



**FEDERATION OF  
KENYA EMPLOYERS**

*The Voice of Employers*

**ANNUAL REPORT  
AND FINANCIAL STATEMENTS**



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# FKE MISSION STATEMENT

## VISION

To be the preferred centre of excellence in industrial relations services, management practices and advocacy of employers interests.

## MISSION

To promote an enabling business environment and sound industrial relations in Kenya through effective representation, advocacy and provision of value added services that strengthen the ability of employers to attain competitiveness.

## OBJECTIVES

- To act as a forum for employers
- To promote and defend interest of employers
- To promote good management practises
- To collaborate with Employers, intergovernmental and other business organizations
- To develop sustainable institutional capacity and competence

## CORE VALUES

- Uphold the principal of tripartism in the promotion of social policy
- To maintain confidentiality in its dealings with members
- To promote the principle of diversity, transparency and integrity
- To maintain good governance and a national character in representation of its organs and staffing
- To practise professionalism in its services





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**Diet and Nutrition Services**

**Pharmacy**

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### **CONTACTS**

#### **Galleria**

**Landline: 8895000**

**Mobile: 0788 715 433**

#### **Gigiri**

**Landline: 7222000**

**Mobile: 07291 10202 Fax: 2718822**

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## OUR VISION

To be the preferred manpower service provider offering value for money and exceptional level of service.

## OUR MISSION

We provide our clientele with innovative, committed, experienced and top-calibre skilled personnel for deployment, thus raising quality, productivity and efficiency.

## OUR VALUES

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- Youthful Drive – dynamism & innovation
- Accountability
- Care for Environment
- Fair Employment Practices



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- Outplacement, outsourcing, consulting and training.

### B) FACILITIES AND LABOUR MANAGEMENT

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- Filling and loading/offloading of gas cylinders
- Fuelling aircrafts/locomotives of behalf of clients
- Factory/Premises/Depots Housekeeping
- Messengerial/Switchboard and tea-making services
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- Reduced cash outflow and optimizes resource utilization

## EMPLOYEES HEALTH & SAFETY

- Protects health and safety of employees
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- Risk Assessment and management at the operations site.
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- Set and monitor targets for responding to feedback.
- Keep Clients fully informed while taking remedial action.
- Review each piece of feedback for future improvement.

# NATIONAL SOCIAL SECURITY FUND

## NSSF AT A GLANCE

National Social Security Fund (NSSF) was established in 1965 by Act of Parliament to provide quality basic social security to members through registration, collection of contributions, prudent fund management and timely payment of benefits. The Fund is run by a tripartite Board of Trustees comprising the Government, represented by the Ministries of Labour and Finance; Employers, represented by the Federation of Kenya Employers (FKE); and Workers, represented by the Central Organization of Trade Unions (COTU).

## FREQUENTLY ASKED QUESTIONS ON NSSF REGISTRATION & MEMBERSHIP

### How do I register with NSSF if I am an employer?

Employers are required to complete an employer's application form (SF1) and attach a certificate of registration from the relevant authorities or a copy of national identity card. An NSSF membership number is then issued to the employer. After registration, employers are required to send all their employees to the nearest NSSF office to obtain membership cards. Registration is done free of charge at any NSSF branch.

### What do I need to do to register as an employee?

All you need is a national identity card or passport.

### How much contribution should I make?

The standard contribution is Kshs. 400/= per month. Half of this amount is paid by the employer and the other half paid by the employee. Member contributions are however not limited to Ksh 400/- as you can top-up your contributions under the Top-Up Scheme and ensure enhanced benefit payments upon retirement.

### How do I pay my contributions?

Contributions can be made through M-pesa. The NSSF business number is 333300. You can also pay by cheque, direct credit or electronic transfer.

## WHAT BENEFITS DOES NSSF PAY TO CONTRIBUTORS?

**Withdrawal Benefit:** Paid when a member attains the age of 50 years and has retired from employment.

**Age Benefit:** Paid to members who continue working up to the age of 55 years and above

**Invalidity Benefit:** Paid when a member is certified to have suffered permanent disability and is unable to continue working.

**Survivors' Benefit:** Paid out to dependants of a deceased member.

**Emigration Benefit:** Paid to a member leaving the country permanently.

**Funeral Grant:** This is a token payment paid to assist in funeral arrangements of a deceased member. It is not deducted from the deceased member's contributions.

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BOARD OF TRUSTEES





# Joint Statement

## *Chairman and Executive Director*



**Mrs. Jacqueline Mugo**  
FKE Executive Director



**Dr. Cleopa Mailu**  
FKE National Chairman

Dear FKE members,

Looking back to the year 2011, we can all observe that it was characterised by uncertainties and challenges in the business climate, which was occasioned by the staggered progress in the reform agenda coupled by macro-economic factors, which had an impact on almost every sector and market. The country remained gripped in expectation and some degree of frustration as politics continued to dominate every aspect of the lives of Kenyans. The business environment was provided with very little assurance about what was ahead. None the less what was certain was that the political landscape would be very different from what we had in the past. Another reality was that businesses continued to grapple with meeting increased employee demands and that Government had a significant role to play in stabilising the business environment in Kenya to facilitate growth and protect jobs, while leading the way to fulfilling the Vision 2030 target.

The Federation remained vigilant in the area of policy influence and advocacy; while catering for the needs of members and clients through capacity building, training and development, management consultancy, provision of legal and industrial relations services.

A commitment that has been consistent at the Federation is that members come first and all efforts made by the team at the Federation's secretariat are focused on ensuring that members appreciate the impact



# Joint Statement

## *Chairman and Executive Director*

of being part of a large network of employers. Towards this end, the Federation produced the “Employers Business Agenda” in the course of the year, a document that captures the key issues the FKE will advocate for an improved business environment, clearly stating the priority areas that government needs to focus on so as to mitigate the downward spiral that certain sectors in business have experienced as a result of government regulation, policy and development activities. 2011 was not business as usual due to high fuel prices, increase in commodity prices and high inflation rates. Another significant event was the Kenya Shilling that plummeted against all major currencies in the midst of spiraling inflation; the Central Bank failed to quell the trend in good time, through effective policy action. The high food and fuel costs precipitated by the weaker shilling have seen inflation hit an all time high since the inception of the new calculation methodology in October 2009; all this impacting negatively on employers.

Another consequence was the proliferation of industrial strikes in many sectors as workers through their unions agitated for wage increases to cope with the erosion in purchasing power. Employers responded and gave wage increases where this was possible. In some instances the increases were awarded by the Industrial Court. However, the increase in the overall wage bill with no corresponding productivity gains led to increased cost of doing business and a renewed call by the Federation for productivity to be mainstreamed into wage negotiations.

2011 was dominated by discussion and controversy over implementation of the changes envisaged in the new Constitution. Much progress was made despite the challenge which saw the appointment of persons to occupy many of the Constitutional offices to the various new institutions. This included the appointment of the Chief Justice, Judges of the Supreme Court, Court of Appeal and the High Court, the Attorney General and Deputy Public Prosecutor amongst others. The independent and transparent process of appointing these Public officers which required candidates to be interviewed in public and the successful candidates to go through vetting by Parliament was a first in Kenya. 2011 also saw the passing of the Anti-Corruption & Ethics Act and the exit of the Director of the Commission and the top team. It is however feared that the new Act created is weaker and that this will hamper the fight against corruption.

The Federation’s Board and its committees (Executive strategy, Development, Resource and Audit Committees) have continued to meet regularly and to actively engage relevant government offices and the Social Partners to push forward the Employers Business Agenda. This will be part of our overall lobbying and advocacy agenda going forward.

Regionally, Southern Sudan became the newest country on the 9th July, 2011 significantly changing the geo-political landscape in the region. Attrition in the disputed Abiyei region remained the only blot in an otherwise smooth transition. None the less, the prospects for Kenya private sector growth are promising as a result of this development. We are going regional and Employers must gear up for this reality in light of the decentralization of our government. The review of the Federation’s Constitution and governance structure, which kicked off in 2011 will allow for the Federation and its members to be well placed for these developments and more.

WE ARE CONTINUOUSLY  
EXAMINING THE  
LANDSCAPE TO DETERMINE  
WHAT CAN BE DONE  
DIFFERENTLY TO MEET  
THE MOST IMPORTANT  
NEEDS OF FKE MEMBERS”  
- MRS. JACQUELINE MUGO  
(FKE EXECUTIVE DIRECTOR)

# Joint Statement

## *Chairman and Executive Director*

As a result of all these developments the Federation has built strength in its research capacity to enhance its service to members on issues based advocacy and policy influence that FKE facilitates on behalf of its members and the larger private sector. The Federation's approach is not to go it alone but, through collaborative effort particularly with other Business Member Organisations and member's involvement; the results of which were seen during the campaign to stop the approval of the Labour Institutions Amendment Bill, 2011.

We take this opportunity to sincerely appreciate the members who remained committed to the Federation. In 2011, the membership increased by 90 new members demonstrating our Employers' confidence in the value of FKE services. In Industrial Relations and Management training, a total of 1,474 participants attended our programs, while in Occupational Safety and Health, a total 836 members of staff attended our programs.

Due to members' needs, we developed new programs, including Negotiation Skills Training (revised); Strategic Client Relationship; Implications of the New Constitution on Industrial Relations, Post-Employment/Pre-retirement, Procurement Management and Sexual Harassment, among others.

These achievements would not have been possible without the valued leadership of the Board to whom we are deeply grateful.

We take this opportunity to thank all FKE members, who took part in this exercise. As Kenya changes, the Federation is readying itself to be true to its name as the premier Employers Organization — continuing to do what is needed to become even more effective.

We wish you all a successful year ahead and look forward to collaboration and partnerships in the future as we move on into a year of transition and new opportunities.

Sincerely,

**Dr. Cleopa Mailu**

Chairman

**Mrs. Jacqueline Mugo**

Executive Director

# Membership Benefits

## **A. LOBBYING AND ADVOCACY ON BEHALF OF EMPLOYERS**

Labour market research and information, lobbying and advocacy.

## **B. INDUSTRIAL RELATIONS & LEGAL REPRESENTATION**

Representation before the Industrial Court at discounted fees.

Guidance on trade disputes, redundancy management, conflict management, collective bargaining agreements (with the union), discipline management, terminations and best practises at the work place.

This give manager's room to work on strategic issues as FKE handles industrial relations issues.

## **C. PROJECTS AND CAPACITY BUILDING**

These are donor funded initiatives, offered at a subsidized rate to FKE members to enable them enhance productivity levels. They include: Business Sector Programme Support (BSPS, Phase II). Tackling Child Labour through Education, Occupational Safety and Health, SUZBIZ Kenya Programme and HIV/AIDS Workplace Programme.

FKE members are linked to a wide network allowing for coordination of HIV & AIDS related services, through the Federation's Branch offices; this allows FKE member organization to learn from each other.

## **D. MANAGEMENT CONSULTANCY SERVICES**

FKE has developed world class products which members access at discounted competitive rates.

Below is a list of some FKE consultancy services: Executive Selection & Recruitment, Job Evaluations, Customer & Employee Satisfaction Surveys, Strategic Planning, HR Policy Development & Reviews, Salary Surveys, Restructuring & Reviews, Performance Management, Customer Relationships Management, Productivity Measurement, and Occupational Safety & Health, among others.

## **E. FKE TRAINING AND CAPACITY BUILDING**

Training is offered at a discounted rate, some of the listed courses include: New Labour Laws, Redundancy Management, Occupational Safety & Health, Pre- CBA training, Discipline Management, terminations and Retirement preparations among others.

## **F. NATION-WIDE BRANCH NETWORK & FORUMS**

This allows for consultation and service delivery to members, it also allows for business networking and partnerships within the membership.

## **G. REPRESENTATION IN NATIONAL COMMITTEES AND BOARDS**

FKE represents its members in various policy making statutory bodies.



# FKE Management Board 2010-2011



**Dr. Cleopa Mailu,**  
FKE National Chairman & CEO Nairobi  
Hospital



**Mrs. Jacqueline Mugo**  
FKE Executive Director



**Eng. Patrick Obath**  
Immediate Past FKE National  
Chairman



**Eng. David Onyango**  
Chairman, FKE Western Kenya  
Branch, CEO- Kisumu Water  
& Sewerage Company Ltd.



**Mr. Abbas Nasser**  
Chairman, FKE Coast Branch,  
CEO-Mombasa Hospital



**Mr. Paul Matelong**  
Chairman, FKE Rift Valley Branch,  
CEO- Rift Valley Bottlers



**Mr. Nelson Kuria**  
FKE Deputy National Chairman  
& CEO Co-op. Insurance Co.



**Mr. Linus Gitahi**  
Executive Committee Member,  
Group C.E.O. Nation Media Group



**Mr. Aram M. Mbui**  
FKE Trustee,  
CEO-RV Machinery Services Ltd.



**Mr. Hirji Shah**  
FKE Trustee, Group Managing Director,  
SAFAL Group



**Mrs. Jane Ngige**  
FKE, Deputy Chairman  
& CEO KFC

# FKE Management Board 2010-2011



**Mr. Wahome Muchiri**  
Managing Director,  
Deacons (K) Ltd.



**Mr. Christopher D. Wilson**  
Director, Kilifi Plantations



**Dr. Nyambura Koigi**  
Managing Director Kenya Post Office  
Savings Bank



**Mr. Neil Cuthbert**  
Chairman, Sisal Growers &  
Employers Association



**Mr. Nigel Sandys-Lumsdaine**  
Kenya Tea Growers Association



**Mr. John Kipkorir**  
Chairman, Protective Security  
Industry Association



**Mr. Michael Macharia** – CEO Kenya  
Association of Hotelkeepers  
and Caterers



**Prof. Freida Brown**  
Vice-Chancellor,  
United States International  
University - Africa



**Mr. Chetan A. Shah**  
Chairman, Timber Industries  
Employers Association



**Mr. Israel Agina**  
Managing Director,  
Spectre International



**Mr. Chris H. Malavu**  
FKE Trustee and CEO 3M



**Mrs. Gilda Odera**  
MD Skyweb Technologies Ltd



**Mr. Erastus Mwongera**  
Chairman, Sameer Africa Ltd



**Mr. Habil Olaka**  
CEO, Kenya Bankers Association



**Mr. Hosea Kili**  
Managing Trustees - Local Authorities  
Pension Trust (LAPTRUST)



**Mr. Apollo Kiarii**  
Chairman, Agricultural Employers  
Association

# The FKE Secretariat



**Mrs. Jacqueline Mugo**  
FKE Executive Director



**Augustus Muthoka**  
Manager, Training



**Maureen Onyango**  
Head, IR and Legal



**Francis K' Odhiambo**  
Manager, Marketing



**Karanja Mburu**  
Manager, Finance



**Nyaboke Oyugi**  
Head, Research and Advocacy



**Renée Olende**  
Manager, PR and Communications



**Charles Nyangute**  
Manager, Projects



**Lynette Muganda**  
Manager, HR



**Arbogasti Odera**  
Manager, ICT



**Evelyn Atieno**  
Management Consultant



# The FKE Secretariat



**Kenneth Mutisya**  
Finance Officer



**Harrison Okeche**  
Snr Executive Officer



**Robert Muthanga**  
Executive Officer



**Linus Kariuki**  
Principal Executive Officer



**George Masese**  
Executive Officer



**Abisai Ambenge**  
Snr Executive Officer



**George Ambuche**  
Executive Officer



**John Muasya**  
Regional Manager, Western



**Salim wa Mwawaza**  
Regional Manager, Rift Valley



**Moses Ombokh**  
Regional Manager, Coast

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During the year 2011 the officers of the Federation provided a wide range of services to employers drawing from their expert knowledge on the real and immediate business demands of the employers.

The Federation provided comprehensive solutions and timely advice on industrial relations disputes and workplace conflicts, legal advice, consultations and best practices. The Federation further assisted member organizations with negotiations of collective bargaining agreements and conciliation of workplace disputes. In addition, FKE enhanced employers' people management capabilities through imparting of knowledge and skills to create a harmonious working environment and reduce members' exposure to legal claims.

### INDUSTRIAL RELATIONS

The members benefited from expert advice on economic disputes, grievances, disciplinary and other industrial relations and human resource areas. The officers represented and guided members in negotiations with trade unions, conciliation of disputes at the Ministry of Labour and representation at the Industrial Court.

The year was marked by several new developments and challenges in industrial relations. These included high inflation, high increase in minimum wages, publication of the Labour Institutions (Amendment) Bill, difficult negotiations, strikes and labour unrests in various sectors all of which impacted on industrial relations and employment. The Industrial Court Act, 2011 was also enacted during the year.

### COLLECTIVE BARGAINING

The number of Collective Bargaining Agreements (CBAs) negotiated and registered by the Industrial court as at the end of 2011 was 361. These included 30 CBAs received by the court in 2010 but registered in 2011. Out of these the Federation handled 230. This is 63.7% of the CBAs registered in 2011.

The wage increases for the CBAs concluded in the year ranged between 9% and 13.5% each year. Negotiations were affected by the new statutory Minimum Wages announced by the Minister for Labour Hon. John Munyes on 1st May 2011 and gazetted in June 2011 as many unions insisted on increases above the 12.5% announced by the Minister. High inflation rates prevailing during the year also led unions to demand higher wage compensation, spurring industrial unrest in some sectors.

Some negotiations were affected by disputes over union leadership and demarcation where more than one union claimed to be the legitimate representative of the workers in certain industries. Union elections held during the year 2011 also affected negotiations due to disputes in some unions over legitimacy of the elections. Some negotiations were delayed as a result of the disputes while some of the delay in negotiations was due to the unavailability of union officials while participating in the elections.

The disputes over demarcation were between transport/long distance and aviation unions in the transport and aviation industry; the Kenya Hotels & Allied Workers Union and Kenya Union of Domestic, Hotels, Educational Institutions, Hospitals & Allied Workers (KUDHEIHA). Others affected by wrangles during the year are textiles, commercial, water and teaching sectors.

### STRIKES

In 2011 industry witnessed an unprecedented number of strike threats and strikes in various sectors. The public sector accounted for the bulk of employees who participated in the strikes. Some of the strikes were in the essential services, mainly hospitals and local authorities. The officers of the Federation were kept busy as they assisted employers to manage the strikes and in court as affected employers filed cases in the Industrial Court for injunction. In other instances employees dismissed for participation in unprotected strikes contested their dismissals cited disputes in the Industrial Court.

This has been as a result of disputes relating to wages and benefits, high inflation and inability of Employers to meet the high demands by unions, misrepresentation of the Constitution on the right to strike and unrealistic expectations of both employers and workers.



# IR & Legal Services

## 2011 Report

As a result of the high number of strikes in the public sector the Federation held discussions with the Ministry of Labour and other Government Ministries to explore ways of restoration of industrial peace and harmony. It also engaged directly with trade unions, workers representatives and kept vigilant on developments on the ground.

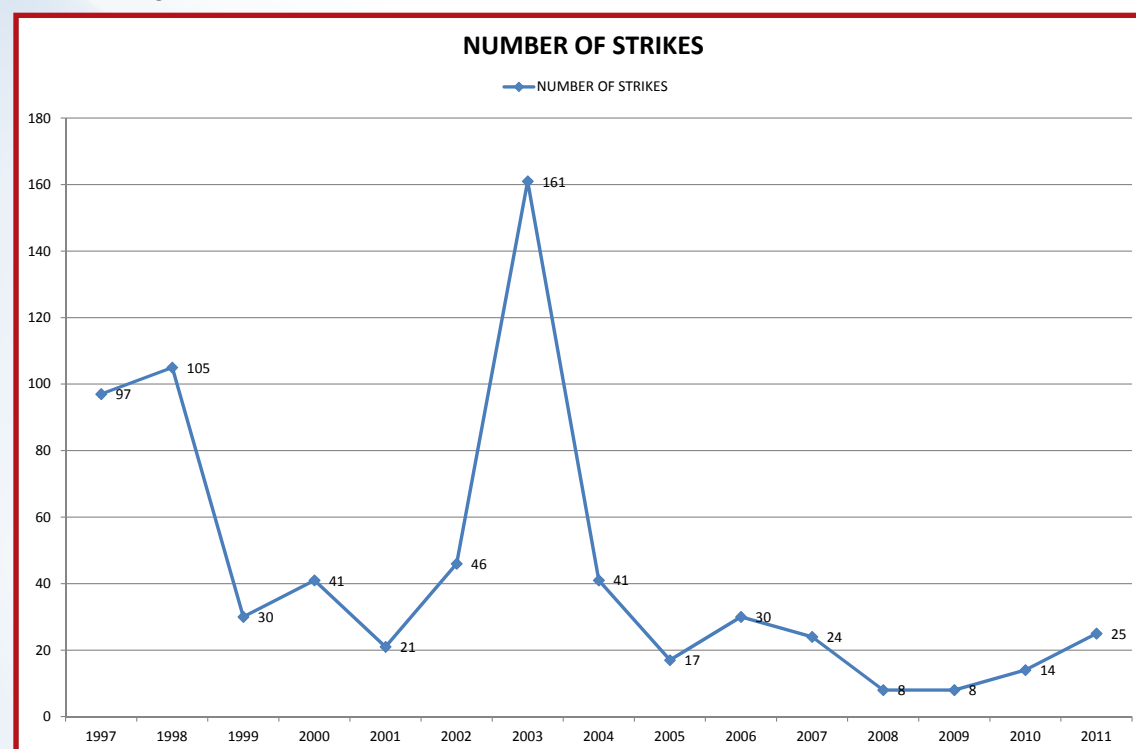
The Federation raised concern over the occurrence of strikes in the essential services sector in contravention of clear stipulation under the Labour Relations Act prohibiting such strikes. The Federation petitioned the Government to re-evaluate the manner in which institutions have been categorized and to include some essential sectors such as electricity generation and distribution and port services under essential services.

The strikes in the private sector were mainly in the agricultural sector especially in the floriculture and sugar subsectors, the transport sector and aviation industry.

The number of strikes per sector in the year 2011 was as follows:

Sector	Number of strikes	Total number of employees involved	Man hours lost
Agriculture	8	5075	72, 681
Manufacturing	3	769	10,552
Transport	3	6259	50,572
Building construction	3	633	17,112
Education services including public universities	8	35018	1,400,072
Total	25	47,754	1,550,989

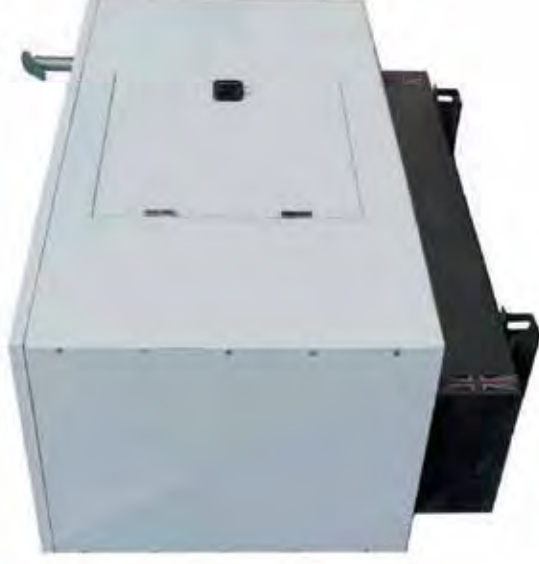
The following is the trend of strikes since 1997



As depicted in the table and graph above, the number of strikes have more than tripled from a low of 8 in 2008 to a high of 25 in 2011.

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Jomo Kenyatta Avenue

**041 2496026.020 8099006/7**

**0713233383**

rivamacmsa@wananchi.com

### NAKURU

George Morara Avenue

**051 2211985/6**

**0729274257**

rivamac@wananchi.com

### KISUMU

Kampala street

**Tel: 057-2020300/400**

**Fax: 057-2020808 0703 744141**

Email: kisumu@rvmachinery.com

### DARESALAAM (Tanzania)

Millennium Bussiness park Ubungu

**Tel +255222401065**

**+255222401063**

Email: rivamacdar@raha.com

### TRADE DISPUTES AND CONCILIATION

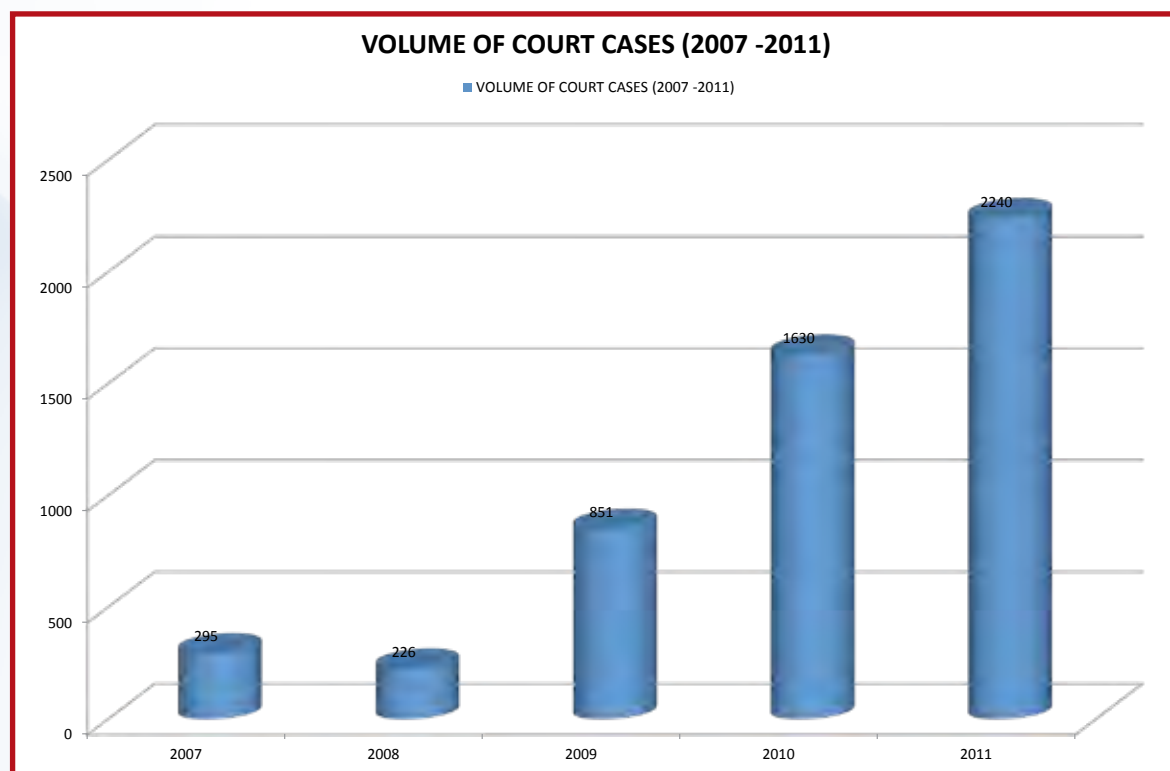
The officers of the Federation represented employers in conciliation in a number of trade disputes reported to the Minister for Labour. The disputes were mainly on dismissals and termination of employment, recognition agreements, payment of terminal dues, payment of agency fees and demarcation disputes.

It has been noted however that conciliation has weakened since the enactment of the new labour laws in 2007. In most cases trade disputes were referred to the Industrial Court without any meaningful attempts being made to resolve the disputes at conciliation stage.

In addition the officers of the Federation assisted members in conducting disciplinary hearings which is now mandatory before termination or dismissal of an employee on account of misconduct, poor performance or physical incapacity.

### LEGAL REPRESENTATION

Members accessed legal services provided by officers of the Federation including legal advice, opinions, drafting of employment contracts, review of Human Resource Manuals, guidelines on basic employment conditions and interpretation of employment legislation. The officers also represented members in labour disputes in the Industrial Court, High Court and other courts.



The graph above reveals that the volume of court cases have been on the increase. This is as a result of the transfer of all labour and employment cases to the industrial court from the high court following the enactment of the new labour laws and the Constitution.



### 1. INDUSTRIAL COURT

The Industrial Court recorded a high volume of cases in 2011. The total number of cases reported to the court during the year was 2240 as compared to 1630 in 2010. This compares with 851 in 2009, 226 in 2008 and 295 in 2007.

The nature of cases reported in the industrial court was as follows:

NATURE OF CASE	NUMBER OF CASES
Trade disputes	2150
Appeals against decisions of the Registrar of Trade Unions	11
Appeals against the Minister for Labour	1
Miscellaneous Applications	13
Recognition disputes	45
Cases transferred from the High Court to the Industrial Court	26

The five Judges of the Industrial court announced a total of 894 awards and rulings. These included awards and rulings in cases reported to the court in 2010 and previous years.

There were concerns over the high number of cases pending for hearing at the Industrial Court. Some courts had accumulated a large number of pending cases with some dating back to 2007. The Industrial Court was intended for speedy resolution of employment disputes and the delay was hurting industrial peace. The Federation took up the matter with the Government as a matter of advocacy to improve the business environment for employers.

Arising from the Federations interventions and in order to address the congestion in the courts, the Chief Justice designated all Courts in the 47 Counties presided over by Magistrates of the rank of Senior Resident Magistrate and above as Special Courts to hear and determine Employment and Labour relations cases within their respective areas of jurisdiction from July 2011.

The matters which the Magistrates courts can handle relate to the following specific areas:-

- Work Injury related matters
- Offences under Labour Institutions Act, 2007
- Offences under the Employment Act, 2007
- Offences under the Occupational Safety and Health Act, 2007.

The Industrial court has also obtained approval to set up branches in Kisumu and Mombasa which are expected to be operational in the year 2012.

The action taken by the Chief Justice to designate Senior Resident Magistrate Courts in the 47 Counties to handle some cases is expected to ease the backlog in the Industrial Court.

#### Establishment of Labour Court under the Constitution of 2010

The Constitution of Kenya 2010 provides for the establishment of an Employment and Labour Relations Court within one year from promulgation date.

Consequently the Industrial Court Act, 2011 was published on 30th August 2011 in line with the requirements of the new Constitution. The Act entrenches the Industrial Court into the judicial system with all its personnel employed by the Judicial Service Commission.

Key features of the new Act include:

- Establishment of the Industrial Court as a superior court with the same status as High Court;
- Limit of Power of the Industrial Court on reinstatement to 3 years from date of termination of employment;
- Industrial Court Rules;
- Recognition of Alternative Dispute Resolution system to supplement the Court;
- Jurisdiction to hear appeals from Magistrates Courts designated to hear employment and labour matters by the Chief Justice and;
- Removal of Court members.

## 2. ALTERNATIVE DISPUTE RESOLUTION

Following the promulgation of the new Constitution, which encourages the promotion of Alternative Dispute Resolution (ADR) and the Labour Relations Act which contemplates the establishment of an ADR committee, the Ministry of Labour organised a workshop to discuss mechanisms of establishment of an ADR.

The objective of the workshop was to provide a forum for stakeholders to exchange experiences, brainstorm on a practical institutional framework and chart a way forward. The workshop recommended establishment of ADR body independent from the Ministry with a structure similar to the South African model.

## REVIEW OF STATUTORY MINIMUM WAGES

The Government has been reviewing the statutory minimum wages every year since 2009. In 2011, both the Agricultural and General wages were increased by 12.5% with effect from 1st May 2011.

The Agricultural Order and the General Order were published on 10th June 2011 through Kenya Gazette Supplement No. 48 under Legal Notice No. 63 and 64 respectively.

## THE REGULATION OF WAGES (AGRICULTURAL INDUSTRY) (AMENDMENT) WAGES ORDER, 2011

The lowest wage in agricultural sector for unskilled labour is now Ksh 3,765/- while the highest is Ksh 5,517/- for Lorry and car driver.

## THE REGULATION OF WAGES (GENERAL) (AMENDMENT) WAGES ORDER, 2011

The lowest wage under the general order is Ksh 7,586/- for cities, Ksh 6,999/- for municipalities and Ksh 4,047/- for all other areas while the highest is Ksh 17,118/- for cashier, driver of heavy commercial vehicle and salesman driver.

## THE LABOUR INSTITUTIONS (AMENDMENT) BILL 2011:

Hon. Mututho sponsored a private member's Bill intended to introduce a schedule in the Labour Institutions Act providing for minimum wages for the private sector. The proposed wages are approximately an average would increase by 167% for agricultural wages and 90% on general wages.

The Bill was not debated to allow for more consultations due to interventions by the Federation. It is however likely to come up again this year.

## DIRECTORATE OF INDUSTRIAL TRAINING (AMENDMENT) ACT 2011

The Industrial Training (Amendment) Act was passed by parliament in November 2011 to create the National Industrial Training Authority to replace the Directorate of Industrial Training with a Director-General as the head. The Act converted the Directorate into a semi autonomous Authority. It is expected that as a state corporation it will be able to perform its mandate more effectively and efficiently.

During the year under review, the Directorate facilitated training of 2,439 in apprentices/craft programs, 19,342 on Management and Supervisory training and sponsored 25 female students from poor backgrounds to train in engineering courses and 25 employees to train overseas. The Directorate attached 10,060 students to the industry and registered 1,050 new employers.

The Directorate spent a total of Kshs. 101,223,634.95 on reimbursements to employers for approved training.

### NEW UNIONS

A number of new unions applied for registration and have been issued with interim certificates.

Three new Trade Unions were registered in the year 2011, bringing the total number of trade unions thus registered as at the end of 2011 to 72. These were:

- The Kenya Medical Practitioners, Pharmacists and Dentists Union 30th August 2011
- The Union of Judiciary Workers registered on 5th October 2011
- Kenya Union of Special Needs Education Teachers registered on 5th October 2011

### DIRECTORATE OF OCCUPATIONAL SAFETY AND HEALTH SERVICES

The Directorate of Occupational Safety and Health Services is a department of the Ministry of Labour responsible for implementation and enforcement of Occupational Safety and Health Act, 2007 and Work Injury Benefits Act, 2007. Its mandate is to promote safety and health of workers and to ensure prompt compensation to employees injured in the course of work.

The activities carried out by the department in 2011 included training of employees on safety programs, acting on reported accidents, examination of workers and hazardous industrial equipments and registration of workplaces.

The activities are summarised in the table below.

NO	ACTIVITIES	UNITS	NUMBER 2011
1	Registration of work places	Number of work places	3267
2	Training of workers on safety	Number of Workers	7749
3	Examination of workers on occupational hazards/ diseases	Number of workers	35,706
4	Examination of Hazardous Industrial equipments	Number of plants	5753
5	Reported Accidents	Number of Accidents	6053
6	Action taken on reported accidents relating to machinery, plant, equipment, process and operations	Number acted upon	1476

The Department carried out examination of workers in relation to audiometric tests and occupational diseases. The department further conducted inspections on safety and health standards at work.

Due to training conducted by the department and the Federation the number of prosecution of employers for non-compliance recorded was only 26 cases most of which were settled.



### **FKE CONSULTING SERVICES 2011**

The FKE Consulting division has continued to support employers by providing management solutions to enhance their business competitiveness. Such solutions include recruitment, talent search and selection of staff into managerial and executive positions. Organizational reviews have become crucial in today's business and the division has offered a lot of support to organizations to ensure that these reviews are done professionally. In this, the division has offered technical expertise in undertaking job analysis and evaluations to inform and facilitate strategic investment in key and lean human capital to give optimum value. Managing human resources has taken a strategic position in modern organizations where staff is viewed as an investment, through whom profits are made.

The need to have properly constituted human resource policies cannot be overemphasised. FKE Consulting division has continually reviewed individual organizations' HR policies to ensure they are in line with the current constitution, labour laws, and other statutory regulations where applicable. The division continues to offer survey services to employers who need them, because 'what is not measured cannot be controlled'. Therefore measuring employee satisfaction, work environment, customer satisfaction, drug and substance abuse, and corruption perceptions is key in providing insights into issues that exist and how to deal with them.

In the year 2011, the division concluded previous assignments to Catholic Relief Services, Hashi Energy, Sony Sugar Company and Chemelil Sugar Company.

Other consulting assignments done in the year 2011 included the following:

- Employee satisfaction and work environment survey for Kenya Wine Agencies Limited (KWAL)
- Corruption baseline survey for Brand Kenya Board (BKB)
- Executive selection services for Nzoia Sugar Company, Mastermind Tobacco (Kenya) Limited, Export Promotion Council, Energy Regulatory Commission, KENATCO Taxi cabs Limited and Ecolab
- Job evaluation, organizational review and skills audit for Cadbury Kenya, KENATCO Taxi cabs Limited, PDM Kenya, SDV Transami Kenya Limited and Syngenta East Africa.

### **EXECUTIVE DIPLOMA IN INDUSTRIAL RELATIONS**

The Division coordinated the successful launch of the Executive Diploma in Industrial Relations Programme. This unique course is facilitated in partnership with United States International University (USIU), providing students with unmatched industrial relations skills in the region. The practical approach with which the course is delivered, allows students to take part not only in collective bargaining, but equips them with the negotiation skills; these being some of the strengths the course boasts of.

Under this programme, students, who are actually industry executives, enjoy high level academic and practical interaction, and also share knowledge and experience with each other. The pioneer class was composed of high level executives with an average of 15 years of experience in Human Resources Management in reputable organizations.

Students will have a chance to interact with a team of experienced industrial relations practitioners. The programme aims at creating a unique category of Industrial Relations champions to offer solutions that will shape the future of labour relations in Kenya.

The Projects division continued to implement projects that provide support to businesses of sustainability, as well as the enhancement of the secretariat's capacity to deliver services to members.

Projects implemented in the year 2011 included the following.

1. Business Sector Programme Support (BSPS) PHASE II
- 2.. Occupational Safety and Health
3. Tackling Child Labour through Education
4. HIV/AIDS at the workplace
5. SUSBIZ Kenya

The following are achievements of each project in the year 2011

### 1. BUSINESS SECTOR PROGRAMME SUPPORT (BSPS), PHASE II

This five year program started in January 2011 and involved the following national agencies: Business Advocacy Fund (BAF), Trademark (TMEA) Kenya, Micro Enterprise Support Programme Trust (MESPT), Climate Technology Innovation Fund (CTIF) and African Enterprise Challenge Fund (AECF).

The BSPS II program's objective was to create employment in micro, small and medium sized enterprises (MSME), especially for young women and men deriving from Kenya Vision 2030, supported by the conclusions from the Danish initiated Africa Commission, which highlighted the importance of private sector development in order to more effectively increase economic growth and reduce youth unemployment.

Three immediate objective components of the BSPS II include:

1. **The business enabling environment;** to improve the business environment through the reform of policies, laws and regulations that hinder private sector development.
2. **The micro, small and medium enterprise (MSME) competitiveness;** to increase access to markets for MSMEs in selected value chains, which is to be implemented by the Micro Enterprise Support Programme Trust (MESPT).
3. **The Innovation and Piloting Green Energy;** where innovative entrepreneurs and firms in Kenya are incentivized and enabled to exploit the market opportunities offered by the emerging market for new climate change technologies, and catalyse investments in new companies, products and services.

*The programme is run to ensure that these objectives are achieved through Business Advocacy with focus on Cross Cutting Issues and Priority Themes* e.g. Gender mainstreaming, environment, democratisation, human rights, youth, HIV/AIDS, trade and development, climate change, harmonisation and alignment and linkages to other Danida business sector instruments.

### 2. TACKLING CHILD LABOUR THROUGH EDUCATION (TACKLE) PROGRAMME - ADOPT A SCHOOL

'Adopt a school' was one of FKE's innovative strategies within the ILO's TACKLE project to facilitate concrete involvement of business in tackling child labour. Since June 2011 the "Adopt a school" mechanism has been to involve the private sector in the endeavour to support Education Programmes and hence improve access, equity, and transition rates from primary to secondary schools.

# Projects and Capacity Building

## 2011 Report

So far FKE and a few members (e.g. Chartis Insurance Kenya) have given support through collaboration with school management in the following ways:

- i. infrastructural development within selected school(s) through activities that enhance quality learning
- ii. Support to deserving/ needy children (especially Orphaned and Vulnerable Children) to meet basic school requirements like uniforms and other learning materials
- iii. Establishing school bursaries to support students from disadvantaged families
- iv. Supporting the selected schools' feeding programmes

### 3. OCCUPATIONAL SAFETY AND HEALTH (OSH) PROGRAMME

#### i. RISK ASSESSMENT IN KEY SECTORS OF THE KENYAN ECONOMY

Section 6(3) of the Occupational Safety and Health Act (OSHA) 2007 requires every employer/occupier of a workplace to carry out appropriate risk assessments in relation to safety and health of all persons employed, and use results to develop and adopt preventive, protective and control measures to ensure work is carried out safely. As part of its overall mandate and continuing efforts to promote a safe work environment, FKE with the support from the Ministry of Foreign Affairs of Denmark (DANIDA) commissioned risk assessments in the tea, sugar, flower, construction industries, metal fabricators and wood working MSE's. The objectives of the assignment were to:

1. Gauge the level of compliance with OSH requirements;
2. Establish the inherent hazards and assess the risks and identify controls in place;
3. Provide learning and make recommendations to inform risk prevention efforts in industry in the future.

The results of this assessment were shared with stakeholders and way forward adopted.

#### ii. ILO/FKE CONSTRUCTION SAFETY FORUM

FKE (with support from ILO) facilitated a construction forum which drew participants from Contractors, Architects, Surveyors, Engineers, Developers and Clients, Government departments, Law enforcement agencies, OSH Consultants/Advisors, Sub-contractors and Suppliers to the construction sector. In Kenya, the sector continues to grow and has recorded a growth rate of about 8%. It contributes about 4% of the National GDP and employs around 85,000 people. It is envisaged that the sector growth will triple as devolved Government structures take shape coupled with the Governments' deliberate policies and efforts to spur economic development of the rural areas. However, it was observed that the sector's growth would turn catastrophic if proper construction safety and health legislations are not put in place and the Safety and Health Authority is not supported to execute its mandate. This provided the necessity for safety and health to be discussed as a national agenda at the National Economic and Social Council (NESC). At the end of the forum, resolutions and recommendations were made and shared, to which participants pledged allegiance.



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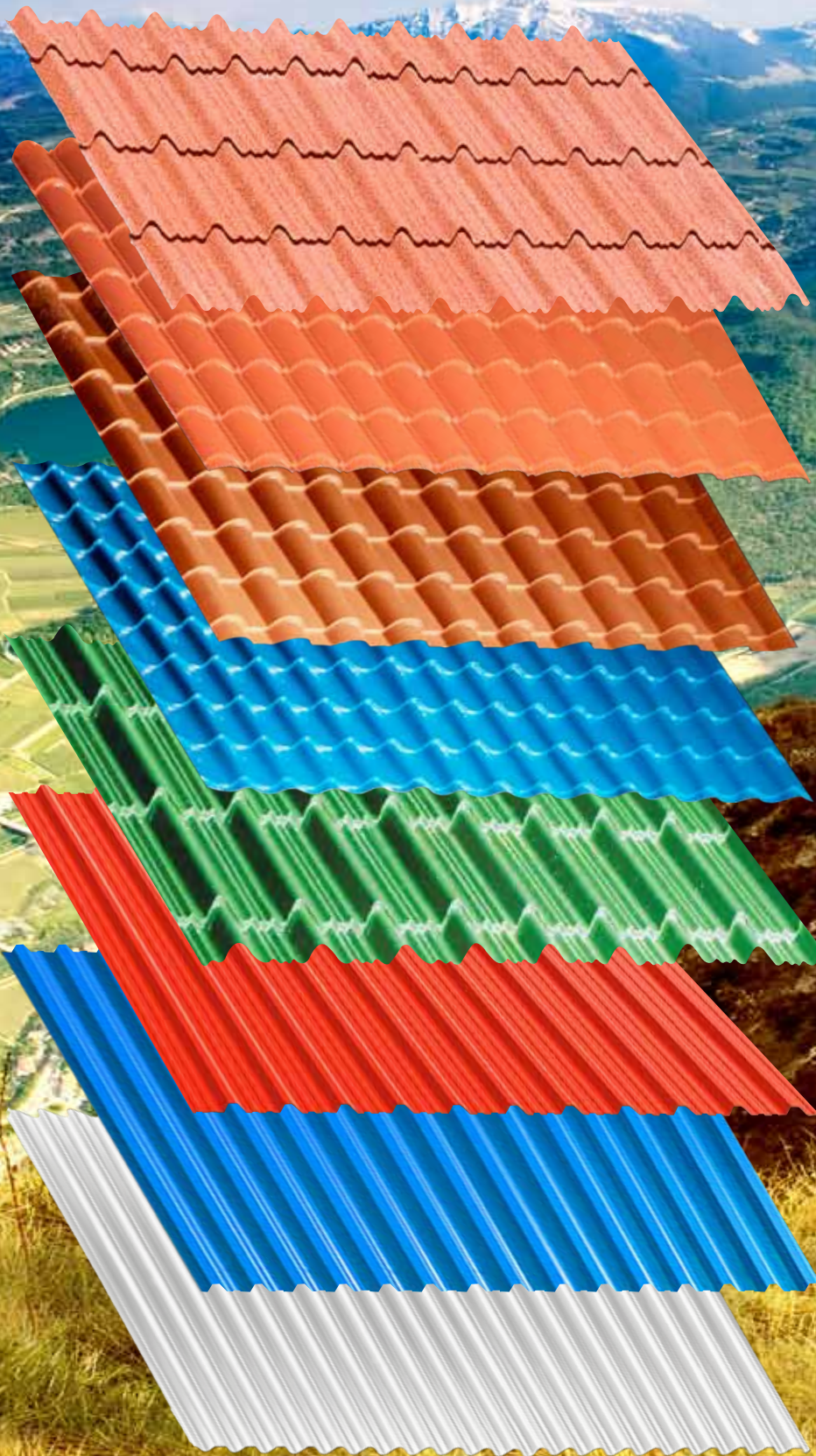
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# Projects and Capacity Building

## 2011 Report

### 4. SUSBIZ KENYA PROGRAMME

SUSBIZ Kenya is a 2-year programme (2011 – 2013) that facilitates collaboration on sustainable business development between a limited number of Danish companies and their Kenyan business partners. The Danish-Kenyan partnerships collaborate on implementing sustainable business practices in the Kenyan Companies. The programme aims to link strategic corporate social responsibility (CSR) with business development. In addition, the programme demonstrates the link between improved social and environmental conditions and business performance.

The programme focused on established Danish-Kenyan business collaboration that allows for a win-win situation. Under this project, the Kenyan companies expect to benefit from internationally recognised CSR standards positively affecting their organisations' production, productivity, attrition rates, cost savings and new market opportunities among others. On the other-hand, the Danish companies expect to benefit from improved global value chain management and improved stakeholder relations.

**SUSBIZ Going Forward:** The SUSBIZ programme will innovatively include parallel participation from interested companies which may or not have international partners from Denmark, to facilitate CSR services and training of members in 2012. This will be done through the 'GLOBAL COMPACT, STRATEGIC CSR & IMPROVED BUSINESS PERFORMANCE' programme run by Federation of Kenya Employers (FKE) in collaboration with the SUSBIZ Kenya Programme. The Programme is scheduled to run as one day capacity building seminars from June 15th 2012 to April 26th 2013 held by local and international experts.

**The SUSBIZ programme is supported by the Danish Ministry of Foreign Affairs under Danida's Innovative Partnerships for Development (IPD) programme.**

### 5. HIV AND AIDS PROGRAMME

The year 2011 started with the knowledge that donor funding to support HIV and AIDS interventions is on the decline. The FKE HIV and AIDS project team deliberated on a strategy to position the FKE HIV and AIDS workplace programme on a sustainable basis and a concept note on "Redefining the HIV & AIDS Strategy for Greater Intervention Impact" was developed.

Other achievements on projects side during the reporting period included the finalization of the FKE video documentation "HIV and AIDS at the workplace, sharing our story", the printing and regional dissemination of the ILO Recommendation concerning HIV and AIDS and the world of work, 2010 (No. 200) and the successful launch and holding of the 1st workshop of the "SUSBIZ Kenya" Project whose main objective is to strengthen social and environmental development as well as the business performance in a number of Kenyan companies, which in turn will contribute to sustainable development and poverty reduction in Kenya.

### CONTRIBUTION OF PROGRAMME TO SECTOR STRATEGY

The project is in line with the National AIDS Strategy as outlined in the KNASP III document (Kenya National AIDS Strategic Plan, 2009/10 – 2012/13; Delivering on Universal Access to Services) under Outcome 4 (HIV mainstreamed in sector specific policies and strategies) and in the Priority Areas for KNASP III- Implementation Pillars under Pillar 1: Health Sector HIV service Delivery, and Pillar 2: Sectoral Mainstreaming of HIV. Indirectly and also directly the private sector supports Pillar 3: Community-based HIV Programmes.

The framework conditions have not changed and the overall contribution is very much in line with the national and the sector strategies. FKE together with other partners cooperates closely with NACC in the Mid Term Review (MTR) process and towards improving the monitoring and evaluation within the private sector.

### FKE HIV AND AIDS PROGRAMME ACHIEVEMENTS

FKE was re-elected as the alternate focal point for the EABC in Kenya. The Federation was represented in the following major workshops and meetings:

- With NACC and the UN joint team on sector coordination
- The country Joint Programme Review for the KNASP III (Mini JAPR 2011)
- The UN Joint Team Country Ownership Process
- The Dissemination workshop for the KPSAN Strategic Plan
- The KPSAN AGM on election of board members
- The EABC regional working Group meeting
- NACC monitoring and evaluation workshop and update on Mid Term Review process (MTR)
- The UNDP Project Support 2012 annual work plan launch

Furthermore FKE realized that many employees with disabilities could not access the conventional HIV and AIDS information and piloted a one day workplace Sensitization Meeting and a mobile HCT camp for People with Disabilities in Mumias town. All the participants were deaf and employed. A total of 16 participants were tested and formed a post-test club. The activity was a big success but also observed a huge gap with regard to information dissemination to workers with disabilities. This has to be considered in future activities.

### 6. ILO PRO€INVEST PROJECT

FKE participated in ILO Pro€invest project, implemented with support from the EU and DECP with the objective of maximising the influence of Employers' Organisations (EOs) for a better business environment and private sector development in East Africa and Ghana. The project achieved the following:

- Development of Employers advocacy agenda
- Establishment of a human resource assessment centre taking FKE recruitment services a notch higher through inclusion of more accurate processes of assessing persons' suitability to jobs
- Salary surveys for the fresh produce and freight industries
- Tools and skills enhancement in offering better training services, advocacy, communication and research
- Strengthened partnerships between FKE and partnering employers organizations i.e. Ghana, Uganda, Tanzania and Rwanda

### 7. ILO WEDGE PROJECT

FKE also participated in Women Entrepreneurship Facility focus group discussion which adopted and owned the Cairo platform for implementation in Kenya with the following objectives:

1. Establish and strengthen institutional and legislative environment with incentives and support for the implementation of effective policies and decent employment and sustainable incomes.
2. Integrate women's entrepreneurship development into regional policies and strategies for Africa
3. Mobilize the donor community (bilateral and multilateral), UN agencies and international finance institutions to integrate women's entrepreneurship development in their programs and policies of technical cooperation and support women specific development initiatives.
4. Strengthen organizational and managerial capacities of women entrepreneurs and their respective associations to effectively lobby and advocate for the needs of their members and advocate for equality between women and men.



### OVERVIEW

The Federation's Training Department manages all open and in-house/in-company training programmes in Industrial Relations, Management Services and Occupational Safety & Health. These programmes are well researched and pre-tested to suit the needs of the members. They focus on creating industrial peace, enhancement of productivity and members' competitiveness through empowered human resources.

For Industrial Relations and Management training, the Federation conducted a number of open programmes, with participants mainly drawn from member and non-member organisations. In total 1,474 members of staff attended our programmes, with 508 participants attending open programmes, and 966 attending in-house programmes. The total attendance in 2011 represented an increase of 44% compared to the total attendance in 2010. For Occupational Safety and Health programmes, a total 836 members of staff attended our programmes, with 170 participants attending open programmes, and 666 attending in-house programmes.

Due to members' demands, we developed new programmes, including Negotiation Skills Training (revised); Strategic Client Relationship; Implications of the New Constitution, Post-Employment/Pre-retirement, Procurement Management and Sexual Harassment.

### RANGE OF COURSES OFFERED BY FKE

#### Legal and Industrial Relations Training

- New Labour Laws
- Industrial Relations
- Discipline Management
- Managing Employment Contracts
- Negotiations Skills
- Implications of the New Constitution on Industrial Relations

#### Management and related Trainings

- Performance Management
- Management Skills Development
- Customer Care
- Strategic Customer Relationship
- Procurement Management
- Pre-retirement

#### Occupational Safety & Health ( OSH )

- OSH Committee Training
- OSH Step-by Step
- Employee Wellness
- Sexual Harassment

# Training Services

*2011 Report*

## TRAININGS CONDUCTED IN 2011

### Legal and Industrial Relations Training

	Course Title	Number of Participants		Total
		Open Courses	In-house courses	
1.	New Labour Laws	94	70	164
2.	Industrial Relations	-	263	263
3.	Discipline Management	52	75	127
4.	Managing Employment Contracts	51	-	51
5.	Negotiations Skills	32	50	82
6.	Implications of the New Constitution	99	-	99
	<b>TOTAL</b>	<b>328</b>	<b>458</b>	<b>786</b>

### Management Training

	Course Title	Number of Participants		Total
		Open Courses	In-house courses	
1.	Performance Management	33	-	33
2.	Management Skills Development	47	44	91
3.	Customer Care	61	-	61
4.	Strategic Customer Relationship	9	-	9
5.	Procurement Management	30	-	30
6.	Pre-retirement	-	464	464
	<b>TOTAL</b>	<b>180</b>	<b>508</b>	<b>688</b>



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# Training Services

## 2011 Report

### OSH Training

	Course Title	Number of Participants		Total
		Open Courses	In-house courses	
1.	OSH Committee Training	124	361	485
2.	OSH Step-by- Step	46	-	46
3.	Sexual Harassment	-	305	305
	<b>TOTAL</b>	<b>170</b>	<b>666</b>	<b>836</b>

### SUMMARY OF KEY ACHIEVEMENTS

The following are the key achievements of FKE's training division in 2011:

**Increase in number of participants:** The number of participants trained increased from 498 in 2010 to 1,474 in 2011, representing an increase of 196%

**Increase in Revenue:** Revenue from Industrial relations and management training increased by 29%.

### 2011 SAW THE DEVELOPMENT OF NEW PROGRAMMES WITH THE FOLLOWING RESULTS:

1. Negotiation Skills Training - This training was enhanced as a result of the (DECP) training on negotiation skills that some executive staff from FKE attended. As a result, we conducted one open course in March attracting thirty-two participants and an in-house programme for Kenya Airways in November for fifty participants.
2. Implications of the New Constitution on Industrial Relations - The Federation conducted three open programmes attracting a total of one hundred participants
3. Strategic Customer Relationship - One open programme was conducted attracting a total of thirty participants.
4. Post- Employment/Pre-retirement Planning - In-house training was conducted at Railway Training Institute for sixty participants and Telkom Kenya for four-hundred and four participants.
5. Procurement Training - One open programme attracting thirty participants.
6. Sexual Harassment - FKE conducted one in-house programme for the United States International University (USIU), attended by about three hundred members of staff.



FKE HR practitioners workshop 2011

The Association for the Physically Disabled of Kenya (APDK) is a local non-governmental organization (NGO) established in 1958 and currently registered by the NGO Coordination Board. The organization's mandate is to offer rehabilitation/habilitation services to persons with disabilities.

APDK collaborates with the Ministry of Medical Services, Ministry of Public Health & Sanitation, Ministry of Gender, Children and Social Development and Ministry of Education other partners in service provision. APDK has a network of 9 branches located in Nairobi, Mombasa, Nakuru, Kisumu, Kisii, Eldoret, Busia, Machakos and Embu. Most of the Branches are located within the Government's provincial or district hospitals.

The objective is to improve the quality of life of persons with disabilities through comprehensive rehabilitation programmes using the Rights Based Approach to achieve poverty reduction through mainstreaming socio-economic empowerment. This is implemented through Community Based Rehabilitation (CBR) strategy focusing on Prevention, Early Identification and Intervention of disabilities through improved Maternal and Child Health Care.

## **Prevention and Early Identification of disabilities:**

### **Antenatal/Neonatal Care:**

- Visit the nearest health facility as soon as you know that you are pregnant
- During pregnancy go for at least 4 antenatal clinic visits
- Plan to deliver your baby in a health facility



### **Immunization:**

- Get your child immunized at birth, 6 weeks, 10 weeks at 9 months of age.
- Immunization prevents disability such as polio
- Tetanus causes stiffness and spasms which results into disability.



### **Management of disability:**

Through Rehabilitation services:

- Physiotherapy
- Occupational therapy
- Club Foot Care Management (C.T.E.V)
- Surgical intervention
- Outreach Mobile Clinic
- Comprehensive Community Based Rehabilitation
- School Health & Integration
- Orthopaedic Health Care Services
- Production of assistive/mobility devices (crutches, wheelchairs)

### **Economic Empowerment:**

Person with disabilities are economically empowered through:

- Micro credit services/income generating activities
- Employment Bureau
- Fair Trade Shops/production of handcrafts

## **Fabrication of Assistive Devices**



Walking frame



Yaya seat



Crutches

### **Micro Credit Services/IGAs:**

This is a program for informal employment where "Express Poverty Reduction" is a vehicle to fulfilling the mission of empowering persons with disabilities economically, so as to make them become self reliant and fully integrated members of their communities.

### **Employment Bureau**

This is a program where we advocacy for employment of qualified persons with disabilities into the formal employment. We have a database of cv's of person with disabilities whom to link with employers upon request.

**Fair Trade Shops** act as outlet for products made by persons with disabilities.





### INTRODUCTION

Through the Research and Advocacy Division the Federation delivers its mandate of promoting an enabling business environment and sound industrial relations. The Federation achieves this through effective representation, advocacy and provision of value added services that strengthens the ability of employers to attain competitiveness. The division collects and analyses information on social and economic indicators for policy, advocacy and bargaining as well as creation of an enabling business environment in general.

Key activities for this division include: Conducting research and preparing reports on selected economic and labour related issues; reviewing and analyzing Government policies as they affect enterprises; analyzing and disseminating information on labour market, economic indicators and business environment to members and other relevant bodies; and representing employers' views on economic and labour issues in various fora. These activities are realised through undertaking continuous research and policy analysis in areas related to: minimum wages; skills development; labour and employment; industrial relations; labour laws; fiscal and monetary policy; productivity; social security; and cost of living.

In addition, the division also undertakes various surveys to include; employee, work environment, and customer satisfaction survey and corruption prevention and eradication baseline surveys. The division also develops policy documents on: workplace policy on alcohol and drug abuse; workplace policy on gender mainstreaming; and workplace policy on disability mainstreaming.

### FKE RESEARCH

During the year 2011, the research and advocacy department conducted research on key research areas to inform the Employers social economic activities and engagement with policy makers. The findings are presented below.

#### 1. LABOUR LAWS

The survey on the impact of the labour laws on businesses in Kenya revealed that the costs of implementing the labour laws had declined from 30 percent in 2009 to 10% in 2010 as employers made alternative non-monetary provision to comply with paternity and maternity leaves. Majority of employers (84%) support establishment of an independent Alternative Dispute Resolution Mechanism with a tripartite board. Further, the survey results revealed that 70% of employers are not satisfied with the procedures by which wages are currently determined; 62% find the deduction of agency fee is not justifiable; 67% indicated that 30 days provided for conclusion of conciliations is not adequate and recommend the days be increased to 90; 88% of the employers have established insurance policy for all the workers; 68% of the employers had established an operational committee in their work place to deal with occupational safety and health matters; and 67% of the employers disprove the increment on NHIF deductions.

#### 2. BUDGET FOR FINANCIAL YEAR 2011/12

The division prepared and submitted the employers' budget memoranda on policy and tax proposals to the Minister for Finance for consideration for financial year 2011/12. The following were considered:

- Increase in the budgetary provision to the Ministry of Labour and Human Resources Development to enhance its services
- Increase in allocations for infrastructure development to improve country-wide infrastructure to reduce costs of doing business within the country.
- Provision of incentives/tax exemptions to promote the rural enterprise development
- Consolidation of permits and licenses required to do business in view of reducing the cost and time taken when acquiring them.
- Amendment to the VAT Act to simplify the process together with accelerating the speed of input VAT refunds
- Acceleration of the harmonization of tax laws and tax administration with the East African Community partner states

- Introduction of amendments to the Insurance Act with a view of instituting regulatory measures to uphold wholesome professionalism to all groups of people involved in insurance business.
- Reduction of duty on investment machines and machinery spares used by SMEs to support growth of the industry.
- Lower import duty to reduce the prices of food products to allow more flow of goods and services; and
- Exemption of import duty for equipments to assist local manufacturers to compete effectively, among others.

### 3. EMPLOYERS BUSINESS AGENDA

The unveiling of the Employers' business agenda in 2011 marked an important milestone in the Federation's endeavours to promote an enabling business environment through labour and employment policy dialogue. The agenda focuses on four key areas: lack of adequate skills for the labour market requirements; high cost of implementing the labour rewards; high cost of providing social security; and inadequate provisions for growth and sustainability of small and medium enterprises.

For Kenya to realise its dream of transforming the country into a newly-industrialised middle income country providing a high quality of life to all its citizens in a clean and secure environment by the year 2030, there is need for the country to align its human resource base to the labour market requirements. To remain globally competitive, Kenya needs to realign its labour relations and compensation mechanisms with those of other countries, moreso now that the East African Community Members States have signed a common market protocol that provides for free movement of capital and labour. Relative to emerging economies, the cost of doing business in Kenya is relatively higher.

This is largely because of the high tax burden, high cost of infrastructure and the high cost of labour in Kenya. Following the introduction of the East African Common Market protocol, Kenya needs to address the various constraints to investment to ease the capital and labour mobility within the region. Though the informal sector in Kenya is very large, contributing more than 80 percent of jobs created annually in the economy industry survival and job sustainability and productivity is very low. To enable the country to realise its development plan of industrialising by the year 2030, the country must design and implement appropriate policy interventions to encourage growth in the micro and small enterprises.

The Employers' Business Agenda endeavours to increase the visibility and voice of the Federation. It has been developed to serve as a platform for the articulation of key concerns of the employers in Kenya that require urgent action by government in order to reduce the cost of doing business, thereby making Kenya the preferred choice of both domestic and foreign investment. This is important to ensure that the country remains attractive to investment in this era of regional integration. In 2012, the Federation will prepare the Employers manifesto based on the Employers' Business Agenda which will be used to engage politicians and policy makers in an effort to promote an enabling business environment and sound industrial relations.

### 4. CLIENT SURVEYS AND POLICY DOCUMENTS

The division conducted several surveys for various institutions, these include: Workplace Investigation Survey for De La Rue; Salary and Remuneration Survey for Muhoroni Sugar Company; the Employee Satisfaction and Work Environment Survey for Kenya Wine Agencies Ltd and Corruption Perception Survey for Brand Kenya Board. The division also made inputs into the following policy documents: the Draft National Employment and Strategies for Kenya; the Draft Productivity Policy and Bill and the Draft National Industrial Training and Attachment Policy for Kenya.

### FKE ADVOCACY

Contributing to and sharing of research information is crucial in the policy formulation and implementation processes. Through advocacy, the Federation engages policy makers on various issues of national importance as articulated below thereby promoting an enabling business environment and sound industrial relations.

### (i) THE LABOUR INSTITUTIONS (AMENDMENT) BILL 2011

In 2011, Hon. Mututho sponsored a Private Member's Bill, which proposed to amend Section 47 of the Labour Institutions Act, 2007 by introducing a 6th Schedule to provide for higher statutory minimum wages to affect the private sector alone, in effect creating two separate statutory minimum wages, one applying to the private sector and another to the public sector employees who draw their wages from the Consolidated Fund. The Federation in collaboration with its Members lobbied the various parliamentary committees to reject the Bill. As an alternative, the Federation has advocated for the formation of wages council to look at the salary and remuneration of workers in the flora culture industry.

### (ii) THE DRAFT INDUSTRIAL TRAINING AND ATTACHMENT POLICY FOR KENYA

Industrial training and attachment in Kenya is conducted through various guidelines and circulars issued to different agencies without a national policy resulting into a disharmony of training standards, requirements and certification. The draft Policy therefore endeavours to provide for coordinated industrial training and attachment; and strengthening of the linkages between the training institutions and industry by taking cognizance of harmonization trends in global, regional and local dimensions to recognize qualifications across borders through: regular development, review and implementation of curricula (5yrs); regular industry training needs analysis (3yrs); preparation of annual training programmes; compulsory assessment and certification; establishment of a national qualifications framework by a national body that equates and standardises qualifications and certificates; strengthening linkages between industry, training and research institutions through sharing of resources; expansion of training facilities to centres of excellence; setting up of industrial attachment and coordinating units; computerization of data, and information on industrial training and attachment to ensure proper planning.

### (iii) THE DRAFT EMPLOYMENT POLICY STRATEGY FOR KENYA

Kenya has failed to attain desired levels of employment not because the country does not have the potential, but because past initiatives to address the vice were piecemeal, lacked focus, were poorly coordinated and weakly implemented. The country also lacked the policy and the institutional and legal framework to anchor the employment creation initiatives FKE participated in the formulation of the draft employment and strategy policy for Kenya. The policy contains measures to address past policy intervention failures, and the institutional and legal weaknesses. These include:

- Putting in place measures to realize high and sustainable economic growth;
- Promotion of sectoral growth through tax and non tax incentives
- Promotion of growth and development of micro and small enterprise through enactment of the MSE Bill, remove of regulations that impede the establishment, operation and vertical growth and survival of MSE; establishment of the MSE Fund; etc
- Promotion of productivity and competitiveness through implementation of the national productivity policy and establishment of the national productivity and employment commission

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- Improving linkages between education and training Institutions and industry to address skills imbalance and mismatch of skills. This will be achieved through the formulation and implementation an Integrated Human Resource Development Strategy and a dual TIVET system that integrates work-based and school based learning
- Development and implementation of an integrated Industrial Training and Attachment System
- Establishment and maintenance of a labour market information system
- Promotion of youth targeted employment system through enhancement of the youth entrepreneurial skills, intensive public works programmes and use of ICT
- Streamlining of foreign employment administration through the national productivity and employment commission.
- Population growth control and
- Preparation and implementation of a wages policy.

#### **(iv) THE DRAFT PRODUCTIVITY AND COMPETITIVENESS POLICY FOR KENYA**

The country's economic performance and level of global competitiveness remains low relative to the global benchmark. Kenya's overall Global Competitiveness Index in 2010-2011 was 106 out of 139 ranked countries. FKE participated in the preparation of the draft National Productivity Policy which endeavours to present the paradigm shift required in productivity management in the country. Key in implementation of the productivity policy is the proposed transformation of the Productivity Centre of Kenya into a Productivity and Competitiveness Commission, and enactment and implementation of a Productivity and Competitiveness Management Act to underpin productivity management efforts in the country.

Higher productivity will be realised through: productivity awareness campaigns in all sectors of the economy; establishment and implementation of awards for excellent performance; promotion of sound labour-management partnership that is based on consultation, dialogue and employee-employer collaboration; preparation tools and training programmes on productivity measurement and preparation of an appropriate productivity compensation criteria; and promotion of research and development and use of ICT; among others.



FKE HR practitioners workshop 2011



# Report from FKE Branches

## *2011 Summary Report*

### **FKE COAST BRANCH - YEAR 2011 REPORT**

The regional office is located along Nyerere Avenue, at Ralli House on first floor adjacent to the central business district of Mombasa from where members, trade unions, labour officers and other government departments have easy access to the office.

FKE Coast Region Executive Committee is headed by Mr. Abass Nasser, the Administration Director of Mombasa Hospital assisted by Mr. Meshack Kipturgo, the Managing Director of Signon Freight. Other members of the committee include Messrs Zul Harunani of Shenai Restaurant, Salim Chingabwi, the Human Resources Manager of the Kenya Ports Authority, James Omwando, Finance Director of the KK Security Group, Panjan Baska of East African Storage Limited, Issa Muslim Ocean Freighters, Robert Clark, of Rea Vipingo Plantation and Ivan Fernades of Cargill Limited.

A total of 9 meetings were held in 2011. During the branch committee meetings, some of the issues members raised concern over were: the performance of Kenyan shillings against international currencies particularly Euros and Dollar, rising rate of inflation and its effect on cost of living and doing business, deteriorating state of roads, worrying presence of hawkers in Mombasa's central business district, traffic jams in and around Mombasa City and continued delay of cargo handling at the Kenya Ports Authority.

There was an attempt by nurses in the region to join a trade union and members sought for and were offered immediate professional advice on how to handle the situation. At the Kenya Ports Authority, there was a strike involving members of dock workers union over alleged management's refusal to regularise service of long serving casual staff, a strike that was called off after intervention of FKE that facilitated internal negotiations involving the union and the management.

Members also consulted the branch office on matters pertaining to: redundancy, termination and dismissals, maternity and paternity leave administration, casual employment, overtime tabulation, recognition agreements and agency fees. The branch also negotiated and concluded 22 collective bargaining agreements despite unfavourable atmosphere created by union elections.

The Coast Branch welcomed 14 new members into the Federation in the year 2011.

### **FKE RIFT VALLEY BRANCH-REPORT YEAR 2011**

The Rift Valley Branch covered the geographical boundaries of Rift Valley Province, except Kajiado District, which is covered from Nairobi. The Branch continued to be led by its Chairman Mr. Paul Matelong assisted by the Vice Chairman Dr. Thomas Serrem and Regional Manager Mr. Salim Wa-Mwawaza. The Regional office is located in the Industrial Area of Nakuru County at Nakuru Press Building, along Printing House Road.

During the year under review, the Branch General Committee held 10 meetings under the Chairmanship of Mr. Paul Matelong, who is also the Managing Director of Rift Valley Bottlers in Eldoret. He was assisted by his Vice Chairman, Dr. Thomas K. Serrem who is the Registrar, Egerton University Njoro Campus and Mr. Salim Wa-Mwawaza the Regional Manager. Other members of the General Committee are Messrs, Mr. Aram M Mbui, Mr. Apollo N. Kiarii, Mr. Charles Kipng'ok, Eng. Jared O. Othieno, Mr. Steve Smith and Mr. Willy Bett. These meetings were held on the 2nd Wednesday of every month.

# Report from FKE Branches

## *2011 Summary Report*

The Branch General Committee deliberated on issues affecting the Branch, which included industrial relations, infrastructure, security, water supply, power supply and current economic issues affecting smooth operation of the businesses. Of particular importance were issues on industrial relations affecting members within the region.

The members noted with appreciation the improvement of infrastructure (roads) by the Government which enabled quick and easy communication in the Region to facilitate economic growth.

With regard to training, the Rift Valley Branch co-ordinated a number of programmes that took place in the province. These included both open house and in-house programmes. Members were trained on HIV/AIDS Peer education, Occupation Health and Safety, Management Skills Development and Industrial relations.

In 2011, the Branch held its 23rd AGM on 13th April, 2011 which was graced by Mr. Leonard Ochieng from the Ministry of Agriculture and hosted by the FKE Executive Director Mrs. Jacqueline Mugo. The Guest of Honour addressed the meeting on the topic "Food Security and Challenges of Climatic Changes in the Country" which was highly appreciated as this was the food basket region of the country. 2011 also saw, the Rift Valley Branch welcome three new members into the Federation.

### **FKE WESTERN BRANCH - YEAR 2011 REPORT**

FKE's Western Kenya Branch was the second branch to be established after the Coast Branch, having been inaugurated in Kisumu on 23rd October 1979.

The Regional office is based in Kisumu City. The office is strategically placed to create closer liaison between the Federation and the Labour Officers and other arms of government in Western and Nyanza provinces and parts of the Rift Valley. The Members, who are spread all over the vast region, are able to access professional advice on labour matters from a central place easily.

The General Committee of the Western Kenya Branch was under the able chairmanship of Eng. David Onyango: Managing Director, Kisumu Water & Sewerage Company Ltd. Assisted by his Vice Chairman Mr. Vinod Patel; Managing Director Skylark Ltd; and the Regional Manager Mr. John Muasya. Members of the General Committee were Mr. J.N. Brooks, Mr. D.R. Raicha, O.P. Narang, V.H.L. Opanga, M. Odhiambo, I. Agina. Eng. P. Kabok, and D. Musungu,

The Branch Committee held nine meetings in 2011. During the meetings the committee dealt with reports on industrial relations and infrastructure; the meeting agenda also included privatization of the sugar industry (In February 2011, the Secretary of Privatization Commission was invited to address the committee on the future of the industry after the expiry of the COMESA Protocol), matters pertaining to power and water supply, the security situation, private sector investment, the skills gap and other social economic issues that affected members.

## Pictorial - FKE's 52nd Annual General Meeting



Dr. Cleopa Mailu, FKE National Chairman.



FKE's 52nd Annual General Meeting 2011.



Mrs. Jacqueline Mugo giving a presentation at FKE'S 52nd AGM.



FKE books on sale at FKE's 52nd AGM.



(From left) Mr. Hezron Njuguna, Mr. Nelson Kuria and Mrs. Nyambura Koigi.



FKE Members at 52nd AGM Cocktail 2011.



## Pictorial - FKE's 52nd Annual General Meeting



Eng. Patrick Obath, Dr. Sammy Nyambari , Mr. David Nalo , , Mrs. Jacqueline Mugo, Dr. Bitange Ndemo, Mr. Nelson Kuria and Mrs. Jane Kariuki.



Mr. Mugo Kibati, Eng. Patrick Obath and Dr. Sammy Nyambari.



Participants at FKE's 52nd AGM.



FKE Members at the 52nd AGM Cocktail 2011.



Mr. Chris H. Malavu, Mr. Hirji Shah, Mr. Arum M. Mbui and Dr. Cleopa Mailu.



# Regional and Global Partnerships

Through FKE's involvement in international forums and meetings, the interests of FKE members were advocated; and partnerships created with bodies like Norwegian Enterprise Confederation, International Labour Organization (ILO), DANIDA, Dutch Employers Cooperation Programme (DECP) and Business Africa among others. These partners provided support to FKE to strengthen the capacity of the secretariat, improve on existing products and introduce new programmes to enhance the quality of service to members. These programmes include:

- a) Performance Management
- b) Productivity Improvement
- c) HIV & AIDS Workplace programme
- d) Occupational Safety & Health Workplace programme
- e) Global Compact CSR programme

The Federation is hence placed to provide membership benefits which are comparable to some of the best in the world.

## **A. INTERNATIONAL LABOUR CONFERENCE**

In 2011 the International Labour Organization (ILO) celebrated its 100th International Labour Conference. It took place in an environment of world-leading and distinguished personalities, such as Angela Merkel and Vladimir Putin, but also with a flavour of economic and social crisis which persists in some regions around the world. Numerous plenary and parallel activities were focused on employment-related matters; the most relevant was related to youth employment and youth development. The key discussion of the Conference focused on the technical issues which had substantial relevance in the current globalization debate: labour administration and labour inspection; social protection and the social protection floor; and lastly a standards discussion on decent work for domestic workers.

### **i) THE GLOBAL REPORT**

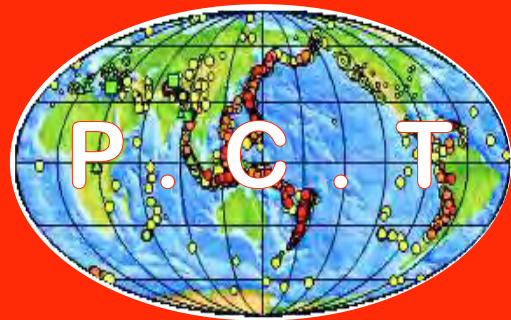
The purpose of the Global Report is to provide a dynamic global picture of each category of Fundamental Principles and Rights at Work. In 2011 it was on the elimination of discrimination in respect of employment and occupation.

The Employers' views were consistently unified and they communicated their messages with a single strong voice. Employers also highlighted their commitment to the 1998 Declaration irrespective of ratification of the core conventions, and the need for the ILO to take a systematic impact evaluation of ratifications and the need to take social and economic contexts into account with regard to identifying cases of unlawful discrimination and the importance of creating a conducive environment and a framework of legal protection for sustainable enterprises to act beyond mere compliance.

### **ii) DECENT WORK FOR DOMESTIC WORKERS**

The Domestic Workers' Committee completed its second year of discussions on new international labour standard for domestic workers (maids, drivers, cleaners, cooks, child carers etc). Employers accepted from the outset the merits of addressing domestic work, and of the ILO turning its attention to this often unrecognized area of employment. However, the Employers also maintained throughout the 2010 and 2011 ILC discussions that a stand-alone Recommendation, without the making of a Convention would be a best approach to address pressing concerns for domestic workers.

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The end result was the adoption by the Conference of two new international labour standards:

- The Domestic Workers Convention, 2011 (No 189)
- The Domestic Workers Recommendation, 2011 (No 201), Supplementing the Convention

A principal concern for the Employers was the treatment of private employment agencies, treated in quite a pejorative and unconstructive manner in the original draft text. Employers argued to have any new standards better reflect more contemporary attitudes to agencies, and recognise their substantial employment and economic contribution. This included strongly advocating for any new standards to be consistent with ILO Convention 181 (the Private Employment Agencies Convention, 1997).

There were substantial concerns on:

- The treatment of working time and the difficulties of applying detailed regulation of working time within family homes. Employers strongly opposed very detailed and prescriptive approaches being inserted into the proposed Convention and Recommendation.
- Whilst there were some modifications, concepts from general employment regulation such as normal hours work, overtime and the recording of hours were included in the final Convention and Recommendation, against the very clear opposition of the Employers.
- Concerns centred on the impracticality of this approach in the household context, and the implications for industries using sleep-over or on-call arrangements (such as aged and disability care).

### iii) LABOUR ADMINISTRATION AND LABOUR INSPECTION

Employers approached the discussion from the perspective that sound labour administration and inspection systems are fundamental for good labour market governance, sustainable development and effective implementation of international labour standards.

The resolution and conclusions of the discussion recognized that different countries are in different positions regarding their needs for support for policy and technical development. Governments, social partners and the ILO need to make best use of the resources available to them by:

- Identifying and sharing best practice
- Using new technologies to promote efficiencies and innovation to help labour administrations and labour inspectorates
- Leveraging their influence to access work activities that are hard to reach because they are less formal, less visible or transient
- Building on current ILO programmes within their budget and resources.

### iv) RECURRENT DISCUSSION ON THE STRATEGIC OBJECTIVE OF SOCIAL PROTECTION

Within the framework of the 2008 ILO Declaration on social justice, the International Labour Conference (ILC) had on its agenda the recurrent discussion on social protection (social security) and the following emerged:

- The conclusions recognized that the extension of social protection is only possible through active employment policies as well as policies promoting growth.
- The conclusions called on governments to build an economic and social environment that is conducive to sustainable enterprise creation. As indicated by the Employers, employment is the best social protection.
- The conclusions recognized the need for the formalization of the informal economy. This cannot be done overnight, but the principle was accepted by all.

- The conclusions recognized that there are different financing mechanisms. Employers insisted on the increasingly important role played by private schemes (pillar systems, pension funds) including pay-as-you-go systems (complementary and voluntary schemes).
- The conclusions recognized that reforms are necessary given the ageing of populations. They also recognized that the age of retirement is not a taboo and should depend on criteria.

## **B. 311th SESSION OF THE ILO GOVERNING BODY**

The Governing Body held a short session at the conclusion of the International Labour Conference, largely to address the election of the Officers for the new Governing Body, as well as the issues that arose from the International Labour Conference. All the social partners from Kenya were elected to the Governing Body. FKE was elected as Titular (voting) member of the Employers Group, and to the Management Board of the International Organization of Employers (IOE) and as Deputy Secretary General of Business Africa (formerly PEC).

The main issues raised by the Employers' Group concerned the lack of tripartite participation in the panel discussions. The other issue related to the manner in which recurrent items - on social protection - was discussed. Employers stressed the need to ensure the structure of the debate was aligned with the 2008 Social Justice Declaration.

## **C. COMMITTEE ON FREEDOM OF ASSOCIATION (CFA)**

The Committee dealt with a huge case load mostly from Latin America. A number of these cases are of specific interest to employers:

- The principle that the Committee is strictly a freedom of association committee was emphasized. It is not competent to deal with aspects of a complaint that concern questions of recruitment or appointment, or the management of an institution, unless a freedom of association issue arises.
- The conclusions of the Committee also made direct mention of the fact that, in other cases, similar breaches of freedom of association have concerned employers' organisations and that the protection of Conventions 87 and 98 applies to employers and employers' organisations as well.
- The Committee reaffirmed that the genuine closure of a company for economic reasons is not contrary to the principle of freedom of association, but the closure and lay-off in specific response to trade union rights being asserted is a breach.

## **BUSINESS AFRICA (FORMERLY PANAFRICAN EMPLOYERS CONFEDERATION)**

The High Level Conference on "Repositioning PEC to Face the Development Challenges of Africa" was held in Mauritius under the auspices of the International Organisation of Employers (IOE), the Pan-African Employers' Confederation (PEC) since renamed as Business Africa, the International Labour Office (ILO), the African Development Bank and the World Bank Institute and Mauritius Employers Federation (MEF) to discuss innovative ways of strengthening the capacity of the Pan-African Employers' Confederation as the voice of the private sector in Africa in order to respond to development and other challenges facing the continent. The Conference made some key resolutions that have formed the work of the continental Organisation in the past year.



## Summary of the African Employers' Resolutions:

- A strong, representative and professional Business Africa as the voice of the African private sector is critical for the economic and social development of the continent. Business Africa should therefore be at the forefront in advocating for a supportive, enabling environment for doing business in Africa focussing on the following:
- Increase its support to national and sub-regional employers' organisations in order to ensure that the voice of African employers and business is heard and reflected in policies and administration.
- Develop effective relationships with regional and international institutions that are increasingly involved in the development process of the continent.
- Promote investment, economic growth and productive and decent employment by influencing policy formulation and implementation for employment creation, growth, poverty alleviation and social protection.
- Promote professional management and youth and women entrepreneurship development throughout the continent in order to enhance the sustainability of African enterprises.
- Advocate for responsible business practices and good governance.
- Work closely with the IOE to facilitate South-South knowledge sharing.
- In order to play this role effectively, Business Africa needs to enhance its capacity by establishing more permanent structures with a fully-fledged and operational secretariat. PEC should strengthen its role and that of its members in social dialogue and the involvement of social partners in the development process.
- The new organisation, Business Africa was formerly launched in Johannesburg on the occasion of the 12th African Regional meeting and a new logo launched.

## F. EAST AFRICAN EMPLOYERS ORGANISATION

In a meeting held in Kampala, Uganda, from 23rd to 24th February 2010, the Chairpersons and Executive Directors of Employers Organizations of Burundi, Kenya, Tanzania, Uganda and Zanzibar, took cognizance of the existing gap and inadequacy in the representation of employers views from member states of the EAC. The meeting participants unanimously agreed that in order to be able to adequately articulate employers' issues in the East African Community there was need of establishing a regional Employers' Organization thus fulfilling the spirit of tripartism, enshrined in several conventions of the International Labour Organisation, which member states have ratified.

The East African Employers Organisation (EAEO) was established in 2010 and registered in 2011, as a regional platform where East Africa National Employers Organizations and other players in the sector would engage with each other on issues that relate to regional integration, especially on the implementation aspects of East African Community (EAC) Common Market Protocol concerning the clauses on free movement of labor; labor standards and regulatory environments; skills development and mutual recognition. The members of the EAEO are: Federation of Kenya Employers (FKE), Association of Tanzania Employers (ATE), Federation of Uganda Employers (FUE), Association des Employeurs du Burundi (AEB), Private Sector Federation of Rwanda (PSF-RWANDA) and Zanzibar Employers Association (ZANEMA).

The developments taking place in the East African Community (EAC) region are of great significance to all employers and it is therefore imperative that Employer Organizations play a key role in influencing progress and integration outcomes; this is particularly crucial especially with the signing of the Common Market Protocol (CMP) by the Partner States. Such recent developments have led to opening up the EAC market and allowed for free movement of capital, goods, services and labor in the region.

## Regional and Global Partnerships

A Strategic Plan has been prepared through the Strategic Planning Session held in Arusha, where EAEO members deliberated on a number of issues including: regional competitiveness and productivity; major concerns of EAC employers; key priority areas to focus on; strategic objectives and action plans. This Strategic plan considers strategies identified in the context of the mandate of EAEO. In developing this plan the critical questions considered were the opportunities available to the EAEO to strengthen regional competitiveness and productivity and how the EAEO can strengthen the National Employer Organisations to play an effective role.

The EAEO has, with support of two donor organizations; Trademark East Africa (TMEA) and the Dutch Employers Cooperation Programme (DECP) established an Employers platform to be based at the East African Business Council Secretariat.



FKE HR practitioners workshop 2011.

## Regional and Global Partnerships

REGIONAL & INTERNATIONAL MEETINGS ATTENDED IN 2011		
1	EVENT	VENUE AND DATE
2	ILO/ITC - PROINVEST PROJECT PROGRESS REVIEW MEETING	NAIROBI, KENYA - 14TH TO 15TH FEBRUARY, 2011
3	COMMITTEE ON FREEDOM OF ASSOCIATION MEETING	GENEVA, SWITZERLAND 2ND MARCH - 4TH MARCH 2011
4	ILO GOVERNING BODY	GENEVA, SWITZERLAND 7TH MARCH TO 24TH MARCH 2011
5	ILO/ITC - PROINVEST IV REGIONAL SEMINAR - SHORT TERM LOBBYING ADVOCACY FOR EOS	KIGALI, RWANDA - 28TH MARCH TO 31ST MARCH 2011
6	ITC/ILO EMPLOYER ORGANIZATIONS AND EFFECTIVE HIV AND AIDS WORKPLACE MANAGEMENT	TURIN, ITALY - 28TH MARCH TO 1ST APRIL,
7	AU/IGAD/ILO - EMPLOYMENT FOR PEACE, STABILITY AND DEVELOPMENT CONFERENCE	ADDIS ABABA, ETHIOPIA - 11TH - 12TH APRIL, 2011
8	ILO	GENEVA, SWITZERLAND 30TH MAY TO 17TH JUNE 2011
9	ILO/ITC - PROINVEST TRAINING OF TRAINERS	DAR ES SALAM, TANZANIA - 30TH MAY TO 1ST JUNE 2011
10	ILO - PARTICIPATION IN THE GEA AND LAUNCH OF THE BUSINESS AGENDA	ACCRA, GHANA - 6TH SEPT TO 8TH SEPT
11	ILO/ITC - PROINVEST SEMINAR (TRAINING ON COMMUNICATION	ARUSHA, TANZANIA - 12TH SEPT TO 14TH SEPT 2011
12	ILO - HIV PROJECT INTERNAL SELF EVALUATION & HIV PREVENTION & SOCIAL PROTECTION	ETHIOPIA, 17th Sept - 22nd Sept, 2011
13	ILO - SUB-REGIONAL FORUM OF AFRICAN EMPLOYERS :THE PROMOTION OF THE GREEN ECONOMY AND THE ROLE OF WOMEN ENTREPRENEURSHIP	OUAGADOUGOU, BURKINA FASO - 20TH SEPT - 22ND SEPT 2011
14	ILO - 12TH AFRICAN REGIONAL MEETING	JOHANNESBURG, SOUTH AFRICA, 11TH TO 14TH OCTOBER, 2011
15	GIZ - JOINT IN CIRCUIT (JIC)	KAMPALA, UGANDA - 24TH OCT TO 28TH OCT, 2011
16	ILO - 312TH SESSION OF THE GOVERNING BODY	GENEVA, SWITZERLAND - 3RD NOV TO 18TH NOVEMBER, 2011
17	ILO/ITC - EMPLOYERS ORGANIZATIONS AND WOMEN ENTREPRENEURS	TURIN, ITALY - 23RD NOV TO 25TH NOV 2011
18	ILO - EMPLOYMENT POLICY COURSE	TURIN, ITALY - 28TH NOV - 2ND DEC, 2011
19	ILO - BUILDING EFFECTIVE WAGE POLICIES IN AFRICA	JOHANNESBURG, SOUTH AFRICA - 21ST NOV - 25TH NOV 2011
20	EAST AFRICAN TRADE UNION CONFEDERATION - REGIONAL TRIPARTITE CONFERENCE ON SOCIAL SECURITY	RWANDA - 27TH TO 29TH NOVEMBER, 2011
21	ILO/ITC - TRAINING ON RESULT BASED MANAGEMENT (RBM) FOR SUB-REGIONAL AND REGIONAL SOCIAL PARTNERS	ACCRA, GHANA - 6TH DEC TO 9TH DEC 2011
22	INTERNATIONAL LABOUR ORGANIZATION - TRIPARTITE WORKSHOP ON THE FORMULATION AND IMPLEMENTATION OF NATIONAL OCCUPATIONAL SAFETY AND HEALTH PROGRAMMES FOR SELECTED ENGLISH SPEAKING AFRICAN COUNTRIES	JOHANNESBURG, SOUTH AFRICA - 8 - 9 DEC 2011

## Representation on various Boards & Committees

*2010 -2011*

	COMMITTEE/BOARD	CURRENT FKE REPRESENTATIVE(S)
1	NATIONAL LABOUR BOARD	Dr. Cleopa Mailu Mr. C. Malavu Mrs. J.A. Mugo
2	AGRICULTURAL WAGES COUNCIL	Mr. Apollo Kiarri Mr. Linus Kariuki Mr. Wesley Siele
3	GENERAL WAGES COUNCIL	Eng. David Onyango Mrs. J. Mugo Mrs. M. Onyango
4	NATIONAL SOCIAL SECURITY FUND BOARD OF TRUSTEES	Dr. Cleopa Mailu Mrs. J. Mugo
5	NATIONAL HOSPITAL INSURANCE FUND	Mr. Aram Mbui
6	NATIONAL INDUSTRIAL TRAINING BOARD( formerly NITC)	Mrs. Jane Ngige Mr. Hirji Shah Mrs. J. Mugo (Alternate – Linus Kariuki) Mr. Linus Gitahi Mr. Aram Mbui Mr. Joseph Ngige
7	THE NATIONAL ADVISORY COMMITTEE ON OCCUPATIONAL SAFETY AND HEALTH	Mr. Patrick Obath Mr. Charles Nyangute (Alternate)
8	NATIONAL AIDS CONTROL COUNCIL	Dr. Cleopa Mailu Mr. Charles Nyang'ute (Alternate)
9	KENYA POWER AND LIGHTING COMPANY	Mr. Patrick Obath (through NSSF Board of Trustees)
10	PRODUCTIVITY CENTRE OF KENYA	Mr. Hirji Shah Mr. D.K. Tanui Mrs. J.A. Mugo
11	EAST AFRICA BUSINESS COUNCIL	Mr. Patrick Obath
12	HIGHER EDUCATION LOANS BOARD	Mrs. J.A. Mugo
13	SPORTS STADIA MANAGEMENT BOARD	Eng. David Onyango Alternate: Mrs. Jacqueline Mugo
14	KASNEB	Mrs. Nyambura Koigi



# Representation on various Boards & Committees

FKE nominated the following representatives to serve on the various committees under the Industrial Training Act.

## Agriculture, Hunting, Forestry, Fishing and Allied Industries Training Committee

**Mr. Linus Kariuki**

Federation of Kenya Employers

**Mr. Apollo Kiarii**

OI Pejeta Conservancy

**Mr. Christopher Kibett**

Ketepa

**Ms. Rosemary Kijana**

Sony Sugar Company

**Mr. Hassan Ndisho**

Kofinaf

## Wholesale, Retail Trade and Allied Industries Committee

**Mr. Abisai Ambenge**

Federation of Kenya Employers

**Mr. John Gitonga Njeru**

Kenafic Industries Limited

**Mr. Stephen Malakwen**

Kenya Seed Ltd

**Mrs. Agnes Mulei**

Unga Ltd

**Mr. Paul Okwemba**

Mt. Kenya Bottlers Ltd.

## Construction and Allied Industries Training Committee

**Mr. Linus Kariuki**

Federation of Kenya Employers

**Mr. Bobby Jandu**

Allied Plumbers Ltd.

**Mr. Allan Nyaga**

Mabati Rolling Mills

**Mr. Noah Omusolo**

Wena Technical Services

**Mr. Simon Kidero**

Schindler Ltd

## Manufacturing and Allied Industries Training Committee

**Mr. Salim Mwawaza**

Federation of Kenya Employers

**Mrs. Kimamo**

PZ Cussons

**Mrs. Margaret Geno**

Del Monte Kenya Ltd

**Mr. James Obura**

Timsales

**Sammy Kilonzo**

Osho Chemicals Ltd

## Financing, Insurance, Real Estate, Business Services and Allied Industries Training Committee

**Mrs. Maureen Onyango**

Federation of Kenya Employers

**Mrs. Mita Soni**

Kenindia Assurance Group

**Mr. Habil Olaka**

Kenya Bankers Association

**Mr. James N. Wandera**

Harambee Sacco Society Ltd

**Mr. Kenneth Muema Masika**

Lloyd Masika

## Community, Social, Personal Services and Allied Industries Training Committee

**Mr. Harrison Okeche**

Federation of Kenya Employers

**Mr. Lawrence M. Mulota**

University of Nairobi

**Mr. Frederick Oyombe**

Kenyatta National Hospital

**Mr. Urbanus Wambua Mutinda**

Arch-Diocese of Nairobi

G4S Security Group

## Representation on various Boards & Committees

### Transport, Storage, Communication and Allied Industries Training Committee

**Mr. Abisai Ambenge**

Federation of Kenya Employers

**Mr. Fred Gituku**

Telkom Kenya

**Mr. Boaz Ouko**

Kenya Ports Authority

**Mr. Peter Ouma**

Akamba Public Road Services Ltd.

**Mr. Micheal Muthiani**

East African Storage

### Electricity, Gas, Water and Allied Industries Training Committee

**Mr. John Muasya**

Federation of Kenya Employers

**Mr. John Maina**

KenGen

**Mr. Ben Chumo**

KPLC

**Mr. George Otieno Okech**

Nairobi Water & Sewerage Services Co Ltd.

**Mr. James Njoroge**

BOC

### Mining, Quarrying and Allied Industries Training Committee

**Mr. Robert Muthanga**

Federation of Kenya Employers

**Mr. Swaleh Sharif**

Athi River Mining

**Mr. Stephen Kamau**

Portland Cement

**Mr. Bhimji Patel**

Chairman, Quarry Group

**Mr. Odhiambo Ooko**

Kenya Petroleum Refineries

### FKE has nominated the following representatives to serve on the National Industrial Training Council:

**Mr. Linus Gitahi**

Group Chief Executive Officer

Nation Media Group

**Mr. Aram Mbui**

Managing Director

Rift Valley Machinery Services Ltd.

### Together with the Federations Executive Director the following are already on the Council:

**Mrs. Jane Ngige**

Chief Executive Officer

Kenya Flower Council

**Mr. Hirji Shah**

Group Managing Director, SAFAL

## Representation on various Boards & Committees

The following are our nominees for the DIT Centres:

### National Industrial and Vocational Training Centre (NIVTC) and Kenya Textile Training Institute (KTTI)

**Mr. Harrison Okeche**

Federation of Kenya Employers

### Technology Development Centre (TDC)

**Mr. Swaleh Sharif**

Athi River Mining Ltd.

### Kisumu Industrial Training Centre (KITC)

**Eng. David Onyango**

Chairman, FKE Western Kenya Branch

**Alternate**

**Mr. John Muasya**

Regional Manager,  
FKE Western Kenya Branch

### Mombasa Industrial Training Centre (MITC)

**Nominee**

**Mr. Abbas Nasser**

Chairman, FKE Coast Branch

**Alternate**

**Mr. Moses Ombokh**

Regional Manager,  
FKE Coast Branch



**FEDERATION OF  
KENYA EMPLOYERS**  
*The Voice of Employers*



## Executive Diploma in Industrial Relations

**Now Enrolling 3<sup>rd</sup> intake for July 2012**

### Target Group

The Diploma in Industrial Relations is designed for managers responsible for human resource in proactive organizations including: Human Resource Management (HRM), Industrial Relations (IR)/Employee Relations (ER) managers, company secretaries and lawyers dealing with industrial court matters

### Programme Goal

To ensure effective management of Human Resource through:

- Formalization of competency standards for effective application of the Industrial Relations & Labour Law activities within an organization
- Formalized qualification and recognition for Industrial Relations & Labour Laws Specialists
- Provide a comprehensive and in-depth understanding of the practice of Industrial Relations & Labour Laws to equip participants with skills to handle industrial relations issues
- Develop knowledge and skills to provide practical advice in Industrial Relations matters

### Programme Duration

The programme duration is three (3) Semesters: July 2012 to May 2013

### Fees per Semester

The fee for the programme is Ksh. 85,000 per semester

### Programme Schedule

**Timing:** Evenings (5.30 – 8.30pm): Monday, Tuesdays and Wednesdays;

Weekends – Saturdays and Sundays

**Venue:** FKE, Argwings Kodhek Road, Milimani, Opposite Nairobi Hospital, Nairobi



### For Inquiries contact

**Federation of Kenya Employers,**  
Waajiri House Opp. Nairobi Hospital,  
P. O. Box 48311-00100, Nairobi Kenya.  
Phone: 254-20-2721929/48/49/52  
Email: fkehq@fke-kenya.org

or

**Director CEED,**  
**United States International University**  
P. O. Box 14634, 00800, Nairobi, Kenya  
Tel: 3606000, 3606214, 3606129,  
Mobile: 254 722 679 469  
E-mail: directorceed@usiu.ac.ke/adminceed@usiu.ac.ke



# Protect your Profession

## Professional Indemnity Policy

You've worked hard to be where you are today. Years of training and lots of money have been invested in your profession. You need to protect it. With a Professional Indemnity Cover from Heritage, you are insured against lawsuits arising from any alleged acts of negligence on your part. This policy is ideal for all professions including medical practitioners, lawyers, engineers, architects, auditor, accountants and trustees.

Get a **Heritage Professional Indemnity Cover** today and protect your profession.

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**Visit:** [heritageinsurance.co.ke](http://heritageinsurance.co.ke)

**Heritage**  
I n s u r a n c e C o

# Report on Financial Statements

## Report of the Independent Auditors to the Management Board and Members of the Federation of the Kenya Employers.

We have audited the accompanying financial statements of Federation of Kenya Employers as set out on pages seven to twenty six which comprise the statement of financial position as at 31 December 2011, and statement of comprehensive income, statement of changes in equity and statement cash flows for the year then ended, and a summary of significant accounting policies and other explanatory notes.

### Management board and executive director's responsibility for the financial statements

The Management Board and Executive Director are responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting Standards and the requirements of the constitution of the federation. This responsibility includes: designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of financial statements that are free of material mis-statement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

### Auditor's responsibility

Our responsibility is to express an independent opinion on the financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the risk assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal controls relevant to the entity's preparation and fair presentation of the financial statements 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. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Management Board and Executive Director, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### Opinion

In our opinion, proper books of account have been kept and the financial statements which are in agreement therewith give a true and fair view of the state of the Federation's financial affairs at 31 December 2011 and of its surplus and cash flows for the year then ended in accordance with International Financial Reporting Standards and the constitution of the Federation.

**Mazars**  
**Certified Public Accountants (K) Nairobi**  
**10th April 2012**

# Report on Financial Statements

## Federation of Kenya Employers Comprehensive Income Statements at 31 December 2011

	2011 Kshs	2010 Kshs
<b>Income</b>	<b>145,709,425</b>	<b>141,043,553</b>
Other income	6,105,763	4,279,638
	151,815,188	145,323,191
<b>Expenditure</b>		
Staff costs	79,545,084	71,829,840
Administration	42,653,802	42,363,542
Other charges	10,431,434	9,449,791
	132,630,320	123,643,173
Surplus before tax	19,184,868	21,680,018
Tax expense	(10,898,576)	(4,182,344)
Surplus for the year	8,286,292	17,497,674





# Report on Financial Statements

## Federation of Kenya Employers Statement of Financial Position as at 31 December 2011

	2011 Kshs	2010 Kshs
<b>Assets</b>		
<b>Non-current assets</b>		
Property and equipment	33,441,328	29,723,205
Prepaid operating lease rentals	470,949	491,949
	33,912,277	30,215,154
<b>Current assets</b>		
Trade and other receivables	8,652,807	12,841,426
Tax recoverable	538,841	-
Deferred tax	-	783,836
Cash and cash equivalents	56,402,242	66,106,411
	65,593,890	79,731,673
<b>Total assets</b>	<b>99,506,167</b>	<b>109,946,827</b>
<b>Reserves and liabilities</b>		
<b>Reserves</b>		
Accumulated surplus	57,834,514	47,167,643
Revaluation reserve	18,463,919	18,463,919
<b>Other reserves</b>	<b>506,250</b>	<b>506,250</b>
	76,804,683	66,137,812
<b>Non-current assets</b>		
<b>Current liabilities</b>		
Bank overdraft	3,206,565	-
Deferred tax	1,441,776	-
Tax payable	-	1,037,246
Trade and other payables	18,053,143	42,771,769
	22,701,484	43,809,015
<b>Total reserves and liabilities</b>	<b>99,506,167</b>	<b>109,946,827</b>

The financial statements were approved by the Management Board on 5th April 2012 and signed on its behalf by: -

**Dr. Cleopa Mailu, EBS**  
National Chairman

**Mrs. Jacqueline A. Mugo, OGW**  
Executive Director/ Secretary

# New Members

## 2011 Representation

1. ABSON MOTORS
2. ACHARYA TRAVEL AGENCIES LTD.
3. AFRICA INFECTIOUS DISEASE VILLAGE CLINICS LTD.
4. AGS WORLDWIDE MOVERS
5. AIR CONNECTION LTD.
6. AKAMBA HANDICRAFT IND. CO-OP. SOC. LTD.
7. AL-KAMAR TRADING CO. LTD.
8. ASSOCIATION OF GAMING OPERATORS-KENYA
9. ASSOCIATION OF SISTERHOODS OF KENYA
10. ASTRAL TECHNOLOGIES LTD.
11. ATHI STORES LTD.
12. BIA BORA DISTRIBUTORS LTD.
13. BLESSED LOIUS M. PALASSOLO HEALTH CENTRE
14. BONDO UNIVERSITY COLLEGE
15. BROTHERS OF OUR LADY, MOTHER OF MERCY REG.TRUST.
16. BUTALI SUGAR MILLS LTD.
17. CLASS A LAUNDRY LTD
18. CONINX INDUSTRIES LTD
19. COTES DU RHOVE LTD
20. DESTRO SAFARIS LTD
21. DODWELL & COMPANY E.A LTD
22. DOMINICAN FRIARS
23. ELIZABETH GLASER
24. EMBARO LTD.
25. ENSING AUTOS LTD.
26. FINE ENGINEERING WORKS LTD.
27. FIRST STEP JUNIOR ACADEMY & DAY CARE
28. GIKURWA IGOJI FARMERS CO-OP.SOC. LTD.
29. HEDGE FARM LTD
30. HORIZON CONTACT CENTERS LTD.
31. INSIGHT MANAGEMENT CONSULTANTS LTD
32. INSTA PRODUCTS (EPZ) LTD
33. INTERNATIONAL PAPER & BOARD
34. JESUIT FATHERS REGISTERED TRUSTEES
35. KAMACHARIA FCS LTD.
36. KENAFRIC BAKERY LTD.
37. KENYA AIRPORTS PARKING SERVICES LTD
38. KENYA COCONUT DEV. AUTHORITY
39. KENYA COFFEE PRODUCERS & TRADERS ASSOCIATION
40. KENYA HYDRAULICS LTD
41. KENYA METHODIST UNIVERSITY
42. KENYA URBAN ROADS AUTHORITY
43. KIJANI LTD
44. KILIFI-MARIAKANI WATER & SEWERAGE CO LTD
45. KINGS CASINO LTD
46. KLEENTECH LAUNDRY LTD
47. MAGNUM ENGINEERS LTD
48. MATTAN ISSA RESTAURANT
49. MEDICAL MISSIONARIES OF MARY
50. MORGAN CARGO (K) LTD
51. MYSTIQUE GARDENS
52. MZURI SWEETS LTD
53. NAIROBI CLUB
54. NAROK UNIVERSITY COLLEGE
55. NORTHSTAR PACKAGING LTD
56. NYERI TECH. TRAINING INSTITUTE
57. ORION EAST AFRICA LTD.
58. OSHO GRAIN MILLERS LTD.
59. P.Z FIBRE LTD
60. PALACINA HOTEL /TOUR AFRICA SAFARIS
61. PANORAMA CAR HIRE & TOURS LTD
62. PLAN INTERNATIONAL -RESA
63. PRECAST PORTAL STRUCTURES LTD
64. PRIDE INDUSTRIES LTD.
65. PWANI UNIVERSITY COLLEGE
66. QUEENSBURY MANAGEMENT LTD
67. RABAI OPERATION & MAINTENANCE LTD.
68. RED PLUM ENTERPRISES LTD.
69. RESOLUTION HEALTH E.A LTD
70. RSM ASHVIR CONSULTING LTD
71. SAI SPORTSWEAR & UNIFORMS COMP.
72. SHEFFIELD STEEL SYSTEMS LTD.
73. SHREE GANESH FRUITS & VEG LTD
74. SHREE SWAMINARAYAN ACADEMY
75. SKYHEALTH CARE LTD
76. SOUTHERN CROSS SCUBA LTD
77. SUKARI SACCO SOCIETY LTD.
78. SUNUP LTD
79. TABORA ENTERPRISES LTD.
80. TANA WATER SERVICES BOARD
81. THE COMMODITY HOUSE LTD.
82. THE FRANCISCAN ELIZABETH SISTERS OF KENYA (CHRIST.COMMUNITY)
83. THE PRINT EXCHANGE LTD.
84. TISSUE KENYA LTD.
85. TUNNEL TECHNOLOGY LTD.
86. VINTAGE AFRICA LTD.
87. WEETABIX EAST AFRICA LTD.
88. WESTLANDS HOTELS LTD.
89. WILDLIFE CLUBS OF KENYA
90. ZITRON LTD.



# KASNEB

## MANDATE

The mandate of KASNEB is derived from legislation and includes:

- Developing syllabuses for professional and technician examinations.
- Administering examinations and certifying candidates.
- Promoting its qualifications nationally, regionally and internationally.
- Accrediting relevant training institutions.

KASNEB administers five (5) professional examinations and four (4) technician examinations which are held twice in a year; in May/June and November/December. These examinations lead to the following qualifications.

## 1. PROFESSIONAL QUALIFICATIONS



### Certified Public Accountants (CPA)

Certified Public Accountants are skilled and competent professional accountants, auditors, finance managers, tax consultants and practitioners.



### Certified Public Secretaries (CPS)

Certified Public Secretaries are expert practitioners in corporate governance, corporate secretarial practice, consultancy, business management and administration and human resources management.



### Certified Information Communication Technologists (CICT)

Certified Information Communication Technologists are skilled and competent system developers and programmers, network administrators, systems engineers, ICT consultants and practitioners.



### Certified Securities and Investment Analysts (CSIA)

Certified Securities and Investment Analysts are experts in financial analysis, consultants and practitioners in investments and securities, portfolio management of retirement benefit schemes and investment banking.



### Certified Credit Professionals (CCP)

Certified Credit Professionals are skilled and competent top level managers, practitioners and consultants in the rapidly developing field of credit management.

### Minimum entry requirements:

- (a) Kenya Certificate of Secondary Education (KCSE) with an aggregate average of at least grade C+ (C plus) provided the applicant has obtained a minimum of a grade C+ (C plus) in both English and Mathematics or equivalent qualifications.
- (b) Kenya Advanced Certificate of Education (KACE) with at least TWO Principal passes provided that the applicant has credits in Mathematics and English at Kenya Certificate of Education (KCE) level or equivalent qualifications.
- (c) KASNEB technician or professional examination certificate.
- (d) A degree from a recognised university.
- (e) Such other certificates or diplomas as may be approved by KASNEB.

### Important dates

May 31:	Closing date for <b>normal registration</b> for December 2012 examinations
June 29:	Closing date for <b>late registration</b> for December 2012 examinations
August 15:	Closing date for <b>normal entry</b> for December 2012 examinations
September 14:	Closing date for <b>late entry</b> for December 2012 examinations
November 30:	Closing date for <b>normal registration</b> for June 2013 examinations
December 31:	Closing date for <b>late registration</b> for June 2013 examinations
February 15, 2013:	Closing date for <b>normal entry</b> for June 2013 examinations
March 15, 2013:	Closing date for <b>late entry</b> for June 2013 examinations
March 29, 2013:	Closing date for <b>normal registration</b> and examination entry for the June 2013 examinations for the 2012- KCSE candidates

## 2. TECHNICIAN QUALIFICATIONS



### Accounting Technicians Certificate (ATC)

The Accounting Technicians qualification equips candidates with skills and competencies to work as middle level accountants providing technical support in accounting, auditing and taxation.



### Information Communication Technology Technicians (ICTT)

Information Communication Technology Technicians have the technical know-how and skills to work in the dynamic ICT industry as technicians in systems development, systems programming, administration and maintenance.



### Investment and Securities Technicians (IST)

Investment and Securities Technicians work as technical analysts in the specialised fields of investment, securities analysis and pension administration.



### Credit Management Technicians (CMT)

Credit Management Technicians are competent and skilled to work as technicians in credit management and credit control in both financial and non-financial enterprises.

### Minimum entry requirements:

- (a) Kenya Certificate of Secondary Education (KCSE) with an aggregate average of at least grade D+ (D Plus) or equivalent qualifications.
- (b) Any other KASNEB technician examination certificate.
- (c) Such other certificates or diplomas as may be approved by KASNEB.

### Why pursue a kasneb qualification

- Internationally recognised.
- Highly rated by employers.
- International mobility.
- Membership to professional institutes of repute.
- Credit transfers with institutions of higher learning.

### Only one choice: KASNEB

As regional and international integrations gather pace and dovetail to create an expanded international market, only professionals in possession of top-notch technical skills and application competencies in their fields of expertise will be able to compete effectively in the dynamic global market.

The upshot of it all is that aspiring professionals have to choose those qualifications which will enable them to fit in whichever market they choose to operate in. For those with aspirations of qualifying and working in the fields of finance, accountancy, management, information technology, securities and investment analysis and credit management, there can be only one choice: **KASNEB**

### For more information contact:

The Secretary and Chief Executive  
P.O. Box 41362 - 00100 Nairobi, Kenya  
Telephone: +254 020 2712640/2712828  
Cellphone: +254734600624/+254722201214  
Email: [info@kasneb.or.ke](mailto:info@kasneb.or.ke)  
[marketing@kasneb.or.ke](mailto:marketing@kasneb.or.ke)  
Website: [www.kasneb.or.ke](http://www.kasneb.or.ke)

*Providing globally competitive professionals*

# FKE Website Members Login

**FKE** FEDERATION OF KENYA EMPLOYERS  
*The Voice of Employers*

**DO YOU GET A FAIR SALARY?**

Members Login Area

Username:  Password:  Remember Me ☐ Login

[Forgot your password?](#) [Forgot your username?](#)

Home About Us Our Services Membership FAQ Events Careers Press Room Blog Contacts

search...

**Latest News**

**Communication**

**Main Menu**

- Home
- About Us
- Our Services
- Membership

**FKE Resources**

- FKE Library
- Newsletter
- Surveys

**Mission Vision Core Values Objectives**

**Mission Statement**

*To promote an enabling business environment and sound industrial relations in Kenya through effective representation, advocacy and provision of value added services that strengthens the ability of employers to attain competitiveness*

Local intranet | Protected Mode: C

## Dear Member,

Below you will find details on how you can log into the member section of the FKE website. The website address is <http://www.fke-kenya.org> and the log in section is on the top right area of the home page next to the logo.

Username: xxxxxxxxx

Password: wwwwww

Once you log in, you will be moved to another page. Follow instructions as follows:

on the left hand side of the page under the menu bar titled "User Menu", use the click the link titled "Your Details", to amend your log in password.

Getting our members feedback is important and highly appreciated.

To help us serve you better, please send your feedback to [webmaster@fke-kenya.org](mailto:webmaster@fke-kenya.org).



# How to become a Member of FKE

Membership of the Federation is open to trade associations and individual employers engaging any number of employees both in private and public sectors, including the local authorities and state corporations but excluding the civil service and armed forces.

## HOW DO YOU GET FKE MEMBERSHIP APPLICATION FORMS?

You can find membership applications through the following channels

### CALL THE FKE OFFICES:

A telephone call to any of our FKE offices

### OUR WEBSITE:

You can download the application form on the FKE website

<http://www.fke-kenya.org>

### EMAIL US:

Send your e-mail request to our offices

[fkehq@fke-kenya.org](mailto:fkehq@fke-kenya.org)

## OUR OFFICES: We are located at the following locations:

### FEDERATION HEADQUARTERS

Waajiri House, Argwings Kodhek Road

P. O BOX 48311 - 00100 Nairobi Kenya

Tel: +254 20 2721929/48/49/52, 2720242/62/0171

Cell phone: +254 722 203487

Fax: +254 20 2720295, 2721990, 2712299

Email: [fkehq@fke-kenya.org](mailto:fkehq@fke-kenya.org)

### COAST BRANCH OFFICE

Ralli House, Nyerere Avenue, Mombasa

Tel: +254 041 2311112

[fkemsa@fke-kenya.org](mailto:fkemsa@fke-kenya.org)

### WESTERN KENYA BRANCH OFFICE

Reinsurance Plaza, Oginga

Odinga, Road Kisumu

Tel: +254 057 2020620

[fkeksm@fke-kenya.org](mailto:fkeksm@fke-kenya.org)

### RIFT VALLEY BRANCH OFFICE

Nakuru Press Building, Printing

House, Road , Nakuru

Tel: +254 051 2216744/690

[fkenkr@fke-kenya.org](mailto:fkenkr@fke-kenya.org)

**INTERESTED IN BECOMING AN FKE MEMBER**  
**SEND US A FILLED MEMBERSHIP APPLICATION FORM**  
**TO ANY OF OUR FKE OFFICES VIA EMAIL OR MAIL DELIVERY**

*All application forms should be accompanied by:*

- *Cheque payment in favour of Federation of Kenya Employers*
- *Copies of the certificate of incorporation*



## GLOBAL COMPACT, STRATEGIC CSR & IMPROVED BUSINESS PERFORMANCE' - CAPACITY BUILDING THROUGH SUSBIZ KENYA PROGRAM

### Course overview

To give a comprehensive guide to best practice in all the main aspects of Corporate Social Responsibility as envisioned in the UN Global Compact framework, thereby linking improved business performance to high ethical business standards.

### Key issues

How to improve business performance through sustainable business practices through CSR encompassing responsible business practices, Occupational Safety & Health, environment and labour issues as they contribute to export validation and foreign financing.

**Target group:** CEOs, Heads of HR, CSR, OSH, Production, OSH and Corporate Communications among others.

**DIT Refund:** The course is DIT reimbursable hence cost effective.

### Benefits to your organisation

Capacity building in Human Rights, Labour Rights, Environment and Anti Corruption issues and ability to attract ethical international business partnerships and financing. Ideal for those targeting Western Markets.

### What you will learn:

- Introduction to Strategic CSR and Global Compact
- The Business case of HR management and high labour standards
- Lean Management, Productivity and CSR
- Occupational Safety and Health
- Business Ethics and Strategic Community Development
- Business improvements with Cleaner Production & Energy Efficiency
- Strategic CSR Communication & Marketing, and Finalization

### Objectives

- To understand international perceptions of CSR and CSR management in response to the 4 principles of Global Compact.
- To increase efficiency through motivation
- To explore how efficient OSH management can increase productivity & competitiveness
- To achieve profitably by engaging the local communities through ethical practices
- To enhance growth and efficiency through utilization of resources
- To communicate CSR initiatives in a manner that results in increased business, positive image and customer satisfaction

### When is it offered and where?

Each of the above areas is covered through a one day seminar at the Federation of Kenya Employers, on the following dates:

#### 2012:

June 15, July 27, August 31, October 26 and November 02.

#### 2013:

February 01 and April 26.

### Who are the facilitators?

The programme is facilitated both local and international resource persons.

**Cost: Each session is Khs 10,000.00 per person + 16% VAT**

How do I apply?

Download SUSBIZ NOMINATION FORM from [www.fke-kenya.org](http://www.fke-kenya.org)

Or contact us:

The Federation of Kenya Employers  
P O Box 48311 – 00100 NAIROBI

Tel: 2721929/48/49/52 • Fax: 2721990/2712299/2720295

Email : [fkehq@fke-kenya.org](mailto:fkehq@fke-kenya.org)



Venture Where Eagles Dare

## Eagle Africa Student Accident Cover

**Are you constantly worried about your child getting injured while at school or while travelling to and from school? For as little as 2/= per day, Eagle Africa has designed a product to cater for medical expenses and other inconveniences that arise from accidents.**

Parents and learning institutions, please feel free to contact us on our numbers shown below for more details.

### BENEFITS

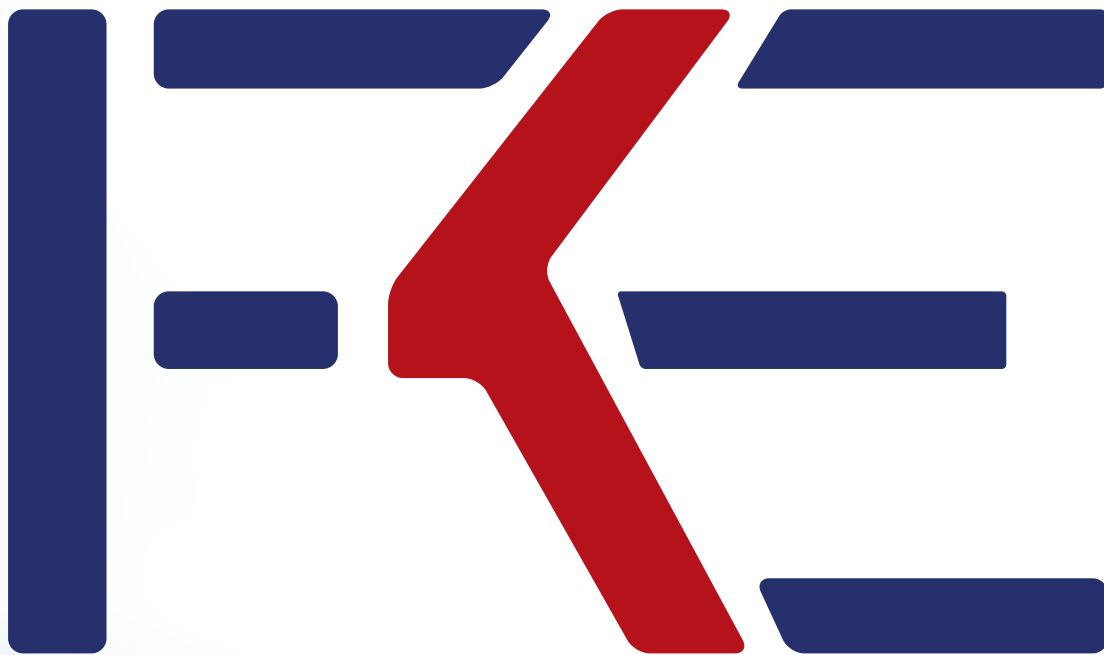
- Medical expenses following accident
- Permanent total disability

- Temporary total disability
- Funeral expenses
- Accidental death
- Artificial limbs
- Dental treatment
- Loss/damage to personal effects following accident

### CONTACT

Tel: +254 020 4946000 | Cell: +254714 606 774, +254721 340 157, +254734 665 511

Email: [eagleafrica@broker.co.ke](mailto:eagleafrica@broker.co.ke) or [Ngugi@broker.co.ke](mailto:Ngugi@broker.co.ke)



### **The Federation of Kenya Employers (FKE)**

**Offers** support that is credible and well connected,  
**Provides** your business with expertise in all aspect of industrial relations,  
**Knows** the rights of the Employer and their employees – for the protection of Employer's Interests  
**FKE sets the standard for best practices in Industrial Relations**







## Welcome to stress free insurance

First assurance was formerly known as Prudential Assurance Company a British Multinational Insurance Company. Prudential commenced its operations in East Africa in 1930.

On 1st January 1991 the Company became a wholly owned Kenyan Company and changed its name to First Assurance Company Limited. Today we are one of the leading Insurance Companies in Kenya with a turnover of over Kshs. 2.4 billion and total assets of over Kshs. 4 billion. We offer most Insurance products that are tailor made for our expanding clientele and ever demanding Insurance Market.

## Your health is your wealth

### Range of products

We offer various insurance products both traditional and tailor made, this includes:-

#### General Insurance

- |                      |                                |
|----------------------|--------------------------------|
| 1. Bonds             | 7. Industrial All Risk         |
| 2. Fire              | 8. Engineering                 |
| 3. Burglary          | 9. Cash in transit             |
| 4. Motor policy      | 10. CAR (Contractors All Risk) |
| 5. Domestic Package  | 11. Travel                     |
| 6. Golfers Insurance | 12. And much more              |

#### Group Life

1. Group Life assurance Policy
2. Group Mortgage Protection
3. Group Credit Protection

#### Medical Insurance

We offer both In and Out patient cover which includes critical illnesses and HIV/AIDs. Our products are tailor made.

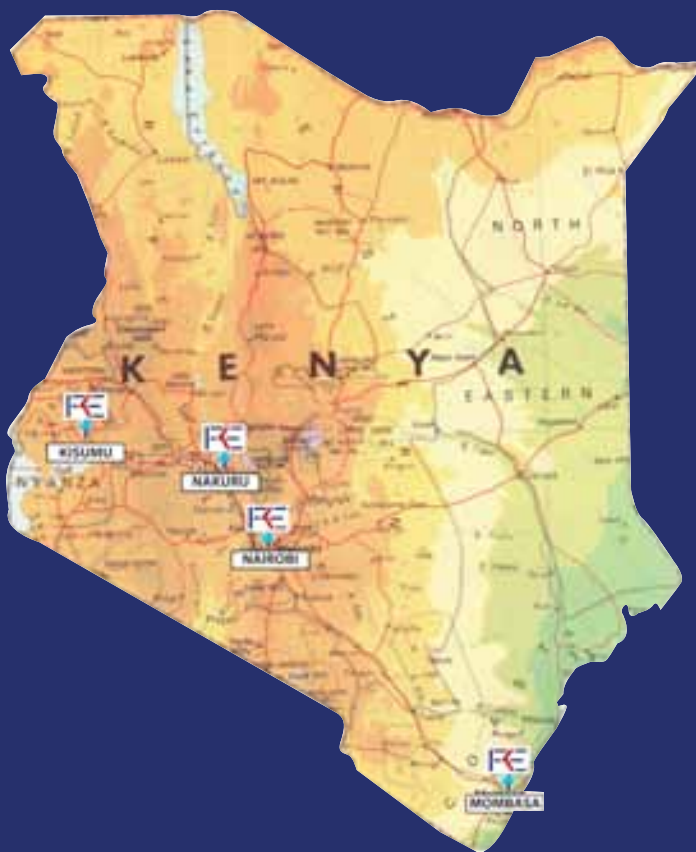
#### Our Branches/Subsidiaries

Head office - Nairobi (Gitanga Road - Lavington) • Town Office - Pan Africa House (Kenyatta Avenue) • Mombasa - Nyali (Off Malindi - Mombasa road)  
Kisumu - United Mall (Kisumu kakamega Highway) • Tanzania - Amani place Ohio Street (Dar-Es-Salam)

#### Our contacts

Telephone: (Kenya) +254-20-2900 000 • (Tanzania) +255-22-2122134 • Email: [hoinfo@firstassurance.co.ke](mailto:hoinfo@firstassurance.co.ke) • Web: [firstassurance.co.ke](http://firstassurance.co.ke)

## FKE BRANCH NETWORK



### **Nairobi Office**

Waajiri House, Argwings Kodhek Road,  
Milimani, Nairobi  
Tel: +254-20-272 1929/48/49/52,  
272 0242/62  
Cell: +254-733-333 291, 722-203 487  
Email: fkehq@fke-kenya.org  
Website: www.fke-kenya.org

### **Western Kenya Branch Office**

Re-Insurance Plaza,  
Oginga Odinga Rd. Kisumu  
Tel: +254 51 2216744/690  
Email: fkeksm@fke-kenya.org

### **Rift Valley Branch Office**

Nakuru Press Building,  
Printing House Road, Nakuru  
Tel: +254 51 2216744/690  
Email: fkenkr@fke-kenya.org

### **Coast Branch Office**

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