



ANNUAL 2017 REPORT & Financial Statements





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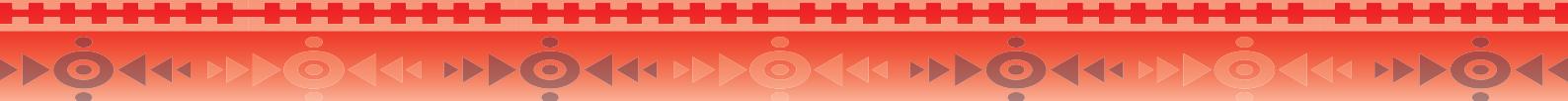


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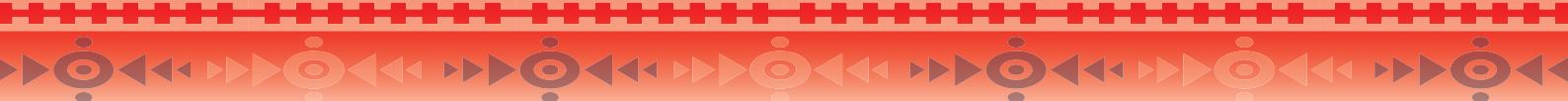
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About FKE

Vision

The vision of FKE is, “To be the leading employers’ organisation globally, supporting enterprises for sustainable socio-economic development”

Mission

The mission of FKE is to promote an enabling socio-economic environment to enhance industry competitiveness.

Role

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

- To influence the policy and legal environment relative to labour market/labour-related issues so that they are conducive to business growth and development.
- To provide direct business development services to members

Core Values

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

- Inclusivity & Diversity
- Professionalism
- Integrity
- Independent & non partisan
- Team work

FKE Services

The Federation offers the following services to employers:

- Labour Relations
- Legal Advisory and Representation
- Management training
- Organizational Development
- Research & policy advocacy



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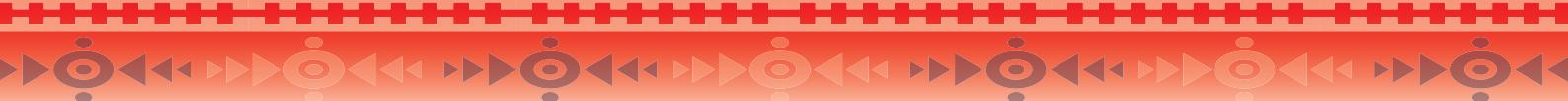
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Kindergarten:
Early Years



Statement by the **National President**

Dear Members,



Mark Joseph Obuya
National President

Welcome to the 59th Annual General Meeting of the Federation of Kenya Employers. I thank you all for finding the time from your busy schedules to be with us at this important function on our calendar of events. You are all welcome.

Last year the global economy expanded by 3.6 per cent compared to a growth of 3.1 per cent in 2016. Real GDP in Sub Saharan Africa grew by 2.6 per cent in 2017, mainly due to higher commodity prices and favourable external environment.

In 2017 Global inflation rose to 3.1 per cent from 2.8 per cent in 2016 which is attributable to largely to the increase in oil prices. Better prospects are forecasted for 2018 and beyond.

On the domestic scene the economy grew by 4.9 per cent in 2017 compared to a growth of 5.9 per cent in 2016. The depressed growth of the economy is attributed to the uncertainty associated with the prolonged electioneering period and the adverse weather conditions. However, in the medium term, growth is projected to improve in 2018 due to investments in the strategic areas under the President's "Big Four Agenda".

A total of 897,800 new jobs were created in 2017, compared to 832,000 in 2016. Out of this 787,800 were in the informal sector which is 83.4 per cent of the total employment for the period. As a country, we need to decisively address this worrying trend where more jobs are created in the informal sector rather than the formal sector. We also need to deal with the high cost of labour, youth unemployment and low productivity.

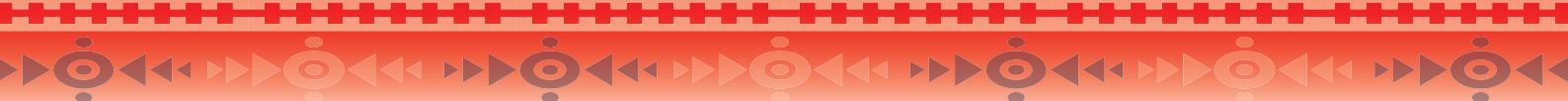
We have recently finalised our Strategic Plan for 2018–2022 which will inform and guide our activities for the next four years in order to address some of these challenges and emerging issues in the labour sector.

The Management Board held regular meetings in the course of the year and continued to engage various Stakeholders and Policymakers, on a wide range of issues affecting our Members which include the state of labour relations, minimum wages, social security and the state of the economy.

In conclusion I wish to thank all of you for the support accorded to the Federation. and encourage all of us to continue paying our annual Subscriptions and the Development Levy in order to support the Federation to continue offering its services to Members and enable us construct a modern office facility to serve you better.

Thank you and I look forward to your continued support.

Mark J. Obuya
National President



Management Board 2017-2018



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



Habil Olaka
First National Vice President
CEO, Kenya Bankers Association



Gilda Odera
Second National Vice President
Managing Director, All About
Marketing



Linus Gitahi
Immediate Past National President
Chairman, Tropikal Brand (Africa) Ltd.



Jacqueline Mugo, EBS
Executive Director/CEO



Charles Were
Regional President, Western Kenya Branch
Managing Director, Chemelil Sugar



Zulfikar Harunani (Deceased)
Regional President, Coast Branch
CEO, Shehnai Restaurant



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



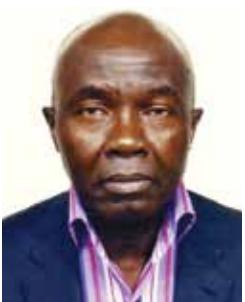
Eng. Erastus K. Mwongera, CBS
Chairman, Sameer Africa



John Kipkorir
Board Member
Private Security Training Academy



Nancy Macharia
CEO, Teachers Service Commission



Eng. Patrick Obath
Managing Consultant,
Eduardo & Associates



Joe Muganda
Managing Director, Vivo Energy, Kenya



Prof. Mabel Imbuga
Vice Chancellor Jomo Kenyatta University of
Agriculture & Technology (JKUAT)



Michael Macharia
CEO, Kenya Association
of Hotel Keepers & Caterers



Catherine Wairi-Mturi
Managing Director
Kenya Ports Authority



Eng. David Onyango
CEO, Kisumu Water and
Sewerage Co. Ltd



Nazeer Ladhani
Senior Adviser, Aga Khan
Development Network



John Karanja
Protective Security Industry Association



Apollo N. Kiarii
C.E.O, Kenya Tea Growers Association



Chris Malavu
Trustee
Managing Director, 4M Enterprises



Aram Mbui
Trustee
Managing Director, Rift Valley Machinery



Hirji Shah, OGW
Trustee
Managing Director, Comcraft Kenya Ltd.

Statement by the Executive Director & CEO

Dear Members,

I am honoured to present to you highlights of the Federation of Kenya Employers' 2017 activities and achievements which was made possible by the continued contribution and trust you have put in the Federation. At the beginning of the year, we experienced severe drought, and dealt with unusually high inflation rates mid-year which plunged the economy to 5 per cent as compared to 6.3 per cent in the previous year. Employers were affected by redundancies and closure while most of them had to try and stay afloat for the most part, as business had substantially slowed down. This was further affected by the 18% increment on the minimum wage by the State. This notwithstanding, delivering results that exceeded your expectations remained our top priority and by the end of the year, we achieved the following:

FKE hosted the inaugural Employer of the Year Awards (EYA) which was an initiative geared towards promoting and encouraging best practices in corporate performance, people management and industrial relations amongst employers in Kenya. We take this opportunity to congratulate all the winners and urge all Employers to participate this year since this is an annual event.

Eighty six (86) new members were recruited into membership during the year and we are keen to retain the existing Members and hence strategic measures have been put in place including key account management and enhancement of quality service delivery. Several members' events were held including the National Annual General Meeting (AGM) and three regional AGMs as well as two FKE Hr networking forums held in Nairobi and Mombasa. We negotiated and concluded 160 CBAs which have been registered by the Employment and Labour Relations Court which had a wage increase ranging between 5% and 12.5% p.a., Sixty five trade disputes were resolved which emanated from change of contractual terms, alleged unfair dismissal, termination, redundancies, recognition agreements, outsourcing auxiliary functions to subcontractors and failure to agree on various financial clauses during Collective Bargaining Agreement (CBA) negotiations. We were able to contribute our expertise to resolve many strikes and ensure resumption of work. FKE handled 368 new court cases bringing the total cases being handled on behalf of employers at the Employment and Labour Relations Courts country wide to 1589 with a success rate of 85%. Twelve open-house trainings and 35 in-house trainings were conducted as well as Job Evaluation, HR Manual reviews, and Executive Recruitment services.

On the policy advocacy, FKE influenced legislation and policy in the areas of business environment, portability of Social Security Benefits across East Africa Community Partner States, Skills development for employment, National Action Plan (NAP) on Business and Human Rights, Implementation of the EAC Common Market Protocol, and the EU External Investment Plan (EIP) for the Global Sustainable Development Goals, among others. We continue to strategically represent members in various committees, boards and commissions which address employment matters locally, regionally and at the International level. I wish to express my sincere gratitude for the guidance and support of our committed Management Board who all serve selflessly on a voluntary basis to guide the secretariat in delivering on the mandate of the Federation. It has also been my pleasure in the year to work with a very supportive, motivated and dedicated team at the Secretariat. I would like to thank you Members for your continued support and your confidence in the Federation and we are committed to engaging with you frequently.

Thank you.



Jacqueline Mugo (Mrs.), EBS.
Executive Director/CEO

Executive Staff



Jacqueline Mugo, EBS
Executive Director/CEO



Linus Kariuki
Manager, Industrial Relations



Grace Kanyiri
Head of Legal Services



Samson Mugwe
Ag. Chief Manager, Finance & Operations



Arbogasti Odero
Manager, ICT



Rose Mwaura
Manager, Marketing & Business Development



Dickens Ouma
Branch Manager, Western Kenya



Abisai Ambenge
Branch Manager, Rift Valley



Salim Wa-Mwawaza
Branch Manager, Coast



Stephen Obiro
Manager, Research and Policy Advocacy



Eric Munyobi
Manager, FKE Consulting



Mary Nyaga
Coordinator
Female Future Programme



Isaac Kiema
Coordinator, Projects



Moses Ombokh
Snr. Industrial Relations Officer



George Masese
Snr. Legal Officer



Robert Muthanga
Snr. Industrial Relations Officer



Gentrix Juma
Research Officer



Clifford Muyera
Systems Administrator



Beatrice Opolo
Legal Officer, Coast



Anthony Kilonzo
Legal Officer



Kenneth Mutisya
Finance Officer



Maria Mesi
Training Officer



William Wandera
Projects Officer



Grace Kariuki
Management Information
Officer



Maureen Akinyi
Executive Admin. Assistant



Thomas Achok
Industrial Relations Assistant



Maximila Were
Accounts Assistant



Akinyi Namunga
Admin Assistant



Rebeccah Mosomi
Legal Assistant



James A. Abushila
Court Clerk



Gladys Kedera
FKE Consulting



Herbert Muina
Office Assistant - Mombasa Branch



Irene Ogollah
Admin Assistant - Kisumu



Lilian Oduor
Legal Assistant - Mombasa



Ruth Barr
Admin Assistant - Mombasa



Susan Muhuni
Admin Assistant - Nakuru



Stephen Muriithi
Office Messenger



Joseph Rajula
Office Messenger



Mwinyijuma Mabrouke
Librarian



Stephen Okal
Stores



Doris Agoro
Receptionist



Ibrahim Butichi
Executive Driver



Frederick Otina
Driver



Christabel Odongo
Catering



Anne Akinyi
Catering

Industrial Relations Services

The Industrial relations team continued to assist members to negotiate, conclude and register Collective Bargaining Agreements (CBA), settle disputes at the Labour offices and provide advice on various labour related issues. The Federation's Officers were also involved in delivery of various trainings, attended meetings on behalf of Members, and provided support and secretariat services to the Affiliate Associates.

Strikes

In the last quarter of year 2017, the country's industrial relations climate was dominated by strikes in the health and education sectors largely over demands for better terms and conditions of employment relating to ongoing negotiation of Collective Bargaining Agreements. The doctors' strike at the Kenyatta National Hospital took a record 52 (fifty two) days following a stalemate on wages review while nurses' strike took a different dimension when those serving at the County Governments opted to push for harmonization of their pay with their counterparts who are serving at the national level on superior terms and conditions of employment. The advisory role of Salaries and Remuneration Commission of Kenya has equally been blamed for delay in negotiation and conclusion of collective bargaining agreements by state corporations whose negotiations cannot take off without Salary Remuneration Commission (SRC) advice.

Industrial strike action witnessed in the public sector during the last quarter of year 2017 is largely attributed to the slow pace at which both national and county governments and public universities are taking to embrace the need to resolve trade disputes through the long tested and proven tripartite social dialogue. The parties also need to rely on the social partners including key players in industrial relations FKE, the Ministry of Labour and Social Protection. County Governments and other line ministries for example, are yet to approach trade disputes through long established dispute resolution mechanism involving tripartite social partners where the real capacity lie.

Collective Bargaining Agreements (CBA)

The Industrial Relations Department had as at December 2017 completed two hundred and seven (207) Collective Bargaining agreements (CBAs) which had been registered by the Employment and Labour relations (ELR) Court. Eighty five (85) CBAs were at different stages of negotiations. The wages increases agreed were between 5% and 12.5%.

Conciliations

The Industrial Relations Officers assisted members with conciliations of sixty five (65) Trade Disputes which emanated from Change of contractual terms, unfair dismissal, termination, redundancies, recognition agreements, outsourcing auxiliary functions to subcontractors and failure to agree on various financial clauses during CBA negotiations.

Consultations

Members continued to consult the Federation of Kenya Employers on various Industrial Relations and legal issues through personal visits, telephone calls and emails were logged onto the Customer Relations Management (CRM) system for tracking.

Registration of New Trade Unions

The following new unions have been registered to represent the interest of the workers:

1. Kenya Private Universities Workers Union
2. Kenya Union of Secondary Schools non Teaching Staff
3. Kenya Union of Clinical Officers
4. Kenya Boba-boda, Tuktuk and Taxi Workers Union
5. Kenya National Union of Co-operatives Staff
6. Kenya Electrical and utilities workers union.
7. Kenya National of Co-operative staff
8. Kenya Private University Workers Union
9. Kenya Independent and Commissions workers union among others

The Federation has advised against increasing the number of unions as the new unions are seeking members from already established ones. This creates a conflict between the various unions that then spills to affect the operations of the employers. Traditionally, our industrial relations system has been industrial based. Even though the Kenyan constitution gives an individual the right or freedom of association, the increase of unions where there are existing ones is affecting operations and productivity of members when unions fight for membership.

The National Labour Board needs to carry out research on the effect of new unions on labour relations and the performance of the economy and suggest appropriate measures.

Association Meetings

The following associations held their Annual General Meetings during the year as stated below:

- Engineering & Allied Industries Employers Association took place on 19th September, 2017.
- AGM for Timber Industries Employers Association took place on 15th September, 2017
- AGM for Sisal Growers & Employers Association was held on 22nd November 2017
- AGM for Motor Trade & Allied Industries Employers Association did not take place as initially planned and will be held on notice as agreed upon by all the council members.

SRC Mandate

Convention 98 of the International Labour Organization provides for Freedom of Association and Collective Bargaining. Article 41(5) of the Constitution allows employers and unions to negotiate on terms and conditions of service.



Trade unions in the public sector are seeing SRC as an impediment in the negotiation process as SRC has to approve what the employers should offer yet they are not involved in the negotiations process. Secondly, The Employment and Labour Relations court have refused to register any Collective Bargaining Agreement in the public sector without SRC'S input and advice.

Outsourcing

As a result of economic slowdown, employers have resorted to outsourcing non core activities which has failed resistance from trade unions.

Outsourcing is an accepted principle in labour management and is done to enable an employer concentrate on the core business but think that the employers idea is to frustrate unionism from their business. Trade unions have moved to court to challenge the employers actions. Companies facing this scenario currently are PZ Cussons, Henkel Kenya Limited and Aga Khan University Hospital, among others.

Redundancies

The Economic slowdown made many employers resort to declaring workers redundant. Pursuant to section 40 of the Employment Act, 2007 an issue of how many notices should be given to employees before redundancy arose.

FKE view is that two notices need to be given. The first notice to

the union or the employee is intended to prepare the employee mentally that he would be losing his job. It is also meant to give parties time to negotiate and discuss how the redundancy would be effected and the benefits payable. The second notice refers to the termination of employment.

Emerging Issues

National Social Security Fund (N.S.S.F) Act No.45 of 2013

Members have continued to enquire whether a determination has been made on the implementation of the enhanced monthly contributions at 6% for employers and employees respectively from the current kshs.200 per party, per month.

Members are complaining that NSSF through a notice in the newspapers has stated that monthly returns be submitted electronically and that no returns on portable media (flash disks, CDS) will be accepted effective 28th February 2018. The online payment platform remitter template populates calculations on 6% and not Kshs 200/= and yet the case has not been determined.

Members and trade union have not agreed on the clause on gratuity and service benefits. The members feel that if the Act is implemented and at the same time there is a clause on gratuity/ service benefits, it would amount to double payment and would move labour costs move the labour costs, labour ts and would labour would become too expensive and unmanageable.



The FKE Management Board giving a Press Briefing

Legal Services

Members continued to enjoy a wide range of legal services which include but are not limited to consultations, legal opinions, review of human resource policy Manuals and advisories on policy development, representation at the Employment and Labour Relations Court (ELRC) and the Court of Appeal throughout the country. Other services offered were preparation of and sending of memoranda to Parliament on relevant Bills and provision of guidelines on implementation of the existing provisions of the employment laws as key support to Human Resource Practitioners and legal.

New Products

The Legal team is now providing a new commercial service to members on carrying out human resource audits and legal clinics to assist members in streamlining their policy documents, practices and procedures. This new product was introduced to assist members particularly those who have challenges in managing a large workforce and are facing several court cases at the ELRC.

Court Representation and the ELRC

The Employment and Labour Relations Court recorded an increased volume of cases filed in the year 2017. The total number of cases filed in the Employment & Labour Relations Courts in Kenya during the year was 5,943 as compared to 5054 in 2016; 3,540 cases in the year 2015; 2,072 in the year 2014 and 2,578 in the year 2013. The court delivered over 1,678 judgements and rulings during the year which included judgements and rulings in cases reported to the Court in 2016 and the previous years. The Federation's legal team represented employers in about 10% of all the cases filed and got positive outcomes in a large majority of the cases.

Land Mark decisions by the Court of Appeal on Work Injuries Benefits Act, 2007 (WIBA)

The Court of Appeal made a landmark decision in November, 2017 with regard to an appeal filed by the Hon. Attorney General to the High Court against a decision made in 2009 declaring various sections of Work Injuries Benefits Act as inconsistent with the Constitution. The Court of Appeal decision set aside the High Court Orders that declared those sections to be inconsistent with the Constitution (namely - **sections 4, 16, 21 (1), 23(1), 25 (1) (3), 52 (1) (2) and 58(2)**) and found that only sections 7 (*in so far as it provides for the Minister's approval or exemption*) and 10 (4) are inconsistent with the former and current Constitution. This means that sections 4, 16, 21 (1), 23(1), 25 (1) (3), 52 (1) (2) and 58(2) of the Work Injuries Benefit Act are now back and operational.

Managing Industrial Action and Unrest at the Workplace

The Federation successfully obtained court injunctions restraining industrial action and strikes in Public Universities, hospitals and several private businesses and advocated for social dialogue amongst the stake holders to resolve the outstanding disputes.

All the cases filed in court seeking for restraining orders were all settled amicably in out-of-court negotiations that eventually led to several Collective Bargaining Agreements (CBAs) being signed and registered at the Employment & Labour Relations Court.

Training of Trainers (ToT) for Associations on Lobbying, Communication and Advocacy

In addition to the above services, the legal team in partnership with the Industrial Relations department developed a new training product known as *Training of Trainers (ToT) on Lobbying, Communication and Advocacy*. This training aims at empowering members to identify and package their challenges and concerns in running a profitable and progressive business so as to engage with policy makers, legislators and the judiciary through effective communication in lobbying & advocacy.

FKE's Lobbying and Advocacy Efforts

A. The Employment (Amendment) Bill, 2017 proposed by Hon. Kinoti Gatobu.

The proposed Employment (Amendment) Bill 2016 sought to amend Section 29 of the Employment Act to provide for an optional additional/extended 3 months Maternity Leave period for working mothers. The Federation successfully lodged a Memorandum to Parliament opposing the proposed Employment (Amendment) Bill, 2017 on the grounds that the said Bill did not confer any additional rights to the existing laws. Further consultations with relevant stakeholders failed to consider the following: -

- The cost effect and impact the amendment will have on the economy and labour industry;
- The impact of the amendments on the cost of employing young women and the risk of exposing young women to 'subtle' discrimination and loss of employment;
- The direct affects it would have on public funds as the Government is the largest employer.

B. The Breast Feeding Mothers Bill, 2017 proposed by Hon. Sabina W. Chege.

The proposed Breast Feeding Mothers Bill, 2017 sought for a law requiring employers to provide lactation rooms and facilities to support breast feeding of children at the workplace. This legal framework is for mothers who wish to breast feed their babies (i.e. children of the age between 0 - 24 months old) and/or express milk at the workplace. The Bill further seeks for Employers to provide for the following: -

- i. A Lactation place and physical environment that is safe for the baby that meets legal requirements;
- ii. Reasonable break-time, not exceeding 40 minutes, to breast feed or express milk in every four hours within working hours;
- iii. Flexible work arrangement affecting hours of work, work assignments and work location periods agreed between the employer and employee;
- iv. Installation of a baby changing facility accessible to any

person accompanied by a baby in public by any person who owns, leases or rents a public or private building accessible to the public with occupancy of 30 persons.

The Federation successfully lodged a Memorandum of Objection to the said Bill in Parliament opposing. The Bill on the grounds that the said Bill was not widely consulted, there was no complaint from breastfeeding mothers requiring the Bill, there were no transitional provisions to comply with the said provisions and further that the Bill did not consider or take into account the following:-

- The cost of establishing lactation places solely to be shouldered by the employer;
- The economic burden of complying with the provisions of this Bill making the running of businesses in Kenya very expensive and as a result making the Bill counter-productive and unsustainable;
- The Bill assumes that every work place requires a lactation place, this not accurate in all cases;
- The **social impact** the Bill would have on the employability of young women

Passing of the Health Bill, 2015 that introduces lactation centers at the Workplace.

Despite the efforts made by the Federation to oppose the two Bills herein above, the Health Bill, 2015 was passed into Law on the 16th June, 2017 and provides for lactation stations at the workplace and breastfeeding breaks.

Section 71 of the Health Act, 2015 provides for the establishment of lactation stations "...adequately provided with necessary equipment and facilities including hand washing equipment, refrigerators or appropriate cooling facilities, electrical outlets for breast pumps, a small table, comfortable seats the standard of which shall be defined by the Ministry responsible for matters relating to health...." and specifically indicates that the said stations shall not be located in the rest rooms.

Section 72 makes provisions for break intervals for nursing employees "to breastfeed or express milk". Subsection 2 provides that "the time intervals referred to in sub section (1) shall include the time it takes an employee to get to and from the lactation station and shall be counted as compensable hours worked provided that such intervals shall not be more than a total of one hour for every eight hour working period".

The Federation of Kenya Employers intends to challenge these provisions on the following grounds;

- i. That there was no adequate stakeholder involvement
- ii. There was no justification given for provisions on employment in the Health Bill,
- iii. There was no transitional period given to enable employers to comply
- iv. No regard has been given to the economic burden placed on employers amongst other grounds.



The FKE Management Board in Session

Research and Policy Advocacy

Introduction

The Strategy, Research and Policy Advocacy function of the Federation is charged with the development and execution of the Federation's strategy, implementation of the Employers Business Agenda, policy researches to inform the Federation's position on various policy issues, and administrative researches. It also provides periodic updates on the social, economic, political and legal developments. In addition, the section also conducts surveys such as salary surveys, work environment surveys, customer satisfaction surveys, employee satisfaction surveys and other perception surveys.

Policy Research

In 2017 various researches were conducted to inform the Federation's positions on the following policy issues: Minimum Wage adjustment in 2017; ACP-EU Economic and Social Interest Groups; Pathways to Youth Employment - Apprenticeships and Work-based Training; Addressing the rising cost of living in Kenya; Effects of Maternity Leave Extension to the Female Labour Market; Polythene bag Ban; The Rising Youth Unemployment situation; Free movement of Labour across EAC partner states; Skilling the EAC; Harnessing the Demographic Dividend; portability of Social Security Benefits across EAC Partner states; establishment of the alternative dispute resolution mechanism; upholding Respect for Human Rights in Business; the EU External Investment Plan; boosting investments in Africa; addressing the Skills mismatch in Kenya; and management of labour disputes and strikes in Kenya. The policy positions from these researches were presented to various policymakers at sectoral, national and international level.

Advocacy

The Federation continued to implement the Employers' Business

Agenda. The Focus of the Federation's Lobbying and Advocacy has continued to be reforming of the Labour laws to support growth of business; productivity improvement; developing skills that are linked to the needs of the labour market; easing and simplifying the doing of business in Kenya; and supporting building of sustainable businesses.

FKE continued to represent members on various platforms and to positively influence legislation and policy in the areas of business environment, minimum wage, and Labour Market Information System. The Federation participated in various stakeholder steering committees towards policy formulation. These included committee for developing Guidelines for securing a breastfeeding friendly environment at work place; under the office of the Attorney General and Kenya Human Rights Commission. We are in the process of developing a Kenyan National Action Plan on Business and Human Rights; committee on the development of the National Pensions Policy; and Committee on harnessing the Demographic dividend; among others.

Strategy

The Federation initiated the development of a strategic plan for 2018 -22. The process was participatory and members gave insightful views on the direction they need the Federation to go. The new strategic plan identifies 3 strategic goals: enhancing the Federations Financial Sustainability; improving membership satisfaction; and positioning of FKE brand. These goals and corresponding strategies were also informed by lessons learnt from the implementation of the previous strategic plan ending in December 2017. The successful implementation of the strategies identified in the new strategic plan is expected to ensure provision of value add services and effective advocacy on behalf of members.



Management Training & Organizational Development

Management Training

The Federation of Kenya Employers is committed to creating sound relations between employers, employees and unions. This is done through training that empowers and enhances the capacity of member companies to be compliant with the relevant labour legislations and other statutory requirements.

In 2017 the training section co-ordinated and managed a total of forty three(43) in-house and 12-open training programs in Legal, Industrial Relations, HR & Management and Occupational Safety & Health (OSH). Unfortunately a decline of 21.5% was noticed on the training programs, mainly because of the political climate in the country that affected both the marketing and enrolment to the training programs.

Total number of companies and participants trained in 2017:

	No. of Companies Served	No. of Participants trained
In-house training programs	35	1731
Open-house training programs	101	302
TOTAL	136	2033

Source: FKE Training Section(2017)

The specific training programs were in the following areas;

• Legal and Industrial Relations Training

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

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

• Management Training

Management training aimed to impart the requisite management skills with a view of assisting organizations to attain their goals. In 2017 trainings were mainly conducted in the areas of Performance Management and Management/Supervisory Skills Development. A new demand in the area of Management to Leadership Skills Development was noticed and the Federation intends to develop programs in this area.

Some of the companies that benefited include the following;

- National Bank of Kenya (NBK)
- Kenya Airports Authority (KAA)
- Geothermal Development Company (GDC)
- Transmara Sugar Company Ltd

- Bollore Transport & Logistics Ltd
- National Industrial Training Authority (NITA)
- Wells Fargo Ltd
- Kenya Revenue Authority (KRA)
- Malindi Water & Sewerage Co Ltd (MAWASCO)
- Unilever Kenya Ltd

• Occupational Safety and Health (OSH) Training

The objective of OSH training programs is to inform and equip participants with vital skills for good Occupational Safety and Health Practices at the workplace. In the business sector this training aims at ensuring compliance to all occupational safety requirements through training and embedding workplace OSH Committees as well OSH awareness training for the general staff. Through the OSH committees the Federation aims;

- (i) to sensitize member companies on requirements of Occupational safety and Health Act 2007 and in support of the ILO's decent work agenda
- (ii) to impart and provide practical skills on effective OSH Management at the workplace

In 2017 the Federation conducted eight (8) in-house and two (2) open-house OSH training programs. A total of three hundred & thirty six (336) employees were trained from across 19 organizations some of which were;

- National AIDS Control Council (NACC)
- East African Maltings Ltd
- Karen Country Club,
- Mabati Rolling Mills Ltd
- Greif East Africa Ltd,
- VIVO Energy Kenya Ltd,
- Kuehne+Nagel Ltd
- Moi Teaching and Referral Hospital (MTRH)
- 748 Air Services Ltd
- DIB Bank (K) Ltd,
- Fortune Container Depot

Others were Kenfreight E.A Ltd, Grain Bulk Handlers, National Housing Corporation, Thika Water & Sewerage Company, Countrywide Connection group of companies (Xpressions Flora, Chamvi & Sojami Springfields), Boresha Sacco Ltd, Kericho Water & Sewerage Company, BM Security Services and Majid Al Futtaim Hypermarkets Ltd among others.

• The FKE/USIU Executive Diploma in Industrial Relations (EDIR)

The FKE/USIU Executive Diploma in Industrial Relations (EDIR) program continued to attract more and more professionals. The primary objective of this Postgraduate Diploma is to enable HR practitioners and all people managers to make effective contributions to their organizations by increasing their understanding and skills in effective industrial relations for industrial harmony. The programme is jointly offered by FKE and United States International University (USIU).

The program was revamped and now incorporates practicum sessions where the learners visit the industry to observe real-time CBA negotiations at FKE, Trade Dispute Conciliations at the Ministry of Labour and court sessions at the Employment and Labour Relations Court. This has seen resurgence in enrollment in the program.

Organizational development

Managing employee relationship is important and valuable to the organizational success and achieving competitive advantage. It is necessary to have a strong relationship between employees and employers that leads to productivity, motivation, and better performance.

In 2017 this section offered expert strategic advice and consultancy services to employers in the following ways;

- **HR Policies and Manuals**

Drafting, Alignment and Compliance to Labour Laws & Best HR Practice

In 2017 the Federation supported total number 8 organizations to review their HR Policies and Manuals. Among them were the following;

- Automobile Association of Kenya (AAK)
- Agricultural Finance Corporation (AFC)
- Eldoret Water and Sewerage Company (EWASCO)
- Mayfair Insurance Company

Others were Kenindia Insurance Company, WWF and SAAB Kenya Limited among others.

- **Salary Surveys and Review of Salary Structures**

Many organizations use credible Salary Surveys to set compensation levels for their employees. Organizations conducting Job Evaluation through FKE also undertook Salary Survey of comparable companies to enable them benchmark within their respective industries. In 2017 the following organizations were served;

- Malindi Water & Sewerage Company
- Kilifi Mariakani Water and Sewerage Company
- Automobile Association of Kenya (AAK).

- **Executive Search and Selection**

The Federation continues to be instrumental in supporting employers in executive search and selection (recruitment) of senior staff. Some of the companies that were supported include;

- National Industrial Training Authority (NITA)
- Embu Water & Sewerage Company, and
- Mastermind Tobacco Limited.

Projects & Capacity building

The projects report highlights the initiatives implemented by the Federation in support members' needs in 2017. These are divided into FKE initiatives and partner supported initiatives.

(a) FKE Initiatives

(i) Adopt-A-School Project

The Federation continued to engage employers to support the Adopt-A-School Project. The project is FKE's strategy on elimination of worst forms of Child Labour through education through partnerships with businesses within the auspices of Corporate Social Responsibility (CSR).The objective is to expand FKE's influence in eliminating worst forms of child labour in Kenya. Discussions were held with the following companies and it is hoped that in 2018 they will fully embrace the concept.

- Isuzu East Africa in Nairobi
- AIG in Nairobi
- Occidental Insurance Company in Nairobi
- Ocean Distributors Limited (ODL) at Mombasa
- Spedag at Mombasa
- Ocean Freight Limited at Mombasa

Though few financial commitments were made in 2017, the Federation plans to engage more companies to enhance the fight against Child Labour in Kenya through education by using the Adopt-A-School initiative.

(ii) Start and Improve Your Business (SIYB)

FKE continued to offer business development services by training young people through the ILO Youth Entrepreneurship Facility (YEF) tool referred to as Start and Improve Your Business (SIYB).

(b) Projects Supported by Partners

(i) The Employee Wellness Programs supported by International Labour Organization (ILO)

• Clustered HIV and AIDS Enterprise Partnership (CHEP) Network

The CHEP Network is an FKE strategy to increase reach and promote sustainability of the HIV interventions at the world of work among employers. The Federation has established employer CHEP networks in Mombasa, Eldoret, Laikipia and in 2017 formed Nairobi CHEP network.

The objective is to enhance private sector engagement in the HIV response and improve sustainability and accountability of programmes at the workplaces. In 2017 a total of 3,979 workers were tested in regards to their HIV status and over 10,000 workers were reached/supported with information on HIV and TB prevention measures at workplace. The efforts are aimed at supporting and strengthening the sustainability of HIV workplace programs within the private, formal and informal sectors in Kenya.

In addition and on a specific member request the Federation organised HIV Testing and Counselling services for contracted famers in Murang'a County for Frigoken Kenya Limited. The exercise was accompanied by HIV/AIDS and TB awareness to equip the farmers and local communities with information and skills to mitigate challenges brought about by HIV and AIDS, hence increase their production.



Workplace Condoms Audit supported by International Labour Organization (ILO)

In partnership with Swedish Workplace HIV and AIDS Programme (SWHAP), LVCT Health and International Labour Organization (ILO), FKE carried out a condom audit exercise to identify challenges faced by companies in HIV/AIDS prevention at the workplaces. Some companies that were engaged in the exercise included

- East Africa Breweries Limited (EABL)
- Mabati Rolling Mills (MRM)
- Barclays Bank of Kenya
- Panesar Kenya Ltd
- Kenya Literature Bureau
- and KTDA Foundation among many others.

The exercise was concluded through a stakeholders forum which brought together employers and other partners together to brainstorm on opportunities and innovative ways of private sector response to HIV and partnership with the government Private Sector on HIV Prevention.

(ii) Human Resources Networking Forum supported by NORAD through The Confederation of Norwegian Enterprise (NHO)

The Federation has an existing technical corporation framework with the Confederation of Norwegian Enterprise (NHO) which is the equivalent of FKE in Norway. Through the support from NHO, the Federation held an HR Practitioners' Forums in Nairobi on 28th June 2017 and another one on 11th October 2017 in Mombasa. The theme for the two forums was Dynamisms in the Work-Place Environment. A total of 195 HR practitioners participated in the two forums. In addition 20 HR practitioners were trained on integrated Talent and Performance management.

• China-Africa project supported by NORAD through NHO

In this component the Federation brings together experts from Africa, Norway and China to share experience in labour relations and best business practices.

In 2017 the Federation held a stakeholders consultative forum which brought together

- Kenya Overseas Chinese Association (KOCA)
- Norwegian Embassy Representatives in Kenya
- Central Organization Trade Unions – COTU
- International Labour Organization (ILO) and
- various employers in Kenya

The stakeholders agreed to strengthen their partnership and support China Enterprises investing in Kenya to understand the business and labour environment so as to promote sound industrial relations at their workplaces.

FKE also organised a 1-day training program where 110 China enterprises operating in Kenya were trained on "Forms of Employment Contracts". The objective of the training was to enhance the understanding of Chinese Employers on types of contracts that exist in Kenya and how they are implemented. Additionally, over 10 Focused Group discussions with China enterprises were conducted to understand the challenges they face in regards to Labour laws in Kenya. The outputs of these discussions would help the Federation to address the identified challenges.

• Training of Trainers (ToT) workshop on Lobbying, Advocacy & Communication for member associations

A 1-day workshop was held on 23rd June 2017 for FKE member associations. The workshop's main objective was to provide the participants with a platform for growth in skills and knowledge on how to engage their member organizations in lobbying and advocacy activities aimed at influencing policy makers and also to jointly engage with other key stakeholders in addressing the concerns of each specific sector through advocacy. The following associations benefited from the training:

- Engineering & Allied Industries Employers Association
- Kenya Bankers Association
- Motor Trade & Allied industries Employers Association
- Sisal Growers Employers Association and
- Timber Industries Employers Association

Leadership Development Female Future Program (FFP)

The Female Future program is an initiative developed by the Confederation of Norwegian Enterprise (NHO) and The Federation of Kenya Employers. It is Kenyan adapted with the aim of addressing the gender gap in top/ executive leadership and board positions. The program has been nominated by the International Labour Organizations (ILO) as one of the 10 best practices of Gender Equality. We are ideally positioned to implement this program in the quest for adding to the pool; more Women in Leadership.

Each year since its inception in 2013, employers in Kenya across all sectors and industries partner with us to develop skills and confidence; and help provide robust career growth and opportunities for their female leaders. This is a high impact program and it is uniquely developed to stimulating peer oriented learning, self - analysis, practical application and experiential learning.

Since its launch in 2013, Female Future has grown through the times with the aim of providing a forum for women in leadership, and especially, women aspiring to have a “seat at the table”, with their trajectories in leadership of having an opportunity to lead in boards in the country and within the region.

A collaboration with the Confederation of Norwegian Enterprises and The Federation of Kenya Employers has made it possible through this flagship leadership program. Our three Outstanding Modules Covered; Leadership Development, Rhetoric- the art of persuasive speaking and Board Competence encompass the Female Future Development Program. Even through the sessions covered, we discover areas that we can strengthen our program ad deliver it into the learning of our participants. Each Cohort does experience development.

By building a talent pipeline of women in Leadership, we have managed to get 134 women who have graduated from the leadership program as at October 2017.

With yet another pipeline of Board ready women currently in session, 37 women in total will be adding to the pool of Board Ready Women. We stand at Cohort 10. We believe that Female talent is the right resource for any organization under the leadership of women and this can be displayed by the recent world economic forum, where if I can Quote Jac ma “If you want your company to operate with wisdom, with care, then women are the best”. It is of course arguable but most certainly it has been repeatedly, quoted in different scripts the world over.

Despite the many challenges women go through in the corporate world and in entrepreneurship, Female Future participants arguably defeat the voices that make them come across these challenges. There is still the conviction and confidence that they all say, that they are able to demonstrate their skills and Talent, and this in particular is no further from the case of the different women who have risen within their organizations with

their said motivation of what they took out from the Female Future program. We still stand with and for each other, and we give feedback on the situation we face at work and face them with courage of knowing who we are, what we want and where we want to be. The notion of equality does not stop there. The SDG's on gender equality on one aspect is played through the FF program at the Federation.

Malal Yousafzai says that, in order to be Men you have to recognise that all women around you are equal. Men have however supported female leadership within this program. This can be seen by their acceptance of Female Leadership in equitable development as they develop, mentor and coach leaders at all arenas of leadership.

The objectives of Female Future:

- To promote women in top decision- making positions in the corporate world, Ngo's, Government Leaders, Enterprises and Charities
- To enhance the capacity of young Women in leadership, to take up management positions
- To provide a forum for Women in leadership positions, Women Board members and Women aspiring to be Leaders to interact and exchange ideas.
- To build the Talent pool of Women in the country for Leadership and Board Positions.
- To win through Talent and Improve productivity
- To develop and support Female leaders at every stage of their leadership growth.

These are paramount to the collaborating parties as they are what drives the country's leadership in each and every aspect of the development of organisations on any frontier for high performing teams and their functioning.

In October 2017, 62 ladies graduated from the Female Future Themed event “Jelly Bean Woman”. In capturing Leadership in its holistic essence, in a high spirited and electrifying moment, with high engagement from the Leadership forum was successfully accomplished. From the public lecture that was delivered by Dr. Herta Von Stiegel , the author of the Mountain within and the Leadership Lessons, she engaged with those who attended and encouraged them with the walk on Leadership in everything that they do.

She was joined by Mr. Josphat Mwaura the CEO of KPMG who contributed to the session with nuggets of wisdom and women Leadership. We then had a Public Lecture of Women in Leadership, to name Dr. Betty Radier, the CEO of Kenya Tourism Board, Dr. Nancy Asiko Onyango, who has been recently appointed The Director of Internal Audit and Inspection at the International Monetary Fund (IMF). Khilna Dodhia the CEO of an energy renewable Company- Kenergy Renewables, The Human Resource Director at Standard Chartered Florence Nyokabi , who has really grown Female Talent in her Leadership at the bank.



This is a story to tell, so many women doing such good things, rising to the top and encouraging other women. The modelling of such behaviour can only encourage women to take their space with the expertise, knowledge and skills they have. We concluded this event with a pearl diving dinner that was well attended by energetic Men and Women who came to witness the occasion.

As can be seen, Industry captains did join us. Notable members of the board that came to witness this auspicious event were, CEO of The Federation of Kenya Employers Jacqueline Mugo, President of the Board Mr. Mark Joseph Obuya, who stated that The Federation believes that actions are key to achieving Kenya's dream of empowering Kenya Women.

This is necessary as he said, to acquire capacity, confidence and skills necessary to cope with the demands of an increasing selective labour market. The dinner was crowned by the Chief Guests Speech, Kanini Mutooni, Director-Investment East Africa Trade and Investment Hub. For those graduating a Cohort representative from Cohort 6,7 & 8, took us through their experience of the Female Future and the way in which they have been further equipped and empowered in Leadership. The alumni President did welcome the graduated Ladies to the Alumni with the hope of making it a strong association to giving back and encouraging others in their leadership Journey.

Cohort	Enrolled	Graduated
1	23	19
2	11	10
3	23	21
4	17	14
5	13	11
6	16	13
7	25	20
8	27	26
9	16	To graduate 2018
10	24	To graduate 2018
Total	195	134

The support of the organizations does not go unnoticed; it only reaffirms how the journey to getting to Building Female Talent is important to their workplaces. The number of Companies engaging their female talent has grown through the years. With Shell VIVO and KENHA joining the list of companies that have sponsored women through the years, we appreciate their patronage to Female Future. The number of companies joining has made Female Future a training program that organizations are nominating their female employees to participate in as return on their investment.

Some of the women sponsored have been promoted to higher leadership positions within their organizations and their reporting to us on their progress gives us the confidence of a highly valued development program that is supporting talent development at the workplace. This has a multiplier effect as

we hear from these women, who further on mentor other young leaders at work to grow and develop themselves in their own capacities. The table above, presents the total number of women who have gone through the program

As the Leadership program continues to support efforts in building Talent, we hope to recruit more Organizations and individuals to join this highly engaging program that builds one holistically through personal growth, an opportunity to build networks and facilitate greater visibility.

Our facilitators have done a great job in mentoring and coaching these women through the program and have received feedback on their appreciation for the effort they put in making Female Future such a lively, engaging and experiential program that they are proud to be a part of.



The Female Future Leadership Program

This is a Leadership Development & Board competence program which aims to recruit more women to senior executive positions and to the board room. The emphasis being, Leadership Development, Board room Competence, Rhetoric, Network Building, Personal Growth & Facilitating Greater Visibility. We are currently enrolling for our June Intake where we hope you will be among the women to bring in Diversity in Boards and in the Leadership of Organisations.

Come join us in the cycle of purposeful planning and Intentional change with Female Future. Please email mnyaga@fke-kenya.org or Femalefuture@fke-kenya.org.





Executive Diploma In Industrial Relations (EDIR)

June 2018 intake-----Cohort 11

PROGRAM DESCRIPTION

The Executive diploma program is aimed at those seeking a specialized qualification in Industrial Relations. It focuses on theory, law and the practical application of the primary knowledge and skills that is required for those who work in industrial relations, human resources management and related areas.

The program's primary objective is to enable managers/professionals to make a more effective contribution to their organization, by increasing their understanding and skills in effective industrial relations management. It is joint program between the Federation of Kenya Employers (FKE) and United States International University (USIU-Africa). The University provides the certification.

LEARNING OUTCOMES

- Determine the industrial issues prevalent in an organization and recommend appropriate intervention measures.
- Provide transformational leadership and change management skills in an organization.
- Formulate, implement and evaluate policies and laws that touch on industrial relations.
- Undertake relevant managerial research projects in the context of industrial relations.

COURSES

- Developing Leadership Skills Beyond Management
- Industrial Psychology
- Effective Industrial Relations
- Labour Law (with emphasis on evolving trends)
- Research Methods In Industrial Relations
- Industrial Relations Research Project
- Industrial Relations Practicum

WHEN, WHERE & HOW

- The next intake is in June 2018. Orientation: 22nd June, 2018 Classes begin 23rd June 2018
 - Classes take place at USIU-Africa on Saturdays only (9.00am – 6.00pm) for 8 weeks
 - Learners then proceed for their practicum sessions
 - While on practicum, the learners will be expected to complete their projects
- It is expected that the learners will complete their study period in November 2018.

FEES

Application: 3000/= Tuition: Ksh175,000/= including all learning materials and meals during the Saturday classes



For further details, please contact us at:

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Marketing & Business Development

Member recruitment

The Federation was proud to welcome Eighty six (86) new members who were recruited into Membership during the year. The List of new Members is included on page 26.

Member retention

Retention of existing Members is key to the Federation's sustainability hence measures have been put in place targeting membership retention and satisfaction. A member satisfaction survey was carried out to provide information on members' needs and opportunities for improvement.

FKE member Account management

Membership segmentation based on size (number of employees) was used as criteria for determining the Account Management system. All the Executive staff are now account Managers for specific Members with the following 4 objectives:

- To Enhance communication to members
- To obtain the right membership contact details
- To Mobilize members attendance to FKE Events
- To Enhance FKE Service uptake

Members change of name

No.	From	To
1	British American Tobacco Kenya Limited	British American Tobacco Kenya plc
2	Kenya Accountancy College University	KCA University
3	Eculine Kenya Limited	Ecu World Wide (Kenya) Limited
4	Kabianga University College	University of Kabianga
5	Alexander Forbes Risk & Insurance Brokers	Zamara Risk & Insurance Brokers Limited
6	Alexander Forbes Financial services EA Ltd	Zamara Actuaries administrators & Consultants Limited
7	Natural Habitat Safaris Limited	Safari Services East Africa Limited

FKE Services Uptake Strategy

Through use of Social media and other digital platforms on-line marketing banners and fliers were developed and shared through various channels of communication and updates on the Website. This has increased the uptake on our services especially training and consultancy programs. FKE services have been marketed

during all forums held such as the Coast HR Networking forum on 11th October and Female Future Leadership program conference and dinner on 13th October 2017. Profiling FKE at regional level was also done through the BUSINESSAfrica platform in Africa Talk Jobs event held in Adis Ababa, Ethiopia during the continental dialogues on equipping youth with employability and entrepreneurial skills conference.

Member Communication

Efforts were made to ensure FKE's communication reaches a majority of members. FKE is now able to reach 2300 contacts through mail chip by use of 'Zitume' Platform and normal email communication.

Press conferences

FKE Management Board, together with the regional branch offices, held seven press conferences and issued three press releases in the course of the year to address emerging issues. Due to the deteriorating state of affairs in the Country then, the Federation also called upon the general public and the political class to maintain peace and observe the rule of law pointing out that the political impasse was hurting Kenya and parties needed to give dialogue a chance.

Capacity Building on Service delivery

Through The Dutch Employers Cooperation Programme (DECP) and ITC ILO support, FKE alongside seven other Employers Organisations from Africa, were trained on Membership strategies and Skills development to help them come up with the best strategies and programs to enhance service delivery to Members.

Members' Events

FKE hosted the 1st Employer of the Year Awards (EYA) in Kenya which was an initiative geared towards promoting and encouraging best practices in corporate performance, people management and industrial relations practices amongst employers in Kenya. We take this opportunity to congratulate all the winners and urge all Employers to participate next year since this is an annual event.

We also had several members' events including the National AGM and three regional AGMs as well as two FKE Hr networking forums held both in Nairobi and Mombasa.

**2nd Employer of the Year
Awards (EYA) Launch**

Thur, 21st June 2018

Book now!



Venue: Crowne Plaza

Theme: Honoring Best Employers

Time: From 7AM

The Federation of Kenya Employers (FKE) invites you to
the 2nd Employer of the Year Awards (EYA) Launch.



**ENTRY
FREE**



Convenor



Partner

RSVP - Tel: 0709 827 101/102/121 or 0722 633 079 Email rmwaura@fke-kenya.org / marketing@fke-kenya.org

New Members from January to December 2017

MEMBER NAME	MEMBER NAME
1 CONTINENTAL REINSURANCE LTD.	45 ROAMTECH SOLUTIONS LIMITED
2 URYSLIA LIMITED	46 QWAY INTERNATIONAL LIMITED
3 AMAZON MOTORS LTD.	47 PONTY PRIDD HOLDING LTD
4 UNIVERSITY OF NAIROBI ENTERPRISES & SERVICES LTD	48 DATA RUSH SERVICES LTD
5 SAMASOURCE KENYA LTD	49 IMPAX BUSINESS SOLUTIONS LTD
6 NAIROBI GYMKHANA	50 SOGEA SATOM KENYA
7 KATES ORGANICS LTD	51 BIDCO AFRICA LIMITED
8 MURANGA FARMERS CO-OPERATIVE UNION	52 MELLIFERA LTD
9 ALLIANCE METAL WORKS LTD	53 GLOBAL WATCH
10 GATAMATHI WATER AND SANITATION COMPANY	54 HUMANITARIAN LEADERSHIP ACADEMY
11 STIMA INVESTMENT CO-OPERATIVE SOCIETIES	55 PFW SAFARIS LTD
12 HOPE WORLDWIDE KENYA	56 EDELVALE TRUST JAMAA MISSION HOSPITAL
13 MARIONSON HOLDINGS LTD	57 SILVERSTONE QUARRY LTD
14 ASSOCIATED MOTORS LIMITED	58 EDEN RENT A CAR TOURS & SAFARIS LTD
15 MOBISOL KENYA LIMITED	59 KITUI WATER AND SANITATION COMPANY
16 SAIFEE SILVERING CO. LTD	60 OSHWAL EDUCATION AND RELIEF
17 LEGEND HOTELS LIMITED/AMBOSIELI COURT	61 M.G.N NJUNGE & CO
18 KIAMBU WATER & SEWERAGE CO LTD	62 EMBASSY OF SWITZERLAND IN KENYA
19 NIPPO SUPPLIERS LIMITED	63 SMOLLAN KENYA LTD
20 DIGITAL FOCUS COMMUNICATION	64 PRASHANTH PROJECTS LIMITED
21 LASER PROPERTY SERVICES LTD	65 WANANCHI GROUP KENYA LIMITED
22 LASER INFRASTRUCTURE & TECHNOLOGY SOLUTIONS LTD	66 KENYA INDUSTRIAL PROPERTY INSTITUTE
23 LASER INSURANCE BROKERS LTD	67 AMAILO INVESTMENT COMPANY LIMITED
24 OMEGA APPARELS LTD	68 RD ROBERTS LTD
25 AMBOSELI COURT LIMITED	69 CARTON MANUFACTURES LTD
26 TORRENT EAST AFRICA LIMITED	70 NERIX PHARMA LIMITED
27 KIKUYU WATER COMPANY	71 LINEART SOLUTIONS LIMITED
28 ROK INDUSTRIES LTD	72 PLAST PACKAGING INDUSTRIES LTD
29 MANDEEP ENTERPRISES LTD	73 ORCHID HOMES & TRAVELS LIMITED
30 BANK OF AFRICA	74 MSINGI BORA LLP
31 JAMBO EAST AFRICA LTD (BRITANNIA)	75 RELIANCE PLASTICS LTD
32 LIFECARE INTERNATIONAL INSURANCE BROKERS	76 NAKURU PLASTICS LIMITED
33 THE NATURE CONSERVANCY	77 MEGHA MARKETING E.A. LTD
34 KARIBU HOMES PARKTEL LIMITED	78 EAST AFRICA TERMINALS LTD
35 INSTITUTE OF ADVANCED TECHNOLOGY LIMITED	79 FARM GATE EAST AFRICA (EPZ) LIMITED
36 MULTI-LINE MOTORS (KENYA) LTD	80 NAKAYIMA HAULIERS
37 MUNGAI KIRIANI IRRIGATION .MULTI-PURPOSE. CO-OP. SOCEITY. LTD	81 PEARL BEACH HOTELS T/A ENGLISH POINT MARINA HOTEL
38 EQUALITY NOW	82 APTA COMMODITIES LTD
39 CHINA RAILWAY TWENTY FIRST BUREAU GROUP (K) LTD	83 FOREMOST LIMITED
40 SMEC KENYA LTD	84 FORTUNE CONTAINER DEPOT LIMITED
41 TRU BLAQ ENTERTAINMENT LIMITED	85 GRAIN INDUSTRIES LIMITED
42 VELKA ENGINEERING LTD	86 TAVEVO WATER AND SEWERAGE COMPANY LIMITED
43 LVCT HEALTH	
44 KIBONDENI COLLEGE	

Regional Branch Offices

Rift Valley Branch

During the year under review, the Branch continued to serve members drawn from the vast Rift Valley region. The Branch was led by the Regional President, Dr. Thomas Serrem, the Regional Vice President, Mr. John Warutumo and the Regional Manager, Mr. Abisai O. Ambenge. The other committee Members include: Mr. Apollo Kiarri (CEO KTGA), Mr. Jayesh Shah (Technical Director Spin Knit Ltd), Eng. J. N. Gachathi (Managing Director, Nakuru Water & Sanitation Services Ltd), Mr. Kirimi Mpungu (Head of Administration Oserian Development Co. Ltd.), Eng. Geoffrey Muli (Regional Manager, KPLC), Azariah Soi (Managing Director Kenya Seed Company Ltd), Dr. Wilson K. Aruasa (CEO, Moi Teaching & Referral Hospital), Mr. Rayaprolu Sriram (General Manager Timsales Ltd), Mr. Paul C. Lolwerikoi (Ag. Managing Director of Pyrethrum Processing Co. of Kenya) and Mr. Peter Kimani Gitau (Managing Director, Naivasha Country Hotel Ltd (Sawela Lodge).

During the year, the General Committee held 11 meetings. The committee continued to consider various reports on industrial relations, legal representations and other important regional issues of interest.

The upgrade of a key road linking Kenya to South Sudan has finally commenced. The move was aimed at opening up West Pokot counties for trade and investments by reducing the cost and trial of doing business. Produce could not reach the market in good time due to road conditions. The Transport And Infrastructure Ministry had started constructing close to 500km of roads in North Rift at a cost of Ksh.23b. Strict policies were put in place to ensure that the standards are met. The roads are in Nandi, Uasin Gishu, Trans Nzoia and Elgeyo Marakwet counties and were being re-graded to bitumen standard. The work was expected to be completed by 2020.

The Nakuru-Nairobi highway continued to experience heavy congestion and increased fatal accidents claiming lives; the worst occurred at Karai, Naivasha when a vehicle carrying explosive substances rammed into other vehicles and exploded into flames leading to the death of 43 people. The Kenya National Highways Authority (KeNHA) was called upon to clearly mark the bumps and rumble strips preceding the bumps. The Subukia-Nyahururu road was in bad state of disrepair. Roads in Molo constituency were also in very bad condition and the County Government was been called upon to carry out repair works immediately.

The security situation continued to be volatile in some parts of the region. In Trans-Mara West border there was constant renewed fighting between the Maasai and Kipsigis over cattle rustling. There was concern that if left unchecked, things might turn from worse to worst, especially as we headed to the 2017 general elections; thankfully, this never happened. The Government deployed police reservists to protect herders. More than 10 schools were closed in Baringo over insecurity and

this affected more than 4,000 learners. Most of these schools both primary and secondary are located in the volatile areas in Baringo North and South. Cases of donkey theft been on the increase since the introduction of two abattoirs in the Rift Valley region. The slaughterhouses were set up in Mogotio and in Naivasha; after commencing operations these areas experienced increased donkey thefts.

Stakeholders in the sector called for the closure of the private abattoirs citing their continued existence could herald the beginning of the end of donkeys in the country. In Nakuru County alone, hundreds of donkeys have been stolen in the last one year leaving owners to wallow in poverty. The Government wants slaughter houses to breed their own donkeys instead of relying on farmers herds. The Livestock Ministry has undertaken to monitor the abattoirs to ensure that they do not slaughter donkeys stolen from farmers.

Economic Activities

Nakuru County hosted the 4th and final Annual Devolution Conference March 2017. The conference which was dubbed "Devolution Transforming Lives: Tell your story". Was inaugurated by H.E President Uhuru Kenyatta. Thousands of delegates attended. The purpose of the event was to benchmark the gains and pitfalls of the devolved units.

The Region experienced a long season of drought which led to a rise in the cost of living. The ripple effects of a weakened shilling, rising global oil prices and low or failed rainfall hit the economy hard. The prolonged dry weather forced agencies to issue warnings over an impending crisis. The Government purchased livestock from pastoralist communities and slaughtered them for consumption, even as the drought persisted. Kenya Meat Commission targeted the worst drought affected 11 Counties including Samburu, Turkana, Garissa, and Wajir.

The County Government of Uasin Gishu subsidized maize seeds for farmers ahead of the planting season. The move was aimed at increasing yields by helping the growers acquire more seeds. The Government banned export of maize. The farmers were unhappy with ban and wanted the prices of maize increased or they be allowed to sell to the highest bidder given the current supply and demand situation

The farmers are unhappy that the order restricts them to sell their produce within the country saying it flouts the EAC common market protocol. Most farmers hoarded the produce with anticipation of selling when the market prices would be even higher. The national granary held only 1.5m bags against ideal stocks of 8m bags as a strategic reserve. This precarious situation spelled doom to the country's food security.

More than 200,000 acres of farmland in Kenya's grain basket in the North Rift has been affected by army worm infection threatening food security. This translated to about 50m loss with

Turbo Sub County in Uasin Gishu County being the worst hit. In Turkana, hundreds of small scale farmers counted losses after their farms were invaded with army worms. The affected areas were Trans-Nzoia-which hosts the maize belt of Kitale, Uasin-Gishu, Kericho, Nandi, Bomet, and Narok in the south Rift; and West Pokot in the north Rift. Others are Baringo and Nakuru in Central Rift. The worms have since been controlled through the use of pesticides.

On growth in telecommunications, Safaricom Ltd opened a Regional Office in Nakuru to effectively serve the Rift Valley region. The Telecom, through its Enterprise Business Division, kicked off its second phase of fibre optic network rollout in Eldoret town which saw small and medium enterprises greatly benefit from the installation. Fibre technology provides unlimited bandwidth capabilities and offers the fastest high-speed data connectivity.

The Government allocated KSh.1 billion to Uasin Gishu County to be used to connect more households to the national grid and that all households living near a transformer should be connected to the electricity free of charge.

The Chief Justice David Maraga officially inaugurated Nakuru Children's Court. The four storey Court has a video link to enable Children testify without physical contact with the accused. The newly refurbished Children's Court, at Nakuru Law Courts would help children access justice, and ensure criminals with tendency of abusing children are dealt with accordingly. The Chief Justice also presided over the inauguration of a High Court in Kabarnet and installed its first Presiding Judge, Edward Muriithi. The court was expected to speed up the delivery of justice and to decongest the Eldoret High Court. This was the 38th High Court station in Kenya.

The Kabarnet Court under the leadership of Principal Magistrate Samson Temu, was commended for an innovative enhancement service that uses SMS to inform litigants of the status of their cases. Litigants, advocates and interested parties can SMS their cases' number and immediately receive a response on when their cases were listed for hearing. It saves time and money instead of having to physically visit the court for this service. The system has won Kabarnet Law Courts many accolades and trophies and 13 courts have visited the court for bench marking.

The National Government allocated over Sh800 million to expand and equip two sub county hospitals in Uasin Gishu County. The expansion and equipping of Ziwa and Burnt Forest hospitals would help ease congestion at the Moi Teaching and Referral Hospital. The referral hospital was left to purely deal with referral cases. The two hospitals were fully equipped to offer quality services to the public. As a result of the strikes in the health sector, it was noted that many bogus health centres cropped up to take advantage of the health crises. The Nakuru County Government closed down 30 such clinics.

In the timber sector business for big operators was affected by the

licensing of small operators who had little regard to operational procedures. The sector called on the Government to control issuance of milling licenses which should be limited to priority and business types and not open to every miller, as a means of curbing wanton destruction of forests. The Government had opened up the forests to the public for harvesting even though it was the private firms that planted the trees and tendered the forests for many years. The small businesses are doing good business using sub-standard materials at the expense of big companies. The Government has been called upon to rectify the anomaly.

It was noted that more than 100,000 families along the volatile border of Turkana and West Pokot have so far benefited from a Sh61 billion mega dam project being implemented by the Kerio Valley Development Authority (KVDA), in conjunction with the National Government. Upon completion the dam will aid in food sustainability and the supply of enough water for both domestic and livestock use. The Government will be launching Phase 3 of the project targeting 50,000 hectares of land in Turkana County to increase the coverage of land under irrigation.

It was noted that the communities that were hostile to each other are now working together on the irrigation schemes and have adequate water for their livestock. Food security, peace and cohesion are intertwined, and the projects have been a milestone in bringing stability along the borders of Turkana and West Pokot. The Authority has already completed the first and second phases of the projects at Naipul and Weiwei areas with more than 2000 hectares of land having been made productive through irrigation to benefit the residents.

Branch activities

During the year under review, the Branch held its 29th Annual General Meeting on 12th April at Merica Hotel in Nakuru. Dr. Thomas Serrem and Mr. John Warutumo were elected as Chairman and Vice Chairman respectively.

On industrial relations, the Branch negotiated and concluded 26 Collective Bargaining Agreements on behalf of its members. Members were assisted in sorting out Trade Disputes and strike management. On legal matters, the Regional Manager ably represented members in the Employment and Labour Relations Courts in Nakuru, Kericho, Eldoret and Nyeri. The Branch conducted open house trainings on Labour Laws, Discipline Management at the Workplace. In addition the Branch held in house training programmes for KENGEN, GDC and Water Companies.

Bereavement

The Branch lost a member of the General Committee. Mr. Richard Nyamwalo who passed away on 4th February 2017 was a long serving member of the Rift Valley Branch General Committee representing the Timber Sector.



Western Kenya Branch

The branch was led by the Regional President Mr. Charles Owelle the Managing Director, Chemelil Sugar Company Ltd deputized by Dr. Margaret Oloo, Director of St. Luke Medical Centre. The Regional Manager Mr. Dickens M. Ouma coordinates the operations of the branch. The other members of the General Committee Members were Immediate Past Regional President Mr. Vinod Patel, Director Skylark Construction Ltd, Eng. David Onyango, Managing Director of Kisumu Water & Sewerage Company Ltd, Mr. Bharat Thakar, Director of Kenshop Supermarket Limited, Mr. D.R. Raicha Director of Raichas Electro Services, Mr. Paul Odola Managing Director, Spectre International, Mr. J. Norman Brooks Chairman, Homalime Company Ltd, and Mr. Erol D. Johnston, Managing Director, Mumias Sugar Company Ltd (though Mr. Johnson left after the lapse of his contract with the Sugar Miller).

The Branch held 9 monthly General Committee meetings on Wednesdays of the third week of every month. During the meetings the committee discussed issues on state of industrial relations in the region, power, water supply, security, infrastructure, state of the economy and political developments. Other issues affecting various sectors in the region were also discussed. The sectors represented were Sugar, Manufacturing, Alcohol & Spirits, General Agricultural, Power Generation & Supply, Co-operative Movement, Retail, Bottling, Construction, Education, Health and Hotel sectors.

On industrial relations, the branch received 17 CBAs of which 10 have been concluded and 7 were still ongoing. The Branch handled 74 court cases of 543 cases registered at the Employment and Labour Relations Court in Kisumu, 19 judgments were delivered out of the 74 cases; 55 cases are still ongoing at various stages. It is important to note that a second Employment & Labour Relations Court based in Bungoma was opened in the third quarter of 2017 and is fully operational. The region experienced 2 strikes comprising of 2 organizations compared to 14 strikes in 2016; 1000 employees were involved resulting to 49,600 man hours being lost as compared to 452,240 man hours the previous year. The Sugar Sector was adversely affected with most companies operating below capacity between 20% and 35% with a ripple effect on Alcohol & Spirit Company during the year in review.

The branch facilitated three in-house trainings on pre-CBA negotiations, Labour Laws and Discipline Management at the workplace for Jaramogi Oginga Odinga University of Science & Technology, Kenyatta National Hospital and National Bank of Kenya respectively during the year 2017.

The year under review being an election year; the branch felt the negative effects of the political activities that prevailed over the period arising from pre-and post electoral process. In as much as destruction of property was minimal, the businesses remained closed due to unrest and protest ensuing therefore leading to loss of un-quantified man-hours.

The state of sugar sector in the branch is quite worrying, particularly because the negative spiral effect requires multi-faceted intervention involving the National and respective County Governments and other stakeholders both within the branch and elsewhere.

Overall, it is refreshing to note that whereas the period under review could have seen a National upsurge in restructuring of businesses, the branch did not experience notable lay-offs. Part of the reason could be attributed to good industrial relations between workers and members.

Coast Branch Report

The Coast Branch General Committee had a successful year 2017. The committee was led by the Late Zulfikar Harunani who was the Regional President assisted by Mr. Issa Muslim as the Vice President and Mr. Salim Wa-mwawaza as the Regional Manager.

The Committee Members were from selected sectors and they included:

Abbas Nasser	Mombasa Hospital Association
Meshack Kipturgo	Siginon Group
Morara Matunda	Mabati Rolling Mills
Robert Clerk	REV Vipingo Plantation
Panjan Baskar	East African Storage
Dr. Amani Komora	Kenya Ports Authority
Hudson Kere	Kenya Kazi
Vinay Gudka	Blanket Industries
Sam Ikwaye	Hotel Keepers Association
Ahmed Shimbwa	Panal Freighters
David Kisa	Kenya Bixa Ltd
Geoffrey Sitati	Tabasamu SACCO
Edward Mudibo	East Africa Tea Trade

The Branch held nine (9) monthly meetings to discuss matters affecting their members. The meetings were held every second Tuesday of the month. In addition, the branch had a successful AGM on 8th March 2017.

The agendas discussed during the branch meetings were mainly in areas of supply of power, infrastructure development and especially on roads and the SGR, Water and sanitation, Shipping and transport, health and tourism, storage and manufacturing, agriculture and education and security. Issues on the state of the economy and political development was also discussed at length.

The Branch also discussed issues on Industrial Relations and Industrial Court issues. The Branch concluded 25 CBAS and assisted its members organise four (4) in-house courses and three (3) Open house courses. The branch also held two (2) FKE open forums one on HR Practitioners mainly to discuss labour and HR issues and one on NSSF Contributions and benefits. The Legal representation at the branch handled a total of 97 Cases. Concluded Cases were 37.



LET'S GIVE THEM A BRIGHTER FUTURE

Adopt-A-school is one of FKE's successful strategic CSR targeting the elimination of worst forms of child labour through education. This initiative calls upon businesses to support schools with infrastructure development, school feeding programmes, income generating activities, bursary schemes and uniforms. The main focus of Adopt-A-school is to tackle child labour, improved access of education, equity, and improved transition rates from primary to secondary schools.

*Join our movement and change
a child's life today!*



PROJECTS

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Regional and international Meetings attended in 2017

In 2017, participated in various regional and international meetings to lobby, and advocate on different issues on behalf of members. The summary of the meetings and venue is as reflected in the table below.

No.	Event	FKE Representative(s)	Meeting Date & Venue	Summary of Discussions & Resolutions
1	The East African Employers Organization, EAEO, meetings	Stephen Obiro Rose Mwaura	21st -24th March 2017 Arusha Tanzania	<p>The sessions covered were the following:</p> <ul style="list-style-type: none"> Discussed the findings of the study on the schedule for Free Movement of Workers of Annex II of the EAC Common Market Protocol which was conducted by EAEO/EATUC in 2016. EAEO Executive Committee meeting, Validation of the report on EAC Regional Skills development EAEO AGM Meeting with Tanzania's Hon. Minister for Labour on "<i>Skills development, a challenge to employers in East African Community: An employers' perspective</i>". <p>Learning best practices on management and coordination of Employer of the Year Awards, EYA</p>
2	Sub-Saharan African Tripartite Workshop on Occupational Safety and Health in the Oil and Gas Industry	Stephen Obiro	17-18 May 2017 Maputo, Mozambique	<p>The ILO sub-Saharan African Workshop on Occupational Safety and Health (OSH) in the Oil and Gas Industry brought together tripartite delegations from Angola, Cameroon, Cote d'Ivoire, Gabon, Kenya, Mozambique and Nigeria and observers from the Industrial Global Union. The workshop discussed and exchanged good practices of improving OSH and promoting a preventative safety and health culture in the oil and gas industry in sub-Saharan African countries. The following were recommended:</p> <ul style="list-style-type: none"> Tripartite constituents should develop and reinforce OSH management mechanisms through effective social dialogue, including the establishment of effective OSH committees at national, industry and enterprise levels and through support for the implementation of ILO-OSH 2001. Social partners (workers and employers) should jointly promote Decent Work including OSH for all workers in the industry through, inter alia, collective agreements, cross- border social dialogue and international framework agreements.
3	Macroeconomics for social negotiators	Samson Mugwe Stephen Obiro	26-30th June ITC-ILO, Turin Italy	This was a face to face session on the macroeconomics course to build capacity of the employers' organization to use economic concepts in social negotiations like CBAs, wage increments, etc. and a final examination test.
4	EAEO/EAUTUC Regional Technical Meeting on Portability of Social Security benefits in EAC	Stephen Obiro	11th July 2017, Kampala, Uganda	A meeting of the technical committee to discuss EAEO/EATUC study on portability of Social Security Benefits across EAC Partner states. The meeting developed a policy position paper and an advocacy strategy for EAEO/EATUC to use in lobbying for portability of Social Security benefits across EAC partner States.
5	Promoting Occupational Safety and Health through Capacity Building on Incident Investigation and Analysis	William Wandera	24th -27th July 2017 – ARLAC, Harare Zimbabwe	<p>Objectives:</p> <ul style="list-style-type: none"> Provide participants with the knowledge and skills necessary to facilitate effective problem solving and root cause analysis process; Provide the knowledge and skills necessary to conduct a thorough incident investigation; Conduct incident investigations that get to the root causes and help prevent further incidents; Identify effective, efficient and meaningful strategies for correcting and tracking human error within an organization; and to Transfer knowledge on the different best practices to promote proactive and preventive OSH systems <p>Resolutions:</p> <ul style="list-style-type: none"> The member states consider the ratification of the core ILO Occupational Safety and Health Conventions Establishment of National and Workplace risk based OSH Management Systems Adoption of OSH Management Systems Guidelines and framework Member states review the provision of adequate resources (Financial, Logistics, Technical Equipment) and professional capacity building systems Member states should enhance awareness creation initiatives to

No.	Event	FKE Representative(s)	Meeting Date & Venue	Summary of Discussions & Resolutions
				<p>strengthen establishment of a preventive OSH culture</p> <ul style="list-style-type: none"> • There is need for the establishment of a National system for the reporting, recording, collation and analysis of data on incidents, accidents, injuries, illnesses, and diseases across all sectors of the economy • Member states should institute and strengthen the tripartite mechanisms for planning, coordination and implementation of effective OSH Management systems • Member states should harness best practices through interactive collaboration, networking and sharing of information on OSH initiatives
6	ITUC Wage Floor Forum, Africa	Stephen Obiro	17th and 18th August 2017, Nairobi, Kenya	<p>This was a workers forum. It strategized workers advocacy agenda (End Corporate Greed – The World Needs a Payrise campaign)</p> <p>Demands are simple - , end corporate greed, and the solutions are simple:</p> <ul style="list-style-type: none"> • Guarantee freedom of association. • Ensure a minimum living wage. • Put their people and those in the supply chains that make the massive profits for multinationals first with the funding for universal social protection. • Start by mandating due diligence by every multinational to ensure responsibility for risk assessment, monitoring and grievance procedure regarding exploitation and denial of human rights for workers that produce, sell or service on the basis of those profits. <p>Need to develop counter position</p>
7	Evidence based strategic advocacy and communication	Stephen Obiro	21st to 24th August 2017, Turin, Italy	<p>This was a face to face session and covered political mapping, stakeholders analysis, research data analysis software, conducting strategic communications, engaging the media etc. and a final examination test</p>
8	EAEO-EATUC Social Dialogue Conference	Stephen Obiro	6th to 8th September 2017, Arusha, Tanzania	<p>A meeting of the EAEO and EATUC members to validate and approve the position paper and advocacy strategy on portability of social security benefits across EAC partner states.</p> <p>The forum also reviewed the implementation of the social dialogue project and developed national work-plans for the remaining part of the project. Kenya will focus on social dialogue in areas of vocational training and establishment of the alternative dispute resolution mechanism</p>
9	EAEO-EATUC Regional Technical Meeting on Labour Market Information Systems in EAC	Gentrix Juma	15th September 2017, Arusha, Tanzania	<p>A meeting of the technical committee to discuss EAEO/EATUC study on Labour Market Information Systems in EAC Partner states. The meeting was technical methodology workshop for research study on Labour Market Information Systems (LMIS) in the region.</p>
10	Business and Human rights consultation meeting	Gentrix Juma	14th September 2017, Nairobi, The Heron Portico Hotel	<p>A multi-stakeholder consultation meeting in Nairobi on the development of a National Action Plan (NAP) on Business and Human Rights.</p> <p>The meeting was to gather views from Employers on the current status, challenges and way forward on upholding Respect for Human Rights in Business, as UNGPs for Business.</p>
11	Business and Human rights consultation meeting	Gentrix Juma	19th – 22nd September 2017, Naivasha, Burch's Resort.	<p>Technical retreat for members of the thematic working groups on the development of a national action plan on business and human rights.</p> <p>The development of a NAP comes after multi-stakeholder consultation across all eight regions (former provinces) to enable preparation of the first draft of the NAP.</p>
12	The EU External Investment Plan (EIP)	Jacqueline Mugo	20th September 2017, New York	<p>This was a high level event for Mobilising EUR 44 billion for the Global goals.</p>
13	Pre-Proposal Conference on Kenya Youth Employment & Opportunities Project (KYEOP)	William Wandera Domitila Obwanda	Thursday, 28th September 2017 Held at the Main Theatre (NITA)	<p>OBJECTIVE There are four (4) components to the objective of KYEOP</p> <ol style="list-style-type: none"> Component 1: Youth Training Component 2: Micro & Small Enterprises Component 3: Labour Market Information Systems (Ministry of Labour) Component 4: Project Coordinating Unit (Ministry of Public Service) <p>1. INTENT OF THE PROJECT To reduce youth un-employment of ages 18 – 29 years, mostly vulnerable youth from poor families.</p>

No.	Event	FKE Representative(s)	Meeting Date & Venue	Summary of Discussions & Resolutions
				<p>2. MOTIVATION The trainees will have a small stipend per month paid by NITA on behalf of the GOK.</p>
14	Le Recontres Africa	Jacqueline Mugo	5th and 6th October, Nairobi	<p>The two day forum at the Intercontinental Hotel, Nairobi, attracted local, regional, and international delegates of which 700 African leaders from over 30 countries participated with 150 French officials and CEOs. The forum entailed sector specific discussions which involved panel sessions with sector experts from Africa and France to promote dialogue and partnerships in trade and investment.</p>
15	Meeting on National Implementation Committee (NIC) of the EAC Common Market Protocol	Gentrix Juma	5th – 6th October Nairobi, Hilton Hotel	<p>A meeting to update the Monitoring and Evaluation Framework on the Implementation of the EAC Common Market Protocol for the period January -June 30th 2017. And present Key country achievements and challenges in the implementation of the protocol during the period and the way forward. Resolution: Similar meeting to be done in March 2018.</p>
16	Harnessing Demographic Dividend	Stephen Obiro	3-6th October 2017, The Ramada Resort, Dar, Tanzania	<p>This was a workshop on communicating the demographic dividend. It sought to build the capacity of key technical members in harnessing the demographic dividend. The workshop dealt with two broad issues: i. Understanding key objectives, motivations & barriers ii. Getting towards a communications strategy This was done by: <ul style="list-style-type: none"> • Increasing understanding (i.e. what the Demographic Dividend is) • Building motivation and relevance (i.e. why key audiences should care about it) • Making it clearer what to do (i.e. how to take action) The Key deliverables from the workshop were: <ul style="list-style-type: none"> • Overarching narrative & messaging framework that can provide basis for content you develop (which can be flexed to different audiences and country contexts) • Communications toolkit containing unbranded, open source content that you can use (which organizations can apply their branding to and use for their own advocacy efforts) The workshop principles were: <ul style="list-style-type: none"> • Focus our efforts on challenges that communications can address • Keep decision-makers as ultimate audience (although may target other audiences to help reach them) • Develop a unifying multi-sectoral narrative that works across 4 pillars of AU's DD roadmap • Capture differences in messaging depending on audience and country context • Keep an open-mind • Make it as interactive and conversational as possible The workshop was organized by M&Saatchi World services in collaboration with Billy & Melinda Gates Foundation, AU, and Governments of Kenya, Tanzania, Senegal and Nigeria.</p>
17	331st ILO Governing Body	Jacqueline Mugo	25th Oct to 12 Nov 2017, Geneva	<p>The 331st session of the ILO Governing Body (GB) brought up important points for discussion and decision. The GB requested that the DG take into account its guidance in pursuing the five-year plan of action giving effect to the conclusions concerning fair and effective labour migration governance and to draw on it in preparing future programme and budget proposals, and in developing resource mobilization initiatives.</p>
18	Enhancing employers participation in social protection	George Masese	2-5th October Turin, Italy	<p>A workshop to train officials from the representative Employer Organizations to understand and master the Social Protection Floor concept and its implications, and to equip them with expertise and tools to be more active and have more constructive impact in national discussions on social protection schemes.</p>
19	Africa Talks Jobs	Rose Mwaura Stephen Obiro	Addis Ababa, Ethiopia AU Conference Center 30th October to 1st November 2017	<p>Summary This was a continental dialogue conference that engaged various players to provide wide initiative of tangible investment areas under four thematic pillars: Employment and Entrepreneurship Education and Skills Development Health and Wellbeing Rights, Governance and Youth Empowerment, with a special emphasis on Youth</p>

No.	Event	FKE Representative(s)	Meeting Date & Venue	Summary of Discussions & Resolutions
				<p>There were 26 Business Africa Members present and the conference had an attendance of over 400 participants.</p> <p>Conference Objectives</p> <ul style="list-style-type: none"> • To Feed good practice examples into the NEPAD inventory of good practices in employment oriented skills development (all education levels and informal education). • To Launch platforms for exchange and encourage mutual learning between policy makers and relevant stakeholders. • To Feed into the AU-EU Summit in November 2017 and Africa-EU Youth Agenda • To Feed into the AU Summit in January 2018. <p>Recommendations to the AU</p> <ol style="list-style-type: none"> 1. Support to Quality Education at all levels 2. Strengthen Skills Development for Employment through Education and Training 3. Promote Youth Entrepreneurship 4. Up-scale Public Private Partnership 5. Enhance Research, Innovation and Technology 6. Strengthen Youth Leadership and Mentorship Programme Development across the continent 7. Enhance Cooperation and Collaboration on Education and Skills Development
20	Membership Strategy Workshop	Rose Mwaura Arbogasti odera	Fair View Hotel, Nairobi ,Kenya 14th – 16th November, 2017	<p>Summary</p> <p>Workshop organized and facilitated by DECP in collaboration with ITCILO & ILO targeting 9 countries in Africa to train and share experiences on the best strategies in regard to Membership recruitment and retention. Some of the Experiences shared were from Sri-Lanka, Netherlands, Zambia(CRM) and Stima Sacco.</p>
21	Skills Development Workshop	Rose Mwaura Eric Munyobi William wandera	Fairview Hotel, Nairobi Kenya, 28th -30th November, 2017	Dutch Employers Cooperation Programme DECP designed the workshop to foster mutual learning between representatives of the private sector, by reviewing existing practices, systems and mechanisms for skills development and by comparing their advantages, challenges, possibilities and limitations across different national and sectoral circumstances.
22	6th EU-Africa Business Forum and Business meetings during 5th AU-EU Summit	Stephen Obiro	Palais de la Culture, and Côte d'Ivoire employers confederation offices Abidjan, Côte d'Ivoire on 27th November to 1st December 2017	Its objective was to boost investment that promotes development in Africa. Business leaders and investors from Africa and Europe confirmed their commitment to sustainable and inclusive growth and job-creation across the continent in line with the Sustainable Development Goals. The Forum supported the EU External Investment Plan as a key tool to promote these objective.
23	BEAR II Project Launch	Jacqueline Mugo	9to 13th December 2017, Korea	<p>The Better Education for Africa's Rise (BEAR) project is a joint initiative between UNESCO and the Republic of Korea to improve the Technical and Vocational education and Training (TVET) systems of five beneficiary countries in Eastern Africa (Ethiopia, Kenya, Madagascar, the United Republic of Tanzania and Uganda) over 2017–21. The project has been conceptualised in response to each target country's needs based on national development plans and national education and training strategic plans. The project is also aligned with the 2030 Education Agenda and the UNESCO Strategy for TVET 2016–21. This second phase of the project (BEAR II) builds on BEAR I (2011–2016) that has yielded positive and sustainable outcomes in five countries of the Southern Africa Development Community (SADC), namely Botswana, Democratic Republic of the Congo, Malawi, Namibia and Zambia.</p> <p>BEAR II aims to give young people in Eastern Africa a better chance of accessing decent employment or of generating self employment, through improvements in the TVET systems of the beneficiary countries while adopting a sector skills approach.</p>



NATIONAL INDUSTRIAL TRAINING AUTHORITY

AS AN EMPLOYER

Do you know NITA can take over your staff training cost when you are training Levy compliant? Do you know NITA pays you attachment grants for offering attachment places to students? Do you know Levy compliance is a legal requirement for all employers?

EMPLOYERS NEED TO

- Register as training Levy payers and pay industrial training Levy on regular basis
- Identify employee training needs and seek approval from NITA prior to training
- Give market information to NITA for integration in skills development
- If Cease to be an Employer advise NITA in writing within 30 days giving reasons

BENEFITS OF REGISTERING WITH NITA AS A LEVY PAYING EMPLOYER

- Cost of your staff training taken care of by NITA based on Levy terms and conditions – locally and abroad, including air fare in economy class.
- Reimbursement in part or full for training costs incurred on employees (**capped as per guidelines- currently 200% of previous years contribution**)
- Industrial attachment opportunities and grants to attaching employers
- Opportunity to train your technical staff in Artisan skill upgrading part time programs at NITA's Industrial Training Centres using your Levy funds without you paying for trainings
- Compliance with Legal requirement

All employers operating in Kenya need to register as Levy payers to facilitate staff training

- What do an employer need for registration?

Completed application form 1(in NITA Web site), provide copies of registration certificate, KRA PIN and send to nearest NITA office, or on official Email or Address

- How much (Levy)do an employer pay for an employee

*As per the levy order, currently Kshs. 50 per employee per month payable on monthly basis, Not a deduction from payroll.
Payable on the last working day of the month.*

- **How can an employer pay for Industrial Training Levy**

- Direct deposit to National Industrial Training Authority KCB Industrial Area Branch Account No. 1102588075,
- Bankers Cheque payable to 'National Industrial Training Authority'
- By Mpesa playbill number 522331. In the place of account number, put your NITA registration number. e.g. CDAT-0001, RETAI-0001

- **NO CASH PAYMENT FOR TRAINING LEVY**

- Complete Form 2 (Nita Website) and attach evidence of payment; e.g. banking slips and send to Nita offices
- Ensure to get official receipt for any payment

Call: 0202695586/0721285132/0722250802

email: directorgeneral@nita.go.ke/www.nita.go.ke

FKE Representation on Various Boards and committees

No.	COMMITTEE/ BOARD	FKE REPRESENTATIVE(S) CURRENT
1	NATIONAL LABOUR BOARD	Mrs. J. Mugo Mr. M. Obuya Mrs. G. Odera
2	AGRICULTURAL WAGES COUNCIL	Mr. A. Kiarii Mr. R. Muthanga Ms. J. Kipkering
3	GENERAL WAGES COUNCIL	Mr. L. Kariuki Mr. C. Malavu Mr. A. Komora
4	NATIONAL SOCIAL SECURITY FUND BOARD OF TRUSTEES	Mr. M. Obuya Mrs. J. Mugo
5	NATIONAL HOSPITAL INSURANCE FUND BOARD OF MANAGEMENT	Mrs. G. Odera
6	NATIONAL INDUSTRIAL TRAINING AUTHORITY	Mr. H. Shah Mrs. J. Mugo Mr. A. Mbui
7	THE NATIONAL ADVISORY COMMITTEE ON OCCUPATIONAL SAFETY AND HEALTH	Eng. D. Onyango
8	NATIONAL AIDS CONTROL COUNCIL	Mr. M. Obuya Mr. I. Kiema (Alternate)
9	HIGHER EDUCATION LOANS BOARD	Mrs. J. Mugo
10	KEPSA	Eng. E. Mwongera
11	KASNEB	Dr. N. Koigi
12	SALARIES AND REMUNERATION COMMISSION	Mrs. J. Mugo
13	NATIONAL QUALIFICATION FRAMEWORK	-
14	DIRECTORATE OF OCCUPATIONAL HEALTH AND SAFETY	-
15	TSC PANEL	Mr. J. Kipkorir
16	NATIONAL EMPLOYMENT AUTHORITY (NEA)	-



Who We Are

PASSENGER SERVICE:

- Award winning and Super Brand.
- Well Trained & Experienced Drivers
- Reliable buses with standbys incase of b/down.
- Compliant with NTSA and Traffic Rules.

Easy Coach Accolades:

- Best Bus Company Award 13 years in a row
- AKI Road Safety Award 2011
- 1st Bus Company in Top 100
- 1st Bus Company nominee by FKE 2016
- 1st Bus Company to enlisted as a Super Brand

Courier Service:

- We offer 24hrs service for Parcels and letters across our network
- Partnered with Posta for both Local and international shipments

What We Do

PRIVATE HIRE :(Normal Trip)

- Exclusive bus is provided.
- Itinerary of start /end of journey and pick up/drop off points/destination provided by client.
- Bus Capacity dependant on the pax to be ferried.

Outsource School & Staff Transport:

- **Save Money:** No need to invest in buying buses. Lower your operational costs. Free Money for further investment.
- **Save Time:** Free you from planning and time involved in operational issues.
- **Transfer Risk:** The burden of running the fleet in case of accidents/break downs.
- **Better service:** Experienced and professional advice will lead to more efficient services.
- **Peace of Mind:** You will be able to concentrate on your core business as you let us do what we are best in.

For ease in your transportation needs!

Our Contacts:

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Email: info@easycoachltd.com, taz@easycoachltd.com

Employer of the Year Awards (EYA)

Introduction

The 1st Employer of the Year Awards (EYA) Ceremony, under the theme, ‘Honoring the best employers’, was held at Villa Rosa Kempinski Hotel, Nairobi, on May 19th, 2017.

It is the first time FKE has organized the award. Ms. Jacqueline Mugo, the Chief Executive Officer at FKE said the Board, members and staff were excited about the inaugural awards, and this helped in making FKE Employer of the Year Awards (EYA) a huge success.

“We wanted to get it right the first time – the planning, organization and execution of the award up to the last day. Lots of time went into the preparations of the award night.”

The overall winners of EYA performed relatively well in all the eight thematic areas.

These areas are: Leadership and Governance; Corporate Performance; Innovation and Productivity; Responsible Business Conduct; Inclusiveness and Diversity; Learning and Development; and Work-place Environment and Effective Human Resource Practices and Industrial Relations.

The eight thematic areas that were used to measure the best employers were very specific on what an organization should be doing to stay ahead of its peers. Those that excelled in the Learning and Development category were clear learning hubs, some even with E-learning portals developed locally. This category required evidence of robust career development processes. Automated systems and well-targeted training and development of all employees through on-the job and off-the-job training were big influencers in this category.

The survey by PwC (PricewaterhouseCoopers), a third party, observed that inclusiveness and diversity had become a function of human resource management to the extent of having a dedicated department. Some organizations had a number of facilities to cater for the disadvantaged in place.

Under Workplace Environment, workplace wellness and wellbeing programmes become critical benefits for attracting top talent. Organizations that ranked favorably in these areas have highly engaged employees and sound HR practices. Under Leadership and Governance, winners had in place elaborate board members’ succession plans. They also had secure online portal for sharing board papers.

The Employer of the Year Awards attracted 128 organizations. Out of these, 78 were shortlisted for site visits. The event was organized by the Federation of Kenya Employers led by its President Joseph Obuya and the CEO Ms. Jacqueline Mugo. The Master of Ceremonies, renowned journalist Sibi Okumu welcomed the 2017 participants who included the eventual winners of the awards. The Chief Guest Mr. Siddharth Charterjee, UN Resident Coordinator, UNDP Resident Representative stressed on the need

for the empowerment of the girl child. The ministry of Labour, a tripartite partner was well represented at the event by Mr Chege Mwangi Secretary Administration, State Department of Labour. Mr. Mwangi represented the CS Labour Ms Phyllis Kandie.

The event was also attended by Ms. Tori Nettelhorst Tveit, NHO Director, Confederation of Norwegian Enterprise, representing the employer organizations in Norway. Among the invited guests included Mr. Nduati Mwangi , the Principal Secretary State department Investment and Industry, Joyce Nangaye from the Association of Tanzania Employers and Mr. Kenneth Raguma,Federation of Uganda Employers.

NSSF was the sponsor for the overall winner and Dr Antony Omwerika, the Managing Trustee of NSSF, paid tribute to the role of FKE as one of the formidable members who supports its mandate. He took the opportunity to encourage members to contribute voluntarily to the NSFF.

In preparing for the Employer of the Year Awards, FKE received the support of partners, a key one being the Confederation of Norwegian Enterprise (NHO). The Scandinavian firm helped FKE launch the award. It has done so in Uganda and Tanzania too.

NHO is the main representative organization for Norwegian employers, covering companies ranging from small family-owned businesses to multinational enterprises. The EYA will help to further raise FKE’s profile with more employers destined to become a member. The federation boasts more than 4,000 members, but has potential to receive more out of the 8,000 corporate organizations operating in Kenya. Kenya is home to a lot of small and medium enterprises (SMEs) that can benefit immensely by joining FKE. FKE would like to see more firms joining FKE and participating in the Employer of the Year Award.

Concept of the Employer of the Year Awards (EYA) Honoring Best Employers

The Employer of the Year Awards (EYA) is an initiative by the Federation of Kenya Employers (FKE) that is geared towards promoting and encouraging best practices in Corporate Performance, People Management and Industrial Relations practices amongst employers in Kenya. This is in a bid to raise and sustain productivity, enterprise performance and responsibility. This is an annual award that provides a platform for identifying, ranking and recognizing excellence in Corporate Performance, People Management and Industrial Relations amongst employers in Kenya.

What will EYA do?

The Employer of the Year Awards seek to fete organizations, which see people as their core business and have implemented policies, systems and processes that create and sustain enterprise competitiveness, productivity along with industrial peace and harmony.



Specific Objectives

1. To recognize and publicly award FKE members who have exhibited excellence Corporate Performance, People Management and Industrial Relations over the year in review.
2. To provide a platform for discussion and agenda setting on the need to embrace best practices in Corporate Performance, People Management and Industrial Relations through a well branded, presented and organized event.
3. To compile and disseminate information on the status Corporate Performance, People Management and Industrial Relations in Kenya and identify areas for improvement and emerging trends.
4. To provide feedback to participating employers on their status regarding attainment of best practices in Corporate Performance, People Management and Industrial Relations.

Criteria for the Awards

Steve Okello-Head of Tax- PWC outlined the criteria upon which winners were determined.

The number of participants in this survey was 128 participants of which PWC visited 64 of them. Among the largest respondents, 29 per cent were from manufacturing Industry space, followed by infrastructure at 14 per cent and the rest Finance.

There was a fairly good spread of the industry. The approach we used in conducting the survey was a four phase approach. PWC made scheduled visits to the participants and did initial scoring and based on it resulted into ranking. Data collection was done during the month of March.

Leadership and Governance

Excellent organizations adopt programs and initiatives characterized as transformative, innovative and systematic.

These depend on effective leadership and governance processes, practices and systems in any organizational settings. Effective leadership and governance creates a conducive environment for mainstreaming various human resources practices in an organization and also ensures there are sufficient support, checks and balances systems to ensure their success.

Corporate Performance

A key success factor among high performing organizations is their sharp focus on performance and results. For many employers, financial sustainability, efficient service delivery and growth are key indicators of results. Clear directions, strategies and values send strong signals for performance and help create a result-oriented culture. Plans and programs are well-deployed throughout the organization, systematically tracked at the unit and individual levels and are continuously improved.

Innovations and Productivity

Everything an organization does produce an outcome or result. In addition to the more traditional types of results associated with volume, cost and quality of products or services, all employers generate results from the action of transacting information and

knowledge between two or more parties everyday . In Excellent employers, all actions of every employee are designed to add value to the business and therefore to influence corporate performance and the specific results the organization achieves.

Responsible Business Conduct

Progressive employers practice corporate social responsibility (CSR) – which reflect their commitment to contribute to sustainable development by delivering economic, social and environmental benefits for all stakeholders of the organization. CSR links well with organizational commitment to pursue and uphold ethical practices which include abiding by relevant industry laws, health and safety, regulations and professional and behavioral standards.

Inclusiveness and Diversity

Diversity means more than simply encouraging people from all backgrounds to apply for jobs irrespective of age, class, race, ethnicity, gender or disabilities. It requires making sure that adequate policies and practices are in place in your organization. Inclusiveness and diversity ensures that all actions are non-discriminatory towards all persons; there is an increase participation of persons of all backgrounds across all the decision making functions; and there is promotion of diversity practices in the work-place.

Work-Place Environment

The extent to which employees feel passionate about their jobs, are committed to the organization, and put discretionary effort into their work is key to achieving business results. This can be achieved by creating an environment in which employees feel appreciated and valued.

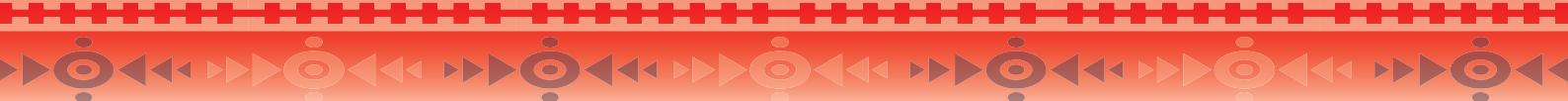
Learning and Development

A learning and development strategy aims to meet employees' needs, ensure optimal human capital development, and build the business management and leadership skills for a strong executive team into the future.

When it is well-aligned with overall business objectives, a clear and well-defined learning and development strategy provides the blueprint to develop a talent pipeline that can deliver organizational goals.

Human Resource Practice and Industrial Relations

High performing and people-focused employers tap the full potential of their workforce. They have multiple programs of eliciting employee participation, engagement and systematically pay attention to their engagement levels and well-being needs. It is good practice to ensure that an organization has practices that are workforce focused with the objective of putting the right person in the right job and getting employees to deliver performance while feeling appreciated and equitably rewarded and seeing personal progress and growth through the organization.



Rules Of The Award

1. Participation is open to all employers in Kenya under FKE membership
2. Winners may participate in the same category in subsequent years.
3. Participation will be deemed complete when the employer questionnaires are duly signed and submitted.
4. The Employer of the Year Awards Committee reserves the right to validate all claims officially presented by the participating employers.
5. The Judges from a reputable consultant will deliberate on the merits of each of the nomination and select the final winners of the awards.
6. Should there be inconsistencies established which may materially affect the integrity of participation due notice of the appropriate action to be taken by the committee shall be sent to the contact person.
7. The Federation of Kenya Employers Management Board shall confirm the decision of the Judges, which shall be final.
8. The Awards Committee and the Federation of Kenya Employers Management Board do its level best to provide clarifications on the Awards and the Ranking Criteria.
9. All participating employers will be required to be present at the gala dinner where the winners will be announced.
10. The winners, Judges, Board of Management and Awards Committee Members shall be required to execute a Declaration of Confidentiality until the Awards night.

Winners in summary

Overall Winner: BAT (K) Limited
1st Runner-up: Centum Investments
2nd Runner-up: University of Nairobi (UoN)

Category Winners

Learning and Development

Winner: Centum Investment Company
1st Runner-up: East African Breweries Ltd (EABL)
2nd Runner-up: BAT (K) Limited

Workplace Environment

Winner: BAT
1st Runner-up: General Motors East Africa
2nd Runner-up: EABL

Inclusiveness and Diversity

Winner: UoN
1st Runner-up: East Africa Portland cement
2nd Runner-up: General Motors East Africa

Effective Human Resource Practices

Winner: BAT
1st Runner-up: General Motors East Africa
2nd Runner-up: Bollore Transport and Logistics

Leadership and Governance

Winner: Centum Investments
1st Runner-up: BAT
2nd Runner-up: UoN

Innovation and Productivity

Winner: Crown Paints
1st Runner-up: UoN
2nd Runner-up: General Motors East Africa

Responsible Business Conduct

Winner: Lewa Wildlife Conservancy
1st Runner-up: General Motors East Africa
2nd Runner-up: Davis and Shirtliff

Corporate Performance

Winner: Centum Investment Company Ltd
1st Runner-up: BAT (K) Limited
2nd Runner-up: University of Nairobi (UON)

The event was highly profiled in both electronic and print media; pre-during and post the event. The official media sponsor was Nation Media Group. Other corporate who sponsored the event included National Social Security Fund (NSSF), Kenya Electricity Generating Company (KenGen), Higher Education Loans Board (HELB), Grant Thornton, Easy Coach, KWAL, Ketepa Kenya Limited, Mabati Rolling Mills, Strathmore Business School and Bamburi Cement.

Look out for EYA 2018 coming soon

Who we are

Health Strat is a leading Kenyan, public health organization that designs and delivers impactful 360° health system strengthening solutions that are applicable to low and middle-income countries. Our team comprises of professionals with strategic expertise and experience in the local health context.

Our Approach:

Health Strat has committed itself to the mission of revolutionizing health care systems through:



Innovation:

We develop customized solutions and leverage game-changing technology to deliver results on time and cost effectively.



Continuous Quality Improvement:

We build a strong evidence base for decision making, anchored on the principles of continuous quality improvement.



Private sector efficiency with a development sector mindset:

We leverage appropriate private sector management techniques to respond to public health challenges.

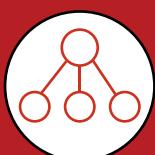


Partnerships and Collaboration:

We have perfected the art of working with others to deliver results by forging strategic partnerships.

What we do

We work with public and private sector partners to deliver impact through end-to-end design and execution of innovative health system solutions that address health system gaps, towards achieving Universal Health coverage.



Governance:

We implement systematic and cost effective approaches, to address gaps in program and grant management for HIV, TB and Reproductive Health, at National and County level.



Wellness and Capacity:

We work with partners to create awareness of Health issues and build the capacity of the health workforce at National and County level.



Supply Chain Management:

Our programs are designed to strengthen supply chain systems at National level and County level.



Information:

Through research and evaluation, we are able to generate information that improves health system management.



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Extracts of Financial Report

Report on the Audit of the Financial Statements For the year ended 31 December 2017

Opinion

We have audited the Financial Statements of Federation of Kenya Employers set out on 9 to 25, which comprise the Statement of Financial Position as at 31 December 2017, and the Statement of Revenue and Expenditure, Statement of Changes in Equity and Statement of Cash Flows for the year then ended, and notes to the Financial Statements, including a summary of significant accounting policies.

In our opinion, the Financial Statements present fairly, in all material respects, the financial position of Federation of Kenya Employers as at 31 December 2017, and its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards.

Basis for opinion

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

Emphasis of matter

Without qualifying our audit opinion, we draw attention to note 12 to the Financial Statements showing that the Federation of Kenya Employers has a fixed deposit of KES 30.3m with Chase Bank (Kenya) Limited (in receivership). The fixed deposit is not accessible and bears no interest.

Key audit matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Key audit matter

The Federation of Kenya Employers has not impaired the fixed deposit of KES 30.3m held at Chase Bank (Kenya) Limited (in receivership).

Audit response

Our audit procedure included, among others:

- Examining publicly available announcements about the receivership progress;
- We have also received confirmation in writing from Chase Bank (Kenya) Limited (in receivership) for the fixed deposit amount of KES 30.3m;
- Discussion with management on the basis and reasoning to substantiate the non-impairment;
- We found that the assumptions are balanced and reasonable given the circumstances and the current outlook existing at the reporting date.

Other information

The Management Board is responsible for the other information. The other information comprises the Directors' Report which we obtained prior to the date of this report. Other information does not include the Financial Statements and our auditor's report thereon.

Our opinion on the Financial Statements does not cover the other information and we do not express an audit opinion or any form of assurance conclusion thereon. In connection with our audit of the Financial Statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Financial Statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed we conclude that there is a material misstatement of this other information; we are required to report that fact. We have nothing to report in this regard.



Responsibilities of the directors for the Financial Statements

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

Auditor's responsibilities for the audit of the Financial Statements

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

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

- Identify and assess the risks of material misstatement of the Financial Statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Federation of Kenya Employers' internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.

INDEPENDENT AUDITOR'S REPORT

- Conclude on the appropriateness of the Directors use of going concern basis of accounting and based on the audit evidence obtained whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial Statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with management regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on other legal and regulatory requirements

We report to you, based on our audit, that:

- We have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purpose of the audit;
- In our opinion proper books of account have been kept by the Federation, so far as it appears from our examination of those books;
- The Federation of Kenya Employer's Statement of Financial Position and Statement of Revenue and Expenditure are in agreement with the book.

BDO East Africa
Certified Public Accountants
3rd May, 2018

Clifford Ah Chip
Signing and Engagement Partner responsible for the
Independent Audit CPA, Practicing Certificate Number P/1964

Extracts of Financial Report

STATEMENT OF REVENUE AND EXPENDITURE For the year Ended 31 December 2017

	Notes	2017 Shs	2016 Shs
Revenue			
Other income	4	13,530,917	12,650,423
Operating expenses	5	(173,037,309)	(180,390,706)
Operating Surplus		9,645,803	2,252,792
Surplus before taxation		9,645,803	2,252,792
Taxation	6	(323,242)	1,665,896
Surplus for the year		9,322,561	3,918,688
Other comprehensive income		-	-
Net surplus		9,322,561	3,918,688

STATEMENT OF FINANCIAL POSITION

For the year ended 31 December 2017

	Note	2017 Shs	2016 Shs
Assets			
Non-Current Assets			
Property and equipment	7	25,856,236	27,770,374
Prepaid operating lease rentals	8	346,765	365,999
Deferred tax	9	4,087,969	1,983,282
		30,290,970	30,119,655
Current Assets			
Account receivables	10	34,171,219	26,124,733
Current tax receivable	11	5,717,153	4,227,040
Cash and cash equivalents	12	306,522,018	203,762,902
		346,410,390	234,114,675
Total Assets		376,701,360	264,234,330
Accumulated Reserves and Liabilities			
Accumulated reserves			
Other reserve		506,250	506,250
Revaluation reserve		23,205,630	23,205,630
Revenue reserve		109,595,771	100,273,210
		133,307,651	123,985,090
Liabilities			
Current Liabilities			
Account payables	13	243,393,709	133,789,163
Bank overdraft	12	-	6,460,077
		243,393,709	140,249,240
Total accumulated funds		376,701,360	264,234,330

The financial statements and the notes on pages 43 to 46, were approved by the Management Board on the 3rd May, 2018 and were signed on its behalf by:

National President

Executive Director/Secretary

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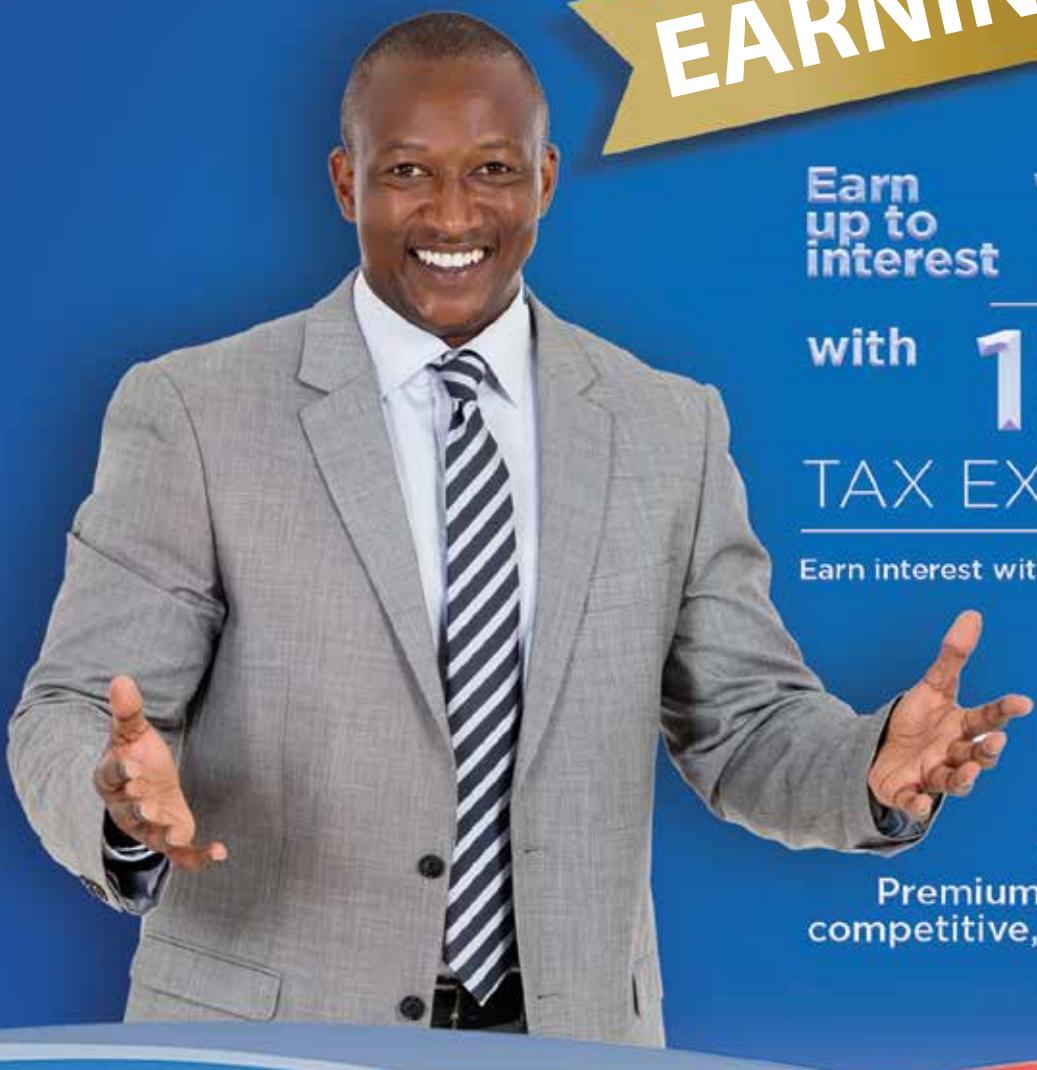
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24hour Switchboard: +254 (020)28465000/ 6000

+254 (0)703 082000/ +2540 (0)730 666000

Email: hosp@nbihosp.org

OUTPATIENT CENTRES

GALLERIA OUTPATIENT CENTRE

Galleria Mall, Lang'ata road opposite Bomas of Kenya, Nairobi, Kenya

Pharmacy - 1st floor & Outpatient Centre - 2nd floor

Contacts: +254 (0)703 073000/ +254 (0)730 686000

WARWICK OUTPATIENT CENTRE

Warwick Centre, United Nations Avenue, Nairobi, Kenya

Adjacent to US Embassy & opposite UN

Contacts: +254 (0) 703 072000

CAPITAL CENTRE OUTPATIENT CENTRE

Capital Centre, Mombasa Road, Nairobi, Kenya

1st Floor above Diamond Trust Bank

Contacts: +254 (0)723 976587 / (0)723 976571

ROSSLYN RIVIERA OUTPATIENT CENTRE

Rosslyn Riviera Mall , 3rd Floor

Limuru Road, Nairobi, Kenya

Contacts:+254 (0)780 355 766 / (0)780 355 689

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CYSTAL RIVERS OUTPATIENT CENTRE

Crystal Rivers Mall, Athi River

KIAMBU OUTPATIENT CENTRE

Kiambu Mall, Kiambu Road, Kiambu Town



The Nairobi Hospital

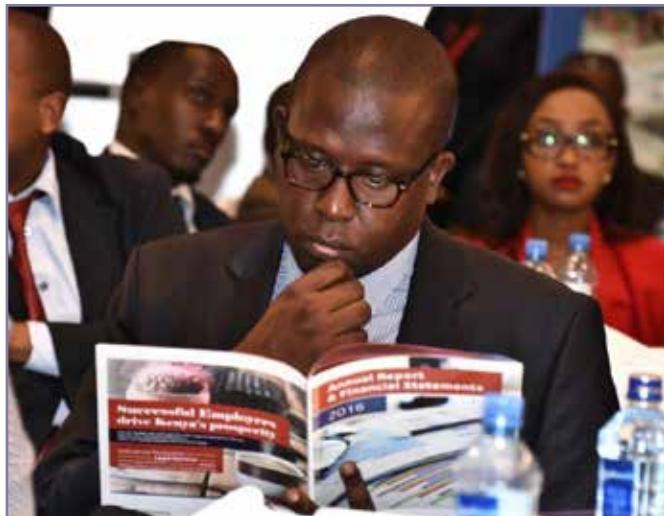


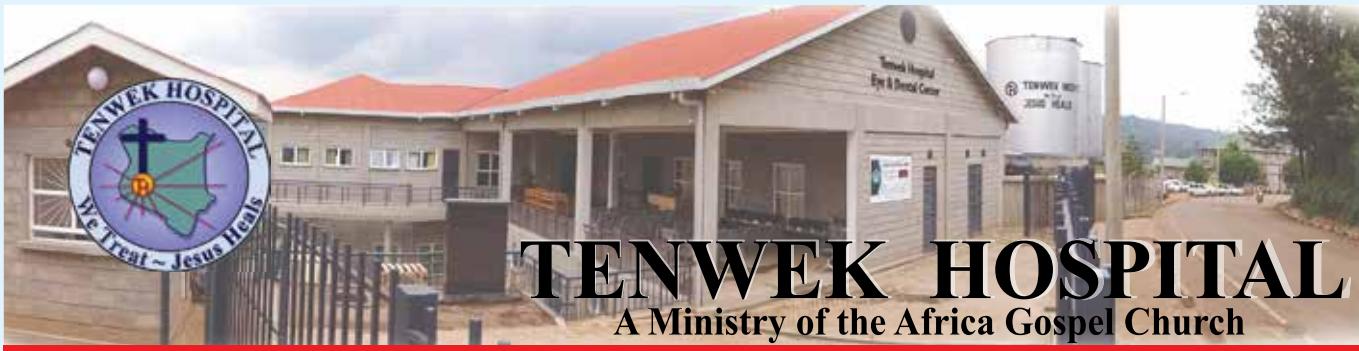
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TENWEK HOSPITAL

A Ministry of the Africa Gospel Church

Tenwek hospital was founded in 1937 by missionaries from World Gospel Mission. The hospital started as a dispensary serving a small area caring for basic ailments and deliveries. Since then the facility has grown tremendously to its current capacity of 300 beds offering a wide-range of quality and affordable primary and specialized healthcare services.

Our Mission

Tenwek Hospital is a Christian community committed to excellence in compassionate healthcare, spiritual ministry and training for service to the glory of God.

Our Motto

"We Treat ~ Jesus heals"

Services

Outpatient services

General outpatient,
Trauma and Emergency,
Specialty clinics
[Eye, Dental, ENT (Ear, Nose and Throat),
Cardiac, Surgery, Orthopaedics,
Neuro Surgery, Gynecology, Endoscopy,
Hospice, Chest, ART and Diabetes]
and MCH/Family Planning

Inpatient services

Cardiothoracic, Paediatric,
Ophthalmology, Dental, Neuro Surgery,
Orthopaedics Surgery
– including Total Hip and Knee Replacement,
Critical Care (HDU, ICU and
Neonatal Intensive Care),
Medical Services,
Paediatric Services,
OB/GYN

Diagnostic services

Imaging,
(CT scan, Ultra sound,
Echo cardiology ,X-Ray),
Endoscopy,
Laboratory

Training

College of Health Sciences,
School of Chaplaincy,
Internship,
Residency Programmes
(General Surgical and
Orthopaedics Residency and
Family Medicine Residency)

Outreach Programs

Community Health and Development
Palliative Care Service
Research Program



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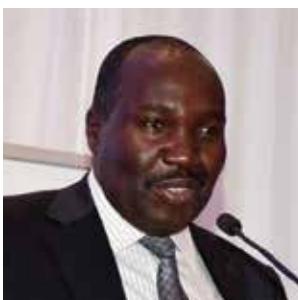
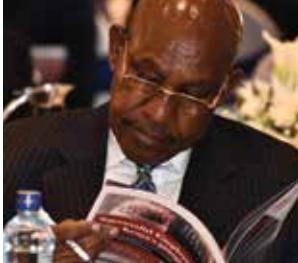
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FKE's Training Programs: May – November 2018

Course Title	Dates	Location
Emerging Issues from the Court Rulings and the Current Labour Laws	21st – 22nd June, 2018 23rd – 24th August, 2018 11th – 12th October, 2017	Nakuru Mombasa Nairobi
Managing Employment Contracts & Staff Separation	25th – 26th October, 2018	Mombasa
Performance Management at the Workplace	27th – 28th September, 2018	Nairobi
Management to Leadership Skills Development	12th – 13th July, 2018 22nd – 23rd November, 2018	Nairobi Mombasa
Discipline Management at the Workplace	17th – 18th May, 2018 26th – 27th August, 2018 13th – 14th September, 2018	Nakuru Kisumu Nairobi
Effective Industrial Relations	24th – 25th May, 2018 20th – 21st September, 2018 15th – 16th November, 2018	Mombasa Nakuru Nairobi
Emerging Issues & Trends in Collective Bargaining Agreements (CBA) Negotiations	10th – 11th May, 2018 1st – 2nd November, 2018	Nairobi Nakuru
Relationship Management: Unions & Employers	5th – 7th August, 2018	Machakos
Current Trends in OSH Management at the Workplace	24th – 27th July, 2018 23rd – 26th October, 2018	Nairobi Kisumu



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