Limited, Davanns Group, and Royal Steel Mills Ltd. The region will continue to reach out to employers to join the Federation and urge members to be FKE ambassadors on this front.
## FKE Representation on various Boards and Committees

<table>
<thead>
<tr>
<th>Committee/Board</th>
<th>FKE Representative(S) Current</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. National Labour Board</td>
<td>Mrs. Jacqueline Mugo  Mr. Michael Macharia  Mr. George Masese</td>
</tr>
<tr>
<td>2. Agricultural Wages Council</td>
<td>Mr. Apollo Kiarii  Mr. Robert Muthanga  Ms. Jacinta Kipkering</td>
</tr>
<tr>
<td>3. General Wages Council</td>
<td>Mr. Linus Kariuki  Mr. Chris Malavu</td>
</tr>
<tr>
<td>4. National Social Security Fund Board of Trustees</td>
<td>Mr. Mark Obuya  Mrs. Jacqueline Mugo</td>
</tr>
<tr>
<td>5. National Hospital Insurance Fund Board of Management</td>
<td>Dr. Rachel Monyoncho</td>
</tr>
<tr>
<td>6. National Industrial Training Authority</td>
<td>Mrs. Gilda Atieno Odera  Mr. Apollo Kiarii  Mr. Michael Macharia</td>
</tr>
<tr>
<td>7. The National Advisory Committee on Occupational Safety and Health</td>
<td>Mr. Charles Owella</td>
</tr>
<tr>
<td>8. National Aids Control Council</td>
<td>Mr. Mark Obuya</td>
</tr>
<tr>
<td>10. Kenya Private Sector Alliance (KEPSA) i. Board</td>
<td>Mr. Michael Macharia</td>
</tr>
<tr>
<td>ii. Governing Body</td>
<td>Mr. Mark Obuya</td>
</tr>
<tr>
<td>11. KASNEB</td>
<td>Dr. Nyambura Koigi</td>
</tr>
<tr>
<td>13. National Qualification Framework</td>
<td>Mr. Hirji Shah</td>
</tr>
<tr>
<td>15. Institute of Curriculum Development</td>
<td>Mr. Eric Munyobi</td>
</tr>
<tr>
<td>16. Court Users Committee</td>
<td>Mr. George Masese</td>
</tr>
<tr>
<td>17. Court Rules Committee</td>
<td>Mr. Dickens Ouma</td>
</tr>
<tr>
<td>18. International Chamber of Commerce Kenyan Chapter</td>
<td>Mrs. Jacqueline Mugo</td>
</tr>
<tr>
<td>19. National Industrial Training Authority (Sector Training Committees)</td>
<td>IR and Legal Team FKE Various Members</td>
</tr>
<tr>
<td>20. Universities Fund Board</td>
<td>Ms. Gilda Odera</td>
</tr>
<tr>
<td>21. Railway Training Institute</td>
<td>Mr. Eric Munyobi</td>
</tr>
<tr>
<td>22. Institute of Human Resource Management Registration Committee</td>
<td>Mr. Thomas Achok</td>
</tr>
<tr>
<td>23. Kenya Institute of Supplies Management</td>
<td>Mr. Samson Mugwe</td>
</tr>
</tbody>
</table>
INDEPENDENT AUDITORS REPORT TO THE MEMBERS OF THE
FEDERATION OF KENYA EMPLOYERS

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Federation of Kenya Employers set out on pages 9 to 31, which comprise the Statement of Financial Position as at 31 December 2021, 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 2021, 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.

EXTRACTS OF THE FINANCIAL STATEMENTS
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 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 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 The Westwood, 9th floor Vale Close, Off Ring Road, Westlands Nairobi, Kenya

Signed on behalf of BDO East Africa Kenya by Clifford Ah Chip
Engagement partner responsible for the independent audit Practicing certificate number: P/1964
Membership number: 9578

Date: 6th May 2022
## Financial Statements for the Year Ended 31 December 2021
### Statement of Revenue and Expenditure and Other Comprehensive Income

<table>
<thead>
<tr>
<th>Notes</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>KES</td>
<td>KES</td>
</tr>
<tr>
<td><strong>Revenue</strong></td>
<td>4</td>
<td>155,027,889</td>
</tr>
<tr>
<td><strong>Other income</strong></td>
<td>5</td>
<td>15,985,395</td>
</tr>
<tr>
<td><strong>Direct expenses</strong></td>
<td>7</td>
<td>(161,711,098)</td>
</tr>
<tr>
<td><strong>Operating surplus</strong></td>
<td>7</td>
<td>9,302,186</td>
</tr>
<tr>
<td><strong>Depreciation and amortisation</strong></td>
<td>7</td>
<td>(21,305,143)</td>
</tr>
<tr>
<td><strong>Deficit before Taxation</strong></td>
<td></td>
<td>(12,002,957)</td>
</tr>
<tr>
<td><strong>Taxation</strong></td>
<td>6</td>
<td>(2,716,066)</td>
</tr>
<tr>
<td><strong>Net deficit for the year</strong></td>
<td></td>
<td>(14,719,023)</td>
</tr>
<tr>
<td><strong>Other comprehensive income:</strong></td>
<td></td>
<td>-</td>
</tr>
<tr>
<td><strong>Total comprehensive income for the year</strong></td>
<td></td>
<td>(14,719,023)</td>
</tr>
</tbody>
</table>
## Notes

### Assets

#### Non-Current Assets

Property and equipment  
Leasehold land  

<table>
<thead>
<tr>
<th>Notes</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>KES</td>
<td>KES</td>
</tr>
<tr>
<td>Property and equipment</td>
<td>8</td>
<td>27,963,617</td>
</tr>
<tr>
<td>Leasehold land</td>
<td>9</td>
<td>249,370,383</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td></td>
<td><strong>277,334,000</strong></td>
</tr>
</tbody>
</table>

#### Current Assets

Accounts receivable  
Current tax receivable  
Cash and cash equivalents  

<table>
<thead>
<tr>
<th>Notes</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>KES</td>
<td>KES</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>11</td>
<td>20,782,374</td>
</tr>
<tr>
<td>Current tax receivable</td>
<td>12</td>
<td>11,144,693</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>13</td>
<td>510,578,160</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td></td>
<td><strong>542,505,227</strong></td>
</tr>
</tbody>
</table>

### Accumulated Reserve and Liabilities

#### Accumulated Reserves

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other reserves</td>
<td>1,544,250</td>
<td>1,544,250</td>
</tr>
<tr>
<td>Revaluation Reserve</td>
<td>182,634,465</td>
<td>199,241,634</td>
</tr>
<tr>
<td>Revenue reserve</td>
<td>130,501,477</td>
<td>128,613,331</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>314,680,192</strong></td>
<td><strong>329,399,215</strong></td>
</tr>
</tbody>
</table>
### Liabilities

**Non-Current Liabilities**

<table>
<thead>
<tr>
<th>Notes</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deferred tax</td>
<td>10</td>
<td>80,905,991</td>
</tr>
</tbody>
</table>

**Current Liabilities**

<table>
<thead>
<tr>
<th>Notes</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable</td>
<td>14</td>
<td>424,253,044</td>
</tr>
</tbody>
</table>

**Total Liabilities**  
<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>505,159,035</td>
<td>507,544,109</td>
</tr>
</tbody>
</table>

**Total Accumulated Reserve and Liabilities**  
<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>819,839,227</td>
<td>836,943,324</td>
</tr>
</tbody>
</table>

The financial statements and the notes on pages 9 to 31, were approved by the Management Board on 6th May 2022 and were signed on its behalf by:

National President  
Dr. Habil Olaka, EBS

Executive Director / Secretary  
Mrs. Jacqueline Mugo, EBS
A happy, healthy team drives the agenda of the Federation

Seeking meaningful partnership for the benefit of FKE Members

The Executive Director Mrs. Jacqueline Mugo, the National President Dr. Habil Olaka and the Immediate past President Mr. share a light moment during the 62nd virtual AGM

The media remain a valuable partner for the Federation.
Chaperoning CBA negotiation and signing for Isuzu Kenya

FKE Management Board addressing the media in one of the advocacy initiatives

End Year Celebrations for all staff
Talks between the Ambassador of France to Kenya Aline Kuster-Mengaer and the Executive Director FKE, Jacqueline Mugo before the ILO DG elections

FKE acknowledges the partners who continue to support improvement of the HR profession and Labour sector

FKE at the Geneva Peace Week 2021

Mwatimu Sacco Training
FKE Female Future Leadership Program

Cohort 16 intake

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: July 2022 - December 2022
Program Intake: Ongoing

"See yourself as a leader now. Leadership is an action, not a position"
- Dr. Cindy Pace

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

This product is made for the Woman in Africa to move and sustain her 33.3% in the Board Room, Directorship, Business Apex, Cabinet, Parliament, Senate, County Assembly and Senior Management Role in all sectors of the economy. It is the only one of its kind in the Sub-Saharan Africa, developed to meet Kenya’s Constitutional requirement of at least of either gender in top positions. It fairly pushes the woman to the top.
NAIROBI OFFICE
FKE Headquarters
Federation of Kenya Employers Waajiri House,
Argwings Kodhek Road – Milimani,
Nairobi Office
P.O. Box 48311 – 00100, Nairobi, Kenya
Office Main Line: 2721929 / 48 / 49 / 52
Office Cellular Lines: 0709 827 101 / 102
Email: fkehq@fke-kenya.org

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

FEDERATION OF KENYA EMPLOYERS
REGIONAL OFFICES

WESTERN BRANCH OFFICE
Re-Insurance Plaza,
Oginga Odinga Road Kisumu
Tel: +254 57 2020620
Email: fkeksm@fke-kenya.org

RIFT VALLEY BRANCH OFFICE
Giddo Plaza, Ground Floor
George Morara Road, off Nakuru / Eldoret Highway
Tel: 0709 827 311 / 312
Email: fkenkr@fke-kenya.org

COAST BRANCH OFFICE
Ralli House,
Nyerere Avenue, Mombasa
Tel: +254 41 2226596 / 2311112
Email: fkemsa@fke-kenya.org