

THE PROFESSIONAL

7TH EDITION, NOV. 2025: 63 YEARS OF PROFESSIONAL SERVICE

32.

TAX DISPUTE RESOLUTION

The Importance of Alternative Dispute Resolution.

44.

Restoring pedestrian dignity and safety.

18.

Alternative Dispute Resolution in the Advent of National and Global Shifts.

50.

SRC Launches Bold and Transformative Strategic Plan.

26.

SWING SMARTER

How Musculoskeletal Ultrasound is Redefining Golf Injury Management.



TEERING OFF PROFESSIONAL EXCELLENCE: A COLLABORATIVE SWING TOWARDS SHAPING THE FUTURE



More Inside...

INSTITUTION OF ENGINEERING TECHNOLOGY OF KENYA (IET-K)

Empowering Futures

P.O Box 3561- 00200, Nairobi, Kenya
CBK Pension Tower, Harambee Ave, 1st Floor
Tel: +254-746 111 777, +254-20 787 2220
info@pssf.go.ke



TABLE OF CONTENTS.



Chairman's Message	2
APSEA Executive Committee	3
Council Members of APSEA	6



Public-Private Partnerships: A Cornerstone of Kenya's Bottom-Up Economic Transformation Future	8
The Significance of Persons with Disability in Shaping the Future	12



Alternative Dispute Resolution in The Advent of National and Global Shifts	16
Swing Smarter: How musculoskeletal Ultrasound is Redefining Golf Injury Management	20
From the Streets to the Boardrooms	24



The Institution of Engineering Technology of Kenya	28
Tax Dispute Resolution: Independent Review of Objections & The Importance Of Alternative Dispute Resolution	30
Restoring Pedestrian Dignity and Safety	42
National Heroes Day	44
Professional Criminologists Association Of Kenya (PCAK)	46
SRC Launches Bold and Transformative Strategic Plan	48
KCPF Profile	52
Pictorial	60
Apsea Members Directory	61
Sponsors	63
Apsea Members Directory	64



Message from The Chairman



Prof. Nicholas K. Letting', PhD
EBS, HSC, FFA, FCPA, FCS, FKIM,
MIHRM & MIOD
APSEA Chairman

The Editorial Board

Peter Kagia
Mbeti Michuki
Samuel Kumba
Dr. Agnes Maina
Prof. Solomon Ngahu
Eng. Dominic Mwaniki
Fredrick Karani
Dr. Ivy Ratemo
Dr. Joseph Othieno
Lulu Rodney

Location & Contact Info:

Parliament Road,
The Professional Centre,
P.O. Box 72643 - 00200 GPO.
Nairobi

+254 726 610 498 | +254 733 610 948
apsea@apsea.or.ke | www.apsea.or.ke



Designed & Printed by:
Alpha Osairi Media
0718 105 453

Greetings from

The Association of Professional Societies in East Africa (APSEA)

It is with great pride and heartfelt appreciation that I welcome you to the 7th edition of our magazine, a special release coinciding with our much-anticipated cocktail event. This edition carries a theme that speaks directly to the core of our shared mission: "Teeing Off Professional Excellence: A Collaborative Swing Towards Shaping the Future."

Just as in golf, where precision, strategy and synergy define success, so too does our professional journey rely on discipline, collaboration and forward thinking. We stand at a unique tee-off point in our collective path poised not only to reflect on how far we've come, but to drive forward with renewed purpose and unity.

This edition is more than a celebration of milestones; it is a call to action. A call for us seasoned professionals and emerging leaders alike to continue investing in excellence, embracing innovation and cultivating the networks that elevate our Profession. The stories, insights and perspectives shared within these pages reflect the dynamic and resilient spirit of professionalism.

Our strength as professional associations lies in our diversity, shared standards and our commitment to lifting each other higher. Let us keep fostering an environment where collaboration is not just encouraged but expected where every swing we take is aligned with the future we aim to shape.

As you engage with this edition, I invite you to reflect, connect and recommit to the values that define us. Together, we are not just preparing for the future we are shaping it.

Thank you for your continued support, partnership and professionalism.

Prof. Nicholas K. Letting'

PhD, EBS, HSC, FFA, FCPA, FCS, FKIM, MIHRM and MIOD
Chairman, Association of Professional Societies in East
Africa (APSEA).

APSEA Executive Committee Members



**PROF. NICHOLAS
LETTING'**
Chairman



**COMMISSIONER
LEONID ASHINDU**
1st Vice Chairperson
& Convener Professional
Resource Centre
Committee (PRCC)



**FCS ROSEMARY
NJOGU**
2nd Vice Chairperson



**PROF. KENNETH WYNE
MUTUMA**
Hon. Secretary &
Executive Committee In
charge of Business and
Corporate Governance



**CPA VINCENT
ONSOMU**
Honorary Treasurer



**MR. LAWRENCE
GITHAIGA**
Assistant Treasurer



DR. SHEILA KILONZI
Assistant Secretary &
Executive Committee in
Charge of Climate Change &
Food Security



**ARCH. STEVEN
OUNDO, OGW**
Chairman, Kenya
Professionals Development
Fund (KPDF)



**MR. PETER
KAGIA**
Convener - Marketing, Business
Development & Capacity Building
Committee (MBCC)



**MR. HILLARY
ONAMI**
Convener, Public Affairs,
Governance & Legislation
Committee (PGLC)



**ARCH. FLORENCE
NYOLE**
Executive Committee
in Charge of
Built Environment



**DR. SIMON
KIGONDU**
Executive Committee
in Charge of
Health Services



**MS. JANE
WANJIRU**
Executive Committee
in Charge of
Special Interests



COUNCIL MEMBERS OF THE ASSOCIATION OF PROFESSIONAL SOCIETIES IN EAST AFRICA (APSEA) FOR THE YEAR 2025

No.	Association	Council Members	Alternate Council Members
1	AAK	Arch. Anthony Kimondo	Arch. Loice Atieno
2	ACEK	Eng. Gabriel Jabongo	Eng. Jane Mutuli Eng. Timothy Musiomi
3	CIArb	Prof. Wyne Mutuma	Ag. CEO - Evelyn Kimani
4	GSK	Mr. Joseph N'ganga Kuria	Mr. Alex James Nyandigisi
5	ICIFA	FA Catherine Karita	FA. Diana Muruki
6	ICPAK	Dr. Grace Kamau	—
7	ICS	FCS. Jeremiah Karanja	FCS. Emily Mugonyi
8	ICWK	Mr. Lawrence Githaiga	Mr. Silas Mukeya
9	IEK	Eng. Shammah Kiteme	Eng. Jennifer Gache
10	IET-K	Prof. George Thumbi	Mrs. Alice Mutua
11	IHRM	Coach Mathangani Muya	CHRP Quresha Abdullahi
12	IIK	Mr. Peter Kagia	Mr. George Ogutu
13	IIA	David Wagacha	Anne Tina
14	IQSK	Qs. Cynthia Mulaku	Qs. Jordan Rabach
15	ISACA	Boniface Ishola Asiliwa	Dr. Fred Okongo Quoma
16	ISK	Mr. Eric Nyadimo	Ms. Nelly Mbugua
17	KAR	Dr. Kelvin Ombati	Dr. Lucy Kavulani Mutiso
18	KARMA	Dr. Cleophas Ambira	Mr. Collins Mutimba
19	KDA	Dr. David Mundia	—
20	KEG	—	—
21	KIFST	Dr. John Muoria	Dr. Sheila Kilonzi
22	KIP	Plan. Fawcett Komollo	Plan. Mildred Ambani
23	KISM	Mr. Jeremiah Nthusi, OGW	Mr. Moses Omondi
24	KMA	Dr. Simon Kigundu	Dr. Diana Marion
25	KSP	Mr. Onesmus Ngungua	Dr. Henry B. Opondo
26	KVA	Dr. Agnes Maina	Dr. Samantha Opere
27	KCPF	—	—
28	KMS	Dr. Bethwel Mutai	Dr. Cohen Angu
29	LSK	Ms. Rosemary Thiong'o	Mr. Titus Mukhutsi Mukanzi
30	PCAK	Munene Mugambi	Christine Mbukuli O.
31	PRSK	Mr. Samuel Karanja, MPRSK	Mr. Joseph Ndegwa, MPRSK
32	PSK	Dr. Ivy Ratemo	—
33	SORK	Mr. Jervas O. Kenyanya	Mr. Nimrod Onyancha

Public-Private Partnerships



By Dr. Julius O. Olayo
PhD, CHRP-K

A cornerstone of Kenya's Bottom-Up Economic Transformation Future

Kenya is pursuing an ambitious development program guided by the Bottom-Up Economic Transformation Agenda (BETA). The BETA strategic agenda aims to empower citizens, especially in peripheral and rural areas, through inclusive, bottom-up economic growth. The government recognizes that sustainable transformation cannot be imposed from the top down or concentrated in a few urban centres. Besides, economic opportunities must permeate every region and every community. To achieve this, the government aims to leverage on Public-Private-Partnerships (PPPs). These are collaborations in which public entities work with private companies to plan, finance, build, and operate infrastructure and services for the common good. (Jeff Barnes, 2010)

Public-Private-Partnerships have proven to be indispensable mechanisms for accelerating Kenya's development, especially given limited public financial resources. Through mobilization of private capital, adoption of innovations, and sharing of risk, PPPs enable Kenya to accelerate the implementation of key projects while ensuring efficient and sustainable implementation. Evidently, PPPs have been aligned with the core objectives of BETA: reducing inequality, creating jobs for youth and women, empowering small businesses, and promoting regional equity.

Public-Private-Partnerships are far more than mere financing models: They represent an evolution in the design and delivery of public



services and infrastructure. Traditionally, governments exclusively managed roads, hospitals, and utilities. However, the rising demand and budget constraints make this model unsustainable. PPPs, therefore, create a win-win situation: Private companies contribute capital, technical expertise, and operational efficiency, while the government maintains oversight and ensures that projects meet social and development objectives.

In the Kenyan context, the importance of PPPs reinforces the ambitions of the BETA program. This Program explicitly targets a majority of Kenyans living outside the capital and urban centres – farmers, informal traders, artisans, youth, and women – and empowers them to actively participate in economic life.

PPPs enable this by channeling investments into projects which eventually improves underserved regions, increases access to markets, healthcare, education, and digital connectivity, and creates sustainable employment opportunities.

Successful implementation of PPPs, significantly depends on a clear, transparent, and predictable legal framework. Kenya has made momentous progress in this regard, through the establishment of laws and institutions that govern the entire PPP lifecycle – from project planning to contract management, and dispute resolution.

At the heart of this framework is the Public-Private-Partnerships Act of 2013, which institutionalizes PPPs in Kenya's public procurement system. This law establishes the PPP Division within The National Treasury, which serves as a technical and policy platform for the preparation, evaluation, and monitoring of PPP projects. It also

establishes the PPP Committee, a multidisciplinary team that reviews project proposals to ensure they meet the set criteria for economic viability, social impact, and risk management.

A key element of the PPP Act is its' emphasis on risk allocation. This principle ensures that risks such as construction delays, cost overruns, or demand losses are fairly distributed between public and private stakeholders. This clarity is crucial for attracting reputable investors who want to ensure the financial viability of projects while protecting taxpayers from excessive liability.

The Kenya Constitution (2010) anchors the legal framework for PPPs by enshrining the principles of citizen participation, equitable resource distribution, and environmental sustainability. These constitutional mandates ensure that PPP projects are not only economically viable, but also socially responsible and inclusive. Furthermore, laws such as the Public Financial

Management Act and the Public Procurement and Disposal of Assets Act which regulate the government's financial obligations and transparency in public procurement, respectively, help strengthen PPP procurements. This reduces fiscal risks and prevents corruption.

In addition, the decentralization framework provided for in the County Governments Act (2012) empowers counties to enter into PPP agreements, thus promoting local development in line with the BETA philosophy of empowering local governments and communities.

Kenya is cognizant of evolving economic needs and continually updates its PPP framework. Recent reforms aim to expedite project approvals, strengthen local ownership requirements to maximize job creation, reinforce social and environmental safeguards, and improve stakeholder engagement mechanisms to ensure that community opinion influences



project outcomes.

Infrastructure development is a critical pillar of BETA because of its direct impact on productivity, market access, and the people's quality of life. PPPs have contributed significantly to the implementation of some of Kenya's most transformative infrastructure projects. The Standard Gauge Railway (SGR) and the Nairobi Expressway are such flagship PPP initiatives that have redefined transportation in Nairobi and between Nairobi and Mombasa, the country's main commercial hub (Wang, 2024). Through reduced transit times for goods and passengers, the SGR decreases business costs and opens new opportunities for farmers and small-scale traders along the Corridor. Their success demonstrates the ability of PPPs to implement large, capital-intensive projects, with significant economic benefits.

The Nairobi Expressway PPP project has also revolutionized road transport by increasing capacity and improving road safety. Kenyans have reorganized their lives in tandem with the Nairobi Expressway. Never mind that the Project is just 27 kilometres between Mlolongo and James Gichuru junction. This enabled more efficient movement of goods and people within and around the city as well as access to the airport and the SGR. This connectivity has enhanced access the global United Nations Environment Programme (UNEP) Headquarters in Gigiri, where many expatriates, operate.

Indeed, courtesy of the Nairobi Expressway, the UN is now set to relocate the global headquarters



of United Nations Children's Fund (UNICEF), United Nations Population Fund (UNFPA), and UN Women to Nairobi by next year, 2026.

In addition to major roads, PPPs are increasingly targeting rural road networks, which are essential for connecting isolated communities to markets, schools, and healthcare. These projects provide farmers with access to new markets and improve food security, directly benefiting Kenya's predominantly rural population.

Access to healthcare remains a major development challenge, particularly in marginalized rural districts. PPPs in the health sector support BETA through expansion of infrastructure, improved service delivery, and implementation of innovative solutions. Through these agreements, Kenya is modernizing Sub-County and County hospitals and clinics, focusing especially on improving maternal and child healthcare and strengthening disease surveillance and response capacities. PPP-supported telemedicine initiatives are also extending specialized medical care to remote areas, bridging inequalities that have historically hindered economic participation.

BETA's success is largely based on digital inclusion, which provides young entrepreneurs with access to markets, information, and financing. PPPs have bosted Kenya's digital revolution by expanding broadband infrastructure and digital services. The National Fiber Optic Backbone Infrastructure (NOFBI) is a perfect example: The government and private companies have collaborated to provide high-speed internet to underserved areas, thus bridging the digital divide, and promoting digital entrepreneurship.

Fintech innovations like M-Pesa, developed through PPPs, have revolutionized financial services by providing millions of unbanked Kenyans with access to mobile money. This financial inclusion has helped countless small business owners and enabled seamless transactions, boosting BETA's local economy. Furthermore, PPP-funded technology incubators and innovation centres support startups and provide critical training to prepare the Kenyan youth for the country's future economic growth.

Kenya's commitment to environmental sustainability is enshrined in the BETA program. PPPs are essential for the implementation of renewable energy projects and sustainable resource management. The Olkaria Geothermal Power Plant, a significant PPP initiative, has enabled Kenya to harness its enormous geothermal potential and supply a significant portion of the country's clean electricity. This reduces dependence on expensive fossil fuels, lowers greenhouse gas emissions, and stabilizes energy costs, benefiting both industry and consumers. PPPs in waste management and water supply also contribute to improved environmental performance, create green jobs, and build resilience among the population.

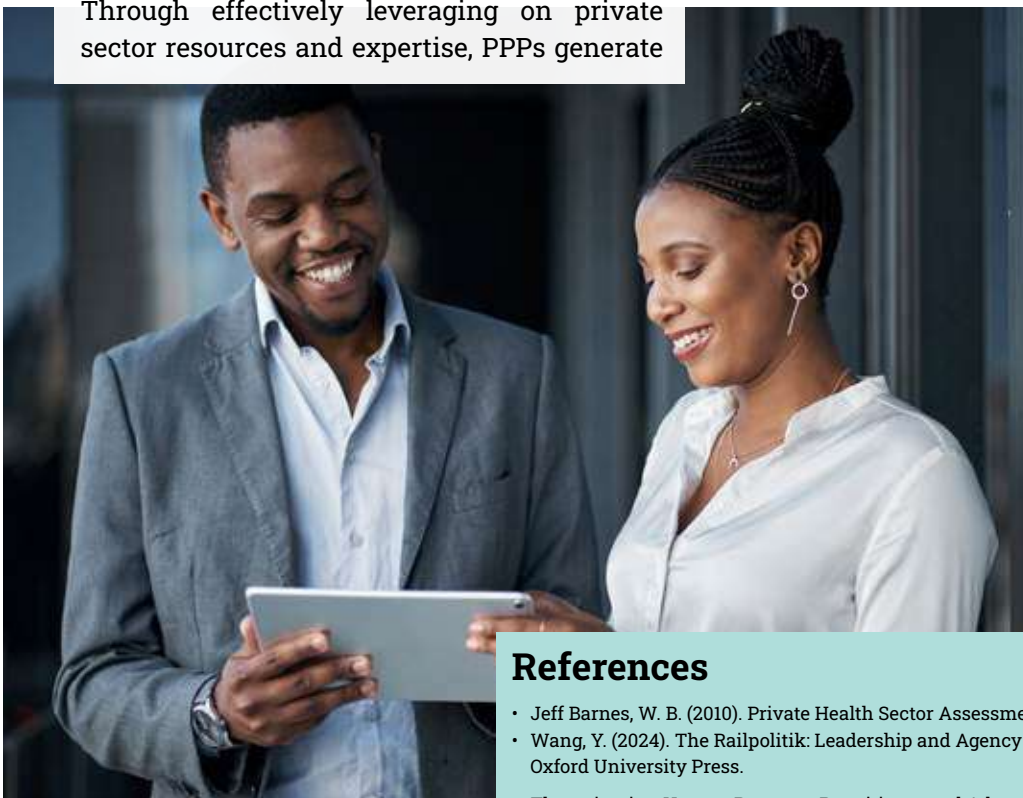
multiple benefits that align with BETA's objectives: capital mobilization, increased efficiency and innovation, creation of inclusive economic opportunities, and ensuring sustainability. However, PPPs in Kenya also face challenges such as administrative delays, limited public sector capacity, balancing commercial and social objectives, and ensuring transparency to combat corruption.

Kenya is addressing these challenges through legal reforms, capacity-building programs, and strengthened monitoring mechanisms. Given the continuous improvements, PPPs remain critical to BETA's path to equitable and prosperous development.

Kenya's commitment to bottom-up economic transformation reflects a deep understanding that inclusive and sustainable development begins with empowering citizens and marginalized communities.

Public-Private-Partnerships have proven to be effective tools for realizing this vision. Through enabling the efficient delivery of infrastructure and services, mobilizing private investment, and fostering innovation, PPPs open up economic opportunities for millions of Kenyans. This is enhanced by continued regulatory improvements, institutional strengthening, and targeted sectoral interventions, through which PPPs remain essential for Kenya to chart a more equitable and prosperous future—one that is truly bottom-up and benefits all.

Through effectively leveraging on private sector resources and expertise, PPPs generate



References

- Jeff Barnes, W. B. (2010). Private Health Sector Assessment in Kenya. World Bank Publications.
- Wang, Y. (2024). The Railpolitik: Leadership and Agency in Sino-African Infrastructure Development. Oxford University Press.
- The writer is a Human Resource Practitioner and Advocate of the High Court of Kenya.

The Significance of Persons With Disabilities in Shaping The future



By Jane Wanjiru

Introduction & Background

Imagine a Kenya where every child, irrespective of their abilities, can thrive in an inclusive classroom; where workplaces wholeheartedly embrace diversity as a catalyst for innovation; and where no individual is marginalized in times of crisis. This is not a mere abstraction – it represents a future attainable if society collaborates to unlock the full potential of Persons with Disabilities (PWDs).

Disability inclusion transcends mere fairness; it embodies a fundamental aspect of national advancement. A society that marginalizes nearly a million of its citizens cannot rightfully consider itself complete.

According to the Kenya National Bureau of Statistics (KNBS) 2019 Population and Housing Census, 2.2% of the Kenyan populace—approximately 918,270 individuals—grapples with some form of disability.

These figures are not mere

statistics; they signify children, workers, innovators, and leaders whose potential has often been stifled by stigma, exclusion, and disjointed responses.

Kenya's 2010 Constitution marked a turning point by embedding disability rights within the Bill of Rights, affirming that all citizens are equal before the law. This was further reinforced by the Persons with Disabilities Act 2025, designed to translate rights into opportunities across education, employment, healthcare, and political participation. On the global stage, frameworks such as the UN Convention on the Rights of Persons with Disabilities (CRPD) and the Sustainable Development Goals (SDGs) have made inclusion a central pillar of human rights and development.

Yet progress does not flow automatically from policies or treaties. Real change occurs when governments, civil society, the private sector, families, and

PWDs themselves collaborate to dismantle barriers.

Breaking Stigma & Fostering Inclusion

One of the most formidable obstacles confronting persons with disabilities (PWDs) is not their impairment, but rather the stigma that society ascribes to it.

Deep-seated stereotypes—perceiving PWDs as dependent, inept, or mere objects of pity—frequently alienate them from educational opportunities, employment, healthcare, and social engagement. Surmounting these detrimental perceptions necessitates more than mere legislation; it requires a concerted and collective endeavor.

Collaboration is the catalyst that makes this transformation possible. Public awareness campaigns, co-created with

“Disability is not inability. It is society’s response to disability that disables people.” – Anonymous

PWD advocacy groups, help normalize inclusion by portraying disability in a positive, empowering light. Schools, families, faith communities, and employers all have a role to play in changing narratives. The truth is simple: stigma thrives in silence, but inclusion flourishes when people talk, learn, and act together.

“The worst thing about disability is that people see it before they see you.” – Easter Seals Campaign

Policy Shaping: From Tokenism to True Representation

Good policies determine how resources are distributed, whose needs are prioritized, and whose voices are heard. For too long, policies affecting PWDs were crafted without their input, resulting in frameworks that looked inclusive on paper but failed in practice. Today, collaboration is changing that narrative.

When government ministries, legislators, and policymakers work directly with PWD advocacy groups, policies shift from being about PWDs to being shaped with them. Compliance and enforcement depend on sustained partnerships between institutions like NCPWD, KNCHR, and grassroots organizations.

At both national and county levels, inclusive policies emerge when decision-makers actively engage with PWD voices.

“Nothing about us, without us.” – Disability Rights Movement slogan





Monitoring & Evaluation: Measuring Progress, Driving Accountability

Policies and programs for PWDs can only be effective if their impact is consistently measured. Joint M&E frameworks, co-designed by government agencies, development partners, and PWD organizations, ensure that disability inclusion is not an afterthought but a measurable priority.

Participatory evaluation – where PWDs themselves provide feedback – reveals gaps statistics cannot capture. Collaborative M&E not only improves learning but also builds trust and accountability.

“What gets measured gets improved.” – Peter Drucker

Education & Capacity Building: Unlocking Potential Through Knowledge

Education is an equalizer and the cornerstone of empowerment. For

Persons with Disabilities (PWDs), access to quality education is not just about learning – it is about breaking generational cycles of exclusion and creating pathways to dignity and independence. Yet, in many parts of Kenya, children with disabilities still face barriers such as inadequate facilities, a lack of trained teachers, and limited access to assistive technology.

Collaborations between government, civil society, and community organizations have begun to bridge these gaps. Inclusive education programs, scholarships, mentorship initiatives, and teacher training schemes are ensuring that learners with disabilities are not left behind. Capacity building goes beyond classrooms; it equips PWDs with practical skills, leadership training, and the confidence to claim their rightful place in society.

“Education is the most powerful weapon which you can use to change the world.” – Nelson Mandela

Economic Empowerment & Employment: Building Independence and Dignity

Work is more than a paycheck – it is dignity, independence, and belonging. For PWDs, access to decent employment and economic opportunities remains one of the biggest challenges. Discrimination, inaccessible workplaces, and negative stereotypes often lock PWDs out of the job market. Yet, when barriers are removed, PWDs bring creativity, resilience, and innovation that enrich both businesses and society.

Kenya's legal framework, including the **Persons with Disabilities Act 2025** and the government's directive reserving **30% of public procurement opportunities** for marginalized groups, provides a platform for PWDs to thrive. But real transformation comes through collaborations: when PWD-led groups, government agencies, private companies, and financiers join hands to create sustainable livelihoods.

Community Empowerment & Grassroots Mobilization

Real change begins at the community level. While national policies and international commitments set the tone, it is in villages, towns, and neighborhoods where inclusion is either lived or denied.

When communities unite – families, local leaders, self-help groups, and disability organizations – they create safe spaces where PWDs are not hidden but celebrated. Grassroots mobilization amplifies advocacy, ensures local needs are met, and nurtures future leaders.

“Alone we can do so little; together we can do so much.” – Helen Keller

Leadership & Representation: Ensuring PWD Voices Guide the Future

True inclusion means giving PWDs a seat at the decision-making table. Representation in leadership is not symbolic – it is essential for shaping a future where policies, programs, and services reflect the realities of all citizens. Collaboration creates pathways for PWDs to lead – through training, mentorship, and accessible political processes. Women and youth with disabilities especially need targeted support to overcome compounded barriers.

When PWDs are seen in leadership roles, it challenges stereotypes and inspires future generations.

“The greatest disability is not in the body, but in the absence of vision.” – Anonymous

International Partnerships & Global Solidarity

Disability inclusion is not just a national agenda – it is a global movement. International partnerships provide a platform

for sharing solutions, amplifying voices, and building solidarity across borders. Global frameworks like the CRPD and SDGs anchor disability rights, but their success depends on governments, donors, and advocacy groups working together. Partnerships also allow PWD leaders in Kenya to share experiences and learn from peers worldwide.

“We rise by lifting others.” – Robert Ingersoll

Conclusion: A Future Built on Inclusion

The journey toward disability inclusion is not the responsibility of a single group – it is a shared mission. From breaking stigma and shaping policy, to empowering communities and forging global solidarity, collaboration is the thread that binds progress together.

PWDs are not asking for sympathy; they are demanding equity, dignity, and opportunity. The time for fragmented efforts has passed. Collaboration is the key to unlocking not only the potential of PWDs but also the potential of society itself.

The call to action is clear: let us strengthen partnerships, amplify PWD voices, and commit to building an inclusive future – together.

“Inclusion is not bringing people into what already exists; it is making a new space, a better space, for everyone.” – George Dei

REFERENCES

- United Nations, 2015, Transforming Our World: the 2030 Agenda for Sustainable Development, sdgs.un.org
- Kenya Law, (2010), Constitution of Kenya, www.kenyalaw.org
- KNBS, 2019, Kenya Population and Housing Census Volume I: Population by County and Sub-County, knbs.or.ke
- Public Procurement Regulatory Authority, (2015), Public Procurement and Asset Disposal Act 2015, ppra.go.ke
- Jane Wanjiku Githinji, (2013), Access to University Education for Persons with Disabilities: Towards Inclusion. Masters of Law, erepository.ounbi.ac.ke
- NCPWD, (2024), Status Report on Disability Inclusion: Assessing Progress in Disability Inclusion (Page 31-33), <https://ncpwd.go.ke>



Alternative Dispute Resolution

in the Advent of National & Global Shifts

By Prof. Kenneth Wyne Mutuma
& Anne Apiyo Abala (CPM)



Introduction

Alternative Dispute Resolution (ADR) encompasses mechanisms for resolving disputes outside the traditional judicial system. These mechanisms include negotiation, conciliation, reconciliation, arbitration, mediation, and traditional dispute resolution mechanisms (TDRMs).

Article 159(2)(c) of the Constitution of Kenya (2010) (COK) mandates the judiciary to promote ADR, recognizing mediation, conciliation, arbitration, and TDRMs as integral to the exercise of judicial authority. This aligns with Article 48 COK, which guarantees every citizen the right to access justice.

Historically, the Kenyan judiciary has grappled with persistent case backlogs, resulting in prolonged, costly, and often adversarial litigation processes (Muigua, 2024). These challenges have been particularly pronounced in land, environmental, and family disputes, areas marked by emotional and protracted litigation.

Consequently, only a small percentage of Kenyans have traditionally sought recourse through the courts, underscoring the need for accessible, efficient, and culturally resonant alternatives.

Contextualizing Court-Annexed Mediation

To address the chronic backlog, the Judiciary of Kenya introduced the Court-Annexed Mediation (CAM) Programme in 2016. Under this initiative, parties, with their consent, are referred to accredited mediators under the supervision of the Mediation Accreditation Committee (Judiciary of Kenya, 2022). Chief Justice Martha Koome, President of the Supreme Court of Kenya, has championed a multi-door approach to access to justice, urging judicial officers to embrace mediation, ADR, Alternative Justice Systems (AJS), and specialized courts as pathways to a responsive justice system (Koome, 2023).

Judiciary reports indicate that CAM has significantly improved the commercial environment by facilitating the resolution of high-value cases and repairing familial relationships previously strained by litigation (Judiciary of Kenya, 2023). The Court-Annexed Mediation Rules (2022) further empower parties to engage in private mediation by selecting mediators of their choice, enhancing autonomy and trust in the process.

Arbitration in Kenya and International Best Practices

Kenya's Arbitration Act (1995) is largely modeled on the UNCITRAL Model Law on International Commercial Arbitration (1985). Section 10 of the Act limits judicial intervention to instances expressly provided for, reinforcing the principle of party autonomy, a cornerstone of modern arbitration (Mutuma, 2024). Arbitration is widely used in commercial and construction disputes due to its confidentiality, efficiency, and enforceability (Muigua, 2024).

Arbitration in Kenya may be institutional or ad hoc. Institutional arbitration is administered by accredited centers such as the Chartered Institute of Arbitrators (CIArb), the Nairobi Centre for International Arbitration (NCIA), and the Strathmore Dispute Resolution Centre. These institutions provide standardized rules, arbitrator rosters, and professional oversight, fostering confidence in arbitration as a fair and credible mechanism.



Why Arbitration?

Nevertheless, arbitration in Kenya faces notable challenges, particularly concerning judicial interference and high procedural costs. While Section 10 restricts court intervention, Sections 35 and 39(3) of the Arbitration Act permit limited judicial review and appeals, respectively. The tension between judicial oversight and arbitral finality has generated significant jurisprudence.

In *Nyutu Agrovets Limited v. Airtel Networks Kenya Limited*; Chartered Institute of Arbitrators (Kenya Branch) [2019] KESC 11 (KLR), the Supreme Court examined the extent of appellate review under Section 35.



Although the case advanced clarity on the grounds of appeal, its thirteen-year trajectory, from an arbitral award in 2011 to final resolution in 2024, illustrates the time costs associated with judicial intervention in arbitral matters (Kenya Law Reports, 2024).

The introduction of the Arbitration (Amendment) Bill (2025) marks a progressive step. It proposes third-party funding for international arbitration seated in Kenya and the establishment of an Arbitral Court under the NCIA, which would assume the High Court's jurisdiction over applications to set aside arbitral awards.

While this proposal promises to streamline arbitration, questions remain regarding its constitutionality, given that Article 165 COK vests judicial authority to hear matters on violation of rights, including the right to access to justice, in the High Court.

Construction Adjudication & Dispute Resolution in Kenya

Construction adjudication is an emerging ADR mechanism in Kenya, inspired by practices from South Africa and the United Kingdom (Mbaye, 2023; Muigua, 2024).

Adjudication provides a fast-track process where an independent adjudicator resolves disputes, typically within 28 days, allowing construction projects to proceed without disruption (UK Housing Grants, Construction and Regeneration Act, 1996).

The proposed Construction Payments Adjudication Bill (2024) draws from comparative frameworks in Singapore, Australia, and the UK, aiming to introduce statutory adjudication in Kenya's construction sector.

If enacted, this legislation would institutionalize efficient dispute resolution mechanisms, enhance industry confidence, and mitigate costly project delays.



The Integration of Traditional Dispute Resolution Mechanisms (TDRMs) in the Judiciary

TDRMs in Kenya derive from the diverse cultural practices of its communities. For instance, among the Ameru people, the Njuri Ncheke council of elders has long played a central role in conflict resolution.

In *Mwangaza v. County Assembly of Meru*; *Njuri Ncheke Supreme Council of Ameru Elders (Proposed Amicus Curiae)* [2024] KEHC 14842 (KLR), Justice Kassan directed the matter to be resolved by the Njuri Ncheke within three weeks, underscoring judicial recognition of traditional mechanisms as legitimate and efficient forums for justice (Kenya Law Reports, 2024).

Such cases demonstrate that TDRMs are no longer confined to community-level disputes but are increasingly integrated into formal judicial processes.

Moreover, grassroots initiatives such as Nyumba Kumi have further strengthened community-level dispute resolution, reducing pressure on the formal judicial system (AJS Secretariat, 2023).

Promoting ADR in Kenya: Expectations on the ADR Week

Kenya's ADR landscape has evolved significantly, complementing the formal justice system and contributing to reduced case backlogs. Scholars and practitioners increasingly view ADR not as "alternative" but as complementary to the judiciary (Muigua, 2024).

Justice, as many argue, is not an objective construct but a subjective experience rooted

in parties' perceptions of fairness and resolution. Suffice to say, a dispute can only be conclusively resolved from the roots. Otherwise, it would be like a Lernaean Hydra that grows two heads in place of the one that is cut.

The inaugural ADR Week, organized by the Chartered Institute of Arbitrators (Kenya Branch), exemplifies Kenya's commitment to continuous dialogue and reform.

The event convenes practitioners, scholars, the judiciary, industry experts, and students to explore emerging trends in ADR, including technological innovations and AI-driven dispute resolution tools in the post-COVID-19 era (CIArb Kenya, 2025).

As national and global shifts continue to reshape dispute resolution, Kenya's embrace of ADR reflects not only legal innovation but also a profound commitment to restorative and participatory justice.



References

- AJS Secretariat. (2023). Annual report on Alternative Justice Systems implementation in Kenya. Judiciary of Kenya.
- Chartered Institute of Arbitrators (Kenya Branch). (2025). ADR Week Conference Report. Nairobi: CIArb Kenya.
- Constitution of Kenya, 2010 (Kenya).
- Judiciary of Kenya. (2022). Court-Annexed Mediation Programme Report 2016–2022. Nairobi: Judiciary of Kenya.
- Judiciary of Kenya. (2023). Performance Management and Mediation Report 2023. Nairobi: Judiciary of Kenya.
- Kenya Law Reports. (2024). Nyutu Agrovet Limited v. Airtel Networks Kenya Limited; Chartered Institute of Arbitrators (Kenya Branch) [2019] KESC 11 (KLR).
- Kenya Law Reports. (2024). Mwangaza v. County Assembly of Meru; Njuri Ncheke Supreme Council of Ameru Elders (Proposed Amicus Curiae) [2024] KEHC 14842 (KLR).
- Koome, M. (2023). The Multidoor Approach to Access to Justice: Transforming Kenya's judiciary. Judiciary Training Institute Lecture Series.
- Mbaye, L. (2023). Construction Adjudication in Kenya: the Need to Develop Legal Framework for Effective Construction Adjudication, *Journal of Conflict Management & Sustainable Development*.
- Muigua, K. (2024). Alternative dispute resolution and access to justice in Kenya (4th ed.). Glenwood Publishers.
- Mutuma, K. W. (2024). Arbitration Ultimate Balance: Party Autonomy and Judicial Oversight, *The Lawyer Africa*.
- UK Housing Grants, Construction and Regeneration Act, 1996 (United Kingdom).

SWING SMARTER

How Musculoskeletal Ultrasound is Redefining Golf Injury Management

By Nelly Chepkurui Ronoh,
MDU Student (Masters of Diagnostic Ultrasound)
Ernest Cook University, Uganda.



Ever Wondered What Would Be the First Line of Assessment If You Tore A Muscle While Teeing Off?

Picture this, you've just stepped onto the tee box, adrenaline high, ready for that perfect clean and long drive. Suddenly, a sting hits your shoulder or chest and your swing collapses mid-motion.

Well, it could be your rotator cuff, pectoralis major or oblique muscles protesting under pressure. Or maybe it's that stubborn ache on the inside of your elbow - "golfer's elbow" - that seems to grow worse after every tournament weekend.

As a golfer and a Musculoskeletal Sonographer deeply passionate about sports medicine who understands the intersection of passion and pain, I've seen firsthand how precision, posture and power - the very elements that make golf so beautiful become punishing. The repetitive rotation, torque and impact demand perfect biomechanics. When those go off, even slightly, injuries follow.



Golf looks effortless but every swing demands immense coordination between the shoulder stabilizers, trunk rotators and forearm flexors. Over time, this repetition under tension leads to micro-tears, tendinopathies and joint irritation - often undetected until performance suffers.

The Hidden Epidemic: Injuries Beyond the Fairway

While golf is often called a "gentleman's game," since it's a no contact sport its injury statistics tell another story.

- Globally, over 8.6 million sports-related injuries occur each year, many from repetitive motion rather than collisions.
- Across Africa, more than 23 million youth and adult athletes sustain injuries annually, with limited access to affordable imaging or rehabilitation.
- In Kenya, data from national leagues shows thousands of injuries per season; many soft-tissue and overuse-related. Golfers are no exception.

Nearly 60% of golfers whether professional or recreational, experience a significant injury in their lifetime - most commonly to the shoulders, elbows, lower back and wrists.



Muscles used in the phases of the golf swing:

(a) take-away, (b) acceleration and (c) follow-through.

The Cost of a Bad Swing - Literally

1. Healing Time:

- Mild muscle/tendon strain 2- 4 weeks
- Moderate tear 2-3 months
- Severe injury/surgery 6-12 months or longer

2. Treatment costs:

- MRI scan: Ksh 25,000- 40,000 (\$192 - 308) per region
- Physiotherapy: Ksh 2,000 -5,000 (\$15 - 38) per session
- Platelet-Rich Plasma (PRP) injection: Ksh 30,000 -70,000 (\$231- 538)
- Surgical repair: Ksh 400,000+ (\$3,077+)

Losses in Revenue & Opportunity:

For many athletes, it's not just physical pain - it's lost game time, lost income and lost opportunities that eventually translate into economic and emotional setbacks for both the player and the sport. Clubs and federations also spend heavily on late-stage treatment that early diagnosis could have prevented.

What Could Have Been Done Differently?

- **Early Detection through routine ultrasound screening:** Periodic MSK ultrasound checks to catch early warning signs like tendon changes or inflammation before pain worsens.
- **Load Management:** Balanced training schedules and recovery periods as well as rest cycles helps prevent overuse.
- **Technique Review:** Subtle mechanical errors cause long-term damage hence addressing swing mechanics that predispose to strain could be helpful especially in Golf.
- **On-site Ultrasound Support:** Integrating portable ultrasound and having MSK Sonographers available during major events and tournaments - like APSEA Golf Series or AFCON 2027, this can provide instant assessments and prevent worsening injuries.
- **Education:** Empowering coaches and athletes to recognize red flags early; to recognize pain as a message, not a nuisance.

Seeing Beyond the Bones: The Power of MSK Ultrasound

Musculoskeletal Ultrasound (MSKUS) is changing the face of sports medicine and golf is the perfect example.

- **Dynamic Imaging:** Evaluates muscles, tendons, and joints in motion, ideal for assessing the golf swing.
- **Accessible:** Portable units can be used during tournaments or training sessions.
- **Affordable:** A fraction of MRI cost, yet highly sensitive for soft-tissue injuries.
- **Instant Results:** No waiting, no referral delays; just real-time insight.
- **Guided Interventions:** Assists in safe, precise procedures like PRP injections or aspiration.
- **Safe for Repeat Use:** No radiation; perfect for ongoing monitoring of healing and performance.

By integrating MSK ultrasound into golf tournaments,

clubs and sports programs, APSEA's wellness and sports sponsorships could take on a new dimension; not just promoting the game but also protecting the players behind every powerful swing.

APSEA and the future of Healthy Professionals

The Association of Professional Societies in East Africa (APSEA) has been instrumental in promoting health and wellness through golf tournaments - fostering camaraderie, fitness and mental well-being among professionals.

Imagine if every APSEA-sponsored event also offered on-site MSK ultrasound screening hence merging sportsmanship with science.

It would:

- Enable on-site triage for players and immediate assessments for any injuries like the shoulder, elbow or back pain.
- Demonstrate APSEA's leadership in advancing healthcare innovation.
- Support preventive medicine across the professional and sporting landscape.
- Build awareness around the importance of early imaging and recovery.

This approach aligns with APSEA's mission: nurturing holistic professionals who excel both in their careers and in the sports that keep them balanced.

The Final Putt

"Golf is a game of precision and so is ultrasound." Both reward patience, focus and timing. By making Musculoskeletal Ultrasound the standard of care in golf and sports medicine, we're not just diagnosing injuries; we're safeguarding passion, talent and livelihoods.

This initiative could set a precedent, one that aligns perfectly with the continent's preparation for AFCON 2027, where sports medicine teams will need skilled professionals capable of real-time, field-based imaging.

As APSEA continues to sponsor tournaments to bring professionals together on the green and as East Africa gears up for AFCON 2027, the time is now to elevate how we care for our athletes.

Let's also see beyond the bones and embrace

technology that keeps every swing safe and every athlete strong. Because in sports medicine, as in golf - the right follow-through makes all the difference.

Contact the Expert

My passion lies in bridging diagnostic ultrasound with sports performance by ensuring that every athlete, whether a school player, club golfer or national competitor has access to quality immediate imaging care.

I am particularly invested in sports ultrasound development

across Africa; from training young professionals, supporting federations, to advocating for portable imaging integration at major events like Kenya Open, NOCK events, CHAN and even AFCON. Whether it's a golfer's swing, a footballer's sprint or Faith Kipyegon's stamina, my focus is the same: to see beyond the bones and keep every athlete in motion.

For sports federations, golf clubs, schools and event organizers seeking a highly skilled, meticulous professional in Musculoskeletal Ultrasound, contact:

Nelly Chepkurui Ronoh
Master of Diagnostic Ultrasound.

Member, Kericho Club
+254 727 290 101
nellyronoh036@gmail.com
LinkedIn: Nelly Chepkurui Ronoh

"As a Diagnostic Medical Sonographer and Golfer, I believe early imaging is as important to an athlete's success as practice itself."
— Nelly Ronoh



from the streets to the BOARDROOMS



By Leonid Ashindu, Commissioner – Salaries and Remuneration Commission (SRC)
and 1st Vice Chairperson Association of Professional Societies in East Africa (APSEA)

Introduction

Success is often spoken of as a destination. Yet for many of us, it is not a fixed point but a lifelong journey of growth, service, and transformation. My own story, from a small boy in Butere, to trying to carve out a living on the streets of Nairobi, to serving as Commissioner of the Salaries and Remuneration Commission (SRC), is one of resilience, integrity, and collaboration.

In this year's APSEA theme, "Teeming Off Professional Excellence: A Collaborative Swing Towards Shaping the Future," I find deep resonance. My journey has been shaped not only by personal determination but also by mentors, institutions, and communities that believed in me. It is a journey I now share as both testimony and call to action: to uplift, collaborate, and shape a future anchored in professional excellence.

From Humble Beginnings to National Service

I was born in Butere, Kakamega County, in a setting familiar to many Kenyan families—where resources were limited, and opportunities had to be fought for. From an early age, I learned that perseverance was not optional; it was a matter of survival.

My path began literally at ground level, as a street urchin, to a porter, to a construction labourer, as I undertook my studies. As a graduate, armed with the necessary qualifications, I began my professional journey on the same construction sites, as a Clerk of Works, and later as a Building Officer at Kamiti Youth Corrective Training Centre. These early roles were hands-on, demanding, and humbling. They instilled in me values that continue to guide my work today: accountability, attention to detail, and the courage to take responsibility when outcomes fell short.

If resilience kept me moving forward, collaboration opened the world to me.

That grounding later carried me into roles with the Teachers Service Commission, the Ministry of Public Works,

the United Nations Office for Project Services, the County Government of Kakamega, and the National Construction

Authority. Each position stretched me further, preparing me not just for leadership but for service.

The Power of Resilience

The road was not smooth. Balancing work and study, advancing from diploma programs to degrees and now pursuing postgraduate education, demanded sacrifice and discipline. There were moments of doubt, times

when juggling responsibilities seemed overwhelming.

Yet, resilience became my anchor. The belief that no challenge is insurmountable, no beginning too humble, and no setback is final gave me

the strength to keep going. Education was never simply about credentials; it was about continuous self-improvement and proving that determination opens doors once thought closed.

Collaboration as a Driver of Change

If resilience kept me moving forward, collaboration opened the world to me. I have been privileged to serve in leadership roles within the Institute of Clerks of Works of Kenya (ICWK), the Association of

Professional Societies in East Africa (APSEA), and multiple boards and committees shaping professional practice in Kenya.

These roles have affirmed a simple truth: no one succeeds

alone. Collective wisdom always surpasses individual brilliance. Mentorship, teamwork, and professional networks create bridges where none seem possible.

**“Resilience is forged in the fire of struggle.
Success is not defined by circumstances but by
the relentless pursuit of progress.”**





Through APSEA, I have witnessed how diverse professionals can come together to develop standards, share resources, and mentor future leaders. Collaboration is not just about working together; it is about building ecosystems where excellence thrives.

Leadership as Service

In 2024, I was honored to be appointed Commissioner at the SRC. For me, this was not simply a recognition of my career but a higher calling to serve.

The SRC's mandate: to ensure fair and sustainable remuneration across the public service, directly impacts the lives of millions of Kenyans.

This responsibility demands balance, foresight,

and integrity. It requires making decisions that are sometimes difficult, but always guided by the principle of fairness.

For me, leadership has never been about status. It is about leaving systems stronger, institutions fairer, and people more empowered.

At my Thanksgiving ceremony in Butere, I was reminded that no achievement is personal alone. Behind every success is a community that supported, mentored, and prayed for you. Gratitude is the bedrock of sustainable leadership.

Lessons That Inspire

From my journey, I distil lessons that I hope inspire fellow professionals:

- Resilience is everything – Success is built not in moments of ease but in overcoming struggle.
- Collaboration multiplies impact – Working across disciplines and institutions leads to



better solutions and broader influence.

- Integrity sustains success – Skills may open doors, but character keeps them open.
- Lifelong learning is essential – In a fast-changing world, continuous learning is non-negotiable.
- Leadership is about others – True leadership is measured not by titles held, but by lives uplifted.

Shaping the Future Together

- As professionals, we stand at the tee, preparing to swing. The question before us is: will we aim only for personal achievement, or will we swing for collective progress?
- The challenges of our time, which include, rapid technological change, economic uncertainty, climate risks, and many more, demand that we embrace collaboration, innovation, and ethical leadership.

Professional excellence today is not about being the best; it is about raising the bar for all.

- As I reflect on my journey, I know this: success is sweetest when it inspires others to believe, to strive, and to serve. That is the true essence of professional excellence.

Conclusion

- Professional excellence is not an individual pursuit: it is a collective journey. As we tee off into the future, may we choose collaboration over competition, integrity over expediency, and service over self-interest. Together, we can shape not just professions, but the very fabric of society.
- And as I have learned from my own path: the greatest legacy we leave behind is not the positions we hold, but the people and systems we strengthen along the way.



By Alice Mutai, PET; MIET-K
Hon. Secretary-IET-K



THE INSTITUTION OF ENGINEERING TECHNOLOGY OF KENYA (IET-K)

The Institution of Engineering Technology of Kenya (IET-K) is a national professional society representing over 15,000 engineering technology professionals across Kenya. Our membership includes engineering technologists, technicians, crafts persons and artisans working across a wide range of sectors including Building and Civil Engineering, Mechanical Engineering, Telecommunications, Electrical and Electronics, Agricultural Engineering, Medical and Chemical Engineering and the options under this broad areas.

As a dynamic and inclusive institution, IET-K exists to support engineering technology professionals across the region, promoting innovation, excellence and sustainability in practice. Our mission is rooted in a belief that engineering technology holds the key to a better society and we are deeply passionate about the role that innovation and design play in shaping that future.

Engineering Technology for a Better Society

At IET-K, we recognize that the challenges facing our communities from infrastructural gaps to environmental sustainability needs from digital transformation to energy access require bold, practical and collaborative engineering solutions. Through a combination of professional development, advocacy and multi-sectoral engagements, we aim to transform the world through engineering technology.

Our Strategic Priorities and Impact Areas

1. Driving Innovation and Knowledge Sharing

We bring together experts from industry, academia and government to share knowledge and collaborate on cutting-edge initiatives. As an independent and impartial platform, IET-K facilitates interdisciplinary dialogue and

promotes shared learning in a rapidly evolving technological landscape.

We champion the latest advancements in engineering technology and innovation, including emerging trends in robotics, digital systems, clean energy and smart infrastructure. Our recent workshop in Bomet on Smart Cities and Efficient Transport Systems is just one example of our commitment to knowledge transfer and capacity building.

2. Sustainability, Clean Energy and the Environment

As global attention turns toward SDG No. 13 on climate action, IET-K is actively engaged in promoting clean and renewable energy solutions that reduce emissions and increase efficiency. We advocate for innovations that make our environment better for tomorrow's generations, integrating sustainability principles in engineering design, plans and implementation.



3. Digital Transformation and Cybersecurity

In the digital era, IET-K champions technological innovations that transform everyday life. We support advancements in:

- Data Collection
- Ubiquitous computing
- Cybersecurity

Our goal is to ensure that engineering technology remains at the heart of Kenya's digital transformation, connecting people, services and ideas across the globe.

4. Clean, Smart and Efficient Transport

Mobility is a priority focus area for IET-K. We are driving innovation across all modes of transport, with a special emphasis on:

- Intelligent transport system
- Energy-efficient transportation
- Future transport technologies

We continue to seek out partnerships and collaborations

that can advance these goals, particularly in urban centers where transport is a growing concern for planners and citizens alike.

Collaboration, Innovation and Influence

We believe that no single sector can solve today's challenges in isolation. That is why IET-K actively calls for strategic collaborations between engineering technology professionals, policymakers, educators and investors to build the future we want.

Our institution inspires, informs and influences the engineering community, working to tackle both global and societal challenges with practical and innovative solutions.

Through visionary leadership, IET-K explores and addresses major issues and challenges facing mankind, from climate change and food security to urbanization and industrialization.

Our platform empowers engineering

technology professionals to take part in shaping a resilient, inclusive, and technologically advanced society.

As Kenya and the region continue to embrace innovation and industrial growth, the role of engineering technologists and technicians has never been more critical. At IET-K, we remain steadfast in our mission to advance engineering technology for a better society, empowering our members to build, innovate, and transform the world.

Together, let us continue to influence change, champion innovation and drive progress through engineering technology that truly matters.

[Alice Mutai, PET; MIET-K](#)
[Hon. Secretary](#)
[The Institution of Engineering Technology of Kenya \(IET-K\)](#)

TAX DISPUTE RESOLUTION

INDEPENDENT REVIEW OF OBJECTIONS; AND THE IMPORTANCE OF ALTERNATIVE DISPUTE RESOLUTION



CS. Paul Matuku, EBS.
Commissioner, Legal & Board Services
Kenya Revenue Authority

1. Introduction

The Kenya Revenue Authority ("KRA") was established under the Kenya Revenue Authority Act in 1995¹ as a body corporate with perpetual succession and is an agency of the Government of Kenya for the collection and receipt of all government revenue. It is, however, under the general supervision of the Cabinet Secretary, National Treasury & Economic Planning.

Its core function is to administer and enforce all provisions of the written laws set out first

and second schedule of the Kenya Revenue Authority Act and for that purpose, to assess, collect and account for all revenues in accordance with those laws.²

Some of the written laws relating to revenue specified in the first schedule to the Kenya Revenue Authority Act include: the Income Tax Act (Cap. 470); the Customs and Excise Act (Cap. 472) (now repealed); the Value Added Tax Act (Cap. 476); the East African Community Customs Management Act, 2004; the Value

¹ Section 3 of the Kenya Revenue Authority No. 2 of 1995

² Section 5(2)(a) of the Kenya Revenue Authority No. 2 of 1995

Added Tax Act, 2013; Excise Duty Act, 2015; the Tax Procedures Act, 2015; and the Miscellaneous Fees and Levies Act, 2016.

The second schedule sets several non-taxing statutes including: the Betting, Lotteries and Gaming Act (Cap. 131); the Stamp Duty Act (Cap. 480); the Horticultural Crops Development Authority (Imposition of Fees and Charges) Order, 1995 (L.N. 225 of 1995); the Standards Levy Order, 1990 (L.N. 267 of 1990); and the Industrial Training Act (Cap. 237), just to name a few.

In Kenya, payment of taxes imposed by law is mandatory, except when waiver is provided by the Act of Parliament, or a law made under authority conferred by an Act of Parliament; or a law made by an assembly of a county government, or under authority conferred by such a law. There is no two way about it. The Constitution is clear that no tax or licensing fee may be waived or varied except as provided by legislation³.

Further, it is well known that Kenya operates under a self-assessment tax regime. Under this regime, the taxpayer assesses self and declares what he considers to be taxable income on which he then pays tax to the authorities. For this reason, Kenya's tax laws are crafted in a manner that gives the KRA wide powers and discretion in ascertaining ex-post facto, what taxable income is. The Commissioner-General of Kenya (hereinafter the Commissioner), being the body's accounting officer in administering and enforcing tax laws is not bound by a tax return or information provided by, or on behalf of, a taxpayer and the Commissioner may assess a taxpayer's tax liability using any information available to the Commissioner.⁴

Consequently, and as you may have already rightly postulated, it is not in



all instances where a taxpayer and the Commissioner will agree on the amount of tax due and owing from a taxpayer. Therein lies the inevitable possibility of tax disputes. A tax dispute can generally be defined as a disagreement between a taxpayer and taxing authority which arises out of assessment or enforcement of tax laws.⁵ Indeed, certain level of tax disputes is a normal part of a system of taxation based on the rule of law. However, there are factors that may play into escalating the numbers including: aggressive tax avoidance, undue complexity of tax laws and an excessive rate of amendment can lead to disputes and a lack of a clear understanding of taxpayer obligation directly linked to the issue of interpretation of a tax law. The good news is that a taxpayer is not without recourse. In this article, I shall focus on resolution of tax disputes arising under the Tax Procedures Act (Cap 469B) (hereinafter the "TPA"). The TPA is an Act of Parliament that consolidates and harmonizes procedural rules

3 Article 2010 of the Constitution of Kenya, 2010
4 Section 31, Tax Procedures Act, 2015



for the administration of tax laws in Kenya. However, the definition of a tax law under the said Act has been limited to: the TPA itself; the Income Tax Act (Cap 470); the Value Added Tax Act (Cap 476) (herein

after the “VAT Act”), the Excise Duty Act (Cap. 472) and Miscellaneous Fees and Levies Act (Cap 469C); and any Regulations or other subsidiary legislation thereunder⁶.

2. Resolution of Tax Disputes in Kenya

2.1. When does a tax dispute arise under the Tax Procedures Act, 2015?

Under the TPA, a taxpayer can dispute what is referred therein as a “tax decision”. However, under TPA, the term “tax decision” has been given a very specific meaning. Not every decision by the Commissioner amounts to a “tax decision”. The TPA⁷ defines a “tax decision” to mean:

- a. an assessment;
- b. a determination of tax payable made to a trustee-in-bankruptcy, receiver, or liquidator;
- c. a determination of the amount that a tax representative, appointed person, director or controlling member is liable for under specified sections in the TPA;
- d. a decision on an application by a taxpayer to amend their self-assessment return;

- e. a refund decision;
- f. a decision requiring repayment of a refund; or
- g. a demand for a penalty

2.2. Procedure for disputing a tax decision

Any taxpayer who wishes to dispute a tax decision must first lodge a notice of objection, to the decision to the tax decision with the Commissioner under section 51 before proceeding under any other written law. Such notice must be given in writing.⁸

Further, the taxpayer should ensure that he lodges the notice of objection within thirty days of the date of him being notified of the tax decision⁹.

⁶ Section 3 of the Tax Procedures Act, 2015

⁷ Section 3 of the Tax Procedures Act, 2015

⁸ Section 51 (1) of the Tax Procedures Act, 2015

⁹ Section 51 (2) of the Tax Procedures Act, 2015

However, it should be noted that where the tax decision to which a notice of objection relates is an amended assessment, the taxpayer may, only object to the alterations and additions made to the original assessment.¹⁰ Nevertheless, a notice of objection shall only be treated by the Commissioner as validly lodged by a taxpayer if the following conditions are met¹¹:

- a. the notice of objection states precisely the grounds of objection, the amendments required to be made to correct the decision, and the reasons for the amendments;
- b. in relation to an objection to an assessment, the taxpayer has paid the entire amount of tax due under the assessment that is not in dispute or has applied for an extension of time to pay the tax not in dispute; and
- c. all the relevant documents relating to the objection have been submitted.

In instances where the Commissioner has determined that a notice of objection lodged by a taxpayer has not been validly lodged, he has a duty to notify the taxpayer in writing that the objection has not been validly lodged within a period of fourteen days of the date of the application.¹² A taxpayer may all the same apply in writing to the Commissioner for an extension of time to lodge a notice of objection¹³. In such instance, the Commissioner is by law obligated to consider such an application and may allow the same but only

if: the taxpayer was prevented from lodging the notice of objection within the period specified above because of an absence from Kenya, sickness or other reasonable cause; and the taxpayer did not unreasonably delay in lodging the notice of objection¹⁴.

The Commissioner is required by law to notify a taxpayer of the decision made under an application of an extension of time to lodge a notice of objection within fourteen days after receipt of such application¹⁵.

Where on the other hand a notice of objection has been validly lodged within time, the Commissioner is by law obligated to consider the objection and decide either to allow the objection in whole or in part, or disallow it. The law refers to the Commissioner's decision as "an objection decision"¹⁶.

The Commissioner is legally obligated to make this decision within sixty days from the date of receipt of a valid notice of objection failure to which the objection is by law deemed to be allowed¹⁷. The Commissioner will always communicate his objection decision to the taxpayer in writing and the objection decision shall contain a statement of findings on the material facts and the reasons for the decision¹⁸.

He shall take all necessary steps to give effect to the decision, including, in the case of an objection to an assessment, making an amended assessment.

2.3. Right of Appeal

2.3.1 Appeals to the Tax Appeals Tribunal

By law any person who is dissatisfied with an objection decision, may appeal to the Tax Appeals Tribunal ("TAT"), but he or she should do so within thirty



¹⁰ Section 51 (5) of the Tax Procedures Act, 2015

¹¹ Section 51 (3) of the Tax Procedures Act, 2015

¹² Section 51 (4) of the Tax Procedures Act, 2015

¹³ Section 51 (6) of the Tax Procedures Act, 2015

¹⁴ Section 51 (7) of the Tax Procedures Act, 2015

¹⁵ Section 51 (7A) of the Tax Procedures Act, 2015

¹⁶ Section 51 (8) of the Tax Procedures Act, 2015

¹⁷ Section 51 (11) of the Tax Procedures Act, 2015

¹⁸ Section 51(9) and 51 (10) and of the Tax Procedures Act, 2015



days after being notified of the decision¹⁹. Further such appeal must be done in accordance with the Tax Appeals Tribunal Act, No. 40 of 2013 (hereinafter the “TAT Act”).

However, it should be noted that under the TPA, in addition to an objection decision, a tax payer can appeal against any other decision made under a tax law (as defined in the TPA) other than a: a) tax decision; or b) a decision made in the course of making a tax decision²⁰. This is what is referred to as an “appealable decision”²¹ under the TPA.

The TAT Act on the other hand provides that a person who disputes the decision of the Commissioner on any matter arising under the provisions of any tax law may, subject to the provisions of the relevant tax law, upon giving notice in writing to the Commissioner, appeal to the Tribunal, provided that such person shall before appealing, pay a non-refundable fee of twenty thousand shillings²².

However, a “tax law” under the TAT Act does not have the meaning as a “tax law” under the TPA. The TAT Act defines the term “tax laws” to mean: the Income Tax Act (Cap. 470); the Customs and Excise Act (Cap. 472) (repealed); the Value Added Tax (Cap. 476); the East African Community Customs Management Act, 2004; or any other tax legislation administered by the Commissioner²³.

What this then means is that one can appeal against an appealable decision as well as any decision of the Commissioner on any matter arising under the provisions of the Income Tax Act (Cap. 470); the Customs and Excise Act (Cap. 472) (repealed); the Value Added Tax (Cap. 476); the East African Community Customs Management Act, 2004; or any other tax legislation administered by the Commissioner. Appeals are subject to the provisions of the relevant tax law as stated above, and can only be commenced upon giving notice in writing to the Commissioner, and the payment of a non-refundable fee of twenty thousand shillings.

The TPA provides that a notice of appeal to the Tax Appeals Tribunal relating to an assessment is by law only valid if the taxpayer has paid the tax not in dispute or entered into an arrangement with the Commissioner to pay the tax not in dispute under the assessment at the time of lodging the notice²⁴.

2.3.2 Appeals to the High Court and to the Court of Appeal

A person dissatisfied with the decision of the TAT may appeal to the High Court. Thereafter, recourse lies with the Court of Appeal.

2.4. KRA'S ADR Framework

2.4.1 Introduction

A taxpayer disputing a tax decision can also consider alternative dispute resolution (“ADR”), but he or she must first appeal to the TAT.

ADR can generally be defined as any method of resolving disputes without litigation. The most famous ADR methods are the following: facilitation, mediation, negotiation and arbitration. In as much as the various ADR methods are governed different rules, they all possess common characteristics, i.e. enable the parties to find admissible solutions to their conflicts outside of traditional legal / court proceedings²⁵.

Section 28 of the TAT Act provides that parties may, at any stage during proceedings at the TAT, apply to the TAT to be allowed to settle the matter out of the TAT and the TAT shall grant the request under such conditions as it may impose²⁶.

¹⁹ Section 51 (12) of the Tax Procedures Act, 2015

²⁰ Section 51 (1) of the Tax Procedures Act, 2015

²¹ Section 3 of the Tax Procedures Act, 2015

²² Section 12 of the Tax Appeal Tribunals Act, 2013

²³ Section 2 of the Tax Appeal Tribunals Act, 2013

²⁴ Section 52 (2) of the Tax Procedures Act, 2015

²⁵ Legal Information Institute 2021, Cornell Law School website

²⁶ Section 28(1) of the Tax Appeals Act, 2013



Further, section 55 of the TPA provides that where a Court or the Tribunal permits the parties to settle a dispute out of Court or the Tribunal, as the case may be, the settlement shall be made within ninety days from the date the Court or the Tribunal permits the settlement²⁷.

KRA's ADR function was established in 2015 to enhance objectivity, efficiency, and customer satisfaction in tax dispute resolution. In establishing the function, KRA recognized the guiding principles enshrined in Article 159 of the Constitution of Kenya, 2010 which places an obligation on all court and tribunals in Kenya to promote alternative forms of dispute resolution including reconciliation, mediation, arbitration and traditional dispute resolution when exercising judicial authority.

Regardless, the law is clear that not all tax disputes are suitable for ADR. The Regulations provide that a tax dispute shall not be settled out of court or tribunal if—

- a. the settlement of the dispute would be contrary to the Constitution, the tax law or any other written law;
- b. the tax dispute involves the interpretation of the law;
- c. there is evidence that the taxpayer has committed fraud in relation to tax; or
- d. the parties to the tax dispute have previously failed to settle the dispute out of court or tribunal.²⁸

2.4.2 The Law on ADR in tax dispute Resolution

As regards the form of ADR that can be adopted to resolve tax disputes, it is critical to note that not all ADR mechanisms are permitted under Kenyan Law for resolution of tax disputes.

The Tax Procedures (Settlement of Tax Disputes out of Court or Tribunal) Regulations, 2020 provides that where a tax dispute has been permitted to be settled out of court or tribunal in accordance to section 55 of the TPA

²⁷ Section 55(1) of the Tax Procedures Act, 2015

²⁸ Paragraph 4, The Tax Procedures (Settlement Of Tax Disputes Out Of Court Or Tribunal) Regulations, 2020



or section 28 of the TAT Act, then such the settlement should only be done in accordance the said Regulations.²⁹

The Regulations make provision for a consensual facilitated mediation process and state that where the parties to a tax dispute agree to settle the dispute out of court or tribunal then:

- (the agreement to settle the dispute out of court or tribunal shall be entered into voluntarily;
- (the party seeking to settle the dispute out of court or tribunal shall obtain the consent of the other party before applying to the court or tribunal under paragraph (2); and
- (the parties shall be committed to the settlement process.³⁰

2.4.3 ADR Facilitators

Facilitated mediation of tax disputes is conducted by neutral unbiased facilitators who may be nominated by either: the Commissioner from amongst the staff of the Authority; or by the taxpayer from a list of mediators accredited by an institution recognized in Kenya However all nominations requires the consent of the non-nominating party.³¹

In addition, all nominations are by law required to be done within fourteen days after the court or tribunal has granted the parties to a tax dispute permission to settle the dispute out of court or tribunal.³²

However, a taxpayer cannot nominate a practicing tax agent to be a facilitator. Further a facilitator nominated taxpayer cannot represent or should not have represented the taxpayer in

29 Paragraph 3(1), The Tax Procedures (Settlement Of Tax Disputes Out Of Court Or Tribunal) Regulations, 2020
 30 Paragraph 3(3), The Tax Procedures (Settlement Of Tax Disputes Out Of Court Or Tribunal) Regulations, 2020
 31 Paragraph 5(1), The Tax Procedures (Settlement Of Tax Disputes Out Of Court Or Tribunal) Regulations, 2020
 32 Paragraph 5(2), The Tax Procedures (Settlement Of Tax Disputes Out Of Court Or Tribunal) Regulations, 2020



any matter; or have any interest in the tax dispute.³³ The same principles apply to a facilitator nominated by KRA. Such a facilitator should not have been involved in any way in the matter which is the subject to the tax dispute.

It is important to note that the law places strict requirements on a facilitator to a tax dispute to guarantee his or her impartiality and independence. The Regulations require that a facilitator shall, for the purposes of resolving the tax dispute—

- a. hold such number of meetings as may be appropriate;
- b. guide the parties to the tax dispute in the settlement of the dispute;
- c. promote and protect the integrity, confidentiality, fairness and efficiency of the process;
- d. act independently and avoid circumstances that may result in a conflict of interest; and
- e. employ procedures that shall lead to the expeditious resolution of the dispute.³⁴

33 Paragraph 5(4), The Tax Procedures (Settlement Of Tax Disputes Out Of Court Or Tribunal) Regulations, 2020

34 Paragraph 5(6), The Tax Procedures (Settlement Of Tax Disputes Out Of Court Or Tribunal) Regulations 2020

Further, a facilitator is by law required to disclose in writing to the parties to the tax dispute any conflict of interest which may arise before the commencement of the proceedings for the settlement of the tax dispute or which may arise during the proceedings.³⁵ In the event of a conflict of interest, a facilitator is legally obligated to immediately recuse himself or herself and another facilitator shall be nominated by the parties.³⁶

In such an event, the new facilitator who has been nominated, is legally obligated to take over the settlement process from the point at which the previous facilitator had recused himself or herself.³⁷

2.4.4 The ADR Process

In KRA's ADR framework, the facilitator only attempts to facilitate negotiation between the disputants. He or she does not make any recommendations or impose any decision. The facilitator's duty is to encourage the Commissioner and the taxpayer to reach their own voluntary solution. Facilitator's are required to keep their own views

regarding the dispute hidden.

As regards the process, the Regulations provide that a facilitator to a tax dispute is required to convene the first meeting between the parties to the tax dispute within fourteen days of being notified of his or her nomination.

In that first meeting both the Commissioner and the taxpayer are required to:

- a. identify the issues for settlement;
- b. agree on a schedule of meetings;
- c. decide on the service of documentary material relevant to the tax dispute;
- d. agree on the conduct of the meetings; and
- e. agree on any other issues necessary to facilitate the settlement of the tax dispute.
- f. The law is clear that upon commencement of the settlement meetings, the parties to the tax dispute or the parties' appointed representatives should not

35 Paragraph 5(7), The Tax Procedures (Settlement Of Tax Disputes Out Of Court Or Tribunal) Regulations 2020

36 Paragraph 5(8), The Tax Procedures (Settlement Of Tax Disputes Out Of Court Or Tribunal) Regulations 2020

37 Paragraph 5(9), The Tax Procedures (Settlement Of Tax Disputes Out Of Court Or Tribunal) Regulations 2020

communicate with the facilitator in the absence of the other party and any communication with the facilitator should only be in relation to the tax dispute³⁸.

During meetings convened by the facilitator, the Commissioner and the taxpayer or their appointed representatives are required to –

- g. maintain confidentiality and uphold decorum
- h. uphold integrity and fairness
- i. make full disclosure of material facts and documents relevant to the tax dispute; and
- j. strictly adhere to the agreed timelines.

Where a party to a tax dispute is unable to meet any timelines agreed upon at a meeting convened by the facilitator, that party is legally obligated to notify the facilitator and the other party in writing of the inability and specify the reasons for the inability.³⁹

However, in instances where a party to a tax dispute or that party's appointed representative fails, without justifiable cause, to attend a meeting convened by the facilitator, the facilitator may appoint another date for the meeting or terminate the process in accordance with the Regulations⁴⁰

The Regulations recognize that either party to a tax dispute (be it the Commissioner or the taxpayer), may require an expert in the course of resolving the said dispute. In such instance the said party may, with the consent of the other Commissioner:

- (invite the expert to attend the meetings convened by the facilitator to provide expert testimony at the meeting; or
- (provide the expert's testimony in writing⁴¹.

2.4.5 Settlement Agreements

The law requires parties to enter into a settlement agreement based on the evidence submitted during the meetings convened by the facilitator⁴². However, settlement agreements must be in writing. Oral agreements by law do not suffice⁴³. Further, there are certain critical terms that must be specified in a settlements agreement.

These are:

- a. the background of the dispute and the issues in contention;
- b. the processes and specific exercises undertaken during the proceedings;
- c. the agreed issues and disputed issues;
- d. the taxes payable, where applicable, and justifications thereof; and
- e. the conditions of the settlement.⁴⁴

As regards the implication of a settlement agreement, the law is clear the same constitutes the decision between the parties and should be dated and signed by the parties or their appointed representatives and witnessed by the facilitator. Further, the settlement agreement shall:

- a. form the basis for preparation of the tax dispute resolution consent for filing before the court or tribunal, as the case may be;
- b. be binding to both parties;
- c. be a full and final settlement of the dispute save where the parties have expressly specified otherwise in the Agreement;
- d. be confidential and entered into on a "without prejudice" basis.

Despite settlement agreement being full and final settlement, binding on parties, such an agreement cannot be the basis for judicial precedent.⁴⁵

The reaching of a settlement agreement is however not the end of the dispute resolution process. Parties still need to file with the court or tribunal, a consent agreement, whether the tax dispute is settled wholly or partially.⁴⁶

A consent agreement between parties to a tax dispute needs to be recorded by the court or tribunal as an order of the court or tribunal.⁴⁷ As already stated hereinabove, where a Court or the Tribunal permits the parties to settle a dispute under the TPA out of Court or the Tribunal, as the case may be, the settlement shall be made within ninety days from the date the Court or the Tribunal permits the settlement.

38 Paragraph 6(2), The Tax Procedures (Settlement Of Tax Disputes Out Of Court Or Tribunal) Regulations, 2020

39 Paragraph 6(4), The Tax Procedures (Settlement Of Tax Disputes Out Of Court Or Tribunal) Regulations, 2020

40 Paragraph 6(5), The Tax Procedures (Settlement Of Tax Disputes Out Of Court Or Tribunal) Regulations, 2020

41 Paragraph 6(6), The Tax Procedures (Settlement Of Tax Disputes Out Of Court Or Tribunal) Regulations, 2020

42 Paragraph 6(7), The Tax Procedures (Settlement Of Tax Disputes Out Of Court Or Tribunal) Regulations, 2020

43 Paragraph 8(1), The Tax Procedures (Settlement Of Tax Disputes Out Of Court Or Tribunal) Regulations, 2020

44 Paragraph 8(2), The Tax Procedures (Settlement Of Tax Disputes Out Of Court Or Tribunal) Regulations, 2020

45 Paragraph 8(3), The Tax Procedures (Settlement Of Tax Disputes Out Of Court Or Tribunal) Regulations, 2020

46 Paragraph 9(1), The Tax Procedures (Settlement Of Tax Disputes Out Of Court Or Tribunal) Regulations, 2020

47 Paragraph 9(2), The Tax Procedures (Settlement Of Tax Disputes Out Of Court Or Tribunal) Regulations, 2020



Enforcement

As regards enforcement, the Regulations are clear that where either the Commissioner or taxpayer to a tax dispute violates the terms of a settlement agreement, then the other party may apply to the court or the tribunal for enforcement of the agreement⁴⁹.

Benefits of ADR

Having said all the above, ADR definitely has quite a number of advantages. When compared to litigation, ADR as a form of dispute resolution is without any doubt more informal, flexible, accessible, cost-efficient and time-effective. In fact, whilst the scales of justice can tip either way in court, there are some prejudicial certainties in resolving tax disputes through litigation, one is that the process will take a long time.

This notwithstanding, it is critical to reiterate that KRA's ADR Framework envisages a voluntary process.

Parties have the right to terminate ADR proceeding at any time before settlement. Either party may exercise that option by notifying the other party, the court or tribunal in writing of his or her intention to terminate the proceedings.

In addition, parties may also mutually agree to terminate ADR proceedings in which event they should notify the court or tribunal in writing of their intention to terminate the proceedings.⁴⁸

Further, it goes without saying that it is not in all instances where parties will reach a settlement agreement. In such instance, the law provides that a tax dispute shall be referred back to the court or tribunal, as the case may be, for determination.

Another is that it will be expensive⁵⁰.

KRA's ADR Success Story

It is because of these reasons that KRA continues to promote the adoption of ADR as one of the mechanism of resolving tax disputes in the country. KRA's ADR statistics tell a story of success even under challenging circumstances.



48 Paragraph 7, The Tax Procedures (Settlement Of Tax Disputes Out Of Court Or Tribunal) Regulations, 2020

49 Paragraph10, The Tax Procedures (Settlement Of Tax Disputes Out Of Court Or Tribunal) Regulations, 2020

50 Palin, A 2015, 'Keeping disputes out of the courtroom', Financial Times, 24th April, 2015 accessed 1st March 2023, <<https://www.ft.com/content/a0b3d276-e807-11e4-9960-00144feab7de/>>

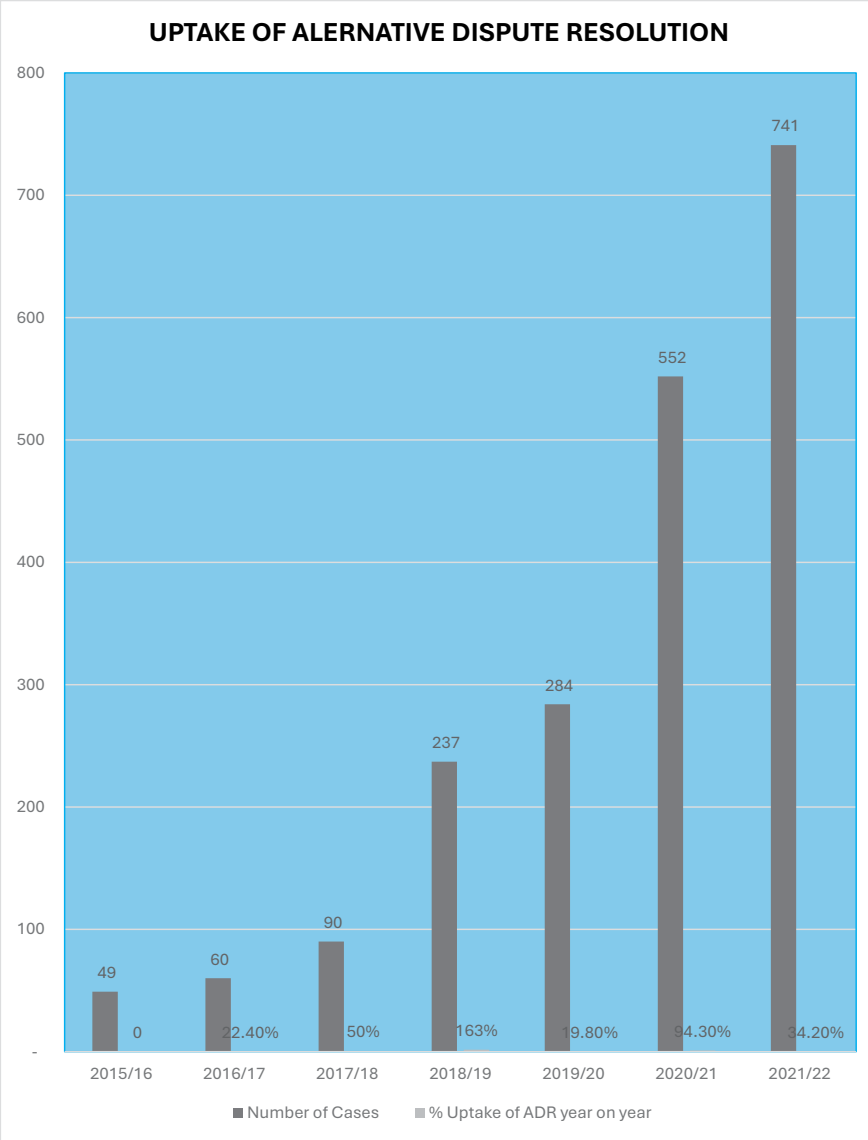
During the financial year 2021/ 2022, 741 tax disputes were resolved through ADR. This marked an uptake of 34%, 160% and 216% in ADR by taxpayers when compared to the financial years 2020/2021, 2019/2020 and 2018/2019 respectively.

Year on year the uptake of ADR increased by: 22.4% between the FY 2015/2016 to FY 2016/2017; 50% between the FY 2016/2017 to FY 2017/2018; and 163% between the FY 2017/2018 to FY 2018/2019. Uptake dropped to 19.8% between the FY 2018/ 2019 and FY 2019/2020 primarily due to challenges associated with the COVID-19 pandemic. However it rose by 94.3% between the FY 2019/2020 and 2020/2021; and 34% between FY 2020/2021 and FY 2021/2022. The above analysis is summarized in the chart below:

Our Challenges in ADR

Just like any dispute resolution mechanism, ADR does have its obstacles affecting both its uptake and effectiveness. The biggest hindrances being lack of awareness of the availability of the process by taxpayers and lack of faith in the neutrality of the process.

Taxpayers who have a tax dispute should rest assured that all KRA nominated facilitators are bound by law and strictly adhere to the provisions of the TAT Act, TPA and the Constitution that all guarantee





impartiality.

Conclusion

In conclusion, I would like to stress that ADR application should never be looked as a measure of last resort nor an admission of defeat. One huge benefit of ADR as already stated severally herein is its relatively informal process and accessibility.

KRA's ADR framework is based on the Constitution of Kenya, the TAT Act, the TPA Act and the Tax Procedures (Settlement of Tax Disputes out of Court or Tribunal) Regulations, 2020 which all encapsulate a voluntary facilitated mediation process conducted by neutral facilitators.

Further, there are also a number of broad tenets underpinning ADR, including impartiality, confidentiality and control of the process. However, the real beauty of ADR is that, beyond this, it is within the power of the parties to maximize the benefit for the purpose of their tax dispute resolution.

I therefore encourage taxpayers embrace ADR. Its advantages cannot be overstated. As Joseph Grynbaum once said, "An ounce of mediation is worth a pound of arbitration and a ton of litigation!"⁵¹

⁵¹ Mr. Joseph Grynbaum, P.E. is the founder of a technical advisory and consulting firm with expertise in power plant design, construction and operations. His organization specializes in providing independent and personalized technical consulting services for the power generation and process design and construction industry. Joseph Grynbaum works at Mediation Resolution International, LLC and is a contributing author at the Kluwer Mediation Blog.

restoring pedestrian dignity & safety



By Charlton Kiplangat - Corporate Communication Department.
Kenya National Highways Authority

In recent years, the incidence of pedestrian fatalities on roads has hit an alarming level, with each tragic incident representing a painful narrative of lives lost and families affected.

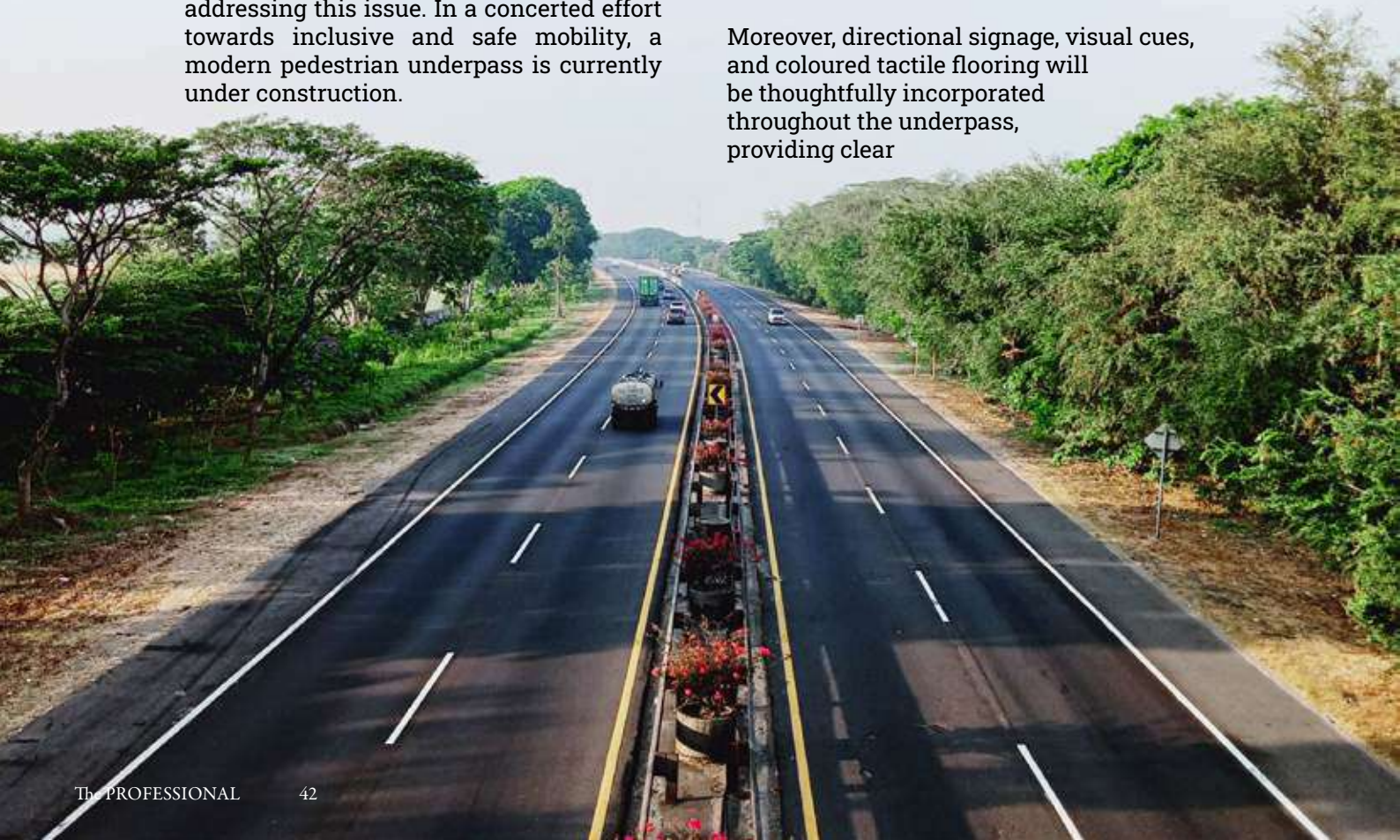
Pedestrians are wrongly, often, regarded as intruders on highways, traversing hazardous environments that are seldom designed with their safety in mind. However, this narrative is evolving with the ongoing construction of more pedestrian-friendly pathways, spearheaded by the Kenya National Highways Authority (KeNHA).

Situated in the heart of Nairobi along Haile Selassie Avenue, KeNHA is proactively addressing this issue. In a concerted effort towards inclusive and safe mobility, a modern pedestrian underpass is currently under construction.

This facility is meticulously designed to serve all members of the public, including individuals with physical disabilities. The underpass will facilitate access to four significant locations: Green Park Terminus, the Railway Golf Club, Haile Selassie Avenue near Harambe Plaza, and towards the railway station, allowing pedestrians to safely circumvent the fast-moving traffic above.

To the individuals with physical disabilities, the underpass will feature specially designed lifts, which are powered by solar energy, to ensure convenient access. Upon descending, users will encounter a smooth, flat pathway that promotes easy and comfortable movement to the next lift.

Moreover, directional signage, visual cues, and coloured tactile flooring will be thoughtfully incorporated throughout the underpass, providing clear



“ The iconic modern pedestrian underpass will cater for over 21,000 people daily ”



guidance and enhancing wayfinding to ensure a safe and accessible experience for all users.

The underpass is designed not only to provide a secure passage away from the fast-moving traffic but also to enhance the vibrancy of the urban environment below the surface. The inclusion of retail shops within the underpass will ensure that life continues seamlessly underground, both day and night.

The space will be well-lit, utilizing solar energy, thus promoting pedestrian safety while mitigating the risk of tripping or accidents. Continuous illumination also serves as a deterrent to criminal activities, as the absence of shadows offers no refuge for unlawful behaviour. Furthermore, CCTV cameras will be installed to bolster surveillance and enhance public safety.

To ensure the safety and comfort of all users, the underpass has been equipped with several critical features.

Non-slip floor tiles will be installed to provide secure walking surfaces facilitating smooth movement even in wet conditions. Handrails will be strategically positioned throughout the passage to offer additional support and stability, particularly for elderly individuals and especially those with mobility challenges.

Additionally, pedestrian fences have been erected around the perimeter to guide foot traffic safely and shield users from vehicular movement. A firefighting system, including hydrants, has also been integrated into the infrastructure to enable a prompt response in case of emergencies, thus enhancing overall safety and preparedness within the underpass.

During the rainy season, a well-designed water drainage system will ensure that the underpass remains accessible and reliable. This structure goes beyond mere infrastructure. It represents a commitment to equity, safety, and dignity for all road users.

The writer is a staff at the Kenya National Highways Authority, Corporate Communication Department.

NATIONAL HEROES DAY 2025



CPA Vincent Onsomu

CPA Vincent Ongera Onsomu

CPA Onsomu was honoured for his contribution to Kenyan Rugby for over two decades. As a key member of the Kenya Simbas from 2003 to 2013, he earned 25 international CAPS. He was instrumental in Kenya's victories in the Elgon Cup (2008-2011), Victoria Cup (2010) and the Africa Rugby Cup (2011).

At the club level, he was crowned Kenya Cup Top Try Scorer and Player of the Year (2010) with the Kenya Harlequins and won five Kenya Cup titles, three Enterprise Cups and six Rugby Super Series championships. In 2004, while a student at Strathmore University, he helped revive and lead the university rugby team, laying the groundwork for the now prominent Strathmore Leos. He has inspired generations of players





Commissioner Leonid Ashindu

Commissioner Ashindu was honoured for his dedication to building engineering technology and infrastructure development. His expertise in construction engineering, occupational safety, procurement and policy implementation has positioned him as a reliable adviser in the built environment. Ashindu is a leader in Kenya's professional community, currently serving as the Chairperson of the Institute of Clerks of Works of Kenya (ICWK) and the first vice-chairperson of the Association of Professional Societies in East Africa (APSEA). Through these platforms, he has championed ethics, professional development and youth mentorship.



Prof. Wyne Kenneth Mutuma

Prof Mutuma was feted for his contribution to scholarship, professionalism and research. His qualifications and expertise as an advocate of the High Court of Kenya, enable him to contribute to governance, international law, alternative dispute resolution and expanding the body of knowledge through capacity building. As a researcher and scholar, he has published extensively in these areas.

PROFESSIONAL CRIMINOLOGISTS ASSOCIATION OF KENYA (PCAK)



Introduction

The Professional Criminologists Association of Kenya (PCAK) is a non-political, non-profit professional body that unites criminologists and related practitioners across Kenya. Established to promote professionalism, integrity, and excellence in the field of criminology and criminal justice, PCAK operates under the Societies Act of Kenya. It serves as the national voice for criminologists, fostering research, professional development, and policy advocacy within the security and justice sectors.

Mission

To deliver effective and efficient professional services in crime prevention, detection, investigation, law enforcement, custody, and rehabilitation of offenders, while serving society with integrity and professionalism.

Core Values

Independence | Transparency | Integrity
| Leadership | Responsibility

Motto

Crime Must Fall

Key Objectives

- Certify and license criminologists as Registered Criminologists (RCrim).
- Advance professional development through training and certification programs.

- Encourage criminological research and innovation in crime prevention and rehabilitation.
- Collaborate with government, academia, and the private sector for professional advancement.
- Promote ethical standards, accountability, and good governance in criminology practice.

Membership Categories

PCAK welcomes Full Individual Members, Institutional Members, Patron Members, and Associate Members from diverse criminology and security backgrounds.

Governance

The Association is governed by an Executive Board; a Board of Directors, and a Secretariat led by a Secretary General. The Board oversees PCAK's assets and property.

Founding Leadership

Founded by Mr. Maurice Munene Mugambi, CFE (Chairperson), Mr. Joe Karuri, CFE, CSMP®, M.ISMI® (Treasurer), and Ms. Christine Omucheni (Secretary General), alongside a team of over 40 professionals from criminology, forensic science, law enforcement, and academia.

Current Executive Board



Munene Mugambi,
CFE Rcrim
Founding Chairman



Zipporah Nderitu,
SSP, RCrim(K)
Vice Chairperson



Kenwilliams Nyakomitah,
CFIP, OGW, RCrim(K)
Director, Security
& Planning



Choppy Ndenda,
RCrim(K)
Director, Recruitment
& Vetting



Rishi Arun,
RCrim(K)
Director, Communications



Vrinda Sharma,
RCrim(K)
Director, Liaison



Christine Mbukuli,
CPP, RCrim(K)
Secretary General



Joseph Karuri,
CFE, CSMP®, M.ISMI®,
RCrim(K)
Treasurer

Contact Information

Address: Kose Heights, 5th Floor

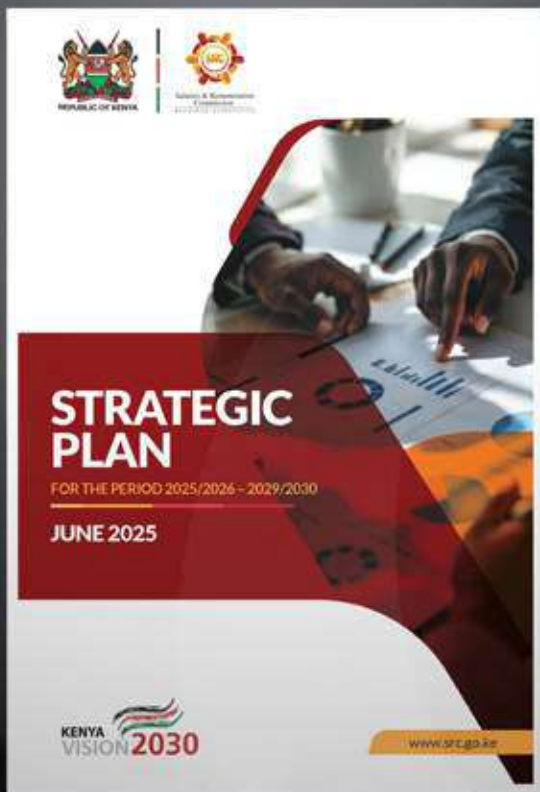
Phone: 0717 419 945, WhatsApp: 0701 989 755

Email: pcakcriminologists@gmail.com

Official Languages: English and Kiswahili

SRC Launches Bold And Transformative Strategic Plan

By Jael Keya, Brenda Chang'ach
& Anthony Mwangi



Pomp and glamour marked the official launch of the Salaries and Remuneration Commission (SRC) Strategic Plan for the period 2025/2026 – 2029/2030.

The launch, which was officiated by Hon. Felix Koskei, Chief of Staff and Head of Public Service, drew leadership and representatives from Constitutional Commissions and Independent Offices (CCIOs), ministries, departments and agencies, civil society organisations, religious institutions, international organisations, the private sector, media and the public.

Stakeholders converged at the Kenyatta International Convention Centre, Nairobi, on 29 October 2025, to witness SRC's renewed commitment to steering a fiscally sustainable and productivity-driven public service.

In his keynote address, Hon. Koskei highlighted the importance of the management of the wage bill, promotion of transparency, and ensuring equity across the public service. These measures, he noted, will help nurture a results-driven public service grounded in excellence, integrity, and the prudent use of national resources.

He emphasised the need to manage Kenya's public wage bill, which currently consumes about 40 per cent of the national revenue, calling for collective action to reduce the wage-bill-to-revenue ratio to 35 per cent by 2028.

Hon. Koskei touched on productivity and performance as central to public service transformation. He praised SRC's ongoing initiatives such as the 'Framework for Recognising Productivity and Performance in the Public Service', urging institutions to embed productivity in performance contracts.

"Public service productivity is a transformative agenda that will enhance competitiveness, service delivery, and sustainable remuneration," Hon. Koskei affirmed. He concluded by



Hon. Koskei highlighted the importance of management of the wage bill, promotion of transparency, and ensuring equity across public service.

encouraging collaboration across government institutions to support SRC in implementing the Strategic Plan's objectives.

In his speech, Sammy Chepkwony, SRC Chairperson, noted: "Today marks a significant milestone in our collective journey towards a fair, transparent and sustainable remuneration framework for Kenya's public service."

Chepkwony noted: "The Strategic Plan articulates strategic priorities that will enable SRC to build institutional agility, strengthen its operational capacity, foster meaningful stakeholder engagement, enhance public awareness on its mandate, and embed data-driven decision-making in public service wage management."

In her address delivered by

Hon. Justice William Ouko, the Chief Justice Hon. Martha Koome noted that the launch was critical, not just for SRC, but for the broader public service. "This is because the new strategic plan will certainly provide direction, coherence, and accountability in the remuneration for all State and public officers. It will translate ideals and principles into measurable action, guiding how SRC will deliver on its mandate," she said.

Also, speaking at the event, Dr. Jane Imbunya, Principal Secretary, State Department for Public Service and Human Capital Development, commended SRC for the notable milestones achieved so far since coming into office in January 2025. She urged SRC to ensure its initiatives remain impactful, measurable, and time-bound, as focus remains sustained on the management of the wage bill.

On his part, Gershom Otachi, Chairperson of the National Land Commission, and former Chairperson of CCIOs Forum, commended SRC for its leadership, foresight, and dedication to the strengthening of governance through sound remuneration and productivity frameworks.

The five Key Result Areas that anchor SRC's Strategic Plan include: KRA 1: Recognition of Productivity and Performance; KRA 2: Sustainable Wage Bill Management for Equity and Fairness; KRA 3: Policy, Legal, Research and Compliance; KRA 4: Communication, Stakeholder Engagement, Public Awareness and Partnerships; and KRA 5: Institutional Strengthening and Digital Transformation.

...unveiling of the Strategic Plan signals more than just a new chapter, it signifies a shared resolve to entrench fiscal discipline, while rewarding productivity and performance in the public service.

The Strategic Plan's emphasis on digital transformation, institutional strengthening, and stakeholder engagement underscores SRC's recognition that sustainable change demands inclusivity, accountability, and adaptability.

The unveiling of the Strategic Plan signals more than just a new chapter, it signifies a shared resolve to entrench fiscal discipline, while rewarding productivity and performance in the public service.

The Strategic Plan is the result of a comprehensive, consultative, and inclusive process that drew insights from a wide range of stakeholders. SRC undertook a thorough situational analysis and review of the outgoing Strategic Plan for the period 2019/2020 – 2023/2024, to capture lessons learned and identify emerging issues and opportunities.

The lessons learned in past Commissions offered a forward-looking framework through which SRC will continue to advance the government's agenda of a fiscally sustainable public wage bill.

Importantly, the Strategic Plan aligns with Kenya's national and global development frameworks – including Vision2030, the Fourth Medium Term Plan (MTP IV), the Bottom-Up Economic Transformation Agenda (BETA), the African Union Agenda 2063, and the United Nations Sustainable Development Goals (SDGs), among other key local, regional and global reference points.

This alignment ensures that the Strategic Plan addresses domestic remuneration and productivity concerns and integrates regional and global best practices in wage management and public service performance. Through these synergies, SRC aims to foster a culture where public resources are managed prudently, and productivity and performance is the justification for remuneration.



FROM LEFT: Sammy Chepkwony, SRC Chairperson; Hon. Felix Koskei, Chief of Staff and Head of Public Service; and Dr. Gilda Odera, SRC Vice Chairperson





PICTURE: Sammy Chepkwony, SRC Chairperson

ring the event, Spoken Word poet, Gcho, depicted the launch event by reiterating, "Because this plan, this Strategic Plan, isn't ink on paper, it's intention in motion. So today, we don't just launch a document, we launch direction. We raise a flag of accountability, we ignite innovation, we harmonise hope with hard data. For the future is calling, and SRC is answering, with objectivity as its rhythm, with integrity as its rhyme, and with Kenya as its reason."

In this five-year journey, SRC reaffirms its role as a steward of equity and productivity in public service remuneration, advancing not just numbers on a payroll, but trust, efficiency, and national prosperity.

As implementation rolls out, and in the spirit of interdependence and a whole-of-government approach, the success of SRC's Strategic Plan will depend on the collective commitment and support by stakeholders to translate strategic intentions into measurable outcomes.

"I call upon all stakeholders across the national and county governments to actively support its execution. Together, we can realise a public service that is productive, accountable, and sustainably remunerated," Chepkwony concluded.

ORGANIZATION PROFILE

The Kenya Christian Professionals Forum (KCPF) is a non-profit, non-political organization that brings together Christian professionals from various disciplines with a shared commitment to promoting ethical leadership, good governance, and moral integrity in society. Established on strong faith-based principles, the forum provides a platform where professionals can apply Christian values in addressing contemporary societal challenges while fostering national cohesion and development.

KCPF is best known for its active role in public policy advocacy, particularly on matters touching on life, family, faith, and governance. The organization frequently engages with government bodies, civil society, and faith-based organizations to influence policies that uphold human dignity, justice, and the

sanctity of life. It also conducts conferences, workshops, and public dialogues that encourage responsible citizenship and ethical decision-making across professional sectors.

Beyond advocacy, KCPF focuses on mentorship and professional development, providing a space for Christian professionals to network, share ideas, and collaborate in nation-building.

Through mentorship programs, leadership forums, and community initiatives, the forum nurtures a generation of value-driven leaders equipped to transform their workplaces and communities. In essence, KCPF serves as both a moral compass and a collaborative platform for professionals who seek to integrate their faith with their public and professional lives.



KCPF brings together Christian professionals from various denominations sharing common values on Life, Family, Religion and Governance; which are our pillars.

VISION

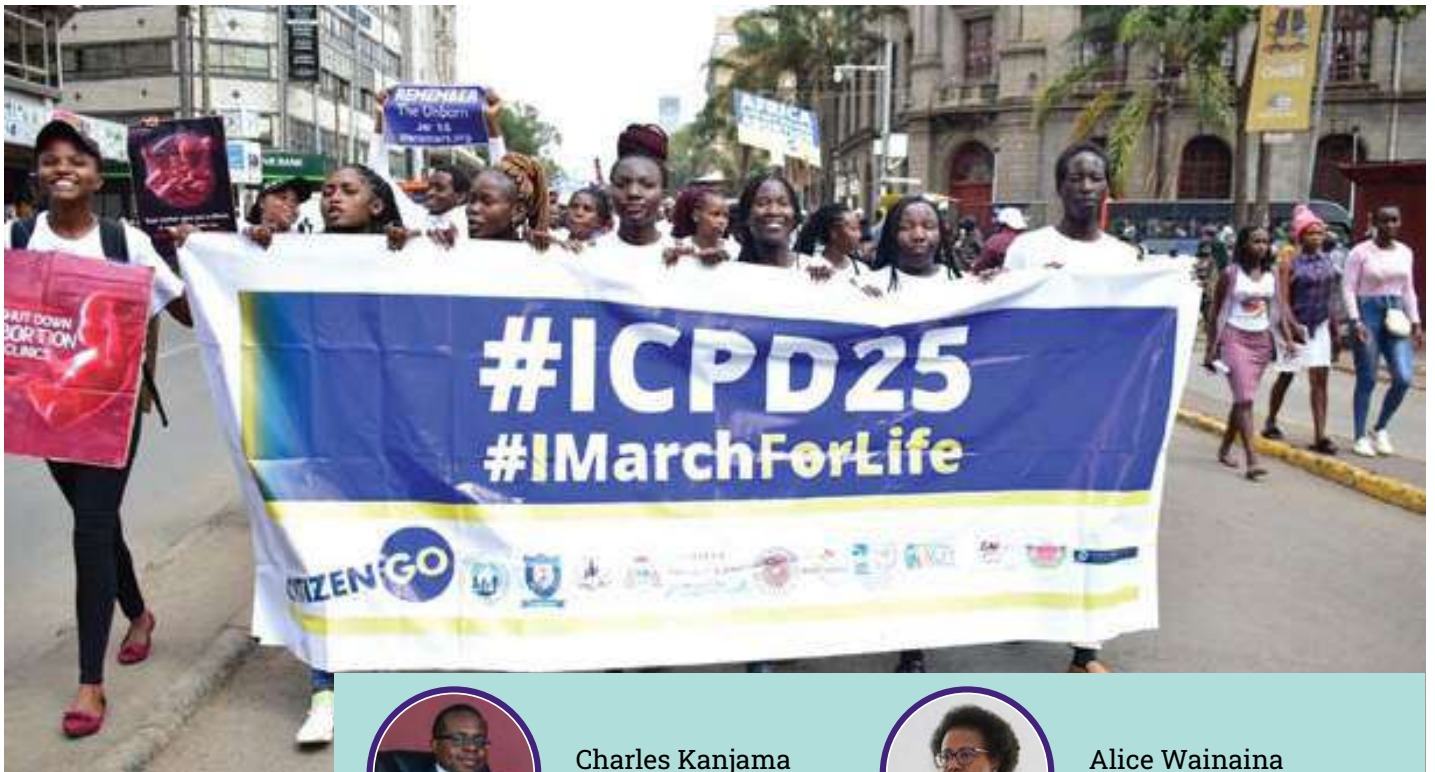
An impactful community advancing biblical values in society.

MISSION

To be witnesses contending for biblical values through advocacy, research, networking & mentorship.

CORE VALUES

- Professionalism
- Integrity
- Courage
- Stewardship
- Care



Charles Kanjama
Chairperson, KCPF



Alice Wainaina
Vice Chairperson, KCPF

WHO WE ARE

Kenya Christian Professionals Forum (KCPF) brings together christian professionals from various denominations sharing common values on Life, Family, Religion and Governance; which are our pillars.

The campaign for the referendum on the New Constitution in 2010 provided an opportunity for the Church Leadership and Christian Professionals to collaborate in formulating the Christian position on contentious issues contained in the new Constitution of Kenya 2010. By providing their expertise in civic education, the Christian Professionals partnered with the Church Leaders in articulating the position of the church regarding matters Religion, Life, Family, Education and Governance.

It is on this backdrop that the Christian Professionals from all disciplines, denominations and counties came together through the Kenya Christian Professionals Forum (KCPF) to provide sustainable support to churches to uence the legal, social and religious environment of our society so that it re flects Kingdom Values.

Christian Professionals are very interested in i uencing and participating in the implementation of the Constitution of Kenya 2010, national laws and policies revolving around Life, Family, Religion and Governance.

KCPF COMMITTEES

KCPF works through committees and each committee has clear terms of reference. Brief overviews of the committees' mandates are outlined below:

	COMMITTEE	FUNCTION
	Life Committee	Advocating for and promoting the culture of life in Kenya.
	Family Committee	Promotes and protects the Family as outlined in Article 45 of the Constitution.
	Education Committee	Inculcating and mainstreaming moral values through Education.
	Religion Committee	Champions our religious freedom in Kenya and beyond.
	Governance Committee	Promoting Leadership and Integrity as outlined in Chapter of the Constitution
	Media Committee	Supporting and networking KCPF committees to profile and publicize their programmes through electronic and print media. It monitors and reports destructive content as well as highlighting the wholesome ones.
	Welfare Committee	Advice, make comments and propose guidelines on the welfare arrangements for the benefit of KCPF Members. It also celebrates and stands with Members in and out of season.

KCPF COMMITTEES

To join KCPF, you are expected to select at least one area of interest where you can serve. Please fill the form Membership form.

WHY JOIN KCPF?

Opportunity to influence the implementation of the Constitution, National Values and policies (Article 10) revolving around Life (Article 26), Family (Article 45), Religion (Article 32), Good Governance (Article 6) and Social Justice. Advocacy is most successful in the context of coalition building and collective voice. The Forum creates such a platform for collective, consistent and constructive advocacy engagement to influence laws, policies, bills, court cases and lobbying for moral values in all spheres of the society.

- **Equipping:** KCPF is engaged in Action Research to facilitate effective responses to contemporary issues so that church leaders and Christians speak from a point of understanding and with authority.
- **Networking:** The Forum is an excellent space to meet with other professionals across many divides: professional, denominational, generational, ethnic, political affiliations, etc. and freely share challenges, experiences, encouragement and connect as Christians in the market place.

- **From Impotence to godly Influence:** Sometimes as a Christian, you may feel impotent to stem the tide of obscene content on mass and social media and this can be frustrating. At KCPF you meet with other Christians who share your values, concerns and frustrations, and best of all, you have the opportunity to join hands and promote and protect godly values in the legal-social framework.
- **From Apathy to Movement:** Your Church or institution, or even yourself as an individual, can join a caucus and become part of the Movement to stand up and be counted for speaking out against moral corruption of our society KCPF Membership To join KCPF, you are expected to select at least one area

of interest where you can serve. Please the form Membership form.

- **Whistle Blowing:** KCPF is a Watch Tower and considers whistle blowing quite in order. If as a Christian you need to raise the alert on something being planned or done against public interest, you have an empathetic audience to guide, help and support you get the attention of the relevant authorities.
- **Giving Back to God and Society:** As Christians, we are called to live not unto ourselves but to put others' interests, and especially the vulnerable first and in so doing, model Jesus' life and glorify God.

There are Four KCPF Membership categories;

MEMBERSHIP	REGISTRATION	ANNUAL SUBSCRIPTION
PROFESSIONALS	KSH. 1,500	KSH/ 2,500
CORPORATES	KSH. 10,000	KSH. 10,000
ASSOCIATES	NIL	NIL
STUDENTS	NIL	NIL

Associates shall not pay any registration or annual subscription fees. Their signing up a statement of commitment to KCPF values. They are not to attend or vote at the AGM or be appointed to the Board or to a Board Committees but may enjoy other benefits of the organization.

PAYMENT DETAILS



Paybill: 750407
Account: "Membership"



A/C : 01128128293800
Kenya Christian Professionals Forum

Our Partners



Contact Us

- 0791 801 536
- info@kcpf.or.ke
info.kcpf@gmail.com
- P.O BOX 14945 - 00800
Nairobi, Kenya
New Waumini House 5TH Floor,
Waiyaki Way, Westlands
- www.kcpf.or.ke

BOARD MEMBERS



Mr. Charles Kanjama, SC
Board Chairman



Dr. Wahome Ngare
Board Vice Chairman



Mr. Alvin Kosgei
Board Secretary



Rev. Dr. Linda Ochola
Board Member



Mr. Francis Wambua
Board Treasurer



Mr. Don Juma
EAK Representative
to the Board



Mr. Eusebius Atamalo
KCCB Representative
to the Board



Ms. Grace Mercy
NCCB Representative
to the Board



INAUGURAL PROFESSIONAL GOLF TOURNAMENT & COCKTAIL

Proudly Sponsored by:



Salaries & Remuneration
Commission
Rewarding Productivity



KENYA REVENUE
AUTHORITY

ciar.b.
Kenya Branch



Kenya National
Highways Authority
Creating Roads, Building Futures



KAREN COUNTRY CLUB | 21st NOVEMBER 2025

*Teeing Off Professional Excellence:
A Collaborative Swing Towards Shaping The Future.*





The Kenya Editors' Guild (KEG) is a professional association that brings together senior editors and media leaders from across Kenya's print, broadcast, and digital news organizations.

Established to uphold the highest standards of journalism, the Guild serves as a guardian of editorial independence, ethical reporting, and media freedom. It provides a collective voice for editors who play a vital role in shaping public discourse, ensuring that newsrooms operate with integrity and in the public interest.

Beyond advocacy, the Kenya Editors' Guild works to strengthen the capacity and professionalism of journalists and editors. It organizes training programs, public discussions, and mentorship initiatives that focus on ethical decision-making, investigative journalism, newsroom leadership, and adapting to the rapidly changing media landscape. The Guild also engages in research and policy dialogue, contributing to media law reforms and the promotion of press freedom in Kenya and the wider East African region.

At its core, the Kenya Editors' Guild champions responsible journalism that informs, educates, and empowers citizens. It acts as a bridge between the media, government, and the public, promoting transparency and accountability in all sectors of society.

By uniting editors under a common purpose, the Guild ensures that Kenya's media remains credible, resilient, and free—continuing to play its essential role in upholding democracy and truth in the face of emerging global challenges.

KEG -PHYSICAL ADDRESS:

4th Floor, Unit 406, Dhanjay Apartments,
Hendred Road, Nairobi.

Telephone: +254 797956 805 / +254 706956805

COUNCIL MEMBERS



Zubeidah Kananu
President



Francis Openda
Vice President



Linda Bach
Council Member - CEO



Kenfrey Kiberenge
Council Member - Online



Millicent Awuor
Council Member - TV



Dr Julius Bosire
Council Member - Academia



Agnes Mwangangi
Council Member - Radio



Ruth Nesoba
Trustee



Martin Masai
Trustee



Mbugua Ngángá
Trustee









Members Directory

- 1



Architectural Association of Kenya (AAK)
 Blue Violets Plaza, Suite Room 605
 P.O. Box 44258 GPO, Nairobi
 Tel: (20) 224806, 0721691337, 0733330647; Fax: (20) 220582
aak@wananchi.com
www.aak.or.ke
- 2



The Association of Consulting Engineers of Kenya (ACEK)
 ACEK Secretariat Commodore Office Suites, Suite 6H Kindaruma Road - Kilimani
 P.O. Box 72643-00200
 Tel: +254 020 2249085 Mobile : +254 717191593, + 254 737653279
acek@mitsumnet.com
- 3



The Chartered Institute of Arbitrators Kenya Branch (CIARB)
 CIARB-Flamingo Towers, Mezzanine 1, Upperhill
 P.O. Box 50163-00200 NAIROBI
 Tel: 0722200496, 0734652205 / 0202712481, 0202722724; FAX: +254202720912
info@ciarbkenya.org
www.ciarbkenya.org
- 4



Geological Society of Kenya (GSK)
 Utumishi House, 2nd Floor, Mamlaka Road
 P.O. Box 60199-00200, Nairobi,
 TEL: (20) 558034, 0722-782246/ 0775 098995
geologicalsk@yahoo.com | info@geologicalsk.or.ke
www.gsk.or.ke
- 5



Institute of Certified Public Accountants of Kenya (ICPAK)
 CPA Center, Ruaraka, Thika road
 P.O. BOX 59963-00200
 Tel. (+254-20) 2304226/ 7, 8068570/1;
 Mobile: 0727531006 / 0733856262 / 0721469169 / 0721469796
icpak@icpak.com
- 6



The Institute of Certified Public Secretaries of Kenya (ICPSK)
 Kilimanjaro Road, Off Ma ra Road, Upper hill
 P.O. Box 46935, Nairobi.
 Tel: +254-20-3597840/2; +254-734-603173, +254-770-159631; Fax: (20) 249089;
info@icpsk.com
www.icpsk.com
- 7



Institute of Clerk of Works of Kenya (ICWK)
 Institute of Clerk of Works of Kenya
 P.O. Box 927-00600
 Tel: +(254) 020 456 789 Mobile: +(254) 123 456 789
registrar@icwk.co.ke
www.icwk.co.ke
- 8



Institute Of Certified Investments and Financial Analysts (ICIFA)
 KASNEB Towers, Hospital Road, Upper Hill
 P.O. Box 48250 – 00100 Nairobi
 Tel: 254(020) 2712640/ 2712828
info@iipea.com
- 9



Insurance Institute of Kenya (IIK)
 College of Insurance, South C, Nairobi;
 P.O. Box 1200 - 00200
 Tel: 605606
iiksecretariat@gmail.com
- 10



Institute of Quantity Surveyors of Kenya (IQSK)
 Blue Violet Plaza, Kindaruma road off Ngo ng road
 P.O. Box 13929 – 00800, Nairobi.
 Fax: +254 20 3875291, 2619337" 0721 - 676823, 0786 – 676824;
 Tel: (20) 3875291 or 0721 676823
info@iqskenya.org | www.iqskenya.org

11


Institution of Surveyors of Kenya (ISK)

Reinsurance Plaza, 10th Floor

P.O. Box 40707-00100, Nairobi Kenya

Tel: +254-20-313490 Fax: +254-20-2214770; Mobile: +254-724-929737 / +254-737-929737;

Fax: (20) 214770 | info@isk.or.ke | www.isk.or.ke

12


Kenya Association of Radiologists (KAR)

PIONEER HOUSE

P.O.Box 10682-00100 NAIROBI

Tel./ Fax: +254 20 2720607; Mobile: 0718244911

kenya.assoc.rad@gmail.com

www.radiography.or.ke

13


Kenya Institute of Food Science and Technology (KIFST)

Kenya Institute of Food Science and Technology, C/o Department of Food Science JKUAT

P.O. Box 62000 - 0 0200, Nairobi.

Cell 0720350903

kifst2016@gmail.com

14


Professional Criminologists Association of Kenya (PCAK)

Address: Kose Heights, 5th Floor

Phone no: 0717419945

Whatsapp: 0701989755

Email: pcakcriminologists@gmail.com

Official Languages: English and Kiswahili

15


Kenya Institute of Planners (KIP)

PIONEER HOUSE

P.O. Box 10682 - 0 0100 GPO. Nairobi, Kenya;

Telefax: +254-20-2731559; +254-728-315288;

info@kip.co.ke

www.kip.co.ke

16


Kenya Institute of Supplies Management (KISM)

KISM towers, 12th floor Ngong road

P.O. Box 30400-00100, Nairobi.

Tel: +254 (020) 2213908-10 / (020) 3505992 / (020) 2635807;

Fax: +254 (020) 2213911; +254 (0)721244828, 733 333226, 717 004842

admin@kism.or.ke | www.kism.or.ke

17


Kenya Dental Association (KDA)

Professional Centre, 1st floor Parliament Road;

P.O. Box: 20059 - 0 0200 Nairobi

Tel: +254-020 312 965 Cell: +254-710 856 304

secretariat@kda.or.ke

www.kda.or.ke

18


Kenya Medical Association (KMA)

KMA Centre , Junction of Chyulu/Ma ra Roads, Opp. Visa Place in Upper Hill

P.O. Box 48502 - 0 0100 GPO Nairobi

Tel: 0722 275695

nec@kma.co.ke or | www.kma.co.ke

19


Kenya Meteorological Society (KMS)

Dagoretti Corner, Ngong Road;

P.O. BOX 41959 - 0 0100 Nairobi, Kenya;

Phone : 020 2147770 ext 2230; | 020 3867880 ext 2230; Fax : 254-2-3876955;

info@kms.or.ke | kmsmails@gmail.com

www.kms.or.ke

20


Institute of Internal Auditors (IIA)

IIA Kenya Chapter, West Park Suites

Ojjo Road Opp Parklands Police Station, 2nd Floor, Suite 1

P.O. Box 8605-00100 | Telephone: +254 721 615 863 / +254 780 615 863

21


Public Relations Society of Kenya (PRSK)

Wu Yi Plaza, Galana Road, Wing B, 2nd Floor, B4 Nairobi, Kenya

admin@prsk.co.ke | prsk@prsk.co.ke | membership@prsk.co.ke | Tel: 0741 753 242

22


Kenya Society of Physiotherapists (KSP)

Cakwood Building, Golf Course – Kenyatta Market

P.O. Box 20768, Nairobi, Kenya

Tel: (20) 219183

kspkenya@yahoo.co.uk

www.kskenya.org

23


Law Society of Kenya (LSK)

Lavington, Opposite Valley Arcade, Gitanga Road
P.O. Box 72219-00200, Nairobi - Kenya
Tel: +254 20 2625391, +254 20 8155295
Mobile: +254 720 904 983, +254 704 442154, +254 704 442166
lsk@lsk.or.ke | www.lsk.or.ke

24


Pharmaceutical Society of Kenya (PSK)

PSK-Jabavu Road, PCEA Foundation, Block C Room 2 C, P.O.Box 44290-00100 NAIROBI
P.O. Box 44290 - 00100 GPO Nairobi - Kenya.
MOBILE: 0722 817 264
info@psk.or.ke
www.psk.or.ke

25


Society Of Radiography In Kenya (SORK)

Golf Course Commercial Centre, 1st Floor, Rm 1.14
P.O. Box 30401 - 00100 Nairobi, Kenya
Tel./ Fax: +254 20 2720607; Mobile: 0718244911
info@radiography.or.ke | kenyaradiographers@gmail.com
www.radiography.or.ke

26


The Institution of Engineers of Kenya (IEK)

Top Plaza, Kindaruma road
P.O. BOX 41346-00100 Nairobi, Kenya
Tel.: 2729326; 2716922; 0721729363
secretariatiek@gmail.com
www.iekenya.org

27


The Kenya Veterinary Association (KVA)

The Kenya Veterinary Association, Kabete Vetlab
P.O. Box 290890 - 0065 Nairobi, Kenya
Tel: +254 020 630 673 Cell: +254 727 680 022
info@kva.co.ke | kvanational1@gmail.com
www.kva.co.ke

28


Institute of Human Resource Management (IHRM)

Prism Towers, 24th Floor Third Ngong Ave, Nairobi
P.O. Box 6132 - 00300 Nairobi, Kenya
+254 (0) 20 2213745 | +254 (0) 20 2240213 | +254 (0) 727 792 001 | +254 (0) 20 2244557
info@ihrm.or.ke

29


Kenya Editors Guild

+254 797956 805/+254 706956805
Physical Address:
4th Floor, Unit 406, Dhanjay Apartments, Hendred Road, Nairobi
Email: info@kenyaeditorsguild.org

30


Kenya Association of Records managers and Archivists (KARMA)

Nairobi, Kenya
+254 721 103 950
info@karma.co.ke

31


Kenya Christian Professionals Forum

5th Floor. New Waumini House. Nairobi
+254 791 801 536 | info@kcpf.or.ke | www.kcpf.or.ke

32


Information Systems Audit and Control Association (ISACA)

Mobile: +254 (0) 786 249357 & +254 (0) 717 116518
Email: info@isaca.or.ke
Postal Address: P.O Box 10384 – 00100 - Nairobi, Kenya

33


Institute of Engineering Technologists and Technicians

0782740587 | 0797679965 info@ietkenya.org | institutionofengineeringt@yahoo.com
www.ietkenya.org | P.O. Bo x 37046 – 00200 Haile Selassie Avenue, NAIROBI



• THE PROFESSIONAL CENTRE

ROOM HIRE & **Conference Facilities**

**OPEN
WEEKDAYS
08:00 - 18:00**

Call _____
0726 610 498
0733 610 498

MEETING ROOMS

- 50-seater Rooms
- 100-seater Rooms
- Conference Halls

AFFORDABLE RATES

- For Meeting conventions
- Special rates between 8.00am and 3.00pm

STRATEGIC LOCATION

- Close Proximity to the CBD
- Easy Access to government offices
- Close to restaurants
- Open to public access

The Professional Centre Starehe, Parliament Rd
P.O. Box 72643-00200, City Square, Nairobi Kenya
0726 610 498, 0733 610 498 | apsea@apsea.or.ke | www.apsea.or.ke



ABOUT IHRM

The Institute of Human Resource Management (IHRM) is a Statutory Professional Body established under the Human Resource Management Professionals (HRMP) Act, CAP. 538. Its mandate is to regulate the Human Resource profession in Kenya and enhance competencies and capacities while supporting innovative and transformative HR practices and standards. The Institute is a State Corporation under the Ministry of Public Service, Human Capital Development and Special Programmes.

The minimum qualification for membership is a Diploma in Human Resource Management or an equivalent qualification from a recognized institution.

Qualified professionals involved in HR or people management activities are required to join and become part of a growing community of practitioners shaping the future of work in Kenya and beyond.

Member Categories:

- **ASSOCIATE MEMBER**
- **MEMBER**
- **FELLOW MEMBER**



VISION

Ethical, People-centric HR Professionals



MISSION

To Regulate and Promote the Practice of Human Resource Profession



FOR MORE INFO

Prism Towers, 24th Floor
3rd Ngong Avenue - Nairobi
P.o Box 6132 - 00300 Nairobi, Kenya
Mobile: 0727 792 001
Email: info@ihrm.or.ke
www.ihrm.or.ke