

**MEMBERS' PERCEPTIONS OF CHALLENGES FACING THE
FEDERATION OF KENYA EMPLOYERS**

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DECLARATION

I the undersigned declare that this research project is my original work and that it has not been presented to any other university or institution of learning for a ward of a degree or academic credit.

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This management research project has been submitted for examination with my approval as the university supervisor.

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DEDICATION

To my late grand-mother Cornelia Ochieng' Okuku who really valued education as a window to life. I wish she had lived a little bit longer to reap from my tireless efforts. We all miss her dearly. May the Almighty God grant her eternal rest and let perpetual light shine upon her. To my parents, your teachings and ceaseless support is always cherished . Lastly to my wife and children, you are the pillar that i always lean on while pursuing this prestigious programme. I genuinely treasure them.

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TABLE OF CONTENTS

DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
LIST OF TABLES	vii
ABSTRACT	viii
CHAPTER ONE : INTRODUCTION	1
1.1 Background of the Study.....	1
1.1.1 Concept of Perception	2
1.1.2 Concept of Member	3
1.1.3 Representation of Interests of Members	4
1.1.4 Challenges Facing Employer Associations	5
1.1.5 Federation of Kenya Employers	6
1.2 Research Statement	7
1.3 Research Objective.....	9
1.4 Value of Study.....	9
CHAPTER TWO: LITERATURE REVIEW	10
2.1 Introduction	10
2.2 Theoretical Foundation of the Study	10
2.3 Employers’ Associations.....	12
2.4 Representation of Members’ Interests.....	13
2.5 Challenges Facing Employer Associations	16
CHAPTER THREE : RESEARCH METHODOLOGY	20
3.1 Research Design	20
3.2 Population.....	20
3.3 Sample Design.....	20
3.4 Data Collection.....	21
3.5 Data Analysis	21

CHAPTER FOUR : DATA ANALYSIS, PRESENTATION AND INTERPRETATION .	.22
4.1 Intriouction.....	22
4.2 Response Rate.....	22
4.3 Demographic Characteristics	22
4.3.1 Gender of the Respondents.....	22
4.3.2 Age of the Respondents.....	22
4.3.3 Higher Education Level of the Respondents	23
4.3.4 Membership category/sector.....	24
4.3.5 Period of membership	24
4.4 Members' perceptions of the challenges facing the Federation of Kenya Employers.....	26
CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENADTIONS.....	.29
5.1 Introduction.....	29
5.2 Summary of Findings.....	29
5.3 Conclusion.....	29
5.4 Recommendations.....	29
5.5 Limitations of the Study.....	30
5.6 Suggestions for Further Research.....	30
REFERENCES.....	31
APPENDICES.....	35

LIST OF TABLES

Table 3.1: Target population	20
Table 3.2: Sample size.....	21
Table 4.1: Gender distribution of the Respondents.....	22
Table 4. 2: Age of the Respondents	23
Table 4. 3: Higher Education Level of the Respondents	23
Table 4.4: Distribution of membership by sector.....	24
Table 4. 5: Duration of membership.....	25
Table 4. 6: Computed mean and standard deviation from Likert scale responses.....	25

ABSTRACT

Employer associations all over the world are increasingly faced with multiple challenges related to the provision of services to their members. Challenges exist resulting to poor service delivery due to the influence of both internal and external environment. This study sought to establish the members' perceptions of the challenges facing the Federation of Kenya Employers. The study applied descriptive research design. A semi-structured questionnaire was used to collect data and was administered through drop and pick later method. Population sample size of 156 was selected using simple random sampling method. The respondents were the heads of human resource function in the selected organizations. The study found that Members' perceptions of challenges included global competition, poor service and bad customer relations, business environment, political interference, legal reforms and trade union pressure among others. The study concluded that the members want a conducive business environment and a strong employer association capable of protecting their collective interests. It was recommended that concerted actions by employer association and its social partners be taken to exert pressure on the government to make decisions that will deal with these challenges. In addition there is an urgent need for greater integration and to package services as a strategy to retain and attract new members. It is also recommended that for the federation to be successful it must appropriately handle external and internal environmental pressures by changing its internal processes, systems, competencies and services. It was suggested that further studies be undertaken on other organizations to enable comparison of results.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Employer organizations face multiple challenges and therefore need some form of strategic planning in order to survive in the current turbulent business environment, Pearce and Robinson (1997). The environment in which the organizations operate in the current business world is dynamic and affects both the private sector and the public sector players. The constant changes in the business and the operating environment require organizations to continuously adopt so as to address the challenges as they arise (Thomson et al 1997) . Historically, businesses interested in obtaining high levels of customer satisfaction have focused on using knowledgeable, pleasant servers to deliver high quality products and services to their target markets (Lucas 2004). The speed of change in today's world means that employers have to be able to respond quicker and more effectively to new challenges and policy issues. Employer Associations have to develop policy positions and provide guidance on all relevant policy areas affecting employers and their organizations.

The changing employer's business environment particularly the labour and social dimension has necessitated the need for a responsive employer organization. For Vision 2030 ideal of creating a prosperous middle income economy to be realized, employment creation cannot be neglected hence the need for intensive and informed advocacy towards an enabling business environment in which employers can exploit the opportunities. Employer associations need to enhance their internal capacity to develop and implement interventions that add value to the members (Buttle, 2004). In addition, they are also required to review the manner in which they conduct their businesses, the way they are structured, their human resource capabilities and the way they assess their own performance in order to exploit emerging business opportunities and address known concerns. The Employer associations also need to re-focus and re-establish their position as the sole voice of employers in order to serve their members better and reach higher echelons in promoting the interest of employer organizations. In the context of globalization and increased competitiveness, there is need for labour standards and practices to be rated among the best in the world. In conclusion, it is imperative that the associations adopt best global practices that place their operations amongst the best employer associations in the world.

1.1.1 Concept of Perception

Perception is the process by which people select, organize, interpret, retrieve, and respond to information from the world around them. In other words, it is the process by which people translate sensory impressions into a coherent and unified view of the world around them. Though necessarily based on incomplete and unverified (or unreliable) information, perception is equated with reality for most practical purposes and guides human behavior in general.

Perception is the first impression that individual draw and on the basis of it select, and interpret information to form a meaningful picture of the world (Munnukka, 2008). That is why it is believed that consumer perception influence customer level of satisfaction and so they buy the goods and services. Perception is a subjective, active, and creative process. It is a mental process through which we interpret what we sense and is also the process of assigning meaning to sensory information. It is a process by which we understand ourselves and others. From the employer association's perspective, the perception of customers affect the way they communicate with their members.

Quality of a particular service is whatever the customer perceives it to be. Service quality as perceived by the customer may differ from the quality of the service actually delivered. Services are subjectively experienced processes where production and consumption activities take place simultaneously. Interactions, including a series of moments of truth between the customer and the service provider occur. Such buyer-seller interactions or service encounters have a critical impact on the perceived service. The Nordic Model, originated by Gronroos (1984) and developed by others, adopts a disconfirmation of expectations approach. This claims that customers have certain expectations of service performance with which they compare their actual experience. If the expectations are met, this is confirmation; if they are over performed, this is positive disconfirmation; if they are underperformed this is negative disconfirmation. According to Gronroos (1984), the quality of service as perceived by customers has two dimensions; a technical or outcome dimension and a functional or process-related dimension.

Today, service organizations are shifting their focus from "transactional exchange" to "relational exchange" for developing mutually satisfying relationship with customers. Extended relationships are reported to have a significant impact on transaction cost and profitability, and customer lifetime value. Serving the customers, in true sense, is the need of

the hour as the customer was, is and will remain the central focus of all organizational activities. Employer association, especially the core segment of industrial relations needs to be purely customer-centric and focus on the customer needs and duly fulfill them. Members who are themselves customers will not blindly accept poor service quality from the employer association. They expect high quality of service in return for the money they spend as annual subscriptions in supporting the association which is their umbrella body (Zeithaml,1988).

1.1.2 Concept of Member

A member in this context can be defined as a company, entity or enterprise forming a distinct part of a whole, group or an association of employers or Employers Federation .In other words, it is one of the companies that is belonging to the Employer association for the purpose of protecting their interests. Employer associations are created voluntarily by a group of like-minded individuals or companies that seek to advance their interests by organizing to promote and protect a specific domain Bell (1994). The Associations provide tools and solutions to members to increase their productivity and ensure better service. Thus, there is real incentive to join employer association and pay annual dues (subscriptions) because of the numerous benefits that members are able to reap. In accord with both International Labour Organization and United Nations Conventions against discrimination, membership in an employers' organization should not be based on racial, gender, religious or ethnic status and therefore members registered with them are the ultimate beneficiaries of the organization's activities as well as the ultimate authority in its governance Tolliday and Zeitlin (1991)

The members or companies form an interest group which is usually a formally organized association that seeks to influence public policy (Wilkinson,2003). Some interest groups consist of farmers, investors and other categories of businesses. The term interest rather than interest group is often used to denote broad or less-formalized political constituencies, such as the agricultural interest and the environmental interest segments of society that may include many formal interest groups. Interest group, also called special interest group or pressure group, any association of individuals or organizations, usually formally organize, that, on the basis of one or more shared concerns, attempts to influence public policy in its favour. All interest groups share a desire to affect government policy to benefit themselves or their causes. According to the Labour Institutions Act of Kenya,2007 and International Labour Organization convention, every employer has a right to participate in forming an employers' association or a federation of employers' organization. The employer therefore

has a right to affiliate with, and participate in the affairs of any international workers organization or international employers organization. As the agenda for employers continues to develop rapidly, there is need for the employers to register with the employers umbrella body so as to get protection (Akumu,1983).

In certain employer associations especially in fast growing economies like Britain, Mauritius, India and Australia, the membership is broad-based in terms of sector, size, geographical location and links with the informal sector through several specific projects. For instance the Bankers Employers association work for businesses in the banking industry, while the Construction Employers' Association works on behalf of contractors. The membership of associations consists of small, medium and large organisations with varying degrees of capacity to pay and provide working conditions. The structure of employer associations varies and is dependent upon the number of employers, the range of services they provide and the type of association they are in.

1.1.3 Representation of Interests of Members

The employer associations are entitled or appointed to act or speak on behalf of their members especially in an official capacity just like for purposes of litigation, an infant can and must be represented by an adult. Employers' associations are formal groups of employers set up to defend, represent or advise affiliated employers and to strengthen their position in society at large with respect to labour matters as distinct from economic matter. Unlike trade unions, which represent the interest of workers and are composed of individuals, employers' associations are meant to protect the interests of employers and are therefore composed of enterprises (Palmer,1982).

The credibility of the employers' organization is based on its being truly representative of member interests. Member interest" means a member's collective rights in an Employers association, including the member's entitlement to obtain services or benefits from the umbrella organization. Members interests are usually represented by the association in matters pertaining to labour issues and do share common objectives, and whose aim is to influence policymakers. An employers' organization represents the common interest of groups of individual companies, or regional or sector based employers' organization. The members association ensures that it works to establish and maintain an operating environment in which businesses can succeed and prosper. This involves advocacy and dialogue with government concerning matters of importance to its membership; it often entails social

dialogue with trade unions. Some employers' organizations serve their members interests (individual companies) by engaging in collective bargaining on their behalf with trade unions (Plowman,1982). . The conventional wisdom as per the study by Thelen and Wijnbergen (2003) is that employers associations have a duty to respond to the increased sensitivity of their members need.

1.1.4 Challenges Facing Employer Associations

Today's consumer not only demands quality, but also demands that products and services be delivered quickly. Firms must respond to these changes if they wish to remain competitive. A host of external and often largely uncontrollable factors influence Employer association's choice of the direction and action and, ultimately, the organization structure and internal processes (Pearce & Robinson, 1999). According to Thomson et al (1997), all organizations operate in a macro-environment shaped by influences emanating from the economy at large, population demographics, societal values, life-style, government legislative role and regulations, technological factors and the industry and competitive arena in which the company operates. In the external environment: The political and economic environment in which the employers association is operating has been subjected to a significant number of changes that affects its role in the business environment, the services that it provides the members and its position among the private sector organizations in the economy. Some of the challenges have taken political dimension as a result of government interference, economic challenges resulting to inflation, increased competition within the operating environment among others (White,2013).

The organization's immediate external environment poses a second set of challenging factors. This environment includes competitors, government, customers, economic conditions, social changes, political priorities and technological development each of which must be anticipated, monitored, assessed and incorporated in top-level decision making (Pearce & Robinson,1999). According to the Study by McCaffree (1960), the employer associations were created in response to the dynamic environment in which they operate. He argued that employer needs, such as a means to achieving greater dominance in the employment relationship, may play a less important role in the development of employer associations if there is growth in complexity and sophistication of the political, economic and market conditions. The strong growth and consolidation of unions may also pose threat to the operations of Employer associations in their service delivery to the members (Dabscheck and Niland 1982).

Employer Associations' activities is characterized by continual changes and developments in the labour market with the emergence of new business players, changes in legislation and the resultant impact on employers' businesses, increasing competitive pressures and depressed economic climate forcing employers to consider non-conventional models of business operations, like outsourcing, mechanization and automation, increasing awareness and attention to psychosocial issues in the workplace such as sexual harassment, stress, work-life balance and HIV and AIDS at the workplace coupled with regional integration efforts with the signing of common market protocol, among others. The challenges facing employer association require a comprehensive plan or strategies to be developed through a comprehensive process of reviewing their operations in order to position itself strategically to achieve its objectives and deliver services to customers (Zeithaml,1988).

1.1.5 Federation of Kenya Employers

The Federation of Kenya Employers (FKE) is an employer's organization established in 1959 under the Trade Unions Act Cap 233 to represent the collective interest of Kenyan employers. The labour institution Act of 2007 has since replaced this. The mandate of the Federation is to promote an enabling business environment through labour and social policy advocacy and capacity building. The objectives of the Federation is to act as a forum for employers; promote sound industrial relations and observance of fair labour practices; advocate, promote, and defend the interests of employers, promote good management practices and develop sustainable institutional capacity and competence among its members. The Federation offers consultancy and advisory services to its members in the area of industrial relations, legal services, project management, management training and consultancy. All these is geared towards promoting an enabling business environment and sound industrial relations to enhance productivity.

Federation of Kenya Employers is part of a tripartite relationship between Ministry of Labour and Central Organization of Trade Unions (COTU) in Kenya dealing with labour issues. It is accredited by the Government of Kenya to represent employers at the International Labour Organization Conferences and has correspondence with national employers centers in most of the English speaking countries and runs special technical programs with selected donor agencies which are of direct benefit to members. It is affiliated to International Organization of Employers and Pan-African Employers Confederation. The Federation of Kenya Employers also promotes public –private sector dialogue which is critical for enhancing a

business friendly environment. The Federation of Kenya Employers represents employers in various forums including trade disputes at the Industrial Court of Kenya. It is the leading authority employer organization in Kenya and African Region, representing the employers' interests both locally and internationally since 1959. The Federation's priority areas focuses on value addition services for the membership, mainly, industrial peace, capacity building, productivity measurement and improvement, promoting a sound business environment as well as business to business networking opportunities for members.

1.2 Research Problem

Moshane (2006) defines perception as the process of receiving information about and making sense of the world around us. In other words, it is a kind of judgment that a service offered to the member feature or the extent to which a service meets the members' expectations. Challenges are perceived to occur in Employer associations in the event that there is poor delivery of services to the members (Murdick et al,1992).The challenges not only contribute to shift in fame and fortune but also the survival of the association depends on commitment to offer reliable services to the members. This study is anchored on three theories namely, theory of environmental dependency, social norms and that of open systems theory which relevantly and significantly provide linkage between perception of the members and the challenges faced. Success in any organization or employer association is dependent on its ability to constantly realign with the environment (Burnes,1996).Delivering quality services to members is one of the key value-addition of the employer association and business organizations (Parasuraman et al, 1985). From the institutional perspective, it is an essential strategy to retain existing members and attract new ones leading to greater representativeness and influence. However, the global economic, political, legal, technological and social changes affect the organizations representing and serving members just as much as they affect businesses themselves. Employer associations are redefining their service strategies because of a number of reasons (Mintzberg, 1994).

The Federation of Kenya Employers is currently facing several challenges in its effort to deliver quality services to its members according to 2013 annual report produced. The growth in membership of the Federation of Kenya Employers has not been as rapid as desired and membership retention remains a challenge. The federation has also suffered a number of draws backs in an attempt to effectively represent the interests of its members. This has resulted to high cost of doing business in the economy. Although the Federation's intention

is to enhance its influence on policy advocacy at the national level, this influence has tended to be more reactive hence the need to engage in informed advocacy and decision making if significant impact is to be created . The need for Federation of Kenya Employers to enhance its mandate in building and strengthening the capacity of employers to manage their business effectively and be responsive to the challenges in their operating environment is critical. The growing market competition from private service-providers - consultancy firms, other associations and even highly-skilled individuals - forces the Federation of Kenya Employers to make strategic choices, rethink old paradigms and innovate. The competitive pressures, result to low membership density due to market imperfections (North 1990). It is a big challenge servicing a diverse membership ranging from small to large organizations (Koster and Sanchir, 2012).The significant changes in the environment coupled with challenges in the context of representation of members' interests by this Employer association is good reason to believe that the Federation of Kenya Employers is hard hit.

In the academic realm, despite the great interest on the subject of employer associations and their challenges, Odaga (1987) observes that there is an apparent inadequacy of literature on employer associations. Most of the researches published in academic journals focus on employer associations in western countries with very little research in developing countries. Before the 1990s, employers associations were “chronically unexplored” according to Abromeit (1987) and “disproportionately disregarded” as in the words of Traxler (1985) in academic literature. Locally, Kisaka (2010) examined challenges facing trade unions in Kenya. Kisaka established that Trade unions in Kenya experience major financial challenges and political influences that cause great divisions among members. Another research done by the veteran Trade Unionist, Akumu (1978) merely focused on the role of trade unions in development and there is no mention of challenges facing employer association in Kenya. This study only reviewed trade unions representing employees and not employers as the current study. The only research carried out was by White (2011) on capacity assessment of the Federation of Kenya Employers. This study assessed the capacity and not the challenges facing the Federation of Kenya Employers. From the above discussions, there is no study that has examined the members' perceptions of the challenges facing the Federation of Kenya Employers. This study therefore seeks to fill this research gap by answering one research question: What are the members' perceptions of the challenges facing the Federation of Kenya Employers?

1.3 Objective of Study

The objective of the study is to establish the members' perceptions of the challenges facing the Federation of Kenya Employers.

1.4 Value of Study

To researchers and academicians, this study will form a good literature base upon which further studies and references will be based. It will be of benefit to the Kenyan current and future scholars since it will broaden their knowledge on challenges facing employers' organizations. It will also enrich scholars with knowledge in Human resource as a discipline and form a basis for further research.

To the organization, this research project may also contribute innovative solutions to critical challenges facing the federation in all its dealings with the members. The end result will be a very stable business environment coupled with industrial peace in the country because good customer relations created result to better competitive advantage and efficient delivery of services.

The findings will also assist policy makers' gain vital understanding of how strategies need to be formulated and implemented at the same time. The study will be useful to the Human Resource policy makers in crafting strategies aimed at mitigating the challenges facing the Employer association.

CHAPTER TWO : LITERATURE REVIEW

2.1 Introduction

This chapter reviews the literature on challenges facing employer associations in representing the collective interests of its members. It contains theoretical foundation of the study, employers' associations, representation of members' interests and challenges facing employer associations.

2.2 Theoretical Foundation of the Study

This section deals with the relevant theories. The major theories that will be discussed are Environmental dependency theory, Social Norms Theory and Open Systems Theory.

2.2.1 Environmental Dependency Theory

The theory seeks to explore the impact of the environment on employer associations in regard to representing the collective interests of their members. It views the organizations as being entangled in a network of interdependencies and social relationships (Child, Tsai,2005). It emphasizes that social context matter in the functioning of an organization and the importance of the environment for understanding the organizations and the decisions they make about issues (Salanick,1979). As the organization try to alter their environment they become subject to new and different constraints as their patterns of interdependence change which then try to negotiate. According to Botchner (1981), organizations do not operate in a vacuum, they operate in environments. There are environmental factors that affect the employer associations and fall in different categories: political, ecological, social cultural, technological and legal. The employer associations have no choice but to conform to the demands of the environment in order to operate efficiently and effectively in delivering services to the members.

2.2.2 Social Norms Theory

Social norms theory describes situations in which individuals incorrectly perceive the attitudes and/or behaviors of peers and other community members to be different from their own when in fact they are not (Miller and McFarland, 1991). Social norms theory posits that individual behavior is influenced by perceptions of how other members of our social groups think and act (Berkowitz, 2004). By organizations working together under an umbrella federation, they will be seen to be unified and hence work together for a common good. Social norms are fundamental in understanding human behavior. Social norms theory predicts that interventions to correct misperceptions by revealing the actual, healthier norm will have

a beneficial effect on most individuals, who will either reduce their participation in potentially problematic behavior or be encouraged to engage in protective, healthy behaviors.

Norms are what guide in choosing how to act or behave. They are like unwritten rules of behaviour. Although many people think of themselves as individuals, the strong tendency of people to conform to group patterns and expectations is consistently documented in laboratory experiments, social surveys, and observations of mass behavior (Perkins and Berkowitz, 1986). By organizations joining employers' associations, employer gain bargaining power as they are able to communicate with employee representatives in a common voice. Research has consistently shown peers to be one of the strongest influences on behavior, especially among peers (Berkowitz, 2004). The underlying ideas that support social norms include the belief that individual behavior is influenced by perceptions of what other people accept and expect, and how they behave. By employers teaming up under the umbrella association, they can speak in one voice hence reduce competition among them to discredit other employers (Hansen, 1993).

2.2.3 Open Systems Theory

According to Wren (1994), Open Systems theory has dominated as a framework for managerial behavior and organizational analysis. The rational systems perspective focuses on structure as a significant tool for the efficient achievement of organizational goals. It emphasizes the environmental dependency of organizations. Open systems reflected the belief that all organizations are unique in part because of the unique environment in which they operate and that they should be structured to accommodate unique problems and opportunities (Daft, 2001). The above theory therefore regards the employer association not just as a private or a united body of members but as a social entity for pursuing collective goals with public obligations Success in any organization is dependent on its ability to constantly realign with the environment (Burnes,1996).

Environmental influences that affect open systems can be described as either specific or general. The specific environment refers to the network of suppliers, distributors, government agencies, and competitors with which a business enterprise interacts. Behrens and Markus (1960) on the debate around the concept of social partnership between employers' associations, their members and other stakeholders , reveal that the interactions between them influence employers' perceptions of the services offered. Organizations being social arrangements, their management issues are basically social (Mbeche,1996).Peoples

perceptions also change with changes with customer relations management. The general environment encompasses four influences that emanate from the geographic area in which the organization operates. The open-systems theory assumes that all large organizations are comprised of multiple subsystems, each of which receives inputs from other subsystems and turns them into outputs for use by other subsystems. The subsystems are not necessarily represented by departments in an organization, but might instead resemble patterns of activity. Hyman (2005) argues, that social partnership theory embedded with open door policy are perceived as meaningful concepts by leading individuals of employer associations and service industry in today's world. Based on these in-depth information, we come to the conclusion that the notion of social partnership and open systems theory are not only new but also a live among leading representatives of major employer associations.

2.3 Employers' Associations

Three reasons are typically advanced for the formation of industrial relations employer associations. In some places, employers first combine to counter the growing power of trade unions (Plowman, 1982). The second reason employers form permanent associations to seek to influence or to respond to encroachments by, the state as governments begin to comprehensively regulate employment (Jackson and Sisson, 1976). Over the last couple of decades, employers have used their lobbying power (influencing government policy) to achieve less regulation of business. The business world feels that too much regulation and too many rules have a negative effect on business growth and profits. Businesses argue that regulation, therefore, ultimately stops jobs growth. Some businesses have lobbied successfully to reduce regulation in employer associations, like the Business Council of Australia and the Australian Industry Group. Employer associations (the 'business lobby') act to pursue the interests of business in a similar way unions act to pursue the interests of workers (Bell, 1994).

Employers' associations came into existence as a result of the formation of International Labour Organization and the growing presence of Trade Unions, especially after the First World War. Employer associations are organizations 'consisting predominantly of employers whose activities include participating in the determination of employment conditions on behalf of their members' (Plowman, 1982). Formal employer associations arose in response to threats that labour unions and state Intervention appeared to pose for employers (Sheldon and Thornthwaite, 2002). The role and purpose of early employer associations were quite

specific. They provided a united retaliatory mechanism against union initiatives. Wright (1995) also points out that while employer coordination was a response to the growth of unionism in many industries, it was also greatly concerned with trade issues and tariff protection. Employer associations were also subject to a great deal of disunity, as members vied to have their individual needs satisfied at the expense of the collective.

Haines, Racine and Ralf (1995) revealed that we are in the era of revolutionary change which is fundamental, radical and therefore require a shift in business paradigm. Therefore associations carry out the majority of functions regularly on behalf of the members bearing in mind that there are numerous challenges to be encountered. The problem is that they are not most of the times in constant contact with a range of employers and may not become aware quickly of the concerns of the members and any trends that may be emerging. Following the move toward greater collective bargaining, this has become a major role of employer associations at the regional, state and national levels. However, given the confrontational approach they have taken towards the unions until the 1990s, mechanisms such as bargaining structures have needed to be put in place to allow effective collective bargaining to occur. The role the associations play as a representative has meant that they have necessarily been involved in the construction of these bargaining structures and procedures, which are used to discuss, investigate, negotiate, collaborate and resolve disputation (Odaga, 1978).

2.4 Representation of Members' Interests

According to Gardner and Palmer (1992), collective employer activity has four main purposes: opposition to unionism, control of procedures, taking wages out of competition, and responding to State policies. In pursuit of these objectives, associations perform five main functions. These consist of representation of employers in collective bargaining, lobbying, public and media relations, provision of a forum for discussion and debate, and provision of specialized services (Thorntwaite and Sheldon, 2002). The last includes information, research and advice, education and training, and assistance to individual members with disputes. Associations are also increasingly diversifying services into such areas as recruitment, other human resource management practices, and contract management services. The employer associations are entitled or appointed to act or speak on behalf of their members especially in an official capacity just like for purposes of litigation, an infant can and must be represented by an adult. Employers' Associations are formal groups of employers set up to defend, represent or advise affiliated employers and to strengthen their

position in society at large with respect to labour matters as distinct from economic matter. Unlike trade unions, which represent the interest of workers and are composed of individuals, employers' associations are meant to protect the interests of employers and are therefore composed of enterprises (Aluchio, 1998).

In line with India's Trade Unions Act of 1926, employer associations for instance in India play two types of roles in representing the interests of their members: One, they are called to nominate representatives of employers in voluntary or statutory bodies set up not only to determine wages and conditions of employment of workers in a particular industry/sector, but also for consultation and cooperation on social and labour matters in national and global context. Secondly, they seek to redress the grievances arising from legislative or other measures by making submissions to concerned authorities. It is difficult to recapitulate and synthesize the role played by employer associations in representing the interests of employers in the International Labour Organization, various committees/institutions, bipartite and tripartite at the national level and on various issues such as legislation, voluntary codes, social security, and bonus (Ratnam, 1989). The role and position of an employer association differ from country to country, dependent on the economic system of a country. Employers' associations are often contrasted with labor unions, which organize workers (Hoxie, 1920).

In countries with a Anglo-Saxon economic system (such as the United Kingdom and the United States), where there is no institutionalized cooperation between employers' associations, trade unions and government, an employers' organization is an interest group or advocacy group that through lobbying tries to influence government policy. In these countries, employers' organizations tend to be weak, with many of their functions taken over by industry trade groups, which are basically public relations organizations. In countries with a social market economy, such as Austria, Sweden and the Netherlands, the employers' organizations are part of a system of institutionalized deliberation, together with government and the trade unions. In tri-partite bargaining the so-called social partners strike agreements on issues like price levels, wage increases, tax rates and pension entitlements. In these countries collective bargaining is often done on a national level not between one corporation and one union, but national employers' organizations and national trade unions. In countries like Switzerland, the negotiations often take place at the cantonal level, branch by branch. The state is not involved in these negotiations, but can step in if the employers and the trade

unions did not reach an agreement in a sector where salary dumping exists (Windmuller, 1980).

The employer associations work to provide those customers with service quality that exceeds their expectations (McDonald, 2002). The real worth of an employer association and the best justification for its support is the range of services that it provides to its members. Within the overall framework of the need to develop enlightened human resource management practices, the kind and range of services that an employer association could provide should rest mainly on the needs of the members and their priorities and also the resources and competence within the leadership and secretariat of the employer association. Some of the basic services they are expected to provide include dissemination of information advice, advocacy and dispute settlement; guidance or conduct of collective reconcile (Commons, 1909). Employer association work may concentrate on areas where members interests converge. They need to overcome the crisis of being the rich men's poor clubs by upgrading the quality, relevance, usefulness and cost-effectiveness of their services.

According to the study by Aluchio (1998), employer associations promote their employer members' interests, which include a reduction in government regulation so that government has less control over what businesses to do, formulating business policies and lobbying or influencing government policies affecting businesses, like employment laws and taxation. Employer associations have traditionally represented their employer members in tribunal negotiations with unions, concerning award and enterprise arrangements for wages and working conditions. Employer associations also perform a number of associated services for employer members, like devising employment contracts, providing legal advice, organising employee training programs and advising on occupational health and safety.

Scholars like Gardner (1986) and Palmer (1992) have recently argued vigorously that employer associations make strategic choices to shape their environment. It is further stated that the principal purpose for which the employer association is created is the regulation of relations between employers, workers and trade unions. Whilst taking due regard of the wider interests of the whole community, the association is bound to endeavour to decisively influence the formation of policies at national level which lead to the development of a culture positively encouraging enterprise, the creation of economic and social conditions favourable to the profitable growth and competitiveness of business in the economy and also in the interests of employers in general and finally the development of productive

employment. Employer associations' undertake a variety of functions when seeking to serve their membership. These functions can include informing and educating members on issues pertinent to the industry they operate in, gathering statistical information, monitoring industry developments, running trade conferences, publishing trade journals, lobbying politicians, conducting publicity campaigns or some combinations of these. Employer associations are the natural counterpart of trade unions in a capitalist economy.

2.5 Challenges Facing Employer Associations

Employer associations are seriously affected by the emerging challenges and therefore there is need to redefine their role in a rapidly changing scenario Caffree (1960). For instance the spread of democracy and the transition to free market economy in most countries the world over rendered old notions of ideological class conflict less relevant today. The gradual shift towards information technology society requires reorientation in the basic philosophy of human resource management policies, technological, structural, economic and other changes which require adaption and adjustment with a "human face". These, then, are some of the new opportunities and challenges for Employer associations. Globally there are political, social, economic, technological and legal problems that hinder the operations of Employers associations in providing representation to their members. The detrimental effects are felt in Britain, America, India and most of the economies of the world. Researchers have suggested that organizations or associations practices and performance is heavily influenced by the broader political, legal, technological, institutional, economic, and socio-cultural context (Paauwe, 2004) and Brewster (2007).

Employer associations all over the world are faced with several challenges. One of such challenges is the forces of globalization. Globalization of the world economy has brought about heavy pressure on the local industries to become globally competitive. Heightened global competition has disposed enterprises to adopt greater flexibility - functional or numerical - in terms of labor utilization. Amongst the common functional flexibility employed by enterprises are the "broadening of job designs, mobility across tasks, enlarging the scope of individual skills, and extensive training and retraining programs" (Binghay, 2000). Employer associations are organizations 'consisting predominantly of Employers and whose activities include participating in the determination of employment conditions on behalf of their members' (Plowman, 1982). They do encounter strong union pressure which is a challenge and this may in effect result to the implementation of a very costly collective

bargaining agreement by the management. A good example is the payment of huge arrears to the employees in certain sectors like the Flowers farms in Naivasha (Industrial Court Award,2013). In the recent months in Kenya, we have seen trade unions mobilizing their members to strike over salary increase. An example is the four-week teachers strike in June,2013. Trade unions are an association of employees whose principal purpose is to regulate relations between employees and employers, including any employers organization. They are supposed to advocate for better working conditions, better remuneration and sound relations between employers and employees (Industrial relations charter,1962).

The incredible degree of government intervention in nearly all major economies of the world is leading to much greater uncertainty in the employer association environment (Odaga,1978). A changing regulatory environment is always of concern in certain industries, but uncertain energy, environmental and financial policy is complicating decision making for nearly all organizations today. According to Streeck (1987), employer solidarity is conditional on the presence of favourable institutional and economic conditions that induce similar individual responses of their members and thereby help associations contain the strong centrifugal tendencies among their membership. Some of the challenges facing employers associations have taken political dimension as a result of government interference, economic challenges resulting to inflation, increased competition within the operating environment among others (White, 2013)

Thelen and Wijnbergen (2003) argue that globalization splits the nation's employers' camp in two: larger, export-oriented firms and smaller enterprises that serve primarily the domestic markets. Thelen and Wijnbergen base their analysis on a case study of how Industrial Union of Metalworkers was able to win a 1995 strike despite declining membership and Germany's increased international economic integration. Greater transnational economic integration renders the export-oriented firms more vulnerable to economic disruption. Their supply and sales chains became considerably longer and they faced formidable competition from foreign rivals both at home and abroad. Large, export-oriented firms are therefore far less willing to engage in industrial conflict.

According to Bitonio (2000), advancements in technology have made it possible for the new units of production to be geographically dispersed. Relevant to this is the fact that today, it is no longer necessary for people to work closely and be physically located in the same place. Szal (2000) argues that the computer has become an indispensable tool of the society with

millions of people doing their work online. With the advancements in technology, the term virtual office has now become a reality. Another phenomenon associated with new technology is the automation of business processes and the consequent reduction in labor needs of businesses. Companies have been resorting to the substitution of labor-intensive operations by machine-processed operations. Employer associations in most of the third world countries have not embraced technology in full scale and therefore unable to deliver services to their members in a timely manner resulting to poor representation of members interests. In other words, business organizations have become increasingly dependent upon information technology. What a firm will be able to do in five years will be greatly influenced by what its information technology can do (Yusifov,M 2009)

Like most other regions of the world, the labour movement in Africa is facing severe challenges from the impact of neo-liberal globalization (Central Organization of Trade Unions, 2009). Neo-liberal globalization has resulted in the erosion of formal employment, the traditional base of trade unions. It is characterized by relaxation and regulation of state authority and a shift to market regulation. In line with this dispensation, many African governments have over the years adopted economic liberalization programmes. This has had a profound impact on the labour markets and has resulted in massive decline of the labour movement in terms of membership strength. Trade unions and Employer association are thus facing a formidable challenge in organizing workers and entities respectively in labour sector. Bell (1994) argues that in recent decades, two major sets of challenges to employer associations have been the traditionally divisive national policy frameworks of arbitration, protectionism, and the challenge to find new roles in order to retain members. The existence of alternative service providers like private consultants offering legal and industrial relations services at subsidized rates is a threat to Employer associations providing the same services (Odaga,1978).

The employers' associations are increasingly faced with financial constraints emanating from the following factors, among others: loss of members as a result of organizational restructuring, leading to loss of revenue since employers' associations depend on members' contributions in order to undertake their operations (FKE, 2012). Employers' associations are experiencing serious difficulties almost everywhere and are losing members. The density of membership has been recorded as low in most of the Employer's association representing varied interests in different countries. As such, having their employers join the employers' associations is difficult thus reducing the revenue base for such associations. Thelen and

Wijnbergen (2003) have presented the most sophisticated analysis accounting for the membership decline in employers' associations because of poor delivery of services. The research information by White (2013), International Labour Organization Consultant on the Federation of Kenya Employers Capacity Assessment revealed decline in membership. Resignation by members is also linked to bad state of the economy characterized by the high rate of inflation resulting to high cost of running businesses and also poor service delivery. As for the membership this kind of situation has made their expectations to be very low (Buttle, 2005).

Tolliday and Zeitlin (1991) identified key challenges facing employer associations in representing member's interests including problems such as the regulation of labour markets and labour law reform require coordination of firms for the association to represent their collective interests effectively. The labour sector in our country and other Nations has continued to undergo changes on all fronts. Of importance to note among these changes, is the establishment of a comprehensive legal framework for addressing new and emerging challenges in the sector. The laws are therefore important instruments to be used by the Employer association and even the industrial court in facilitating the execution of their mandate. While the new laws are seen by many as a boon to employees, they will most likely lead to a major upset in the local job market. While the intention of the labour laws is noble, the recently enacted new labour laws are less likely to enhance the relationship between the employers and employees.

Hobby (1999) is defining customer relations as "a management approach that enables organizations identify, attract and increase retention of profitable customers by managing relationships with them". This is an issue among the employer associations in representing the interests of members as complains emanate from poor service delivery thus resulting to dissatisfaction among the members. Employer associations are therefore required to urgently formulate marketing and promotions strategy. Besides, this, the industrial court awards tend to favour the employee as opposed to the employer. In addition, some of the legal suits involving representation result to huge costs which some of the small and medium enterprises cannot afford. Some matters take too long to be arbitrated or to be concluded in a logical manner especially through the court processes or arbitration and therefore tend to discourage the members who eventually turn the heat to the employer association as their representative.. According to Jackson (2006), customers are the life blood of any business and need to be treated with utmost care.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter is a discussion of the research methodology that was used in the study. It covers the research design, population of study, sample design, data collection and data analysis.

3.2 Research Design

Descriptive research design was used to obtain information concerning the current status of the phenomena. A descriptive research design was appropriate because it is concerned with conditions, practices, structures, differences or relationships that exist, opinions held, processes that are going on or trends that are evident. The researcher administered a survey to a random sample.

3.3 Population

The population of this study consists of all 1562 members of the Federation of Kenya Employers as at June 2014 (FKE, 2014 membership data) as shown in Table 3.1.

Table 3. 1: Target Population

Categories of Member Organizations	Total
Manufacturing	783
Banking	24
Transport and Logistics	169
Insurance	40
Charitable, Religious and Educational Institutions	117
Security	14
Agriculture	415
Total	1562

Source: FKE membership data (June, 2014)

3.4 Sample Design

The sample size of 156 was used. This was 10% of the target population. Simple random sampling technique was used to select the organizations which constituted the sample as presented in Table 3.2.

Table 3.2: Sample Size

Categories of Member Organizations	Total	Sample Size
Manufacturing organizations	783	78
Banking	24	2
Transport and Logistics	169	17
Insurance	40	4
Charitable, Religious and Educational Institutions	117	12
Security	14	1
Agriculture	415	42
Total	1562	156

Source: Membership Data (June, 2014)

3.5 Data Collection

Primary data was collected using a semi-structured questionnaire. The questionnaire was divided into two parts. Part A captured Demographic data; part B contained questions on the members' perceptions of the challenges facing the Federation of Kenya Employers. The respondents were the head of human resource function in the selected firms. The questionnaire was administered through a drop and pick method.

3.6 Data Analysis

Descriptive statistics such as mean and proportions were used to analyze the data. The mean was used to determine the perception of member organizations under different demographic categories. The Statistical Package for Social Scientists (SPSS) was also used in data analysis. The findings were subsequently presented in charts, tables and frequencies. A Likert scale analysis was used to analyze respondents' perceptions of the challenges facing the Federation of Kenya Employers.

CHAPTER FOUR : DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter represents analysis of the data, presentation of the findings and interpretation of the study as set out in the research objective and methodology. This chapter specifically covers response rate, demographic characteristics of the respondents and members' perceptions of the challenges facing the Federation of Kenya Employers.

4.2 Response Rate

The study targeted 156 respondents from the sampled companies registered by the Federation of Kenya Employers. However, out of 156 questionnaires distributed 96 respondents completed the questionnaires making 62% to be the response rate. The response rate achieved is attributed to the appropriate data collection procedure adopted. The 38% of the questionnaires were not filled by the respondents either due to absenteeism or pressure of work.

4.3 Demographic characteristics of the Respondents

The demographic characteristics included gender, age bracket and higher educational level of the respondents, sector of the companies selected and the length of period of membership with the Federation.

4.3.1 Gender of the Respondents

In regard to employees gender, 49% were female and 51% male. Table 4.1, clearly shows that there is deepening of gender equality with the ratio of male to female almost at par or on equal footing.

Table 4.1 Gender distribution

Gender	Frequency
Males	49
Females	47
Total	96

4.3.2 Age of the Respondents

The findings in Table 4.2 indicates that only two respondents fall below 25 years. The next category between 25-30 years has 13. Between 31-34 years we have 15, 35-40 years 17, 41-

44 years has 9, 45-50 years recorded 14. Over 50 years is the leading with majority and has 26 respondents.

Table 4.2 Age Distribution of the respondents

Age (Years)	Frequency
Below 25 years	2
25 - 30 Years	13
31 - 34 years	15
35 – 40 years	17
41 – 44 years	9
45 – 50 years	14
Over 50 years	26
Total	96

4.3.3 Higher Education Level of Respondents

A considerable number of respondents almost all were just functionally literates and none of them were illiterates. It can be concluded from Table 4.3 that by and large the respondents were progressive in education with majority being professionals which is so important today to create a knowledge based society. From the Table: the respondents with at least University degree constituted 51% of the total population while 41% possess Diploma.

Table 4.3 Higher Education Level of the Respondents

Level of Education	Frequency
Level (KCSE) Certificate	4
A Level education	2
College Diploma	41
Degree or higher	49
Others (Specify)	0

TOTAL	96
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4.3.4 Distribution of Membership by Sector

The results show that 63% of the respondents are service sector organizations followed by manufacturing firms with 20%. The results indicate category of Trade, Transport, Logistics and other remaining sectors as having the least percentages.

Table 4.4 Distribution of Respondents by Sector

Category/sector	Frequency
Banking	7
Manufacturing	19
Insurance / Service	60
Charitable, Religious and Educational Institutions	3
Trade: Transport, Logistics & Security	4
Agriculture	3
Total	96

4.3.5 Duration of membership with the Federation

The results show that in the lower quartile only 9% of the companies are less than 5 years old in the membership of the Federation. This category is also constituting new entrants joining the Federation of Kenya Employers. In the upper quartile majority with 52 respondents are over 15 years implying that they are members of long standing. Between 5 to 10 years is represented by almost 15% of the respondents. Second in terms of duration of membership is 11 to 15 years with 21%.

Table 4.5 Duration of membership with FKE

Period/Range	Frequency
Less than 5 years	9
5-10 years	14
11-15 years	21
Over 15 years	52
Total	96

Table 4.6 Computed mean and standard deviation from Likert scale responses

Statement	N	Mean	Std. Deviation
Global competition affects the performance of the Employers' association	96	3.78	3.307
Industrial relations is the top factor making the Employers' association attract new members	96	3.92	3.434
The services (Industrial relations) offered by Employers' association are tailor-made to suit our needs as members	96	3.11	2.562
We believe that making the Employers' association more diverse will make better overall service delivery to clients	96	3.26	2.571
The Employers' association plays a very effective role in the CBA negotiation process	96	2.42	1.513
The Employers' association offers full or subsidized (Industrial relations) services to us as its members.	96	2.75	1.465
The future of the Employers' association is promising in advocating policy issues.	96	2.14	0.665
The Employers' association has a well documented Service charter for us clients	96	3.15	.995
We receive adequate recognition for the contributions to the Employers' association	96	2.18	2.376
The Employers' association contact centre or call centre responds to members call very promptly.	96	2.25	0.609
The Employers' Association staff are adequately trained to do their job.	96	2.34	0.794
The Employers' association has put in place adequate mechanisms to respond to industrial unrest (eg. Strike, lock-out or go-slow)	96	2.44	0.627
The Employers' association takes our suggestions seriously on how to improve service delivery to its members.	96	2.46	0.735

The Employers' association conducts regular seminars to sensitize members on best labour practices	96	2.64	0.636
Employers' association treats its members as the most valued assets of the association	96	2.67	0.594
The Employers' association supports the training and development of its members.	96	2.70	0.557
Clearly communicates what needs to be done in order to be successful in handling labour issues.	96	2.71	0.528
Valid N (listwise)	96		

4.4 Members' perceptions of the challenges facing Federation of Kenya

Employers

The results show the respondents giving a positive perception with mean score of 3.92 in regard to industrial relations as a factor making the Federation of Kenya Employers attract new members as challenge facing the federation. This finding is coherent to a study by Aluchio (1998) which postulates that good industrial relations promote employer members' interests and harmony.

On global competition, the results with a mean score (3.78) indicate that the respondents had a positive perception concerning it as a challenge facing the federation. Racine and Ralf (1995) revealed that we are in the era of revolutionary change which is fundamental, radical and therefore require a shift in business paradigm. The statement by the two is agreeable to the perceived findings of the study.

The findings also show respondents with a mean score of 3.26 for positive perception pertaining to the challenge that making the Federation of Kenya Employers more diverse will help in improving its service delivery to customers. This particular finding is not conflicting with the study by Thornthwaite and Sheldon, (2002), who both view diversification as way of fulfilling the members varied needs such as training, handling media relations and addressing economic issues besides advocacy and lobbying.

The findings indicate a positive perception with a mean score of 3.15 as a challenge regarding the statement that the Federation of Kenya Employers has a well documented service charter. This perceived finding is compatible with the work of Daft (2001) who stated that a well structured Employer association must accommodate unique problems and opportunities in order to fulfill their customer requirements.

According to the findings, the respondents with a mean score of 3.11 expressed positive perception concerning the challenge facing the federation. This is in favour of the statement touching on industrial relations being tailor made to suit the needs of customers. This finding is befitting the study by Jackson (2006), who disclosed that customers are the life blood of any business and need to be treated with utmost care

The research findings revealed that the respondents with a mean score of 2.75 had negative perception concerning the association offering full and subsidized industrial relations services as a challenge facing the federation. This finding is not unique and therefore fulfills what is portrayed in the open systems theory by Wren (1994).

The results indicated that respondents with a mean score of 2.71 expressed negative perception by recognizing communication in handling labour issues as a challenge facing the federation. This finding is in accordance with what Yusifov (2009) disclosed in his study that communication is not only the key but also power.

In the findings, the respondents with a mean score of 2.70 had negative perception concerning training and development needs as a challenge facing the federation. This finding is not showing apparent conflict with the role the federation is expected to play according to its mandate of advising and organizing members on training needs (Aluchio,1998).

The respondents with a mean score of 2.67 had negative perception touching on the treatment accorded to members as a challenge facing the federation. This finding is incompatible with the study by Hobby (1999) in the literature review, that customer relations as “a management approach enables organizations identify, attract and increase retention of profitable customers by managing relationships with them.

Respondents with mean score of 2.64 expressed negative perception regarding regular seminars to be conducted by the federation to sensitize members as a challenge facing it. This finding is appropriate as per the study by Bell (1994) .As per the latter explanation Employer association has the full responsibility to pursue the interests of its members.

In the findings a mean score of 2.46 reflected respondents showing negative perception concerning their suggestions to improve services not taken seriously as a challenge facing the federation. This finding is a kin to the challenge by McDonald (2002) that the recognition and satisfaction level of a customer will determine the success or doom of the organization.

In another finding a mean score of 2.44 showed negative perception regarding mechanisms put in place to respond to industrial unrest as a challenge facing the federation. This is not in harmony with Hobby (1999) who regards members as the corner stone of the Employer's body and need to be accorded due respect and be protected without which they can exit the association and discourage others from joining

The research findings revealed that the respondents with a mean score of 2.42 had negative perception concerning effective role played by the federation in the Collective Bargaining process as a challenge facing the federation. This finding is not strange as it conforms to Dabscheck and Niland (1982) in their advocacy of a strong growth and consolidated employer association capable of exhibiting strength to overcome the union pressure.

The results also indicate a mean score of 2.34 for the respondents who expressed negative perception view against the training of federation staff as adequate. This they recognized as a challenge facing the federation. This findings is coherent with the challenge put by Aluchio (1989) stating that service providers require adequate training in order to boost performance.

Negative perception with a mean score of 2.25 recorded by the respondents recognizing call centre or contact centre as a challenge facing the federation. The finding positively correlate with the work of Berkowitz, (2004) who recognises communication as the central pillar and the hub of development which must be properly enhanced.

The findings indicated that respondents with a mean score of 2.18 had negative perception about the recognition from the federation for the contributions given by its members. This they recognized as a challenge facing the federation. The finding is not in conformity with what Mbeche (1996) had advanced in his study that organizations are social arrangements and that their management are basically social.

The results disclosed that respondents with a mean score of 2.14 expressed negative perception concerning the status of the federation in regard to the future as a challenge. This finding is a positive concern and compares with Botchner (1981) explaining that business must understand its operating environment in order to overcome the challenges.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the findings of the study, conclusions, recommendations and suggestions for further research.

5.2 Summary

The study revealed that the Federation of Kenya Employers is faced with multiple challenges as per the members' perceptions. Key among them are global competition, customer relations and poor service delivery, business environment, legal reforms, technological, political and trade union pressure among others. The challenges require urgent measures to alleviate them in order to have improved operational efficiency and financial turnaround..

5.3 Conclusion

The study identified challenges resulting to poor service delivery due to the influence of both internal and external environment. It was concluded that members perceived the following as the major challenges facing the federation which included global competition, poor service delivery, political interference, business environment, trade union pressure, customer relations and legal issues among others. The key to customer attraction, retention and satisfaction is excellent service delivery. The political and economic environment in which the federation operates has been subjected to significant changes that affect the role it performs in the business environment, the services, it provides members and its position among other private sector organizations. The challenges are likely to cause extensive damages and therefore there is need to adopt strategies to mitigate their effects.

5.4 Recommendations

In order to address the challenges facing the Federation of Kenya Employers its institutional capacity should be revamped and should collaborate with social partners to undertake informed policy advocacy, lobbying and capacity building for its members. The federation should deploy value addition services, strengthen and consolidate the membership to overcome union pressure and state meddling with the affairs of the employer associations.

5.6 Limitations of the study

The membership is large hence the findings of only 10% of the total membership may not provide valid results for purposes of generalization. This study relied on members' perceptions rather than actual investigation of the challenges.

5.7 Suggestions for further research

Further studies similar to this can be replicated in a few years to come to assess if the members' perceptions of the challenges facing the Federation of Kenya Employers have changed due to environmental changes. Other studies should be done on other membership organizations that represent sectoral interests such as manufacturing, insurance, banking, micro finance to facilitate comparisons.

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APPENDICES

APPENDIX I: QUESTIONNAIRE

Please complete the questionnaire to the best of your knowledge by filling the blank spaces provided or by ticking against the most appropriate answer.

SECTION A: DEMOGRAPHIC DATA

Please tick (✓) where appropriate

- 1) Gender: Male [] Female []
- 2) What is your Age group
 - Below 25 years [] 25 - 30 Years []
 - 31 - 34 years [] 35 – 40 years []
 - 41 – 44 years [] 45 – 50 years []
 - Over 50 years []
- 3) What is the highest level of education
 - a) Level (KCSE) Certificate []
 - b) A Level education []
 - c) College Diploma []
 - d) Degree or higher []
 - e) Others (Specify) []
- 4) Indicate the Membership category of the Company as per FKE registration
 - a) Banking []
 - b) Manufacturing []
 - c) Insurance []
 - d) Transport and Logistics []
 - e) Charitable, Religious and Educational Institutions []
 - f) Security []
 - g) Other Please specify []
- 5) How long has your organization been a member of the Federation of Kenya Employers
 - a. Less than 5 years []
 - b. 5-10 years []
 - c. 11-15 years []
 - d. Over 15 years []

SECTION B: PERCEIVED CHALLENGES FACING FEDERATION OF KENYA EMPLOYERS

Please indicate your level of agreement with each of the following statements. Please tick (✓) where appropriate

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Statement	5	4	3	2	1
1. Global competition affects the performance of the employers' Association					
2. The services (Industrial relations) offered by Employers' Association are tailor-made to suit our needs as members					
3. The Employers' association offers full or subsidized (Industrial relations) services to us as its members.					
4. The Employers' association conducts regular seminars to sensitize members on best labour practices					
5. We receive adequate recognition for the contributions to the Employers' Association					
6. The Employers' association has a well documented Service charter for us clients					
7. The Employers' association staff are adequately trained to do their job.					
8. The Employers' association supports the training and development of its members.					
9. The Employers' association has put in place adequate mechanisms to respond to industrial unrest (eg. Strike, lock-out or go-slow)					
10. We believe that making the Employers' Association more diverse will make better overall service delivery to clients					
11. The future of the Employers' association is promising in advocating policy issues.					
12. Employers' Association treats its members as the most valued assets of the Association					
13. Clearly communicates what needs to be done in order to be successful in handling labour issues.					

14. The Employers' association plays a very effective role in the CBA negotiation process					
15. The Employers' association contact centre or call centre responds to members call very promptly.					
16. The Employers' association takes our suggestions seriously on how to improve service delivery to its members.					
17. Industrial relations is the top factor making the Employers' association attract new members					
18. We recommend this Employer association to other organizations seeking Industrial relations services support.					

Appendix II : Introduction letter



UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS
MBA PROGRAMME

Telephone: 020-2839122
Telegrams: "Varsity", Nairobi
Telex: 22025 Varsity

P. O. Box 30197
Nairobi, Kenya

DATE..... 25/09/2014

TO WHOM IT MAY CONCERN

The bearer of this letter ACHOK MBUYA TOM

Registration No. DE/176007/2012

is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate your assistance to enable him/her collect data in your organization.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.



APPENDIX 111

Federation of Kenya Employers

Membership list

Member
No

Member Name

01-0001 3M KENYA LTD
01-0002 4M ENTERPRISES LTD
01-0004 ABERCROMBLE & KENT LTD
01-0006 ACHELIS (K) LTD
01-0017 AFRICA EXPEDITIONS LTD
01-0018 AFRICA NAZARENE UNIVERSITY
01-0026 AFRICAN FUND FOR ENDANGERED WILDLIFE
01-0032 AFRICAN MEDICAL RESEARCH FOUNDATION
01-0033 SANYO ARMCO (K) LIMITED
01-0042 AFRO PLASTICS (K) LTD
01-0044 AFYA CO-OP SAVINGS & CREDIT SOCIETY
01-0050 AGRICULTURAL FINANCE CORPORATION
01-0051 AGRICULTURAL SOCIETY OF KENYA
01-0053 AGRIQUIP AGENCIES (E.A) LTD
01-0057 AIR FRANCE
01-0060 AIR MALAWI LTD
01-0061 KUEHNE + NAGEL LIMITED
01-0065 AKAMBA PUBLIC ROAD SERVICES LTD
01-0065 AKAMBA PUBLIC ROAD SERVICES LTD
01-0072 ALIBHAI SHARIFF & SONS LTD
01-0075 ALANWOOD LTD
01-0076 ALLIANCE STEEL WORKS LTD
01-0079 ALLOY STEEL CASTINGS LTD
01-0081 ALPHA KNITS LTD
01-0089 AMEDO CENTRES LIMITED
01-0090 CFC LIFE ASSURANCE LIMITED
01-0091 AMIRANI KENYA LIMITED
01-0103 AQUVA AGENCIES LTD
01-0114 ARMSTRONG & DUNCAN (K) LTD
01-0121 ASHUT ENGINEERING LTD
01-0122 ASILI CO-OP SAVINGS & CREDIT SOCIETY
01-0125 BIMEDA LTD
01-0128 ASSOCIATED PAPER & STATIONERY LTD
01-0129 ASSOCIATED STEEL LTD
01-0131 ASSOCIATION FOR PHYSICALLY DISABLED (K)
01-0132 ASSOCIATION OF LOCAL GOVERNMENT EMP
01-0133 ATLAS COPCO EASTERN AFRICA LIMITED
01-0140 AUTO ANCILLARIES LIMITED
01-0146 AUTO PERFORMANCE
01-0148 AUTO SPRING MANUFACTURERS LTD
01-0150 AUTOLITHO LTD
01-0151 AUTOMOBILE ASSOCIATION OF KENYA LTD
01-0153 AVERY (EAST AFRICA) LIMITED
01-0158 A.A.R HEALTH SERVICES
01-0162 A.I.C KIJABE PRINTING PRESS
01-0177 BANTARAM & CO.LTD
01-0179 BAPTIST MISSION OF KENYA
01-0181 BASCO PRODUCTS (K) LTD
01-0186 BATA SHOE COMPANY LTD
01-0188 BAYER EAST AFRICA LTD
01-0190 BEIERSDORF EAST AFRICA LIMITED
01-0192 ERNST & YOUNG
01-0198 BHIMJI RAMJI & SONS LTD
01-0202 BIBLE SOCIETY OF KENYA

Member
No

Member Name

01-2561 NATIONAL AIDS CONTROL COUNCIL
01-2569 ARVEE WOODSKY LIMITED
01-2570 KENYA TOURIST DEVELOPMENT CORPORATION
01-2572 NATIONAL HOSPITAL INSURANCE FUND
01-2572 NATIONAL HOSPITAL INSURANCE FUND
01-2576 RITZ ENTERPRISES LIMITED
01-2579 LET'S GO TRAVEL
01-2580 FORCES EQUIPMENT (KENYA) LIMITED
01-2581 THE CHEQUERED FLAG LIMITED
01-2585 VSF-DZG BELGIUM
01-2588 LITTLE SERVANTS OF THE SACRED HEART
01-2591 SWISSPORT KENYA LTD
01-2595 COTTOLENGO SOCIETY OF KENYA
01-2600 THE SONS OF DIVINE PROVIDENCE
01-2608 VITTORIA LTD.
01-2612 IVEE AQUA EPZ LTD.
01-2614 CHANDARANA SUPERMARKET
01-2618 HOTPOINT APPLIANCES LTD
01-2620 OCCIDENTAL INSURANCE
01-2621 OSHO CHEMICAL INDUSTRIES
01-2631 KAREN PROVISION STORE LTD.
01-2632 BIBLE TRANSLATION & LITERACY
01-2633 BHACHU INDUSTRIES LTD
01-2634 W.E. TILLEY (MUTHAIGA LTD)
01-2635 HANDICAP INTERNATIONAL
01-2638 APEX STEEL LTD
01-2640 HAVELI RESTAURANT
01-2641 HAANDI RESTAURANT LTD
01-2643 SAHARA ENGINEERING WORKS
01-2644 TRI CLOVER INDUSTRIES (K) LTD
01-2647 BAKELS EAST AFRICA LIMITED
01-2648 PATMOSE TECHNICAL SERVICES
01-2663 SPECIALISED POWER SYSTEMS LTD.
01-2665 CROWN SEA ENT.LTD
01-2667 SAI PHARMACEUTICALS LTD.
01-2668 UNIGHIR LTD.
01-2673 PEMCO AGENCIES LTD
01-2677 LUCA SAFARIS LTD
01-2678 SUERA FLOWERS LTD.
01-2679 ALLDEAN SATELITE NETWORKS (K) LTD
01-2682 BIA YETU AGENCIES LTD
01-2683 MULTI-MECHANICAL WORKS LTD.
01-2685 GILOIL COMPANY LTD.
01-2687 GENERAL MOTORS EAST AFRICA LIMITED
01-2694 ALPHA FINE FOODS LTD
01-2699 ORDER OF ST.AUGUSTINE,KENYA
01-2702 MEDICAL EMERGEN.RELIEF INT.(MERL.)
01-2708 KENYATTA UNIVERSITY
01-2709 JOMO KENYATTA UNIV.CO.OF AGR. &TE.
01-2710 SOCIETY OF AFRI. MISSIONS-LAY MISSION
01-2713 HARDI KENYA LTD.
01-2716 CARGO SERVICE CENTER E.A.B.V
01-2716 CARGO SERVICE CENTER E.A.B.V
01-2717 CHUI AUTO SPRINGS INDUST.LTD.
01-2720 SERVICOFF LTD

01-0204	BIG FIVE TOURS AND SAFARIS LTD	01-2724	UNIFILTERS K.LTD
01-0206	BILCO ENGINEERING LTD	01-2730	COMBONI SISTERS
01-0215	BOBMIL INDUSTRIES LTD	01-2731	THIKA MOTOR DEALERS (K) LTD.
01-0216	KIJITO WIND POWER LTD	01-2732	EMIRATES AIRLINE
01-0217	BOMAS OF KENYA LIMITED	01-2733	ARCHDIOCESE OF NRB. REG. TRUSTEES
01-0221	BOOTH EXTRUSIONS LIMITED	01-2735	BLUESKY FILMS (EPZ) LTD.
01-0226	BRITISH AIRWAYS	01-2737	CAPITAL MARKETS AUTHORITY (CMA)
01-0228	BRITISH -AMERICAN INSURANCE CO LTD	01-2739	MUGOYA VEGETABLE SHOP LTD.
01-0230	BROTHER SHIRTS FACTORY LTD	01-2747	RAFIKI MILLERS LTD.
01-0234	BRUSH MANUFACTURING LTD	01-2749	PROTECTIVE SECURITY IND. ASSOCIATION
01-0243	BUSINESS FORMS & SYSTEMS LTD	01-2751	EAST AFRICAN MALTING LIMITED
01-0247	BRITISH AMERICAN TOBACCO KENYA	01-2753	LEWA WILDLIFE CONSERVANCY
01-0248	B.B.C MONITORING (E.A) UNIT	01-2754	TECHNICAL UNIVERSITY OF KENYA
01-0249	B.S MAHINDRA &COMPANY (K) LTD	01-2755	ELITE OFFSET LTD
01-0250	C & P SHOE INDUSTRIES LIMITED/LTD	01-2756	FAMILY HEALTH INTERNATIONAL
01-0252	CADBURY KENYA LTD	01-2757	CANDY KENYA LTD.
01-0257	CANON ALUMINIUM FABRICATORS LTD	01-2761	EXECUTIVE PRINTING WORKS LTD.
01-0258	CANNON ASSURANCE (K) LTD	01-2762	PLASTICO INDUSTRIES LTD.
01-0260	T.S.S SPINNING &WEAVING LTD	01-2763	CHASE FOREX BUREAU DE CHANGE LTD.
01-0262	CAPITOL PRINTERS	01-2764	JANTECH ENGINEERING LTD.
01-0263	CARE INTERNATIONAL IN KENYA LTD	01-2765	MASTER FABRICATORS LTD.
01-0266	CARBACID (CO2) LTD	01-2766	CROWN INDUSTRIES LTD.
01-0272	CARBROWORKS LTD	01-2769	MERCANTILE LIFE & GEN. ASSURANCE
01-0274	CATHOLIC RELIEF SERVICES (KENYA PROG)	01-2771	KENYA CHRIS. INDU. TRAIN. INST.
01-0277	CENTRAL AUTO & HARDWARE LTD	01-2772	ROCK FELLOWSHIP MINISTRIES
01-0279	CENTRAL GLASS INDUSTRIES LTD	01-2773	PAYLESS CAR HIRE & TOURS LTD
01-0288	CHAI CO-OP SAVINGS AND CREDIT LTD	01-2776	BAMBURI SPECIAL PRODUCTS LTD.
01-0291	CHANDARIA INDUSTRIES LTD	01-2781	KENHAR MOTOR SERVICE LIMITED
01-0299	CHONDA FABRICATORS LTD	01-2782	FAIRSEAT FOUNDATION
01-0302	CHRISTIAN CHILDREN'S FUND	01-2785	NAIROBI CITY WATER & SEWERAGE COMPANY LTD.
01-0303	CHRISTIAN INDUSTRIAL TRAINING CENTRE	01-2786	KEVIAN KENYA LIMITED
01-0306	CHUMA FABRICATORS LTD	01-2790	DOOR INTERNATIONAL AFRICA
01-0307	CHURCH ORR & ASSOCIATES LTD	01-2792	BAG & ENVELOPE CONVERTERS LIMITED
01-0310	CLARKSON NOTCUTT(INSURANCE BROKERS) LTD	01-2797	TRINITY FELLOWSHIP
01-0328	COATES BROTHERS (E.A) LTD	01-2799	AIG KENYA INSURANCE COMPANY LIMITED
01-0329	COCA-COLA AFRICA LIMITED	01-2800	IWAY AFRICA (K) LIMITED
01-0330	NAIROBI BOTTLERS LIMITED	01-2803	ARTE CONTRACTS LTD.
01-0332	COFFEE BOARD OF KENYA	01-2804	ARCHITECTURAL SUPPLIES LTD.
01-0333	COFFEE RESEARCH FOUNDATION	01-2805	COMMUNITY DEV.TRUST FUND
01-0338	COLOUR LABELS LTD	01-2806	A.I.C HEALTH MINISTRIES
01-0339	COLOUR PRINT LTD	01-2807	CROWN CLOTHING (K) LTD.
01-0345	ACTIS AFRICA LIMITED	01-2808	MARAMBA TEA FACTORY LTD.
01-0348	CONSOLATA FATHERS	01-2809	TWIGA CAR HIRE & TOURS LTD
01-0351	COOPER K BRANDS LTD	01-2812	MANJI FOOD INDUSTRIES LIMITED
01-0352	CIC INSURANCE GROUP LTD	01-2813	COMMISSION FOR HIGHER EDUCATION
01-0355	CORAT AFRICA LTD	01-2816	SANDSTORM AFRICA LTD.
01-0357	COSMOS LIMITED	01-2818	RADIANT COATINGS & INKS LTD.
01-0370	CROWN PAINTS KENYA LIMITED	01-2819	THE STEADMAN GROUP LIMITED
01-0371	CRYSTAL INDUSTRIES LTD	01-2820	SOUTHERN CROSS SAFARIS NAIROBI LTD
01-0374	PZ CUSSONS EAST AFRICA LIMITED	01-2823	KENCALL EPZ LTD.
01-0377	C.DORMAN LTD	01-2824	NAIROBI CRANKSHAFT CENTRE LTD.
01-0378	ACK GUEST HOUSE	01-2830	TOURVEST HOLDINGS (PROPRIETARY) LTD.
01-0381	RIARA GROUP OF SCHOOLS LIMITED	01-2835	ALTEX EPZ LTD.
01-0389	DAYSTAR UNIVERSITY COLLEGE	01-2836	PLASTIC PRODUCTS CO.LTD
01-0392	DEL MONTE KENYA LIMITED	01-2839	KENYA SWEETS LTD
01-0397	DESBRO (K) LTD	01-2843	MULTIMEDIA UNIVERSITY COLLEGE OF KENYA
01-0402	DHANJAL MOTOR WORKS	01-2847	JOYPET SERVICES &PRINTERS LTD.
01-0406	DIAMOND TRUST BANK OF KENYA	01-2854	IPCA LABORATORIES LTD
01-0417	JOHNSONDIVERSEY EAST AFRICA LIMITED	01-2855	TIGONI TEA ESTATE
01-0420	DHL GLOBAL FORWARDING (K) LIMITED	01-2860	MENENGAI FARMERS LTD.
01-0421	DODHIA PACKAGING LTD	01-2866	ROLMIL KENYA LTD.
01-0425	DON BOSCO BOYS' TOWN	01-2867	MAISHA FLOUR MILLS LTD.

01-0434	DUNLOP INDUSTRIES LTD	01-2869	KREATIVE ROSES LTD.
01-0436	D.L. PATEL PRESS	01-2870	NYARA TEA ESTATE LTD.
01-0438	EAST AFRICA FOUNDRY WORKS (K) LTD	01-2874	CHURCH WORLD SERVICE/JOINT VOLUNTARY AGENCY
01-0440	EAST AFRICA SPECTRE LTD	01-2875	TECHNO-PLAST LTD.
01-0443	EAST AFRICAN ENGINEERING CONSULTANTS LTD	01-2878	SHELA HOUSE MANAGEMENT
01-0446	UNILEVER KENYA LIMITED	01-2880	FIRST REINSURANCE BROKERS LTD.
01-0451	BOC KENYA LTD	01-2881	DAIMA SAVINGS AND CREDIT CO-OPERATIVE SOCIETY LTD
01-0452	EAST AFRICAN PACKAGING INDUSTRIES LTD	01-2883	KENYA MEAT COMMISSION
01-0454	EAST AFRICAN PORTLAND CEMENT CO.LTD.	01-2884	BOTANICAL EXTRACTS EPZ LTD.
01-0459	EAST AFRICAN WILDLIFE SOCIETY HARRISON HOUSE-EAST AFRICAN WOMEN'S LEAGUE	01-2885	WILDERNESS LODGES
01-0460	EGYPT AIR	01-2886	CATHOLIC DIOCESE OF MARALAL
01-0469	ELIMU CS/CS SOCIETY	01-2891	ALPHARAMA LTD.
01-0481	ELLAMS PRODUCTS LTD	01-2899	NAIROBI JAVA HOUSE LTD.
01-0482	ELYS CHEMICAL INDUSTRIES LTD	01-2901	FINE SPINNERS LTD.
01-0485	NAWIRI SAVINGS AND CREDIT CO-OPERATIVE SOCIETY LIMITED	01-2902	KENYA POSTEL DIRECTORIES LTD.
01-0488	ENGINEERING DEVELOPMENT LTD	01-2904	ALLPACK INDUSTRIES LTD.
01-0495	ENGINEERING & ALLIED INDUST.EMPL.ASSOC	01-2905	KIAMBU UNITY FINANCE CO-OP UNION
01-0496	ENGLISH PRESS LTD	01-2909	KENYA ROADS BOARD
01-0497	EQUATOR HIGH SCHOOL	01-2910	ITALBUILD IMPORTS LIMITED
01-0500	ESLON PLASTICS OF KENYA LIMITED	01-2912	AGA KHAN EDUCATIONAL SERVICE
01-0504	LIBYA OIL KENYA LIMITED	01-2913	TAIFA SACCO SOCIETY LIMITED
01-0506	EXPRESS KENYA LTD	01-2916	WILDTREK SAFARIS LTD.
01-0517	FAMILY HEALTHOPTIONS KENYA	01-2917	SPORTS STADIA MANAGEMENT BOARD
01-0522	FARMCHEM LTD.	01-2918	PROCTOR & ALLAN (E.A) LTD
01-0525	FARMER'S CHOICE LTD.	01-2919	KENYA NATIONAL TRADING CORPORATION LTD
01-0527	FARMLANDS COMPANY LTD.	01-2921	MARUTI MINING LTD.
01-0539	FINE WOOD WORKS LTD	01-2922	AFRICAN RETAIL TRADERS (2005) LTD.
01-0540	SAMEER AFRICA LIMITED	01-2924	GITHUNGURI DAIRY FARMERS CO-OP. SOC.
01-0542	FIRST ASSURANCE COMPANY LIMITED	01-2926	HONEYCARE AFRICA LTD
01-0546	FISHING PRIORITIES	01-2927	ALLIANCE ONE TOBACCO (K) LTD.
01-0554	FOX THEATRES (E.A) LTD	01-2931	MAKINI SCHOOL
01-0557	LYCEE FRANCAIS DENIS (DIDEROT)	01-2936	CLIQUE LTD.
01-0558	FRESH FOOD (K) LTD	01-2937	KENYA CIVIL AVIATION AUTHORITY
01-0558	FRESH FOOD (K) LTD	01-2938	THE KAREN HOSPITAL LTD
01-0559	FRIENDSHIP CONTAINER MANUFACTURERS LTD	01-2941	ALPHA DAIRY PRODUCTS LTD.
01-0560	FRIG-O-KEN LIMITED	01-2942	STYLE INDUSTRIES LTD
01-0565	FURAHA SERVICE STATION	01-2943	ACE AUTOCENTRE LTD
01-0574	GAHIR ENGINEERING WORKS LTD	01-2944	NEW KENYA CO-OP. CREAMERIES
01-0575	MANTRAC KENYA LIMITED	01-2947	INSTEEL LTD.
01-0577	GALAXY PAINT CO.LTD	01-2948	MASTERMIND TOBACCO (K) LTD
01-0581	GARIBI LIMITED/ KESTROL MANOR SCHOOL	01-2949	DELUXE INKS LTD
01-0585	GEMINIA INSURANCE CO.LTD	01-2950	AXEL BODY BUILDERS & ENGINEERING LTD
01-0588	GENERAL ENGINEERING WORKS LTD	01-2954	AGGREKO INTERNATIONAL PROJ.LTD
01-0590	GENERAL PLASTICS LTD	01-2956	RADBONE CLARK KENYA LTD
01-0591	GENERAL PRINTERS LTD	01-2964	WARGEN SERVICES LTD.
01-0594	GERMAN SCHOOL SOCIETY	01-2965	KENYA BUS SERVICE MGT.LTD
01-0595	GETRUDES GARDEN CHILDREN'S HOSPITAL	01-2967	DIOCESE OF LODWAR
01-0603	DELOITTE LIMITED	01-2968	ELITE TRAILERS LTD.
01-0605	GITHUNGURI GIRLS HIGH SCHOOL	01-2970	NAILS & STEEL PRODUCTS LTD.
01-0607	GLACIER PRODUCTS LIMITED	01-2971	LARI DAIRIES ALLIANCE LTD.
01-0609	GLOBAL INSTITUTE OF MANAGEMENT & COMMERCE	01-2972	ANTARC LTD
01-0612	GOLDEN BISCUITS (1985) LTD	01-2975	BALWANT ENGINEERING (2006) LTD
01-0617	GOURMET MEAT PRODUCTS LTD	01-2981	SWEDISH SCHOOL ASSOC.OF KENYA
01-0624	GURU NANAK RAMGAHRIA SIKH HOSPITAL	01-2984	EXECUTIVE RENTAL LTD.
01-0627	G.F.CORVIN LTD	01-2985	FEBA RADIO (K) LTD- BARAKA FM
01-0631	HACO TIGER BRANDS (E.A) LTD.	01-2986	LINKSOFT COMMUNICATIONS SYSTEMS LTD
01-0634	HALL EQUITORIAL LTD	01-2987	POLYTANKS LTD.
01-0636	HARAMBEE C.S & C.S.LTD.	01-2990	EASTERN DEANERY AIDS RELIEF PROG
		01-2991	SINCLAIR KNIGHT MERZ

01-0638	HARI SINGH & COMPANY	01-2992	EARTHOIL AFRICA EPZ
01-0639	HARIA CASH STORES	01-2994	WILMAR AGRO LTD.
01-0643	HEBATULLA BROS LTD	01-2998	VIRGIN ATLANTIC AIRWAYS
01-0647	HENKEL CHEMICALS (E.A.) LTD	01-2999	MULTICHOICE KENYA LTD.
01-0648	HENKEL KENYA LIMITED	01-3000	BUFFET PARK LIMITED
01-0649	HIGHLANDS MINERAL WATER CO.LTD	01-3002	NEW GATANGA FARMERS CO-OPERATIVE SACCO
01-0656	HOLY ARCHBISHOP OF IRINOUPOLIS	01-3004	LOCAL AUTHORITIES PENSION TRUST
01-0659	FINLAYS HORTICULTURE KENYA LIMITED	01-3005	DHRUV AUTO CLINIC
01-0660	HONG KONG RESTAURANT LTD.(NRB)	01-3006	PARAPET CLEANING SERVICES
01-0670	HOUSING FINANCE CO.OF KENYA LTD.	01-3007	METAL CANS & CLOSURES (K) LIMITED
01-0671	HOWARD HUMPHREYS EAST AFRICA LIMITED	01-3008	MAGEREZA CO-OPERATIVE SACCO
01-0672	LABOREX KENYA LIMITED	01-3009	AMICABRE TRAVEL SERVICES
01-0678	I.C.R.A.F	01-3010	METALART ENGINEERING LIMITED
01-0679	IBERO (KENYA) LTD	01-3011	ACADEMY OF GRAPHIC TECHNOLOGIES
01-0685	IMPALA GLASS INDUSTRIES LTD	01-3013	P.C.E.A TUMUTUMU HOSPITAL
01-0690	IDB CAPITAL LIMITED	01-3015	COM TWENTY ONE LIMITED
01-0693	INDUSTRIAL PROMOTION SERVICES (K) LTD	01-3016	MAGNATE VENTURES LIMITED
01-0694	PDM (K) LTD	01-3017	IYEGO FARMERS CO-OPERATIVE SOCIETY
	INDUSTRIAL & COMMERCIAL		
01-0695	DEV.CORPORATION	01-3018	VESTERGAARD FRANDSEN (EA) LIMITED
01-0697	INKS KENYA LIMITED	01-3020	SAGANA TANNERIES LIMITED
01-0701	INSTITUTE OF CERTIFIED PUBLIC ACCOUNTS	01-3021	AFRICA SPIRITS
01-0702	INSTITUTE DIMESSE OF PADHUA	01-3023	BATIAN'S VIEW EXPERIMENTAL EDUCATION CENTRE
01-0704	ICEA LION LIFE ASSURANCE CO. LTD.	01-3025	FREE THE CHILDREN
01-0714	INTERNATIONAL HOUSE LIMITED	01-3026	CHELI & PEACOCK MANAGEMENT LIMITED
01-0715	CABI INTERNATIONAL	01-3027	HARLEY'S LIMITED
01-0717	INTERNATIONAL SCHOOL OF KENYA LTD	01-3028	FOUR BY FOUR SAFARIS
01-0723	ITALIAN DESIGN FURNITURE	01-3029	IRRICO INTERNATIONAL LIMITED
01-0734	JAIMEN MECHANICAL ENGINEERS	01-3032	DUNE PACKAGING LIMITED
01-0739	JAMII CO-OP SAVINGS AND CREDIT SOCIETY	01-3036	EAST AFRICA SEA FOOD LIMITED
01-0747	JOGINDER AUTO SERVICE LTD	01-3039	NOKIA SIEMENS TIETOLIKENNE OY - KENYA BRANCH
01-0749	S.C JOHNSON &SON KENYA LTD	01-3040	QUORANDUM LIMITED
01-0752	JUBILEE INSURANCE CO.LTD	01-3041	SMART PRINTERS LTD
01-0759	J.R STEPHENS & CO.LTD	01-3042	BRASS & ALLIED INTERNATIONAL LTD.
01-0775	KAPA OIL REFINERIES LTD	01-3043	STRATHMORE UNIVERSITY
01-0778	KARACHIWALLA (NRB) LTD	01-3046	ASSOCIATED BATTERY MANUFACTURERS (EAST AFRICA) LIMITED
01-0780	KAREN COUNTRY CLUB	01-3051	JIMCAB SERVICES LTD
01-0781	ZAHRA SIGN SYSTEMS LIMITED	01-3053	MIDAS GOLDEN ACADEMY
01-0782	KARSAN AND MURJI &CO.LTD	01-3053	MIDAS GOLDEN ACADEMY
01-0783	KARTASI INDUSTRIES LTD	01-3054	OXFAM GB
01-0785	PKF KENYA	01-3055	POPULATION SERVICES KENYA
01-0786	KAY CONSTRUCTION CO. LTD.	01-3056	WORLD NEIGHBOURS EAST AFRICA
01-0790	KEL CHEMICALS LTD.	01-3057	EASY COACH
01-0791	KEN ALUMINIUM PRODUCTS LTD	01-3058	SIMBA TECHNOLOGY LTD
01-0793	KENAFRIC INDUSTRIES LTD	01-3059	LEVERAGE PROJECT CONSULTANTS
01-0795	KENAPEN INDUSTRIES LTD	01-3061	INDIAN SPRAY PAINTERS LTD
01-0797	KENBLEST LIMITED	01-3062	INSTITUTE OF CERTIFIED PUBLIC SECRETARIES
01-0798	KENCHIC LIMITED	01-3066	FRESH AN JUICI
01-0803	KENINDIA ASSURANCE CO.LTD.	01-3068	NORDA INDUSTRIES LTD
01-0807	KENPOLY MANUFACTURERS LTD	01-3069	PLASKIT KENYA
01-0808	KENRUB LIMITED	01-3073	BBC EAST AFRICA BUREAU
01-0809	KENS METAL INDUSTRIES LTD.	01-3077	MANPOWER NETWORKS LTD
01-0810	KENS METAL LIMITED	01-3078	G4S SECURE DATA SOLUTIONS (KENYA) LTD.
01-0814	KENTON COLLEGE TRUST	01-3079	NAIROBI HOSPICE
01-0817	K.A.S.N.E.B	01-3083	RAMANI COMMUNICATIONS LTD
01-0819	KENYA AIRPORTS AUTHORITY	01-3084	NEWLINE LTD
01-0820	KENYA AIRWAYS LTD	01-3085	TROPIC AIR LTD
01-0821	KATE FREIGHT & TRAVEL LTD	01-3086	PERINA AGENCIES LTD
01-0822	KENYA ASSOCIATION OF AIR OPERATORS	01-3087	BRAVO NORRIS LTD
	KENYA ASSOC. OF BUILDING & ENGIN		
01-0823	CONTRACTORS	01-3088	JUANCO GROUP LTD
01-0823	KENYA ASSOC. OF BUILDING & ENGIN	01-3089	NITHI TEA GROWERS CO-OP SAVINGS & CREDIT SOCIETY LTD

CONTRACTORS

01-0824	KENYA ASSOC.OF HOTEL KEEPERS &CATERERS	01-3090	LAVINGTON KINDERGATEN
01-0826	KENYA BANKERS CO-OP S. & C. SOCIETY	01-3091	KIBENDA ESTATE LTD
01-0827	KENYA BANKERS ASSOCIATION	01-3096	SWIFT GLOBAL (K) LTD.
01-0830	KENYA BREWERIES LIMITED	01-3097	NAZARETH HOSPITAL
01-0831	KENYA BUILDERS & CONCRETE CO.	01-3098	TELKOM KENYA LTD.
01-0835	KENYA CANVAS LIMITED	01-3099	HANS KENYA LTD.
01-0839	KENYA CLAY PRODUCTS LTD.	01-4001	MUSIC COPYRIGHT SOCIETY OF KENYA
01-0840	KENYA COACH INDUSTRIES LTD.	01-4002	TOTAL TOUCH CARGO/EXPRESS LTD.
01-0848	KENYA CREDIT TRADERS LTD	01-4003	UNIVERSAL CORPORATION LTD.
01-0852	KENYA FIRE APPLIANCES CO.LTD	01-4004	EAST AFRICAN CANS CLOSURES LTD
01-0860	KENYA HORTICULTURAL EXPORTERS LTD THE NAIROBI HOSPITAL(KENYA HOSPITAL ASSOC.	01-4005	KENYA COLLEGE OF ACCOUNTANCY UNIVERSITY
01-0861		01-4009	AON MINET INSURANCE BROKERS
01-0864	KENYA INSTITUTE OF MANAGEMENT	01-4010	THE WILLIAM HOLDEN WILDLIFE FOUNDATION
01-0867	KENYA LITHO LIMITED	01-4011	GULF ENERGY LIMITED
01-0876	KENYA NATIONAL LIBRARY SERVICES	01-4012	GS1 KENYA
01-0878	KENYA NUT CO.LTD	01-4013	ELITE TOOLS LTD.
01-0884	KENYA PIPELINE COMPANY LTD.	01-4014	RURIGI ENTERPRISES LTD
01-0887	KENYA POST OFFICE SAVINGS BANK	01-4015	THE NAIROBI WOMENS HOSPITAL
01-0888	KENYA POWER & LIGHTING CO. LTD.	01-4016	TARAN ENGINEERING WORKS
01-0890	KENYA RAILWAYS GOLF CLUB	01-4017	ASSOCIATION OF INSURANCE BROKERS KENYA
01-0891	KENYA REINSURANCE CORPORATION	01-4018	BAHARI FORWARDERS LIMITED
01-0894	VIVO ENERGY LTD	01-4019	AZIZ TANNERIES LTD
01-0899	KENYA STEEL FABRICATORS LTD.	01-4021	GAPCO KENYA LIMITED
01-0901	KENYA SUGAR BOARD	01-4023	ST. AUSTIN'S SERVICES STATION LTD
01-0904	SYNGENTA EAST AFRICA LIMITED	01-4024	CITY ENGINEERING WORKS (K) LTD
01-0906	KENYA TEA DEVELOPMENT AGENCY	01-4025	IBERA AFRICA (E.A) LTD
01-0909	KENYA TENTS LTD	01-4026	BROLAZ EAST AFRICA LTD
01-0914	KENYA VEHICLES MANUFACTURERS LTD.	01-4029	AEGIS CONSTRUCTION LTD
01-0916	KENYA WINE AGENCIES LTD.	01-4030	AFRICAN LATITUDE (K) LTD
01-0917	KENYA WOMEN FINANCE TRUST	01-4031	SAMEER AGRICULTURE & LIVESTOCK (KENYA) LTD
01-0918	KENYATTA NATIONAL HOSPITAL	01-4035	KENYA HEALTHCARE FEDERATION
01-0919	KER & DOWNEY SAFARIS LTD	01-4036	ACE BUILDERS LTD
01-0926	KHETSHI DHARMAMSHI & CO. LTD.	01-4037	DAC AVIATION LTD
01-0930	KIANDA SCHOOL	01-4038	HEALTH MANAGEMENT & CONSULTING GROUP LTD
01-0967	KLM ROYAL DUTCH AIRLINES	01-4042	LAW AFRICA PUBLISHING LTD
01-0969	KENOLKOBIL LTD.	01-4044	DEACONS KENYA LTD
01-0982	KULGRAPHICS LTD	01-4053	KENATCO TAXIS LTD (IN-RECV)
01-0988	LABH SINGH HARNAM SINGH LTD	01-4060	PRINTING SERVICES LTD
01-0989	LABORATORY & ALLIED EQUIPMENT LTD	01-4061	INCAS HEALTH INTERNATIONAL
01-1004	LEATHER INDUSTRIES OF KENYA LTD	01-4062	CONCERN UNIVERSAL
01-1012	LIMURU COUNTRY CLUB	01-4063	CENTRAL IMPEX ENTERPRISES LTD
01-1014	ICEA LION GENERAL INSURANCE CO.LTD	01-4064	LIFE & PEACE INSTITUTE
01-1018	LLOYD MASIKA LTD	01-4065	BEVERAGE SERVICES (K) LTD
01-1022	LONGHORN KENYA LTD	01-4070	KENYA REVENUE AUTHORITY
01-1024	L.G.HARRIES & CO.(E.A) LTD	01-4071	MESORA DISTRIBUTORS LTD
01-1028	MADA HOLDINGS	01-4072	KENYA ECUMENICAL CHURCH LOAN FUND
01-1029	MADHUPAPER KENYA LIMITED	01-4075	MAYFAIR INSURANCE COMPANY LTD
01-1030	MADISON INSURANCE CO.LTD	01-4076	SILVERBIRD (K) LTD
01-1032	MAFUKO INDUSTRIES LTD	01-4077	KICKSTART INTERNATIONAL
01-1033	TATA CHEMICALS MAGADI LTD	01-4078	ASSOCIATION OF CHARTERED CERTIFIED ACCOUNTANTS (ACCA)
01-1038	MAKINDU GROWERS & PACKERS LTD	01-4081	GLOBAL CLEANERS
01-1054	MANN MANUFACTURING CO.LTD	01-4082	EASTERN AFRICA GRAIN COUNCIL
01-1068	MARSHALLS-FOWLER (ENGINEERS) LTD	01-4083	KOFINAF CO. LTD
01-1089	MEGH CUSHION INDUSTRIES LTD.	01-4084	COMMUNITY POPE JOHN 23RD
01-1091	MEGH SINGH CUSHION MAKERS	01-4085	DAMCO LOGISTICS KENYA LTD
01-1098	MENNONITE BOARD (E.A) AFRICA	01-4086	CATERING & TOURISM DEVELOPMENT LEVY TRUSTEES (CTDLT)
01-1101	SOLUTION SACCO SOCIETY LTD	01-4090	BIG FIVE BREWERIES LTD
01-1103	METAL CROWNS LTD.	01-4093	THE PEOPLE MEDIA GROUP LTD
01-1104	METAL EQUIPMENT COMPANY LTD	01-4093	THE PEOPLE MEDIA GROUP LTD
01-1106	METCO LIMITED	01-4094	GOOD TESTIMONY JUNIOR SCHOOL LTD

01-1107	METRO PLASTICS KENYA LTD	01-4096	JAGJIWAN HIRJI & BROS
01-1108	MIDCO/SUMMIT TEXTILES (E.A) LTD	01-4098	NAIROBI SPORTS HOUSE LTD
01-1115	GOLF COURSE ESTATE LIMITED	01-4099	UNIFORM DISTRIBUTORS LTD
01-1117	MINERAL MINING CORP.(1985)LTD	01-4100	NORTH STAR FOUNDATION E. AFRICA
01-1119	MINI BAKERIES LTD.(NRB)	01-4102	WOODCHARM
01-1120	MINI CABS & TOURS CO.(MICATO SAFARIS)	01-4103	UNIQUE METALBEDS
01-1129	MODERN LITHOGRAPHIC (K) LTD	01-4105	CYKA MANPOWER SERVICES LTD
01-1132	LONDON DISTILLERS (K) LIMITED	01-4107	MERU WATER & SEWERAGE SERVICES REGISTERED TRUSTEES
01-1159	MORISON ENGINEERING LIMITED MOTOR TRADE & ALLIED INDUSTRIES	01-4109	EDUARDO AND ASSOCIATES
01-1162	EMP.ASSOC	01-4110	CLASSIC IRONMONGERS LTD
01-1165	MOUNT KENYA BOTTLERS LTD	01-4111	HASHI ENERGY LTD
01-1166	MOUNT KENYA GAME RANCH LTD	01-4112	INSTARECT LIMITED
01-1172	MUDHER ENGINEERING WORKS	01-4114	LOAD RUNNERS LTD
01-1174	MUHIGIA CO-OP SAVINGS & CREDIT SOCIETY	01-4116	BOUNTY LIMITED
01-1185	MURANGA TEACHERS SACCO SOCIETY LTD.	01-4117	LIMURU WATER & SEWERAGE CO LTD
01-1188	MUTHAIGA GOLF CLUB	01-4118	NAPRO INDUSTRIES
01-1189	MUTIRA FARMERS CO-OPERATIVE SOCIETY	01-4119	COLLEGE OF INSURANCE
01-1194	MWEA RICE MILLS LTD	01-4120	CAPITAL COLORS CREATIVE DESIGN LTD
01-1196	MWITO CO-OP SAVINGS & CREDIT SOCIETY	01-4121	KENYA MEDICAL RESEARCH INSTITUTE
01-1204	NAIROBI GYMKHANA	01-4123	KENYA COFFEE PRODUCERS ASSOCIATION
01-1209	NAIROBI TIMBER PROJECTS LTD	01-4125	EMPIAN LTD
01-1220	NANAK CRANKSHAFT GRINDERS LTD	01-4127	NJUCA CONSOLIDATED CO LTD
01-1222	NANYUKI COTTAGE HOSPITAL	01-4128	KENJORO ENTERPRISES LIMITED
01-1223	NANYUKI SPORTS CLUB	01-4129	INTERNATIONAL MEDICAL CORPS
01-1229	NATION MEDIA GROUP LIMITED	01-4131	KENYA RAILWAYS CORPORATION LTD
01-1230	NATIONAL CEREALS & PRODUCE BOARD	01-4133	MATCHMASTERS LTD
01-1231	NATIONAL COUNCIL OF CHURCHES OF KENYA	01-4134	FEWA SACCO
01-1232	NATIONAL CONCRETE CO.	01-4135	ANISUMA TRADERS LTD
01-1234	NATIONAL HOUSING CORPORATION	01-4136	GANATRA PLANT & EQUIPMENT LTD
01-1235	NATIONAL INDUSTRIAL CREDIT LTD.	01-4137	INTERNATIONAL UNION FOR CONSERVATION OF NATURE (IUCN)
01-1236	NATIONAL IRRIGATION BOARD	01-4138	FLAMINGO TILES(KENYA) LTD
01-1237	NATIONAL MUSEUMS OF KENYA	01-4139	CAREER DIRECTIONS LTD
01-1238	NATIONAL OIL CORPORATION OF KENYA	01-4141	MAWE MBILI LTD
01-1242	NATIONAL SOCIAL SECURITY FUND	01-4142	ATHI WATER SERVICES BOARD
01-1243	NATIONWIDE ELECTRICAL INDUSTRIES LTD	01-4143	QUE PASA LTD
01-1246	HEBATULLAH BROTHERS LTD-NCL DEPARTMENT	01-4144	AUTOXPRESS LIMITED
01-1251	NESTLE FOODS (K) LTD	01-4145	GEOHERMAL DEVELOPMENT CO. LTD
01-1254	MANUFACTURERS & SUPPLIERS (K) LTD	01-4146	SOVEREIGN GROUP LTD
01-1256	NEW LIFE MISSION	01-4147	RETIREMENTS BENEFITS AUTHORITY LTD
01-1260	NGECHA INDUSTRIES LTD	01-4148	INTER MODAL GENERAL SERVICES LTD
01-1289	TROPIKAL BRANDS (AFRIKA) LIMITED	01-4151	MAGNUM ENGINEERS LTD
01-1295	OGILVY & MATHER (E.A) LTD	01-4152	RSM ASHVIR CONSULTING LTD
01-1296	OLD MUTUAL LIFE ASSURANCE CO. LTD	01-4153	KENYA HYDRAULICS LTD
01-1302	ONE-STOP ENTERPRISES	01-4154	MEDICAL MISSIONARIES OF MARY
01-1303	OPTIMUM LUBRICANTS LTD	01-4155	ASSOCIATION OF SISTERHOODS OF KENYA
01-1307	ORBIT ENTERPRISES	01-4158	KENYA COFFEE PRODUCERS & TRADERS ASSOCIATION
01-1310	ORIENTAL MILLS LTD	01-4160	NORTHSTAR PACKAGING LTD
01-1317	OXFORD UNIVERSITY PRESS EASTERN AFRICA	01-4161	CONINX INDUSTRIES LTD
01-1320	PACKAGING INDUSTRIES LIMITED	01-4167	INSTA PRODUCTS (EPZ) LTD
01-1325	PAN AFRICA LIFE ASSURANCE LIMITED	01-4168	RESOLUTION HEALTH E.A LTD
01-1334	PAPER BAGS LTD	01-4170	NAIROBI CLUB
01-1336	PARADISE INVESTMENT & DEVELOPMENT LTD	01-4172	ACHARYA TRAVEL AGENCIES LTD.
01-1342	PATCO INDUSTRIES LTD	01-4174	AFRICA INFECTIOUS DISEASE VILLAGE CLINICS LTD.
01-1343	PATEL CONCRETE CO	01-4178	SUNUP LTD
01-1347	KPMG KENYA	01-4179	KENYA AIRPORTS PARKING SERVICES LTD
01-1348	PELICAN SIGNS LIMITED	01-4180	ASSOCIATION OF GAMING OPERATORS-KENYA
01-1350	PEMBE FLOUR MILLS LTD	01-4183	MORGAN CARGO (K) LTD
01-1355	PHARMACEUTICALS MANUFACTURING CO.	01-4184	PANORAMA CAR HIRE & TOURS LTD
01-1359	PHILIPS PHAMACEUTICALS LTD.	01-4189	KENYA URBAN ROADS AUTHORITY
01-1360	PHOENIX (E.A) ASSURANCE CO.LTD	01-4190	JESUIT FATHERS REGISTERED TRUSTEES
01-1362	PIONEER ASSURANCE COMPANY LIMITED	01-4193	EASTERN & SOUTHERN SAFARIS LTD

01-1366	PLASTIC ELECTRONICS LTD	01-4194	BROTHERS OF OUR LADY, MOTHER OF MERCY REG.TRUST.
01-1367	PLASTICS & RUBBER INDUSTRIES (2005) LTD	01-4197	ATHI STORES LTD.
01-1371	POLLEN LTD	01-4198	FIRST STEP JUNIOR ACADEMY & DAY CARE
01-1373	POLYBLEND LIMITED	01-4199	BIA BORA DISTRIBUTORS LTD.
01-1377	POLYTHENE INDUSTRIES LTD	01-4200	PLAN INTERNATIONAL -RESA
01-1384	PREMIER ACADEMY	01-4201	TANA WATER SERVICES BOARD
01-1388	PREMIER INDUSTRIES LTD	01-4202	SHEFFIELD STEEL SYSTEMS LTD.
01-1395	PRESSMASTER LTD.	01-4203	GIKURWA IGOJI FARMERS CO-OP.SOC. LTD.
01-1400	PRINT POINT LTD	01-4205	WEETABIX EAST AFRICA LTD.
01-1401	PRINTFAST (K) LTD.	01-4207	MYSTIQUE GARDENS
01-1404	PRINTPAK	01-4209	BLESSED LOUIS M. PALAZZOLO HEALTH CENTRE
01-1406	PRIVATE SAFARIS (E.A)	01-4211	HORIZON CONTACT CENTERS LTD.
01-1408	PROCTOR & GAMBLE SERVICES LTD.	01-4212	ENSING AUTOS LTD.
01-1413	UAP HOLDINGS LIMITED	01-4214	WESTLANDS HOTELS LTD.
01-1422	KAPLAN STRATTON ADVOCATES	01-4217	WILDLIFE CLUBS OF KENYA
01-1430	RAJMETALS	01-4218	TISSUE KENYA LTD.
01-1434	RAMCO PRINTING WORKS	01-4219	ASTRAL TECHNOLOGIES LTD.
01-1443	RAZCO LIMITED	01-4221	PALACINA HOTEL /TOUR AFRICA SAFARIS
01-1450	REGAL PHARMACEUTICALS LTD.	01-4222	EMBARO LTD.
01-1451	REGAL PRESS (K) LTD	01-4223	INTERNATIONAL PAPER & BOARD
01-1459	RENTOKIL INITIAL KENYA LTD.	01-4225	SAI SPORTSWEAR & UNIFORMS COMP.
01-1461	REPELECTRIC (K) LTD	01-4226	FINE ENGINEERING WORKS LTD.
01-1462	RESEARCH INTERNATIONAL (E.A.) LTD	01-4227	THE PRINT EXCHANGE LTD.
01-1465	RHINO SAFARIS LTD	01-4229	THE FRANCISCAN ELIZABETH SISTERS OF KENYA (CHRIST.COMMUNITY)
01-1468	RIFT VALLEY ACADEMY (A.I.C)	01-4231	NYERI TECH. TRAINING INSTITUTE
01-1486	ROSSLYN ACADEMY	01-4232	MATTAN ISSA RESTAURANT
01-1489	REAL INSURANCE COMPANY LIMITED	01-4233	ELIZABETH GLASER
01-1490	ROYAL NAIROBI GOLF CLUB	01-4234	KENYA METHODIST UNIVERSITY
01-1495	RUBY PRINTERS (K)	01-4235	KENAFRIC BAKERY LTD.
01-1496	RUIRU SPORTS CLUB	01-4236	KAMACHARIA FCS LTD.
01-1497	RUSINGA INVESTMENTS LTD.	01-4237	INSIGHT MANAGEMENT CONSULTANTS LTD
01-1500	RAMJI HARIBHAI DEVANI LIMITED	01-4238	SKYHEALTH CARE LTD
01-1505	SADOLIN PAINTS (E.A) LTD	01-4239	AIR CONNECTION LTD.
01-1506	SAFARI IMAGE	01-4241	VINTAGE AFRICA LTD.
01-1513	SAJ CERAMICS LTD	01-4242	AGS WORLDWIDE MOVERS
01-1527	SANPAC AFRICA LIMITED	01-4243	OSHO GRAIN MILLERS LTD.
01-1533	SAUDI ARABIAN AIRLINES CORPORATION	01-4244	ZITRON LTD.
01-1535	SCHENKER & CO. (E.A) LTD	01-4246	DESTRO SAFARIS LTD
01-1537	SCHOOL EQUIPMENT PRODUCTION UNIT	01-4251	MADE KENYA LTD.
01-1548	SEHMI ENTERPRISE COMPANY	01-4252	AFRICA POLYSACK LTD.
01-1555	SHAMCO INDUSTRIES LTD	01-4253	RADIO AFRICA GROUP
01-1556	SHAMJI VISHRAM	01-4255	KALZMAT SECURITY PRINT LTD.
01-1569	SHREE GUTCHI GUJARATI HINDU UNION	01-4257	TANDU ALARM SYSTEMS LTD.
01-1574	SIGNODE PACKAGING SYSTEMS LTD	01-4258	NAIROBI SOUTH NURSERY,PRY & SEC. SCHOOL
01-1575	SILENT NIGHT (K) LTD	01-4259	FIVE FORTY AVIATION LTD.
01-1576	SILPACK INDUSTRIES LTD.	01-4260	TROCAIRE
01-1584	SISAL GROWERS &EMPLOYERS ASSOCIATION	01-4261	CALLKEY (E.A) LTD.
01-1590	SLUMBERLAND KENYA LTD.	01-4262	SIMPLY PERFECT LTD.
01-1595	GLAXOSMITHKLINE	01-4268	EMBU WATER & SANITATION COMPANY LTD.
01-1596	SOCIAL SERVICE LEAGUE (M.P.SHAH HOSPITAL)	01-4269	LANGATA HOSPITAL LTD.
01-1598	SOCIETE INTERNATIONALE DE TEL.AERONAUTIQ	01-4270	DOMINION OUTDOOR ADVERTISING (2006) LTD.
01-1605	SOS CHILDREN'S VILLAGE KENYA	01-4271	KNIGHT FRANK KENYA LTD.
01-1620	SPICERS (E.A) LTD	01-4272	NAS PLASTICS LTD.
01-1622	SPINNERS & SPINNERS (DODHIA FOAM)	01-4273	TROPICAL FARM MANAGEMENT KENYA
01-1623	STAMET PRODUCTS KENYA LIMITED	01-4274	MARK MANAGEMENT LTD.
01-1625	SPRING INDUSTRIES LTD	01-4276	HEINEKEN EAST AFRICA IMPORT COMP. LTD.
01-1629	STANDARD ENGINEERING WORKS	01-4277	CROWN AGENTS KENYA LTD.
01-1633	STAREHE BOYS CENTRE	01-4280	CHRYSAL AFRICA LTD.
01-1634	AGILITY LOGISTICS LTD	01-4282	IMPERIAL HEALTH SCIENCES
01-1640	STEELWOOL (A) LTD	01-4283	EURO PACKAGING LTD.
01-1645	STRAIGHTLINE ENTERPRISES	01-4284	METROPOLITAN HOSPITAL LTD.

01-1646	STRATHMORE EDUCATIONAL REG.TRUSTEES	01-4285	INTERCONSUMER PRODUCTS
01-1650	ST.CHRISTOPHERS HOLDINGS LTD	01-4287	KERUSSU LTD.
01-1651	ST.MARY'S SCHOOL	01-4288	CLAYWORKS LTD.
01-1653	ST.JOHN COUNCIL FOR KENYA	01-4289	KENYA KAZI SERVICES LTD.
01-1659	SUMARIA INDUSTRIES LTD.	01-4295	COPTIC HOSPITAL
01-1664	SUNFLAG TEXTILE &KNITWEAR MILLS LTD	01-4297	LAPFUND
01-1672	SUNRIPE (1976) LIMITED	01-4299	KENYA UNION OF SMALL SCALE TEA GROWERS
01-1673	SUPER FOAM LTD	01-4300	MUSONI KENYA LTD.
01-1678	SURGIPHARM LIMITED	01-4301	NYERI CO-OPERATIVE UNION LTD
01-1686	SYNRESINS LIMITED	01-4304	TUSKER MATTRESSES LTD.
01-1688	SKF KENYA LIMITED	01-4306	FRESH SQUEEZE LTD.
01-1692	TEITA ESTATE LIMITED	01-4307	HEALTHY U 2000 LTD
01-1695	TAMU TAMU (K) LTD	01-4309	THIKA WATER & SEWERAGE COMPANY LTD.
01-1698	TANGAZA COLLEGE	01-4310	ATHI RIVER TANNERIES LTD.
01-1700	TARPO INDUSTRIES LTD	01-4311	OMEGA RISK MANAGEMENT LTD.
01-1702	TECHNOMED LTD	01-4312	TEARFUND
01-1707	TETRA PAK LIMITED	01-4313	HEIFER PROJECT INTERNATIONAL
01-1709	TEXT BOOK CENTRE LTD.	01-4314	PARA PRINT LTD.
01-1711	TRANSWORLD SAFARIS (KENYA) LTD.	01-4315	STARTIMES MEDIA (K)
01-1712	BOLLORE AFRICA LOGISTICS	01-4316	BIBA LTD.
01-1714	TRANSNATIONAL BANK LTD.	01-4317	FOOTPLUS LTD.
01-1715	AGA KHAN UNIVERSITY HOSPITAL,NAIROBI	01-4321	REDR UK
01-1716	THE BANDA SCHOOL	01-4323	ODEX CHEMICALS LTD.
01-1719	BETA HEALTHCARE INTERNATIONAL	01-4324	GULF AFRICAN BANK
01-1720	THE CATHOLIC UNIVERSITY OF EASTERN AFRICA	01-4326	RTI INTERNATIONAL
01-1722	THE CHURCH COMMISSIONERS FOR KENYA	01-4330	OLYMPIC DRYCLEANERS LTD.
01-1725	THE COPY CAT LTD.	01-4335	DAWA LIMITED
01-1727	THE HERITAGE A.I.I. INSURANCE COMPANY LTD.	01-4336	GREEN BELT MOVEMENT
01-1728	THE JOMO KENYATTA FOUNDATION	01-4337	EVERGREEN CROPS LTD
01-1729	THE KENYA CATHOLIC SECRETARIAT THE KENYAN ALLIANCE INSURANCE COMPANY LTD.	01-4338	KEN BOOKMAKERS (2002) LTD
01-1732	THE MORNACH INSURANCE CO.LTD	01-4342	SAVANNAH CEMENT (KENYA) EPZ LIMITED
01-1736	THE PAPER HOUSE OF KENYA LTD	01-4343	SPANCO RAPS KENYA LIMITED
01-1738	THE SALVATION ARMY	01-4345	KENYA SCHOOL OF GOVERNMENT
01-1741	THE STANDARD GROUP LTD	01-4346	VECTOR INTERNATIONAL LTD
01-1742	THE COPY CAT LTD.	01-4347	NAIROBI FLOUR MILLS LTD
01-1745	DE LA RUE CURRENCY & SECURITY PRINT LTD	01-4352	BRIGHT VISION MEDIA LTD
01-1753	TIMBER CORNER	01-4355	ST LAWRENCE UNIVERSITY
01-1757	TIMBER INDUSTRIES EMPLOYERS ASSOCIATION	01-4356	NAIROBI PACIFIC HOTEL
01-1758	TOTAL KENYA LIMITED	01-4357	COLAS EAST AFRICA LTD
01-1767	TRADEWINDS AVIATION SERVICES LTD	01-4358	NAJAMUDDIN & SONS (K) LTD
01-1771	TRANSWORLD RADIO	01-4361	ASTERISK LIMITED
01-1776	TREADSETTERS TYRES LTD.	01-4362	ARAMEX KENYA LIMITED
01-1781	TRUFOODS LIMITED	01-4363	CIMBRIA EAST AFRICA LTD
01-1788	TWIGA CHEMICAL INDUSTRIES LTD	01-4364	NEWPORT AFRICA KENYA LTD
01-1791	TWIGA RENOVATORS LTD	01-4365	ST JOSEPH MUKASA DISPENSARY
01-1792	TWIGA STATIONERS & PRINTERS LTD.	01-4366	VENDRAMINI EDUCATION CENTRE
01-1793	TYSONS LIMITED/KENYA TRUST CO.	01-4367	SALON MALIBU (2001 LTD)
01-1795	UCHUMI SUPERMARKET LTD.	01-4368	TULLOW KENYA BV
01-1796	UFUNDI CO-OP. SAVINGS &CREDIT SOCIETY	01-4369	FLEMINGO INTERNATIONAL LIMITED
01-1798	UNGA FARM CARE (EA) LIMITED	01-4370	ARDAN RISK &SUPPORT SERVICES (K) LTD
01-1809	UNGA LIMITED	01-4371	AFRICAN BARRICK GOLD EXPLORATION LTD
01-1811	UNI-PLASTICS LTD.	01-4372	CHF INTERNATIONAL
01-1818	UNITED BAGS MANUFACTURERS	01-4373	KENYA CHILDREN'S HOMES
01-1820	UNITED BIBLE SOCIETIES	01-4375	DILPACK KENYA LTD.
01-1821	UNITED BUILDERS & CONTRACTORS LTD.	01-4376	ERICSSON KENYA LIMITED
01-1822	UNITED KENYA CLUB	01-4379	748 AIR SERVICES
01-1829	UNITED STATES INTERNATIONAL UNIVERSITY	01-4380	MUTHAURA MUGAMBI AYUGI & NJONJO ADVOCATES
01-1832	UNIVERSITY OF NAIROBI	01-4384	TOTAL SECURITY SURVEILLANCE LTD
01-1837	VAJA'S MANUFACTURERS LTD	01-4385	BIZONE PRINTING & PACKAGING
01-1841	VEKARIA CONSTRUCTION	01-4386	INVESCO ASSURANCE CO. LTD
01-1846		01-4387	EMBASSY OF BELGIUM

01-1849	VENUS METAL (K) LTD	01-4388	LAKE NAIVASHA HOLIDAY INN LTD
01-1850	VERONA FATHERS	01-4389	LABEL CONVERTERS LTD
01-1851	VETERINARY LAB SPORTS CLUB	01-4390	ST. MARY OF LORETO PRIMARY SCHOOL
01-1862	VISA OSHWAL COMMUNITY	01-4391	FREIGHTLOGIX KENYA LTD
01-1863	VITAFIAM PRODUCTS LTD	01-4392	AFRICA FAIRTRADE NETWORK LTD
01-1864	VIVEK INVESTMENT LIMITED	01-4393	ST. FRANCIS COMMUNITY HOSPITAL
01-1875	WANANDEGE CO-OPS. & C. SOCIETY LTD.	01-4394	FONES DIRECT LTD
01-1876	WARREN CONCRETE LTD.	01-4395	KUGURU FOOD COMPLEX LTD
01-1877	WARREN ENTERPRISES LTD.	01-4396	PRINT AND BRAND SERVICES
01-1880	WELDING ALLOYS LTD	01-4401	KIM-FAY E.A LTD
01-1882	WELRODS LTD.	01-4402	AFRICAN WILDLIFE FOUNDATION
01-1890	WHITE ROSE DRY CLEANERS LTD	01-4403	KABETE TECHNICAL TRAINING INSTITUTE
01-1891	WIRE PRODUCTS LIMITED	01-4404	MOTIVATION CHARITABLE TRUST
01-1896	PROMASIDOR (KENYA) LIMITED	01-4405	SALADIN KENYA LIMITED
01-1899	WORLD VISION INTERNATIONAL	01-4406	EASTERN MATHS INTERNATIONAL LTD
01-1900	WRIGGLEY COMPANY (E.A) LTD.	01-4407	AFRICA MERCHANT ASSURANCE CO. LTD (AMACO LTD)
01-1906	FIDES KENYA LIMITED	01-4408	SBC KENYA LTD
01-1908	YUSUF ABDULGANI LTD	01-4409	MARUTI STEEL LTD
01-1957	UKULIMA SACCO LTD.	01-4410	KYUSO SECONDARY SCHOOL
01-1959	NAIROBI BAPTIST CHURCH	01-4411	SANA INDUSTRIES CO LTD
01-1960	DHL EXEL SUPPLY CHAIN (K) LIMITED	01-4412	GREAT YADUO INDUSTRIES LTD
01-1961	GURDEV ENGINEERING WORKS LTD	01-4414	EGIS KENYA LTD
01-1969	RED LAND ROSES	01-4415	AL JAZEERA SATELLITE NETWORK
01-2108	CORPORATE INSURANCE	01-4416	PATHCARE KENYA LIMITED
01-2111	MWALIMU CO-OPERATIVE SACCO LTD.	01-4419	MATHIRA WATER AND SANITATION CO. LTD
01-2115	SHERIA CO-OPERATIVE SACCO	01-4420	SERENITY SPA
01-2119	KENYA GRANGE VEHICLE INDUSTRIES LTD.	01-4423	MARIE STOPES KENYA
01-2127	COMPLAST INDUSTRIES LIMITED	01-4424	SIGHTSAVERS INTERNATIONAL (ROYAL COMMONWEALTH SOCIETY FOR THE BLIND)
01-2131	SOCIETY OF AFRICANS MISSIONS	01-4426	KINETIC CONTROLS LTD
01-2134	ACROSS	01-4427	SOLPIA KENYA LTD
01-2136	WILDLIFE SAFARI (K) LTD.	01-4428	ONGATA ACADEMY
01-2143	YAYA TOWERS LIMITED	01-4429	MIDCOM LIMITED
01-2144	ORBIT CHEMICAL INDUSTRIES LTD	01-4430	SUNPAR PHARMACEUTICALS LIMITED
01-2147	SIGONA GOLF CLUB	01-4431	INTERNATIONAL TRAINING AND EDUCATION CENTER FOR HEALTH
01-2151	PRODEX (EAST AFRICA) LTD	01-4432	KIBO CLASSIC LTD T/A KIBO SAFARI CAMP
01-2160	KENYA BUREAU OF STANDARDS	01-4433	OLOOLAIER WATER AND SEWERAGE CO. LTD
01-2161	KALUWORKS LTD- (ALUMINIUM DIVISION)	01-4434	CROSS CUT LIMITED
01-2163	RAMBOO COLOURCANE LTD	01-4435	VIAZI LIMITED
01-2167	ST.MARY MAGDALENE RETREAT HOUSE	01-4436	JITOLEE- EAST AFRICAN VOLUNTEERING
01-2190	KENYA WILDLIFE TRAILS LTD	01-4437	EUROPEAN UNION DELEGATION TO THE REPUBLIC OF KENYA
01-2191	SPICEWORLD LTD	01-4438	GRATOM BABZ SERVICES LTD
01-2193	MAUA METHODIST HOSPITAL	01-4441	BOB MORGAN SERVICES LTD
01-2194	ENGEN KENYA LTD.	01-4442	HERITAGE FOODS KENYA LTD
01-2196	FIT-TIGHT FASTENERS LTD.	01-4443	MALVA COACH BUILDERS LIMITED
01-2201	MAGANA FLOWERS KENYA LTD.	01-4444	HELPAGE INTERNATIONAL
01-2202	MEDIVET PRODUCTS LIMITED	01-4445	WAUMINI SACCO SOCIETY
01-2203	ELGON KENYA LTD.	01-4446	OTIS LIMITED
01-2206	MULTIPLE HAULIERS (E.A.) LTD.	01-4447	VEFIS INSURANCE BROKERS (K) LTD
01-2215	SOUTH 'B' HOSPITAL	01-4448	KENYA TRADE NETWORK AGENCY (KENTRADE)
01-2217	CARMELITE COMMUNITY	01-4450	SPACE SELLERS LTD.
01-2218	CHILDREN OF GOD RELIEF INSTITUTE	01-4457	IMARA STEEL MILLS LTD.
01-2219	SIEMENS (PTY) LIMITED	01-4481	L'OREAL EAST AFRICA LTD.
01-2228	EURO CRAFT AGENCIES LTD	01-4482	MANUCHAR KENYA LTD.
01-2230	TECHPAK INDUSTRIES LTD.	01-4483	LORETO CONVENT MSONGARI
01-2232	METSEC LTD.	01-4484	EQUIP AGENCIES LTD.
01-2233	MURATA FARMERS CO-OPERATIVE SACCO LTD.	01-4486	SPEEDBIRD TRAVEL & SAFARIS LTD.
01-2234	LORD ERROLL LTD.	01-4487	ROSSLYN VALLEY DEVELOPMENTS
01-2245	HOGGERS LTD	01-4488	KINANGOP DAIRY LTD.
01-2246	CLASSIC MOULDINGS LIMITED	01-4489	REFUGEPOINT INTERNATIONAL
01-2249	BROOKSIDE DAIRY LIMITED	01-4491	WINNIE'S PURE HEALTH PRODUCTS LTD.

01-2256	BRAEBURN LIMITED	01-4492	ACTION AID INTERNATIONAL KENYA
01-2258	INTRA AFRICA ASSURANCE COMPANY	01-4493	SANGANA COMMODITIES (K) LTD.
01-2263	SITIMA PRINTERS & STATIONERS	01-4494	WILDEBEEST TRAVEL LTD.
01-2268	BINS (NAIROBI) SERVICES LTD	01-4495	GRAND PAINTS LTD.
01-2270	STRATHMORE SCHOOL	01-4496	SOMAK TRAVEL LTD.
01-2271	KENYA ELECTRICITY GENERATING CO.(KENGEN)	01-4497	MMA ENGINEERING SERVICES LTD.
01-2284	BINGWA SACCO LIMITED	01-4498	FLEXI PERSONNEL LTD.
01-2286	JETLAK FOODS LIMITED	01-4499	ST.TERESA'S PARISH DISPENSARY
01-2288	MATER MISERICORDIAE HOSPITAL	01-4500	JUHUDI KILIMO LTD.
01-2290	PALMHOUSE DAIRIES LIMITED	01-4501	DOVEYPHARMA LTD.
01-2296	ECOLAB EAST AFRICA (K) LTD	01-4502	ALL SAINTS CATHEDRAL CHURCH
01-2298	CHRISTIAN HEALTH ASSOCIATION OF KENYA	01-4504	BLUE WAVE ENT. LTD
01-2299	MPALA RESEARCH CENTER	01-4505	BUTTERFLY PROPERTIES LTD.
01-2305	KENNAT INKS AND CHEMICALS LIMITED	01-4506	KIRINYAGA WATER & SANITATION COMPANY
01-2314	KENYA LITERATURE BUREAU	01-4507	MAKINDU BOYS SECONDARY SCHOOL
01-2316	PIPE MANUFACTURERS LTD.	01-4508	ELECTRICAL DISTRIBUTORS LTD.
01-2323	YMCA INSTITUTIONS	01-4509	ROYAL OILFIELD LOGISTIC SERVICES & SUPPLIES
01-2324	YWCA INSTITUTIONS	01-4510	TANA & ATHI RIVERS DEV. AUTHORITY (TARDA)
01-2326	METHODIST CHURCH INSTITUTIONS	01-4511	KENYA UTALII COLLEGE
01-2327	UCHUMI QUICK SUPPLIES LTD	01-4512	KIRINYAGA UNIVERSITY COLLEGE
01-2329	SAVE THE CHILDREN INTERNATIONAL	01-4513	ALEXANDER FORBES RISK & INSURANCE BROKERRS LTD.
01-2331	ARISTOCRATS CONCRETE COMPANY LTD.	01-4514	ALEXANDER FORBES FINANCIAL SERVICES (E.A) LTD.
01-2342	EAST AFRICA REINSURANCE COMPANY LTD	01-4516	TALISMAN LTD.
01-2348	DIOCESE OF NGONG INSTITUTIONS	01-4518	STRATOSTAFF E.A LTD.
01-2352	CHRISTIAN AID UK/I	01-4523	JUMBO QUALITY PRODUCT LTD.
01-2355	PREMIER BAG & CORDAGE LIMITED	01-4524	KENYA FILM COMMISSION
01-2363	NDOVU HOLDINGS LIMITED	01-4525	MARA FARMING LTD.
01-2372	THE ASSOCIATION OF KENYA INSURERS	01-4526	SICHUAN YONGZHI CONSTRUCTION LTD.
01-2374	R.R.OSWALD & COMPANY LIMITED	01-4527	CROWN BEVERAGES LTD.
01-2376	POLYFLEX INDUSTRIES LIMITED	01-4529	LEATHER LIFE (EPZ) LTD.
01-2383	CONCORDE SERVICE STATION LTD	01-4530	KARSAN RAMJI & SONS LTD.
01-2386	THE MOST PRECIOUS BLOOD SISTERS	01-4531	CONTROLTECH LTD.
01-2388	THE CORNER SHOP LIMITED	01-4532	AIR KENYA EXPRESS LTD.
01-2397	DEVKI STEEL MILLS LIMITED	01-4533	SAAB KENYA LTD.
01-2399	EAGLE AFRICA INSURANCE BROKERS LTD	01-4534	ANTIQA FURNITURE LTD.
01-2400	KENYA FLOWER COUNCIL	01-4536	DIAKONIA SWEDEN
01-2405	FRIGOREX EAST AFRICA LIMITED	01-4538	CREDIT REFERENCE BUREAU -HOLDINGS LTD.
01-2408	DEEPA INDUSTRIES LIMITED	01-4539	PATHOLOGISTS LANCET KENYA
01-2412	KAREN BLIXEN COFFEE GARDEN & COTTAGES	01-4540	MALPLAST INDUSTRIES LTD.
01-2417	WOODVENTURE (KENYA) LIMITED	01-4543	FAST CHOICE
			EASTERN AFRICA NETWORK FOR GENDER AND ENTERPRISE
01-2421	AIRTEL NETWORKS KENYA LIMITED	01-4544	DEVELOPMENT TRUST
01-2422	SAFEPAK LIMITED	01-4545	HIGHPOINT MERCHANTS LTD.
01-2428	HUSSEINI BUILDERS LIMITED	01-4546	AFRICERT LTD.
01-2433	ROCKLAND KENYA LIMITED	01-4547	DELEGATION OF THE EUROPEAN COMMISSION -ECHO
01-2445	UNION LOGISTICS LIMITED	01-4548	EGYPTO EAST AFRICA LTD.
01-2447	UNITY AUTO GARAGE	01-4549	KENYA NETWORK INFORMATION CENTRE
01-2451	KENYA INDUSTRIAL RESEARCH & DEV.INSTITUTE	01-4550	AAR INSURANCE KENYA LTD.
	INCENTIVES FROM THE MARINISTS TO ASSIST		
01-2453	THE NEEDY	01-4551	DALBIT PETROLEUM LTD.
01-2462	PENTA CONVERTORS LIMITED	01-4552	LEGAL RESOURCES FOUNDATION
01-2464	TILE & CARPET CENTRE GROUP	01-4553	FARM AFRICA
01-2466	INTERNATIONAL RESCUE COMMITTEE	01-4554	LIQUID TELECOMMUNICATIONS
01-2469	CENTUM INVESTMENT COMPANY LIMITED	01-4555	INTRA HEALTH INTERNATIONAL
01-2474	TRANS-EASTERN AIRLINES LIMITED	01-4556	ONE WAY CLEANING SERVICES LTD
01-2475	CONSOLATA SISTERS	01-4557	GRANT THORNTON MANAGEMENT LTD.
01-2476	CEMPACK SOLUTIONS LIMITED	01-4558	CLOVERS MANAGEMENT & TRAINING CONSULTANTS LTD.
01-2477	NYERI WATER & SEWERAGE COMPANY LTD.	01-4559	CENTRE FOR HEALTH SOLUTIONS-KENYA
01-2491	ACCESS KENYA GROUP OF COMPANIES LTD	01-4560	RAPID KATE SERVICES LTD.
01-2492	AGA KHAN FOUNDATION	01-4561	HIGHLANDS FOODS LTD.
01-2494	STARLIT INSURANCE BROKERS LIMITED	01-4562	GUACA STATIONERS LTD.
01-2498	SYSTEM INTERGRATION LTD.(SYMPHONY)	01-4566	PROSEL LTD.

01-2499	MAJESTIC PRINTING WORKS LIMITED	01-4567	SIDAI AFRICA LTD.
01-2500	MARIST INTERNATIONAL CENTRE	01-4568	PANESAR KENYA LTD.
01-2501	KIBOKO LEISURE WEAR LIMITED	01-4569	BRITISH COUNCIL -KENYA
01-2502	NANU INVESTMENTS LIMITED	01-4570	NIELSEN KENYA
01-2509	KHS EAST AFRICA LTD	01-4571	BRUSSELS AIRLINES, KENYA BRANCH
01-2517	INDU FARM (EPZ) LIMITED	01-4572	AGRICHEM AFRICA LTD.
01-2518	HYGROTECH EAST AFRICA LIMITED	01-4573	SHEER LOGIC MANAGEMENT CONSULTANTS LTD.
01-2519	CHUNA SACCO LIMITED	01-4574	ALL FABRICATION SOLUTIONS LTD.
01-2524	FLOWERWINGS KENYA LIMITED	01-4576	KENYA ELECTRICITY TRANSMISSION CO. LTD.
01-2527	VIMIT CONVERTERS LIMITED	01-4579	TAWI COMMERCIAL SERVICES LTD.
01-2528	FORTUNE SACCO LTD KENYA VETERINARY VACCINES PRODUCTION	01-4580	KENYA PAPERMILL LTD.
01-2529	INSTITUTE	01-4581	KENYA NATIONAL ASSOC. OF PRIVATE COLLEGE OWNERS
01-2530	KENTAINERS LIMITED	01-4582	LACHLAN KENYA LTD.
01-2531	ANGHITI RESTAURANT LIMITED	01-4586	BUILD AFRICA KENYA
01-2532	EAST AFRICAN COURIER LTD (FEDEX)	01-4588	TUMAINI SELF SERVICES LTD.
01-2536	MEDIAMAX NETWORK LIMITED	01-4589	DIGITAL DIVIDE DATA
01-2542	COMET PLASTICS LIMITED	01-4590	PAPYRUS AFRICA LTD.
01-2546	HIGHER EDUCATION LOANS BOARD	01-4591	BARAGWI FARMERS'S CO-OP. SOCIETY LTD.
01-2551	ULTRAVETIS LTD	01-4592	AMBAZA LTD.
01-2552	SAFARICOM LIMITED	01-4593	AFRICAN CAMP SOLUTIONS LTD.
01-2553	BIODEAL LABORATORIES	01-4594	SIRIKOI LTD.
01-2556	DIPPOLY PLASTICS INDUSTRIES LIMITED	01-4598	KAHUTI WATER & SANITATION COMP. LTD
01-2557	NORKEN INTERNATIONAL LIMITED	01-4599	MATHARE YOUTH SPORTS ASSOCIATION
01-2560	KENAFRIC DIARIES MANUFACTURERS LTD.	01-4601	ATHLETICS KENYA