



(KUDHEIHA WORKERS)



Report of the

6th KAHK & KUDHEIHA Human Resource Conference

THEME 21st Century Human Resource Practices
in the Hospitality Industry



Bamburi Beach Hotel
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Overall Conference Moderator
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Abbreviations and Acronyms

CBA	Collective Bargaining Agreement
COTU	Central Organization of Trade Unions
GTT	Government Trade Test
HR	Human Resources
HRM	Human Resources Manager
ILO	International Labour Organization
IT	Industrial Training
KAHC	Kenya Association of Hotel Keepers and Caterers
Kes	Kenya Shilling
KNBS	Kenya National Bureau of Statistics
KRA	Kenya Revenue Authority
KTB	Kenya Tourism Board
KUDHEIHA	Kenya Union of Domestic, Hotels, Educational Institutions, Hospitals and Allied Workers
NITA	National Industrial Training Authority
NSE	Non-Standard Employment
NSSF	National Social Security Fund
RBA	Retirement Benefit Authority
SACCO	Saving and Credit Cooperative Organization

Definition of Terms

Apprenticeship Contracts or Internships: Apprenticeship contracts: Kenyan Labour law recognizes an apprentice as an employee. An employee means a person employed for wages or a salary and includes an apprentice and indentured learner (Employment Act 2007). Apprenticeship contracts that primarily intend to train young people in a profession are considered contracts of employment. The apprentice, therefore, enjoys all the rights and obligations of an employee, subject to the terms of the contract, hence there exists an employment relationship.

Casual Employment: Section 2 of the Employment Act (2007) defines a Casual Employee as a person on the terms whose engagement provides for payment at the end of each day and who is not engaged for a longer period than 24 hours.

Guaranteed Fund Investment: This product pools funds from different pension schemes to one large fund and also offers a guarantee on the minimum return on the fund.

Non-Standard Employment (NSE): This is the grouping of different employment arrangements that deviate from standard employment. It includes temporary employment - part-time work, temporary agency work and multi-party employment relationships.

Outsourcing – Triangular Employment Relationship (TER): Outsourcing is the process of creating and managing a contractual relationship with an external vendor for the supply of skills that used to be provided by the firm's internal services in the past.

Part-time contracting: This is where the normal hours of work are fewer than those of comparable full-time workers. The ILO (2015) indicates that part-time work is considered as working fewer than 35 hours or 30 hours per week.

Part-time work: This is characterized by lower normal working hours which includes marginal-part-time employment, on-call work/zero-hour contracts and piece rate.

Precarious and non-standard employment: This refers to forms of work characterized by a typical employment contract, with limited or no social benefits and statutory entitlements, high degrees of job insecurities, low job tenure, low wages and high risk of occupational injury and diseases.

Segregated Fund Investment: This is targeted to registered pension funds that are big enough to enable, on their own, investment diversification and negotiation of favourable investment terms.

Temporary agency work and multi-party employment relationship: This includes dispatch work, labour brokerage, labour hire, sub-contracts and outsourcing.

Tier I: This is the basic social security that every Kenyan must have. The returns from the payments one makes for Tier I are the basic social security as per the Constitution of Kenya.

Tier II: The contributions made under Tier II go towards enhancing the contributors' pension scheme. The contributor is free to move these savings to any other pension schemes in the country apart from NSSF, as long as due process is followed based on conditions set by regulators.

Opening Remarks

Mike Macharia

KAHC CEO



In his Opening Remarks, Mr Macharia gave an overview of the functions of the KAHC. He listed out its mandate around the following five areas:

- **Advocacy:** To ensure there is a good business environment for both investors and KAHC members. KAHC carries out this mandate by monitoring policies¹, advising the government on appropriate laws that would favour the sector, and advising its members on how some of the laws might affect them and their business.
- **Industrial relations:** KAHC members meet every two years to negotiate the collective bargaining agreement (CBA); monthly to discuss industry issues under JIC and CDC; it helps adjudicate problems or challenges the industry is facing; resolving disputes²; developing Memorandum of Understanding (MOUs).
- **Marketing:** This is done using a hotel guide that KAHC publishes yearly³. This guide is launched at the World Travel Market every year in November with a second launch done at the Internationale Tourismusbörse (ITB) in Berlin. The Kenya Tourism Board (KTB) also uses this guide as its marketing collateral.
- **Training:** KAHC carries out training on Human Resources (HR) issues with a specific focus on Shop Stewards, Chairpersons, Secretaries, and HR managers.⁴ This training has brought about huge changes in terms of how issues are handled at the Shop level.
- **Inclusivity:** KAHC offers a common bond to its members (providing a sense of belonging) thereby providing them with a sense of identity.

He cited the following as the current topical issues KAHC is engaging in:

- **The Covid-19 pandemic:** The hospitality industry is still reeling from the effects of the pandemic with many investors having borrowed heavily to keep their businesses afloat. The industry is still repaying approximately 60-70 Kes billion shillings borrowed from the government of Kenya.
- **The 2022 General Elections in Kenya:** Apprehension is still present as a result of the existing political climate. This has to be closely monitored.
- **The wider government policy:** At the moment the Finance Bill 2023 is a way for the government to try and increase revenue collection through an increase in taxes and levies the impact of which will reduce the money in employee's pockets.

In closing, he declared the 6th HR Conference officially opened.

¹ Some of these policies are internal, regional, continental as well as International.

² KAHC resolves about 90-95% of disputes brought before it.

³ 10,000 copies are published annually with copies distributed to Kenya's Missions abroad under the Ministry of Trade and the Ministry of Tourism.

⁴ Since 2012 KAHC has trained over 2000 people under the 0.5 kitty.

Key Note Address



By Isaac Okello

Administrative Secretary COTU, on behalf of

Dr Francis Atwoli, NOM (DZA), CBS, EBS, MBS

Secretary General, COTU

The following are excerpts of Mr Okello's Key Note Address:

Labour rights are contained in Articles 2, 36, and 41 of the constitution of Kenya. COTU is currently lobbying for Convention 190 (violence at the places of work) and Convention 189 which focuses on paying the minimum wage paid to domestic workers to be domesticated as part of the law in Kenya.

COTU participates in national, regional and international conferences to ensure Kenya aligns its laws, regulations and workers' rights. It does this by lobbying to ensure that the Labour Board plays its role of ensuring, i) domestic laws are improved and ii) public participation takes place. COTU does this to ensure the country's labour rights are entrenched, through, for example, the training and development of workers.

Mr Okello listed the following as some of the emerging labour issues that need to be addressed:

- Social security – many Kenyans are now retiring into poverty
- Status of the implementation of the National Social Security Fund (NSSF) Act
- The definition of the informal sector
- Technology and the extent to which it can be applied, for example, in the hospitality industry; where will be the place of the workers when technology takes over? Is an Uber driver a contractor or an employee?
- The Africa Continental Free Trade Area (AfCFTA) and how/where the worker is being placed in its development. How are migrant workers being managed within the East African Community and Africa in general?

The National Action Plan on Business and Human Rights is adopted from the United Nations (UN) guiding principles of business and human rights . It is made up of four thematic areas, namely, i) land and natural resources, ii) revenue and transparency, iii) environmental protection and, iv) labour rights. On labour rights, the guiding principles state that “sexual harassment is widespread and unreported with women being the majority of victims.....”. There is low enforcement of the sexual offences Act 2006, lack of access to maternity and paternity leave, lack of awareness of labour rights among workers; lack of effective regulation and recruitment agencies; lack of available statistics disaggregated by sex and other vulnerabilities that could be useful in addressing sex and other forms of discrimination in the workplace; lack of effective remedies for victims of labour related grievances; weak enforcement mechanisms, specifically the inadequate number of state labour inspectors. .

In closing, Mr Okello urged all present to support the workers union in its endeavours. He thanked KAHC and KUDHEIHA for making the HR Conference possible.

.....
3 Kenya was the first African country to adopt it in October 2021.

4 COTU lobbies for the need to have enough labour inspectors to ensure such matters are effectively handled at the Shop level.

Future of Work in the Hospitality Industry

By **Veronica Nyapete**

Human Resource Officer, Federation of Kenya Employers (FKE)

In her presentation, Ms Nyapete outlined the following key trends, post-Covid-19, and how they will affect the future of work in the hospitality industry.



1. Technology:

- **Big cloud data:** On average 60% of organizations are yet to embrace big data technology; they are yet to be data-oriented organizations (automation) where, for example, customers can carry out the following:
 - Online inquiries at any time of the day and receive immediate responses
 - Cashless payments

The use of Artificial Intelligence (AI) in carrying out tasks within the hospitality industry cannot be gainsaid. The industry should be agile in terms of the use of technology and how it manages its customers.

2. Millennials and Generation Z in the Workplace:

- The world population of millennials and Generation Z currently stands at 1.7 billion people. This generation, who form the majority, is now getting into employment and HR professionals need to be prepared for them, specifically how to effectively manage them in the workplace. Policies will need to be updated and made relevant to suit this generation, for example, around remote working, dress codes, etc.
- Consideration should be given to the expected needs of millennials and Generation X clients in hotels, for example, personalised/customised services, availability of reliable Wi-Fi, etc.

3. Mobility and Remote Work:

- The number of hours an employee puts into a day's work (8 hours) should not be strictly from 8-5 pm. The future of work will allow one to work remotely or work in the office outside the traditional office hours (8-5 pm) so long as the tasks set for him/her are completed within the stipulated timelines.
- Remote working needs to be embraced and adequate measures put in place to monitor the employee's output.
- Airbnb has brought the following competition to the hospitality industry; clients do not just book in purely for holiday, but also to work for a period of time in an environment that is conducive and meets their work needs, i.e., stable Wi-Fi, working power sockets, flexible check-in and check-out times, etc.

4. Active Talent Management:

- This involves managing employees from the point they join the organization right to their exit.
- Consistent training of employees is key through coaching and mentoring and feedback given to employees, including having one-on-one talks.
- The future of work seeks to see the value and quality of training to contribute to the productivity of the organization; it should not take place just to tick a box.

5. Globalization:

- The hospitality industry needs to ensure talent is retained to lessen the skills gap. Re-skilling, upskilling, coaching and mentoring are key.

7. Policy and regulatory change:

- Going forwards these will need to be reviewed to allow the industry to be more competitive; consider the new policies being introduced that affect both the employer and employees.

Overview of the KAHC/KUDHEIHA CBA



Samuel Gathogo

Chairman, Joint Negotiation Committee

Definition of a Collective Bargaining Agreement (CBA): The International Labour Organization (ILO) Policy Guide defines Collective Bargaining as extending to all negotiations which take place between an employer, a group of employers or one or more employer's organizations, on the one hand, and one or more workers' organizations, on the other.

1. The Place of the CBA

CBA's are enshrined and recognized as law under the Labour Relations Act No. 14 of 2007, Section 57 (1). It alludes to this and states inter alia, "An employer, group of employers or an employer's organization that has recognized a trade union under the provisions of this Part shall conclude a collective agreement with the recognized trade union...."

2. The Purpose of the CBA

- Determining working conditions and terms of employment; and or
- Regulating relations between employers and workers; and or
- Regulating relations between employers or their organizations and a workers' organization or workers' organizations

3. The Process of the CBA (the KAHC/KUDHEIHA CBA)

- A Committee representing both employers and employees was formed. This Committee known as the Joint Negotiation Committee is composed of members from KUDHEIHA and KAHC
- On the part of KUDHEIHA, they have a criterion which they use to determine who sits in the Joint Negotiation Committee. In this CBA, the following were selected to sit on the Committee - shop stewards of selected hotels that are KAHC members drawn from the regions i.e., Nairobi, Mombasa, Mara and the KUDHEIHA Head Office.
- On the part of KAHC, there is a criterion they use to determine the members who sit in the Joint Negotiation Committee. The criterion includes:
 - Experience in the industry (particularly in HR) and the JIC/CDC.
 - Regional representation (Nairobi, Mombasa, Mara and the Secretariat) – General Manager level and above.
 - Shareholding in KAHC: Serena, Sarova, Sopa and Elewana.
 - KAHC Finance Committee Chairperson (Treasurer) who is also a signatory to the CBA.
 - KAHC CEO.

Other members of the Joint Negotiation Committee include; JIC Secretary from KAHC Admin, Co-Secretary from KUDHEIHA, Chairperson from KAHC and Co-Chairperson from KUDHEIHA

- **The 2023/2024 CBA Negotiations:**

- The negotiations were held against the backdrop of the aftermath of the COVID-19 pandemic, a resurgence of COVID-19 in China, galloping inflation (particularly food inflation) as well as a Cholera outbreak across the country.
- Three meetings were held to negotiate the CBA and many factors were considered by both parties during the negotiations, some of which included, i) the cost of financing borne by members to keep their operations afloat, ii) the sacrifices borne by employees during the pandemic period, iii) the increased cost of living, and iv) the long-term sustainability of the industry.

- **The following were some of the salient features of the negotiations:**

- General wage and house allowance: 2023 (10%); 2024 (9%)
- Minimum wage: 2023 (5%); 2024 (9%)
- Leave travel allowance: 2023 (Kes 6,200); 2024 (Kes 6,700)
- Service charge kitty: 1% up from 0.5%. The rest of the distribution remains as is.
- Safari allowance: 2023 (Kes 3,700); 2024 (Kes 3,900)
- Death of an employee: Kes 50,000
- Retirement Age: 2023 (58 years); 2024 (59 years)

Plenary Discussions

The following were the key outcomes from the discussions:

1. **Remote working:** One of the main challenges faced by employers is the lack of professionalism by employees who are working remotely, for example, noisy backgrounds, crying children, etc. This waters down the professionalism or image of the organization. To counter this challenge some organizations have provided their staff with allowances to create a proper office space within their homes or facilitate them to move homes that are at a more ideal location. The future of work shall have to be holistic in how remote work will be managed.
2. **Workloads and combining tasks and job titles in the workplace:** Given the future of work, this will need to be reviewed to ensure workloads are evenly shared and job titles fit the job description. This will be important to avoid disputes that can be brought about by workers.
3. **The future of work and staff induction:** In the future of work, the role of HR going forward will be critical, for example, staff induction will no longer be the same. The onboarding of Millennials and Generation Z in the workplace will need to be done differently, for example, by inculcating into them the organization's culture and core values to ensure they blend in and work with a common purpose towards meeting the organization's overall objectives.
4. **The employment laws:** They need to be crafted in a way that takes into consideration the direction in which the future of work is taking.
5. **The CBA and Human capital managers:** They need to be brought on board since the CBA

is being negotiated to deal with workers. In this regard, the best-placed person to handle key aspects such as grading, notice periods, etc, will be the human capital managers.

6. ***The notice period in the Employment Act:*** It is flexible and varies as per one's employment contract and the CBA negotiated. It forms protection of workers' rights (the employee).
7. ***KAHC and job evaluations:*** This has been on the KAHC agenda for the last eight years. A technical committee has now been set up to carry out a job evaluation in the hospitality industry; those jobs found to be irrelevant will then be declared redundant and the relevant ones maintained. This exercise will also create new avenues and also provide a glimpse of the future of work.
8. ***The CBA and diversity of inclusion:*** A Clause on the same is included in the CBA. A non-discrimination clause, as well as a disability clause, is also included.
9. ***Recommendations:***
 - In the CBA negotiations, it is critical that the owners' representatives, who include HR Managers, take time to read through and understand the proposal and send in their inputs on what items they feel should be negotiated upon.
 - Representation by those selected to participate in the CBA is critical. This will help in having exhaustive negotiations and coming up with results that will positively address issues in the industry.
 - HR Managers should collectively come together and form their own Union and have people in place who will negotiate issues on their behalf.
 - KAHC's job grading exercise is critical; the jobs should not just be evaluated but should include proper grading to ensure salaries are capped. This approach will motivate an individual to work harder and qualify to move to the next salary bracket. This exercise is critical for HRMs.
 - A policy should be developed on the taxation of food by all stakeholders in the hospitality industry. This policy, when developed, should then be passed onto the respective Members of Parliament (MPs) of the area where their businesses are domiciled.

The impact of precarious employment in the hospitality industry

Dr Emily Odhong

Lecturer, Kiriri Womens' University of Science & Technology



Below are excerpts from her presentation:

Key Facts: The majority of the workers in Kenya are on casual contract employment. The 2015/2016 Kenya Integrated Household Budget Survey (KIHBS) estimated that 12.6 per cent of the 17.9 million employed persons in 2016 were workers on casual contracts of service while 13.6 per cent were on seasonal employment (KNBS, 2018b). The implication is that about 4.7 million workers were on casual or seasonal employment in 2016. In this regard, slightly more than one in every four workers in 2016 was on casual or seasonal contracts of service.

Under the country's legal framework, Article 41 of the Kenya Constitution advocates for decent work, where freely chosen productive employment is promoted simultaneously with fundamental principles and rights at work. It accords fundamental principles and rights at work to all employees which include the right to fair labour practices (Article 41(1)); fair remuneration (Article 41(2a)); reasonable working conditions (Article 41(2b)); and freedom of association (Article 41(2c)). Article 43 confers workers with social and economic rights, which include the right to social security (Republic of Kenya 2010).

Some of the international legislations that regulate employment relationships include:

- ILO Convention 144: Tripartite Consultation – Promoting International Labour Standards.
- ILO Employment Relationship Recommendation 2006 (No. 198), and ILO Part-time Work Convention 1994 No. 175.

The ILO Private Employment Agencies Convention 1997 (No. 181) and its accompanying Recommendation No. (188), seek to allow the operation of private employment agencies whilst ensuring protection using their services. The principle of equal pay for work of equal value is embedded in Equal Remuneration Convention, 1951 (No. 100). Workers' rights can therefore not be protected without these key conventions; ignoring them will give room to precarious employment.

Precarious and non-standard employment work refers to forms of work characterized by a typical employment contract, with limited or no social benefits and statutory entitlements, high degrees of job insecurities, low job tenure, low wages and high risk of occupational injury and diseases. According to ILO (2016), Non-Standard Employment (NSE) is a grouping of different employment arrangements that deviate from standard employment; it includes temporary employment - part-time work⁸, temporary agency work and the multi-party employment relationship⁹. The growth of NSE is a concern to workers because these employment arrangements are associated with greater job

⁸ Part-time work is characterized by lower normal working hours which includes marginal-part-time employment, on-call work/zero-hour contracts and piece rate.

⁹ Temporary agency work and multi-party employment relationships include dispatch work, labour brokerage, labour hire, sub-contracts and outsourcing.

insecurity for workers when compared to standard employment.

Hotels tend to resort to precarious work practices for the following reasons:

- Lower expenses or costs for salaries and benefits
- Reduce the number of regular workers
- Promote flexibility
- Weaken union or prevent unionization
- Eliminate or reduce costs of dismissal
- Eliminate or reduce the cost of retirement benefits

Some of the most common practices associated with precarious work in hotels include:

- The hiring of labour via employment agencies or labour brokers.
- On-call/daily/ per function hiring.
- Contracting out functions/tasks to other companies.
- Disguised employment training contracts.
- Limited employment to less than six months of engagement.

The implication of these precarious work practices has resulted in the decline of the living standards of the workers. Other implications include:

- Freedom of association and collective bargaining: Workers in NSE employment may experience difficulties in joining trade unions or being covered by CBAs.
- Undermining cohesion in the workplace: Co-existence of the in-house subcontract, casual or temporary workers and regular employees undermines cohesion and solidarity amongst workers in the workplace.
- Masking underemployment: The large segment of NSE may mask the reality of under-employment, which is not only an economic issue but also a social justice issue.

In this regard, the following issues should be re-looked into:

- Access to employment and individual labour market transitions.
- Wage differentials.
- Access to employment-based social security benefits.
- Access to training: On-the-job training is important for upgrading workers' skills and improving their productivity including that of the enterprise.

Recommendations:

- Both parties in employment relationships should work towards promoting harmonious employment relationships and job security for all workers in the sector.
- The need to formalize employment contracts and ensure compliance to promote job security in the hospitality industry.
- Review of regulations that affect the industry performance. For example, apart from licensing, Airbnb could also pay the 2% Tourism Levy.

- TUs recruit and organize precarious workers into unions to protect their rights. Pay attention to workers on casual contracts, the triangular relationship workers and Airbnb workers.
- Support compliance and creation of legal standards to regulate the sector.
- Save the hospitality industry by advocating for “Fairbnb” and protecting worker rights.

Plenary Discussion

The following were the key outcomes of the discussions:

1. **Part-time contracting:** Any employment contract that is not open-ended (permanent and pensionable) is a type of employment relationship termed as non-standard. Part-time contracts fall under this. Under part-time contracts, the international labour standard states that it should not be more than 30-35 hours in a month else it will be considered non-standard even if it is practised.
2. **Outsourcing:** This can be a result of the increased cost of business continuously; they do so to reduce their costs.
3. **Airbnb in Kenya:** There is a need for a review of existing regulations that affect the industry performance, for example, the introduction of licensing. The Tourism Regulatory Authority of Kenya (TRA) is currently looking at effective approaches on how to embrace Airbnb’s – introducing a classification criteria/standards and licensing regime. If managed well it would be an income earner opening up to tourists who may have never travelled before, especially the younger people newly employed.
4. **ILO Conventions:** These are internationally ratified treaties. When Kenya ratifies a convention, it does this in line with Article 2 of the Kenya Constitution. HR practices in Kenya are based on international standards; they are then domesticated with local labour laws and HR policies.

The Role of the National Industrial Training Authority (NITA) and the Benefits of Paying the Levy

Evance Odhiambo

Regional Training Levy Inspector, NITA, Mombasa

The following are highlights of Mr Odhiambo's presentation:

About NITA: It is a state corporation established by the Industrial Training (Amendment) Act 2011 Cap 237. It falls under the Ministry of Labour. Its main mandate is to ensure adequate and properly trained manpower at all levels in the industry. Its specific functions, which are provided for in Section 3A of the Act, include:

- Industrial training (apprenticeship or employees trained at the employers' premises or NITA-approved centres)
- Training levy administration; Assess/Coll
- Integrating labour market information into skills development (identifying training gaps at the market – NITA then develop programmes and curriculum based on these gaps)
- Assessing Industrial Training (IT) and testing occupational skills
- Awarding certificates – Government Trade Test (GTT)
- Coordinating industrial attachments
- Accrediting institutions engaged in industrial training
- Develop, harmonize and accredit curricular and assessment guidelines in industrial training (IT).

The industrial training levy: Section 5B of the Act provides for the Industrial Training Levy. All employers who are registered with NITA should pay Kshs 50 per employee per month on the 5th day of the month following the month when the levy is due.¹⁰ This training levy should not be deducted from employee salaries or wages. The training levy is mandatory and statutory hence a compliance issue.

The training levy fund provides a pool where the costs of industrial training are shared as evenly as possible among employers. Some of the key benefits include:

- Reimbursement for costs incurred on employees-approved pieces of training, up to 200%. An employer who contributes 500,000 in a year can claim up to Kes 1 million.
- Access to industrial attachment grant (Kes 9,000 per attachee; the ratio is 1:5 attachee to employees).
- Compliance with legal requirements: Promoting skills development of employees would result in a motivated and productive workforce.

NITA training schemes: The industrial training Act provides for the following training schemes:

¹⁰ The Act which was amended in 2022 allows KRA to access and collect the training levies.

- Apprenticeship – dual training, In Plant/Centre.
- Indentured learner-ship – Dual training, In plant/Centre, although most of the training is done in the industry.
- Industrial Attachment – 2 to 3 months.
- Skills Upgrading – to improve performance, Inhouse/Open house. Statutory Training.
- Trade Test – Grade III, II, I.

NITA training and approvals – requirements:

- Employers should fill out the skill upgrading form for application and submit it to NITA before the training commences (7 days local training and 14 days for overseas).
- Only trainers accredited by NITA should be used in the training.
- Ensure the employer is up to date (fully compliant).

The following should be carried out to get reimbursement for the training:

- After a successful training, a claim form should be filled out and all necessary documents attached, for example, official receipts by the trainer, attendance list, and tickets (bus, air economy, etc).
- A cover letter should accompany the claim form (in triplicate). This should be submitted to NITA within the dates listed in Table 1.
- When all documentation is OK, reimbursements are done within 30 days.

Table 1: NITA Reimbursement Program

Training Period	Claims Submission Deadline	Date of Cheques Release
Jan - Mar 2023	30th April 2023	31st May 2023
Apr-Jun 2023	31st July 2023	31st Aug 2023
Jul - Sept 2023	31st Oct 2023	30th Nov 2023
Oct-Dec 2023	31st Jan 2024	28th Feb 2024

Table 2: NITA Reimbursement Rates

Item	Reimbursement (Maximum Rates)
Open house (Non-residential courses)	Per Week: <i>Kshs 55,000</i> per participant OR Per Day: <i>Kshs 11,000</i> per participant
Open house (Residential courses)	Per Week: <i>Kshs 65,000</i> per participation OR Per Day: <i>Kshs 13,000</i> per participant
In house courses	<i>Conducted within the employer's premises:</i> Per Week: <i>Kshs 26,000</i> per participant OR Per Day: <i>Kshs 5,200</i> per participant
	<i>Conducted outside employer's premises</i> Per Week: <i>Kshs 36,500</i> per participant OR Per Day: <i>Kshs 7,300</i> per participant

Plenary Discussion

The following were the key outcomes of the discussions:

1. **Who is an Apprentice according to NITA?** This is a person who is on contract with the NITA Director General an employer and the person. The contract lasts within the period of the training. Training is carried out, i) in-centre training or NITA accredited training institutions, ii) in-plant training is done at the employer's premises. During the training period, the apprentice will benefit from the training fund as the tuition fee will be paid by NITA and he/she will get an allowance. An apprentice will be trained at the premise or in the plant centre by a competent craftsman – follow-up will be done by officers from NITA.
2. **Reimbursement of claims by NITA in 30 days:** Reimbursement are not taking place within this period.

Update on the National Social Security Fund (NSSF) Act



Wilson Ngare
Branch Manager, NSSF, Malindi

The following are excerpts of Mr Ngare's presentation:

The role of NSSF: To provide adequate income replacement to members through prudent investments and prompt payments of benefits.¹¹ The NSSF came into being through an Act of Parliament in 1965.

There are three sets of social security safeguards in Kenya:

- **Pillar 0:** It is based public pension that provides a minimal level of protection to people ages 65+. It provides this age group with a monthly stipend (social security).
- **Pillar 1:** This is a contributory, mandatory system of pension that is linked to the earnings of the contributor.
- **Pillar 2:** Employer-sponsored contributory or fully funded system. This is specifically those employed by the government whose pension comes from the consolidated fund, hence the need for more contributors to Pillar 1.

Why the concern with social security (key facts)?

- Retirees can live over 25 years after retirement
- 10% of income goes missing every month
- 60% of retirees are working
- 91% of Kenyans spend more than they earn
- 84% Kenyans lack social security

The legal framework for social security in Kenya:

- Article 22 of the Universal Declaration of Human Rights, 1948 states that, "Everyone as a member of society has a right to social security."
- Article 43 (1)(e) of the Kenya Constitution 2010 states that "Social security is a right."
- Vision 2030 – Transform Kenya into an industrialized middle-income country providing a high quality of life for all Kenyans.
- NSSF Act No. 45 of 2013.

¹¹ The minimum replacement of one's income upon retirement should be 40% of what they were earning monthly when employed.

Table 3: NSSF’s contributions progress over the years

Year	Amount (Kshs)
1966	Kshs 80 by men only (women were not allowed to contribute to NSSF).
1977	Kshs 160 (women were allowed to make contributions to NSSF, Kshs 80 for men and Kshs 80 for women).
2001	Kshs 400 (Kshs 200 from the employer and Kshs 200 from the employee). This was a 5% contribution of the member’s salary but capped at the first Kshs 4000 ¹² .

Table 4: Comparative analysis of the breakdown of contributions by employers and employees towards their social security

Country	Employer	Employee	Total
United Kingdom	13.8	12	25.8
India	12	12	24
Uganda	10	5	15
Tanzania	10	10	20
Brazil	26.8	8	34.8
Ethiopia	9	7	16
Ghana	13	5.5	18.5

NSSF Act Review: The Act was reviewed in 2013 allowing NSSF to establish a Pension and Provident Fund. This effectively increased the level of contribution with a focus on increasing income replacement adequacy. The contributions stood at employer 6% (Kes 1080) and employee 6% (Kes 1080). The overall objective of this Act was to:

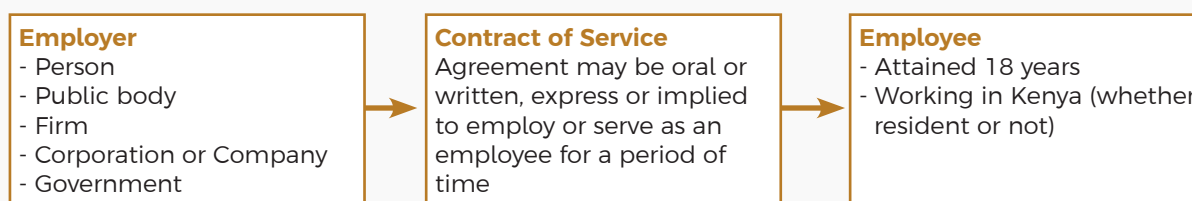
- Convert the NSSF from a provident fund into a pension scheme
- Increase membership coverage
- Provide modest mandatory contributions
- Widen the benefits provided and their quality
- Provide for contracting out for schemes that meet the reference scheme test

Under the new NSSF Act, two established funds have been created, namely:

- A Pension Fund – A mandatory scheme to cater for the formal sector workers, and
- A Provident Fund – This is a voluntary scheme to cater for self-employed persons in the informal sector.

The NSSF Act provides for basic social security (Tier I) and competitive benefits (Tier II).¹³

Table 5: The Employer/Employee NSSF Relationship



¹² A member would therefore contribute to the first Kes 4000.

¹³ For one to obtain their NSSF Statement: Save the WhatsApp No. 0704 303 303; Type, “Hi”; Continue with the chat. Services available include; registration of employers and members, upload of monthly returns, payment of contributions, issuance of member statements, and issuance of compliance certificates.

The following are the NSSF Benefits:

- Age benefit: 55 years
- Survivors benefit: Next of Kin
- Emigration benefit
- Invalidity benefits
- Funeral grant

Under the Pension Fund, the following shall be the Pension Benefits:

- Retirement pension
- Invalidity pension
- Survivor's benefit
- Funeral grant; and
- Emigration benefit

The NSSF requires the following kind of support from HRMs:

- Prompt registration of employees immediately upon engagement.
- Submission of accurate and complete monthly returns.
- Prompt payment of contributions – by the 9th day of the subsequent month.
- Encouragement of staff to voluntary top-up of NSSF contributions (a ceiling of Kshs 20,000/per month without taxation).
- Due cooperation for all compliance audits undertaken by the Fund.
- Effective liaison with NSSF in sensitization programmes.

Plenary Discussion

The following were the key outcomes of the discussions:

1. **NSSF moving to a higher minimum wage of 6%:** This is an issue that will be advised by the government going forwards.
2. **Definitions – Tier I & II**
 - **Tier I:** This is the basic social security that every Kenyan must have. The returns from the payments one makes for Tier I are the basic social security as per the Constitution of Kenya.
 - **Tier II:** The contributions made under Tier II go towards enhancing the contributors' pension scheme. The contributor is free to move these savings to any other pension schemes in the country apart from NSSF, as long as due process is followed based on conditions set by regulators.

Upon retirement, the contributor will receive his/her pension from Tier I & II.
3. **Claiming funeral grants:** This benefit is paid on the spot; what is needed is the contributor's statement, a copy of the deceased's ID and the burial permit. The new NSSF Act provides a funeral grant total of Kshs 10,000/=.
4. **Survivors benefit:** Upon the next of kin presenting the death certificate to NSSF, he/she is paid all the contributions made by the deceased plus the accrued interest.

Motivational Talk

Anthony Gitonga Productivity Expert



The focus of Mr Gitonga's presentation was on the secrets of employee engagement – engaging with employees at their most difficult moments and connecting with them for good thereafter. In this regard, emotional engagement by a manager with an employee, at his/her toughest moment, will result in a strong emotional commitment the employee would have on the organization and its goals. On the contrary, managers who do not emotionally connect with their employees will result in staff leaving the organization for what they would term as 'greener pastures', while in most cases it would be as a result of their manager(s).

Key facts:

- 90% of people who leave to another organization do not leave for better pay, they leave to be away from their bad managers.
- A Gallup poll revealed that a staggering 68% of employees worldwide are not engaged.¹⁴
- The inability of employees to connect to the goals of their organization and the people within the organization is the greatest undoing for organizations.
- A Gallup poll carried out on leading from one's strengths revealed that 80% of employees do not work from their strengths.
- 70% of the variance in team engagement is determined solely by the manager.
- Emotionally engaged staff members will go beyond their call of duty and give the organization discretionary effort.
- The traditional way of engaging staff is not working because attention is not being paid to the things that count; to be an engaging manager, one has to connect with his/her employees. Connecting means what the manager does when he/she identifies and relates with his/her staff members in a way that increases his/her influence with them.
- The vast majority of the workforce in organizations possess far more talent, capability, creativity and intelligence than their present jobs require or even allow them to use.
- The majority of employees are under immense pressure to produce more for less albeit the fact that they are not allowed to contribute their highest talents and intelligence.
- 25% of employees are not engaged; 18% of employees are actively disengaged; 32% of employees are actively engaged in their jobs; 25% of employees are not engaged.
- Companies with a highly engaged workforce outdo those that do not have a highly engaged workforce by around 147% in terms of their share earnings. They do this in productivity, profitability, employee retention and employee satisfaction.

¹⁴ Source: The Gallup Management Journal, 2023

Key learnings:

- Organizations need to determine the most effective approaches to engage their staff and how they would want to be effectively engaged – matching employees' strengths with their job roles.
- Leaders/managers will need to embrace the whole person paradigm of their staff – body, mind, heart and spirit. These represent the four basic needs and motivations of all people; i) for the body to live (survival), ii) for the heart to love and build strong relationships, iii) for the mind to learn the need to grow up and develop, iv) for the spirit to leave a legacy. Neglect any of these four parts and a person can be essentially changed into a 'thing' – to control and manage them to motivate them.
- Consciously or subconsciously people choose how much of themselves they will give to their work depending on how they are viewed and treated.
- Leadership is not about control; it is about unleashing the whole person towards compelling, inspiring and worthwhile goals.
- Leaders have a choice to choose to perpetuate the practices of the industrial age or to adopt the mindset, skillset and toolset required to lead successfully in the knowledge worker age.
- To effectively engage their staff members, managers need to communicate their worth and potential clearly enough that they get inspired by it.

Table 6: Activity 1 - Determining your engagement level

Answer the questions below with either:

1-Strongly Agree, 2-Agree, 3-Neutral, 4-Disagree, 5-Strongly Disagree

1. I know what is expected of me at work.
2. I have the resources, the materials and the equipment I need to do my work right.
3. At work, I have the opportunity to do what I do best every day.
4. In the last seven days, I have received praise or recognition for good work.
5. My supervisor or someone else at work seems to care about me as a person.
6. There is someone at work who encourages my development.
7. At work, my opinion seems to count.
8. The mission/purpose of my company makes me feel like the work I do is important.
9. My co-workers are committed to doing quality work.
10. I have a best friend at work.
11. In the last six months, I talked to someone about my progress.
12. At work, I have had opportunities to learn and grow.

Engagement Outcomes:

1. 12-24: Engaged
2. 25-36: Tending to engagement
3. 37-48: Tending to disengagement
4. 49-60: Disengaged

Table 7: Diagnosing Disengagement

Desire	Distraction	Derailing
Little or no questions from your team about change taking place.	People focusing a lot of time and attention on side projects.	People complaining and making excuses about strategy and expected performance.

Table 8: Ways of engaging team members in the Change

Things to Cease	Things to Continue	Things to Commence
What things are hurting change that we need to stop doing?	What have you been doing that has sustained the change that you need to keep doing?	What can you do that you haven't done before to make the change successful?

Session 7

Pension Administration

By Martin Mathai

Head of Corporate Business, APA Life



The focus of Mr Mathai’s presentation was on pension schemes. Below are the key highlights:

Pensions or retirement schemes are mostly set up by the employer; they are set up as Trusts (Irrevocable Trusts¹⁵). The benefits of these schemes to an employee include:

- Avoid old age poverty
- Increased life expectancy
- Provides a cushion for early retirement disability, ill health expenses
- Is an avenue for saving
- Covers one’s living expenses
- Maximize on tax advantages
- Acts as a benefit to dependents

Table 9 delineates the things to be considered when setting up a pension scheme:

Table 9: Things to be considered in setting up a pension scheme

The Beneficiaries	The Trustees	Benefits at Retirement	The Contribution Rates	Retirement Age
<ul style="list-style-type: none"> • Permanent Employees • Contract Employees • Unionisable Employees 	<ul style="list-style-type: none"> • Employee Nominated • Employer Nominated • Corporate Trustee 	<ul style="list-style-type: none"> • Pension¹⁶ • Provident Fund¹⁷ 	<ul style="list-style-type: none"> • % of salary • Flat amount 	<ul style="list-style-type: none"> • Uniform Retirement Age • Varied Retirement Age

Private retirement schemes can be in the form of, i) occupational schemes, ii) umbrella schemes, or iii) individual retirement schemes. The table below highlights the key differences for each:

¹⁵ Once a scheme has been set up, it can only be closed down by the Trustees who have been appointed or nominated by the members.

¹⁶ The employee gets a portion of his savings as a pension.

¹⁷ Provides the benefits to the employee as a lump sum (provident fund).

Table 10: Private retirement solutions

Occupational Schemes ¹⁸	Umbrella Scheme ¹⁹	Individual Retirement Scheme
<ul style="list-style-type: none"> • Is founded by the Employer • Required to be registered scheme by RBA and KRA • Appointed Board of Trustees • Type of Scheme – either Defined Benefits Scheme or Defined Contribution • Contribution Rates • Defined retirement age • It's a requirement to have service providers, that include a Custodian, Administrator, Fund Manager, Approved Issuer, Auditor, Investment Advisor, Actuary and more 	<ul style="list-style-type: none"> • Registered with RBA and KRA • One Sponsor/Founder • Individual Trustee/Corporate Trustee • Multiple employers can join • There are no set-up fees • Contributions vary per employer • Retirement age varies per employer • Minimal regulatory requirements for employers • Cost efficient 	<ul style="list-style-type: none"> • Registered with RBA and KRA • One Sponsor/Founder • One Corporate Trustee • Open to individuals as well as Corporates • Have minimal charges • Is cost efficient

Investment Categories: There are two asset classes under which pension schemes get invested into:

- **Guaranteed Fund Investment:**
 - This product pools funds from different pension schemes to one large fund and also offers a guarantee of the minimum return on the fund.
 - Usually, the client is guaranteed that the value of their investment will not fall below the capital contributed and that once a return has been declared at year-end and credited to the client’s account; it forms part of the member balances subsequently.
- **Segregated Fund Investment:**
 - This is targeted to registered pension funds that are big enough to enable, on their own, investment diversification and negotiation of favourable investment terms.
 - In this product, each client’s funds are held separately by a custodian appointed by the client and funds are managed independently from other pension funds and in line with the objectives set out for the fund.

The New NSSF Act:

Key facts about the New NSSF Act:

- The new Act established two funds, namely the Pension Scheme and the Provident Fund.
- Whatever contributions are made are sent to the pension scheme as long as one is employed. The contribution has since been raised from Kshs 400 to Kes 2160; these contributions will increase annually, at least, for the next five years.
- The first Kes 6,000 of one salary will be termed as the lower earnings limit; this same money, from Kes 6,000 to 18,000 will be termed as the upper earning limit. This limit is based on the national average earnings of 2013 which was Kes 36,000.
- Currently, the maximum one can contribute to NSSF should be equivalent to 6% of the upper earnings limit.

.....
¹⁸ It is expensive to manage but also very efficient.
¹⁹ It is cost-efficient and has a minimum requirement for an employer

Contributions to the New NSSF Act:

- The current contributions to NSSF are Kes 400 per month split equally between Employer and Employee.
- New contribution rates for both employer and employee are to be increased to 12% of pensionable earnings up to the upper earning limit.
- The contributions are set to graduate over five years.

Contribution schedule:

- Contributions are fixed at 6% by employer and employee but are subject to earnings limits.
- National Average Earnings is the earnings as published by the KNBS in the Economic Survey i.e. (2013 – Kes 36,000/=)

Table 11: NHIF contribution schedule

Year	Lower Earning Limit (LEL)	Upper Earnings Limit (UEL)
1 (2023)	Kes 6,000	50% of the National Average Earnings
2 (2024)	Kes 7,000	1 x National Average Earnings
3 (2025)	Kes 8,000	2 x National Average Earnings
4 (2026)	Kes 9,000	3 x National Average Earnings
5 (2027) Onwards	Lower Earnings as defined by the Act	4 x National Average Earnings

Table 12: Defining Tier I and II

Tier I Contributions:	Minimum Contribution to NSSF <ul style="list-style-type: none"> • Contributions are based on the Lower Earning Limit. • Tier I contributions are mandatory and must be remitted to the NSSF in respect of each employed person.
Tier II Contributions:	Targets level of income replacement <ul style="list-style-type: none"> • Mandatory to pay but one can opt to pay to a Registered Private Pension Scheme (e.g., APA Life). • Contributions are based on the earnings between the Lower and Upper Earnings Limit. • Contracting-out of Tier II contributions: Permitted for employers who are part of a private Pension Scheme which meets the reference scheme test (e.g., APA Life).

Contracting-out by an employer: An employer may contract out of paying Tier II contributions and pay these into a contracted-out scheme. The following conditions will apply:

- Written application must be made to the Retirements Benefit Authority (RBA) giving at least 60 days’ notice.
- Application to set out details of the contracted-out scheme for the RBA to ensure that the scheme meets the Reference Scheme Test.
- Within 30 days of receipt of the application, the RBA shall respond approving or otherwise to the employer and notify the Board accordingly.
- Where approval is received, Tier II contributions already made to the Fund shall be transferred from the NSSF Pension Fund to the approved contracted- out scheme.
- The contracting out certificate issued by the RBA is the employer’s authority to remit Tier II contributions to a contracted-out scheme.

The benefits of contracting out would include, higher interest, better service, assurance, safety, control, the speed at which one would access their benefits,

Table 13: Example of Tier I and II contribution breakdown

The year 2023 Example				NSSF Mandatory Deductions		Private Scheme Contributions
Monthly Salary	Lower Earnings Limit	Upper Earnings Limit	Other Salary	Tier I	Tier II	6% of other salary
6,000	6,000			360	0	0
14,000	6,000	8,000		360	480	0
18,000	6,000	12,000		360	720	0
20,000	6,000	12,000	2,000	360	720	120
50,000	6,000	12,000	32,000	360	720	1920
100,000	6,000	12,000	82,000	360	720	4920

About APA Life: It provides a guaranteed fund; specifically, it provides two guarantees to the scheme members and trustees against capital impairment. It guarantees a minimum return of 4%. APAs investments are more geared towards capital conservation and giving competitive returns at the least risk possible. It invests in occupational schemes, umbrella schemes and individual pension plans (IPP & GIPP). Its retirement fund currently stands at Kes 8 billion.

Plenary Discussions

The following were the outcomes of the discussions:

1. **Converting gratuity into employees' retirement benefits:** When there is a gratuity that has been accrued in the employers' books and needs to be moved to a pension scheme, it immediately ceases being a gratuity and is then termed as a pension. The laws that regulate pension schemes will then apply.
2. **Removing NSSF contributions from the 10% already being deducted to TIER I:** This is possible.
3. **The new CBA requirements:** That member's savings be transferred to a pension scheme
4. **Recommendations**
 - If an organization has different carders of staff it is recommended to have different schemes for them, within the same employer management and non-management.
5. Post the KAHC Human Resources Conference 2023, engagement of the CBA will take place specifically on Clause 27 (Transition of gratuity to pension).

20 These are stand-alone schemes set up by employers for employees.

21 These are set up by sponsors like APA to reduce the cost of setting up a standalone scheme.

22 Set up by sponsors like APA for individuals who wish to save for retirement.

Effects of Climate Change on Employment in the Hospitality Industry



Rebecca Abongo

Education Officer, COTU Kenya

The following are excerpts of Ms Abongo's presentation on the effects of climate change on employment in the hospitality industry.

Climate change defined: Also known as global warming, climate change refers to the rise in average surface temperature on earth. Climate change is characterized by long-term shifts in weather patterns, leading to changes in temperature, precipitation, and the frequency and intensity of extreme weather events. These changes have far-reaching implications for various sectors, including the hospitality industry in Kenya. Climate change can also be a result of human and natural activities that include:

- The burning of fossil fuels, such as oil and coal, emits greenhouse gases into the atmosphere, primarily carbon dioxide.
- Human activities, such as agriculture and deforestation, also contribute to the proliferation of greenhouse gases that cause climate change.
- Changes in sea level.
- Solar variation and ocean currents.

What have been the effects of climate change on employment in the hospitality industry?

- Disruption of traditional weather patterns has led to shifts in seasons which as a result, affect tourist preferences thereby altering the demand for hospitality services during specific times of the year.
- The rise in sea levels and coastal erosion can lead to the loss of infrastructure, damage to coastal properties and the subsequent loss of employment opportunities in the affected areas.
- Frequent and extreme weather events such as storms, floods and drought. These events can disrupt travel plans, damage infrastructure and pose risks to the safety of tourists and hospitality workers.
- Ecological shifts and biodiversity losses have a direct impact on the availability of wildlife, natural attractions, and cultural heritage. As these changes occur, tourism preferences may shift, leading to changes in demand for specific destinations or experiences.
- Growing awareness of climate change has influenced consumer choices, including their travel preferences. Travellers are increasingly seeking sustainable tourism options and eco-friendly accommodations. As a result, hotels and resorts that fail to meet these evolving customer expectations may experience a decline in demand and potential job losses.
- Environmental regulatory and policy changes: These regulations may require the hospitality sector to adopt sustainable practices, reduce carbon footprints, and implement energy-saving

measures. Compliance with these regulations and standards may require investments in infrastructure, technology and employee training. Failure to adapt to these changes may lead to penalties, reputational damage, and potential job losses.

Mitigation measures the hospitality sector in Kenya is taking to combat climate change and lessen its effects on employment include:

- Implementing climate resilience measures, such as infrastructure improvements and disaster preparedness plans.
- Embracing sustainability initiatives including energy conservation, waste reduction, and eco-friendly operations (case of Serena Hotels). By adopting sustainable practices, the sector can enhance its competitiveness, reduce costs and contribute to the preservation of Kenya's natural resources.
- Equipping employees with the necessary skills and knowledge related to climate resilience, sustainability practices, and renewable energy.
- Regulatory and policy: The hospitality sector, under the TRA, has deployed sustainability standards for both the tourism and hospitality sectors.

Recommendation: For the main CBA to have a clause on climate change and adaptation.

Conclusion: Understanding the impacts of climate change on the hospitality sector in Kenya is crucial for developing strategies to mitigate these effects and adapt to a changing environment.

Employee Wellness Programs at the WorkPlace



Charles Kimeu

Chief Wellness Officer, Fit for Duty

This presentation brought to the fore the importance of having employee wellness programs and mental health support for staff at the workplace. It further stressed the importance of wellness to self. Below are the key highlights:

Employee wellness is a direct benefit system that is designed to ensure that employees are holistically healthy (physical, emotional, social, spiritual and mental). Fit for Duty's Mission is "Moving people to adopt healthy, sustainable behaviours that can positively change the course of their lives." This is what it does by "creating awareness on the dangers of lifestyle diseases while optimizing wellness, now and for the future" through the following set of activities: ²³

- Corporate Wellness Audits in organizations
- Corporate Wellness Programs
- Biometric screening
- Health and lifestyle coaching
- Coaching on mental wellbeing
- Individual analytics is done by conducting a health risks assessment to provide an individual with a holistic picture including job satisfaction.

The programs that Fit for Life undertake are all geared towards increasing employee engagement and motivation (holistic wellness).²⁴ It does this through the use of its App²⁵. Its mental wellness at the workplace program seeks to bring an understanding of the illness and positive coping mechanisms around it, for example:

- Exercise
- Staying hydrated
- Practice Gratitude
- Healthy relationships and boundaries
- Avoiding smoking, reducing alcohol intake and saying no to drugs
- Health and fresh food intake
- Mindfulness/Meditation
- Adequate sleep
- Work-Life Balance

Fit for Life also provides a platform for HR managers to be able to engage and measure the psychosocial work environment of their staff.

²³ Fit for Duty is currently providing these services to 50+ organizations based in and out of Kenya.

²⁴ During the onset of Covid-19, statistics by the Ministry of Health revealed that close to 81% of people were suffering from anxiety or some level of depression

²⁵ This App is currently supporting 35,000 individuals.

Closing Remarks

Francis Msengeti

Chairman, KAHC Coast Region

In his remarks, Mr Msengeti stated that the marriage between KAHC and KUDHEHIA has been a long and healthy marriage. Because of this collaboration growth has been experienced across the industry. In the same breath, he affirmed that the industry has also undergone a myriad of challenges over the last three years, with the Covid-19 pandemic being the main contributor. Some of the challenges include the new taxation regime, the fluctuation in the business environment (high/low seasons), losing young good workers to cruise ships, and social media at the workplace which is driving employees' dissatisfaction with their work/life.

On how to respond to these challenges Mr Msengeti suggested the following; i) staff training through, for example, online courses and those provided by the government (NITA), ii) taking advantage of tools provided by the government, for example, embracing NHIF, iii) maximizing the use of short-term employment contracts (gig employment) and mainstreaming them, iv) responding to the different and diverse mindsets of the youth, for example, the issue of LGBTQ which is affecting the workplace, especially the mental health of the workforce. Being proactive on emerging trends and diversity, he asserted, will make it easier going forwards.

Mr Msengeti further expressed the importance of the roles played by SACCO's, Chama's and Welfare that are organized by staff (both unionisable and management) to help better themselves as well as address emerging issues such as the new taxation regime, as well as other personal issues. These avenues allow the staff to share their stories and issues they are facing thereby enhancing the power of the collective which will help stem the brain drain currently being experienced in the industry.

In closing, he emphasised the need for more attention to be directed towards determining who the next workers in the hotel industry will be. Currently, he said, there are not enough young people, especially from the Mombasa environs, joining hospitality colleges to take courses on tourism and the hospitality industry as a career. Approaches to avert this looming crisis needs to be effectively addressed.

Mr Msengeti then formally declared the 2023 KAHC-KUDHEIHA Human Resource Conference officially closed.



Town Hall Session

In this session, participants gave their feedback on the various sessions as well as on the venue of the meeting.

Table 14: Town Hall Session - Participants Feedback

Item	Response
Quality of Speakers	<ul style="list-style-type: none"> Two speakers didn't come out clearly in their presentations
Structure of the Programme	<ul style="list-style-type: none"> The current CBA was not exhaustively discussed NITA presentation was not exhaustive/clear
Service/Accommodation	<ul style="list-style-type: none"> Service in the hotel was wanting Accommodation: TV in the rooms not working/mattresses are outdated/glasses should accompany water bottles/water from the showers extremely salty/hotel entertainment should last until 10 pm at the latest-it went well beyond this time
Venue/Arrangement of the meeting hall	<ul style="list-style-type: none"> At the start of the conference, there was no induction or briefing on the hotel by a representative from the Bamburi hotel The meeting room should have been made more spacious
Topics that should be included in the next HR Conference	<ul style="list-style-type: none"> Medical experts to speak on mental health Personal Financial Management Have a team-building session A speaker from Utalii College to speak on the curriculum it provides in the hospitality industry and what else they offer Diversity and inclusion Sexual harassment at the workplace
Cocktail	<ul style="list-style-type: none"> Its planning should have been better and its theme brought out clearly
Recommendations	<ul style="list-style-type: none"> Presenters should be people who are capable and knowledgeable on the subject matter The next HR conference should be held in Maasai Mara Presenters focusing on issues in the hospitality industry should be people from within the industry More time be allocated for each presentation or have fewer sessions with more time allocated for each Need to better understand the CBA - have a separate training on the CBA More marketing is needed about the conference to have a good number of participants Work with IHRM Members need to make full use of the KAHC Secretariat
Expectation	<ul style="list-style-type: none"> 75% achieved

Meeting Programme

**KAHC&KUDHEIHA HUMAN RESOURCE CONFERENCE
BAMBURI BEACH HOTEL
"21st Century Human Resource Practices in the Hospitality Industry"
DAY ONE: 18th TH MAY 2023**

TIME	ACTIVITY	ACTOR
08:30 - 9:00 a.m.	Participants Arrival & Registration	KAHC Secretariat
09:00 - 9:30 a.m.	Official Opening	Mike Macharia, CEO, KAHC
9:30 - 10:00 a.m.	Key Note Address	Dr. Francis Atwoli, NOM (DZA), CBS, EBS, MBS, Secretary General, COTU
10:00 - 10:30 a.m.	TEA BREAK	All
10:30 - 11:00 a.m.	Future of Work in the Hospitality industry	Veronica Nyapete, Human Resource Officer, Federation of Kenya Employers.
11:00 - 11:30 p.m.	Overview of the KAHC/KUDHEIHA CBA	Samuel Gathogo, Chairman, Joint Negotiation Committee.
11:30 - 12:30 p.m.	Interactive Session	All
12:30 - 02:00 p.m.	LUNCH BREAK	All
02:00 - 02:30 p.m.	Impact of Precarious Employment on the Hospitality Industry	Dr. Emily Odhong, Lecturer, Kiriri Womens' University of Science & Technology
02:30 - 03:00 p.m.	The Role of NITA and Benefits of paying the Levy	Evanca Odhiambo, Regional Training Levy Inspector, NITA, Mombasa.
03:00 - 03:30 p.m.	The New NSSF ACT	Wilson Ngare, Branch Manager, NSSF, Malindi
03:30 - 4:30 p.m.	The New NSSF ACT	Wilson Ngare, Branch Manager, NSSF, Malindi
03:30 - 4:30 p.m.	Interactive Session	All
04:30 - 05:00 p.m.	Motivational Talk	Anthony Gitonga, Productivity Expert
05:00 p.m.	TEA BREAK	All
07:00 p.m.	RECEPTION COCKTAIL	All

DAY TWO: 18th TH MAY 2023

TIME	ACTIVITY	ACTOR
08:45 - 09:00 a.m.	Registration	KAHC Secretariat
09:00 - 09:30 a.m.	Pension Administration	Martin Mathai, Head of Corporate Business, APA Life
09:30 - 10:00 a.m.	Effects of Climate Change on Employment in the Hospitality Industry	Rebecca Abongo, Education Officer, COTU Kenya
10:00 - 10:30 a.m.	Interactive Session	All
10:30 - 11:00 a.m.	TEA BREAK	All
11:00 - 11:30 a.m.	Employee Wellness Programs at the Work Place	Charles Kimeu, Chief Wellness Officer, FitFor Duty
11:30 - 12:00 p.m.	Interactive Session	All
12:00 - 12:30 p.m.	Closing remarks	Francis Msengeti, Chairman, KAHC Coast Region
01:00 p.m.	LUNCH BREAK	All
05:00 p.m.	TEA BREAK	All
07:00 p.m.	RECEPTION COCKTAIL	All









Making Kenya's hospitality globally competitive
KENYA ASSOCIATION OF HOTEL KEEPERS AND CATRERS

(KUDHEIHA WORKERS)

