

# RENEWALS

THE OFFICIAL MAGAZINE OF KENYA REINSURANCE CORPORATION LIMITED.



Main Story:  
**Kenya Re At The Forefront  
In Introducing New Financial  
Reporting Standard**

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# WE'RE LISTENING. WE'RE HERE. WE CARE



Kenya Re is committed to delivering the highest levels of service quality to its customers. We intend to provide services through best practice and in line with our customers' needs, as we continually seek improvements.

#### WHAT IS A COMPLAINT?

- A complaint is defined as "any expression of dissatisfaction by a customer or potential customer about service delivery by the company or its agents, and/or about company or industry policy."
- At Kenya Re, we see complaints as a valuable way of meeting and responding to your expectations. We realize that in breaking down the barriers to meet your needs we value listening to feedback and complaints from you.

#### HOW WILL WE HANDLE YOUR COMPLAINT?

We will:

- Acknowledge your complaint, in writing or via email, within 24 hours of us receiving it.
- Enquire into your complaint and consult any relevant persons who should help resolve it fairly and within a reasonable time frame.
- Treat you and your information with confidence and respect, in line with our guidelines.
- Keep you and any other persons involved informed about the progress of the complaint, how we will try to resolve it and, as is appropriate, what we will do to prevent it from happening again.
- Take action to resolve the complaint as best as possible to your satisfaction and, where possible, recommend any changes needed to ensure the cause is fixed.
- Let you know in writing the outcome of your complaint and, as is relevant, the reasons behind this outcome.

#### WHAT SHOULD YOU TELL US?

- Your name, address and the best way to contact you.
- The details that will help us understand the reason/s for your complaint.
- Copies of any documents relevant to your complaint.
- If you have already have discussed your complaint with us, the details of those persons in Kenya Re that you dealt with.
- What you feel would constitute a satisfactory resolution of your complaint. For example, are you seeking information which you feel is being withheld, are you seeking an apology, etc.

#### YOU NEED TO KNOW THAT

- You may make a complaint verbally and/or in writing, e.g. email, and/or calling.
- We may ask for your help in the course of handling your complaint.

You can make a complaint to Kenya Reinsurance Corporation by contacting or writing to:  
**Assistant Communications Officer | Kenya Reinsurance Corporation**  
 P.O Box 30271- 00100 | Nairobi, Kenya  
 Calls: (+254) 0703083212  
 Email: [complaints@kenyare.co.ke](mailto:complaints@kenyare.co.ke) | [ongicha@kenyare.co.ke](mailto:ongicha@kenyare.co.ke)

# WORD FROM THE MANAGING DIRECTOR

The holiday season is upon us. It just seems like yesterday that we were jumping into 2018. Nonetheless, the year has been filled with various blessings, achievements and wins for the Corporation. This last quarter of 2018 has presented itself with an array of activities and positive strides for the Corporation.

Allow me to state some activities that we are proud to have been part of, and achieved in this quarter.

The Corporation, in partnership with Deloitte and Fidelity Information Services (FIS), came together to host an informative CEO breakfast forum that was targeted at demystifying the new International Financial Reporting Standard 17 (IFRS 17). The forum hosted players in the insurance and financial sector and was held on the 30<sup>th</sup> of October 2018 at the Radisson Blue Hotel, Nairobi. We are proud to be on the forefront of this in order to help everyone in the insurance industry beat the implementation deadline, which is set for 1<sup>st</sup> January 2021.

Global Credit Ratings (GCR), a Johannesburg-based agency, has affirmed the national scale claims paying ability rating assigned to Kenya Reinsurance Corporation of AA<sub>(KEN)</sub>. This was attributed to the Corporation's strengthened asset liability management approaches in recent years, a sizeable investment portfolio support and very strong liquidity metrics, which are likely to be sustained.



Throughout the year, we have been continuously finding ways to improve our CSR project, the Niko Fiti initiative that has touched the lives of over 5,000 individuals. Together with our partners, the Kenya Institute of Special Education (KISE), we hosted a breakfast at the new facility in order to encourage more corporates to adopt the remaining blocks within the institution. As you may know, Kenya Re has adopted Block F. We are finalizing our plans to ensure that the block is fitted with state-of-the-art equipment that will enable PWDs to benefit from a variety of paramedic and therapeutic services.

Despite the challenges we have faced throughout the year, I am confident that the number of turnaround strategies we have put in place will aid us in achieving better financial results by the end of the year.

As a Corporation, we strive to offer the best customer service to all our customers, partners and shareholders. I would like to take this opportunity to sincerely thank you all for the fantastic and unprecedented support you have shown Kenya Re throughout 2018. I have no doubt that we shall continue to support each other in the New Year. To the Kenya Re Board, Management and Staff, I would like to thank you all for the wonderful work that you have all done throughout 2018. As a Corporation, we are sincerely thankful and extremely proud to have you all under our wing. As I conclude, I would like to wish you all a Merry Christmas and a happy New Year. May God bless you all.

**Mr. Jadhiah Mwarania, OGW**  
 Managing Director



**Sylvia Karimi**  
Ag. Corporate Affairs Manager

The year has come to an end and it is safe to say that 2018 has been a busy year for the Kenya Reinsurance Corporation. This 4<sup>th</sup> quarter has been quite eventful and has seen the Corporation conducting and taking part in various activities. As we come to the final month of the year, allow yourself to reflect on the achievements and goals that you have managed to achieve throughout 2018. As a Corporation, we have managed to achieve a few things this year.

Allow me to delve into some of the activities that the Corporation conducted throughout the year. In March 2018, the Corporation hosted an Investor Briefing session at the Hilton Hotel in order to announce the End Year 2017 financial results. The Corporation did so with a collective aim to improve the growth of the business while creating awareness and transparency to its shareholders and interested parties. The Corporation recorded a 6% increase in gross premiums.

We visited the Shining Star Children's home in Mukuru Kwa Njenga slums in April this year. The Corporation conducted remarkable renovations in order to facilitate the home. The renovations included a proper, sanitary kitchen built away from the sleeping area as well as furnishing the home with new beds, mattresses and children's play mats.

Kenya Re then held its Annual General Meeting in June 2018 at the Bomas of Kenya here in Nairobi where the Corporation proposed a cash dividend of KES 0.80 per share to be paid out.

Our Zambia regional office has also been quite active, with the Zambia team hosting a media breakfast in July. This was in a bid to foster good relationships with the media as well as to thank them for their continued support. The Zambian team also conducted a market

## CONTRIBUTORS

**EDITOR IN CHIEF**  
Sylvia Karimi

**EDITORIAL TEAM**  
Sally Kangehe  
Andrew Ong'cha  
George Njuguna  
Edwin Muthabuku

## CONTRIBUTING WRITERS

Wendy Cherop  
Edwin Muthabuku  
Andrew Ong'cha  
Samuel Rungia  
Davis Onsaka  
Adams Koome  
Rose Waganda  
Thomas Mumina  
Jackson Nganda  
Monica Oyaró  
Lillian Kanari

# WORD FROM THE EDITOR

## LET'S TALK 2018

cocktail that saw players in the Zambian insurance industry meet and mingle. This provided a wonderful opportunity for industry players to nurture and strengthen their relationships.

We also took part in the life and non-life technical seminars that happened from the 3<sup>rd</sup> to the 6<sup>th</sup> of September 2018. The conference saw a range of delegates from across the world who came together to discuss and exchange insights on matters life and non-life insurance. The event was also graced by our Managing Director, Mr. Jadhav Mwarania, who shared some insights on the topic.

Across our borders in Lusaka, Zambia where our regional office is located, the Corporation hosted yet another Life Reinsurance Technical Seminar. The seminar took place in November 2018 and played host to over 30 participants from various insurance companies in Zambia. The Corporation further held more Life and Non-life Technical Trainings in Kenya, Rwanda, Tanzania, Rwanda and Zambia.

The Corporation held a breakfast forum in October 2018. The forum, Deloitte and Fidelity Information Services (FIS) shared joint insight and knowledge on the new International Financial Reporting Standard, IFRS 17.

As we end the year, I would like to thank our esteemed clients, partners and shareholders for all the support they have shown the Corporation throughout 2018. Together, we have managed to make tremendous strides and I am confident that we shall drive the business further come 2019.

As I conclude, I would like to wish you all Happy Holidays. May you and your families stay blessed during this festive season and it is my hope that the holiday cheer may run through your hearts and those of your loved ones. I wish you all a Merry Christmas and a prosperous New Year.



By Wendy Cherop

# DISABILITY MAINSTREAMING COMMITTEE

## VISIT TO THE NATIONAL SPINAL INJURY HOSPITAL

The Disability Mainstreaming Committee of Kenya Reinsurance Corporation paid a visit to the National Spinal Injury Referral Hospital on 1<sup>st</sup> November 2018.

The team spent the day with the patients who were able to share the story behind what took them to the hospital. Many said it was a road accident but one story shocked the team the most, the story of a young man who fell with an elevator, something not many people think can happen but did. Despite all that, they are all in a good place. The hospital is a home away from home for them.

In the spirit of the Niko Fitt Corporate Social Responsibility (CSR) activity, the Disability Mainstreaming Committee donated diapers to the hospital and their management

team expressed utmost gratitude. The committee was also able to learn of other companies that had also made generous donations. Safaricom donated laboratory equipment worth 2.4 million, a borehole was built by K-rep bank, Safe Way Right Way members donated a gazebo and well-wishers helped in the construction of a Physiotherapy Department.

In her remarks, Committee Chairperson, Ms Sally Waigumo, noted that the donations would be of great help to the patients at the hospital.

We should all strive to put a smile on someone's face and be the reason why their lives changed for the better.



# KENYA RE AT THE FOREFRONT

## IN INTRODUCING NEW FINANCIAL

### REPORTING STANDARD

By Andrew Ongicha

The Kenya Reinsurance Corporation held a breakfast forum on the 30<sup>th</sup> of October 2018. During the forum, Deloitte and Fidelity Information Services (FIS) shared joint insight and knowledge on the new International Financial Reporting Standard, IFRS 17. Insurance stakeholders, clients, regulators and industry bodies graced the forum, held at the Radisson Blue Hotel, Nairobi. It focused on giving an informed overview and demystifying the concepts under IFRS 17.

Kenya Re, in collaboration with experts from Deloitte and FIS, spoke about the importance of the system to the Kenyan insurance industry. The trio demystified the system with efforts of creating a better understanding to industry stakeholders. The new International Financial Reporting Standard 17 (IFRS 17) will significantly change the way insurance contracts are measured and reported about. Under IFRS 17, insurers will need to update their systems, adopt new processes and, above all, improve integration between actuaries and finance.

IFRS 17 is an international financial reporting standard that was issued by the International Accounting Standard Board (IASB) on 18<sup>th</sup> May 2017. The countdown started then and as today, we have less than 557 working days left before the effective date of the standard. It will replace IFRS 4 on accounting for insurance contracts and, hence, IFRS 17 is a paradigm shift for insurance accounting. It has an effective date of 1<sup>st</sup> January 2021, meaning that the standard is scheduled to be applied for financial reporting periods starting on or after 1<sup>st</sup> January 2021.

Although the effective date is 1<sup>st</sup> January 2021, an opening statement of financial position is required as of 1<sup>st</sup> January 2020 due to the one-year comparative reporting



# DEVELOPING LIFE LONG MOTIVATION

By Samuel Ruugia

can you take the first step to get what you want in life? In case you don't know, the answer is 'Yes'. You can take action right now.

Want to write a book? Write page 1.

Want to lose weight? Go for a run.

Want to find a new job? Send out your resume.

So, now we know that taking action is easier than finding motivation. However, within all this, another question looms: *Is motivation a consequence of your actions, or are your actions a consequence of your motivation?*

### The misconception about motivation

The unfortunate misunderstanding about motivation is that you must be motivated to achieve what you want. Yes, motivation is wonderful. It feels good and gets us excited. But motivation can be fickle. It's here one day and gone the next.

### Two types of motivation

There is *short-term* and *long-term motivation*.

Short-term motivation is shallow, fickle and vulnerable to the ebbs and sways of daily life.

Long-term motivation is neither fickle nor shallow. It's not vulnerable to the economy, the news, the 'experts' or anything in the outside world. It's a deep lasting motivation. It's internal. You feel it deep in your soul. It is lifelong. Therefore, how do we develop lifelong motivation?

**Motivation** is often cited as the magical answer to everything you want. If you were motivated, you would lose that weight, write that book and start that business. So, how do we develop the habits and the mind power needed to **stay motivated** on a daily basis?

Below is a five-step process to developing lifelong motivation. Before then, let's try and answer the following questions

*What if motivation never strikes?*

*What are you going to do then?*

Is motivation the solution?

I often hear people say, "If I could just find the motivation to..."

Within these words is an implication: That motivation is the solution to your problems. It insinuates that if you were motivated, you would pay off that debt, find a new job and go back to school. However, what if that's not the case? What if motivation isn't the solution? What if motivation is a consequence of the actions you take?

What comes first...motivation or action?

I believe that there is a dance between motivation and action. The two of them work together to ignite each other. *Who makes the first move? The first step? Who leads the dance?*

Practically speaking, what is easier to do in the next five minutes? To find incredible motivation or take action? Motivation isn't something that can be summoned upon demand. But action... that's a different beast. Right now,

### The five-step process to developing lifelong motivation

#### Step 1: Identify and write down your goal or objectives

When you know exactly where you want to go and what exactly you want to achieve, it plants the seed for lifelong motivation. Here's a great exercise to start gaining clarity on where you want to go in your life. Take out a piece of paper and get ready to write. Imagine five years into the future, where everything you have ever wanted to accomplish has happened.

What is your day like?

What activities do you do?

What relationships do you have?

How do you make money?

How much money do you make?

How do you feel?

What are your hobbies?

Write. Write. And write some more.

#### Step 2: Write down why you want it

Knowing what you want is the first step, but knowing why you want it feeds your motivation. Basically, you're establishing a purpose for your purpose. So look over your five-year vision. Then write down your response to this question: *Why do you want to achieve this vision? What impact will it have on your life if you fulfil this vision?*

#### Step 3: Develop a step-by-step plan

A killer of motivation is ambiguity or the lack of knowledge. Therefore, to nurture motivation, you need to gain knowledge and establish clarity. A critical part of gaining clarity is to identify the specific steps you must take to fulfil your vision.

Look at your five-year vision. Begin writing out the specific steps that you will need to take to fulfil that vision. Don't make this difficult. You aren't going to know all the steps, however, you will know some of them. Develop the plan. It doesn't have to be perfect, but it's got to be something. By creating this plan you have created a map to start working with.

#### Step 4: Take action on step one

So you have put together the plan to fulfil your vision.

Now is when the rubber hits the road. You need to take action on step one. You have identified exactly where you want to go, why the vision matters and the plan to fulfil the vision. Now, take the first step to make it happen. This brings an alignment between your daily actions and where you want to go over the long-term. This brings meaning and purpose to each day, the fuel for lifelong motivation.

#### Step 5: Reflect then adjust

After about a week, take a look at the actions you have taken. Reflection allows you to learn from your experiences and increase the rate at which you achieve what you want.

Basically, this allows you to constantly learn and grow as you move forward. As you learn and grow, you will become the person you need to be to fulfil your vision. Look at the actions you took over the course of the previous week and answer these questions:

*What actions are moving you towards your five-year vision? Keep doing those.*

*What actions are preventing you from achieving your five-year vision? Stop doing those.*

*What is one action you can start taking this week to accelerate you towards achieving your vision? Immediately implement this.*

**Remember:** A huge killer of motivation is a lack of knowledge. When you feel like you're just running on a treadmill, it kills your motivation. By taking the time to step back and assess your actions and plans you are providing fuel for your motivation.

*Above All Else Take Action*

Here's a simple reality, you can spend a lifetime waiting for motivation to strike and it might never happen, but right now, at this moment, you can take action.

As you can see from the steps above when you take action, you give yourself the opportunity to gain motivation.

Finally, below is a closing quote

*"You are more likely to act your way into feeling, rather than feel your way into acting."*



# HOW DO YOU use the Internet?

By Davis M. Onsakia

Before we talk about Internet usage, what's the Internet, from your own perspective? You use it almost daily but cannot clearly define it. Yeah, that is how ubiquitous the Internet has become. Why even put a capital 'I' before it and not just write 'internet'? This is a long debate, which has been going on in Internet Governance (IG) circles, even as you read this. So, suffice to say, we'll be talking about the 'Internet' and not 'internet'.

The Internet is 'a global network of networks' – our network connects to an Internet Service Provider (ISP)'s network, which in turn connects to some global ISP, which ultimately connects to another ISP that relays your data packets to some destination somewhere in a Texas home! All that is done in a few seconds. (Remember when the fibre cables landed at the Coast? Yes, they increased the speed of this communication). Conjure that picture and now you have the Internet figured out!

Check the image below for the pictorial-oriented:

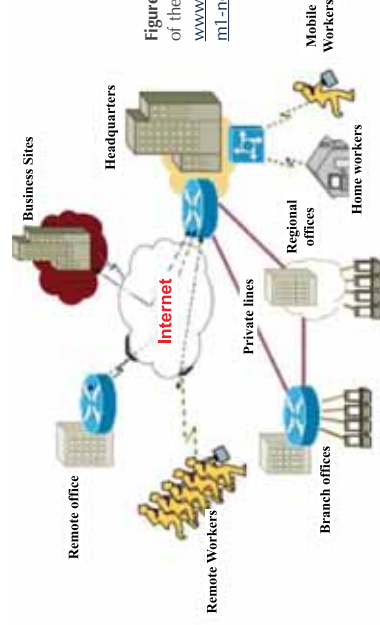


Figure: State of the interconnectedness of the Internet – adapted from [https://www.slideshare.net/losep\\_Bardallo/ml-network-types-internet](https://www.slideshare.net/losep_Bardallo/ml-network-types-internet).

Now that you know what the 'Internet' is, how do you use it?

To some young over-ambitious people, it is a betting site (SportPesa anybody?). I sometimes get perplexed when I see old folk comfortable before TV cameras talking about how they will use the 'windfall' from some casino that is a bet house. This is a topic for another day so I will not delve into the details here. Someone might fry me and since I'm not ready meat, I'll leave it here.

To some sly queen better known as socialites, the Internet (future) is Instagram. To some social media addict, add Twitter, Facebook and Snapchat. To some Rohingya refugees, tortured by the government of the day and provided 'free' Internet by Facebook – to communicate their plight among themselves – the Internet is Facebook'. (Do google Rohingya if you have no idea what is this or better use DuckDuckGo – that is the essence of the Internet anyway).



If you do not have a fully adjustable keyboard tray, you may need to adjust your workstation height, the height of your chair or use a seat cushion to get into a comfortable position. Remember to use a footrest if your feet dangle.

#### STEP 3: Screen, Document and Telephone

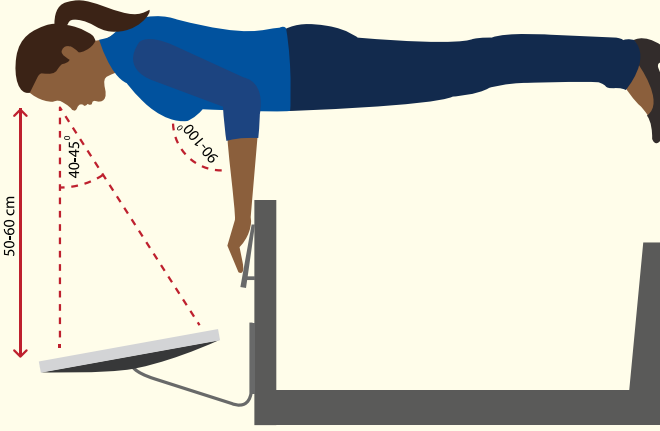
Incorrect positioning of the screen and source documents can result in awkward postures. Adjust the screen and source documents so that your neck is in a neutral, relaxed position.

- Centre the screen directly in front of you, above your keyboard.
- Position the top of the screen approximately 2-3" above seated eye level. (If you wear bifocals, lower the screen to a comfortable reading level).
- Sit at least an arm's length away from the screen and then adjust the distance for your vision.
- Reduce glare by carefully positioning of the screen. Position source documents directly in front of you, between the screen and the keyboard, using an in-line copy stand. If there is insufficient space, place source documents on a document holder positioned adjacent to the screen.
- Place the screen at right angles to windows.
- Adjust curtains or blinds as needed.
- Adjust the vertical screen angle and screen controls to minimize glare from overhead lights.
- Other techniques to reduce glare include the use of optical glass glare filters, light filters or secondary task lights.
- Place your telephone within easy reach. Telephone stands or arms can help.
- Use headsets and speakerphone to eliminate cradling the handset.

#### STEP 4: Pauses and Breaks

Once you have correctly set up your computer workstation, remember to use good work habits. No matter how perfect the environment, prolonged, static postures will inhibit blood circulation and take a toll on your body.

- Take short 1-2 minute stretch breaks every 20-30 minutes. After each hour of work, take a break or change tasks for at least 5-10 minutes. Always try to get away from your computer during lunch breaks.
- Avoid eye fatigue by resting and refocusing your eyes periodically. Look away from the monitor and focus on something in the distance.
- Rest your eyes by covering them with your palms for 10-15 seconds.
- Use correct posture when working. Keep moving as much as possible.



# KENYA RE at Maanzoni Lodge

By Edwin Muthabuku



Kenya Re staff pose for a group photo on day one of the Annual team building at Maanzoni Lodge in Machakos County.

Employees are the most valuable assets a company has. To ensure that they are motivated and enjoy a great relationship, team buildings remain an ideal avenue to facilitate good synergy as well as guarantee better output and productivity. Team building helps foster better and open communication between employees themselves, and also between employees and the higher management. It goes a long way in improving professional relations, understanding and co-operation. Team building makes the team, a unit and improves coordination between its members, as this is one of the important goals to be achieved on the way to organizational success.

After a series of alluring and inviting *uhondos*, the long-awaited team building was here with us. The day was 30<sup>th</sup> November 2018. Staff arrived at their various workstations ready to clear pending work in their in-trays, reply to emails and to do some light shopping ahead of travel. Buses departed for the 45-minute drive from Nairobi Central Business District along the Nairobi-Mombasa Highway in shifts, the first bus left at 4.00pm and the last at 5.30pm.

At the foot of the Lukuya Hills along the Nairobi-Mombasa Highway, surrounded by dry, tropical savanna scrubland, staff met a blend of luxury and nature from the arrival point. Delightful gardens with bright colourful flowers and towering acacia trees, which are home to hundreds of birds are what met the eye. The venue was none other than Maanzoni Lodge, Machakos County.

The lodge provided superb ambience, as it was a perfect get away from the hustle and bustle of the city. Staff were treated to a sumptuous dinner and they took the opportunity to catch up with fellow colleagues as they dug into their meals. What followed was a briefing by the facilitators, Outburst, as well as remarks from the Managing Director, Mr Jadhav Mwarania, who emphasized on the importance of team building as a superb approach to improving productivity and motivation as it helps in breaking down barriers, eliminate distractions and ultimately have fun hence, the reason behind incorporating the team building session into the Corporation's training curriculum.

The following day, 1st December 2018, was fun-packed with a schedule of activities by the facilitators. The day began with a 6.00am workout in preparation for the day's activities. Not even the dicey weather could derail the staff's morale in taking part in planned activities. After breakfast, staff proceeded to the Duma Conference Hall for the morning session. Being 1st December 2017, it was World AIDS Day and what better way to mark the day than a sensitization facilitated by Kenya Re's HIV/AIDS Committee. The committee brought in two guests, Ms Grace Nasubo and her son Meshack. Melau, who shared their personal experiences with staff. They also reiterated on the need to get tested, prevention as well as care and treatment if positive. The young boy really moved staff with a super presentation of a poem that encourages testing and advocates against stigma for persons living with HIV/AIDS. Staff speaking to Re News remarked that the sensitization was very timely and a move in the right direction.

The rest of the day flowed through with diverse activities in smaller groups. The most significant activity being a competition to decorate a cake provided by the facilitators. Outburst. Staff were split into five different groups with each group receiving a cake, dough and aluminium foil. The rest of the items necessary to decorate the cake were placed on a central table for staff to pick from, but there



*Managing Director, Jadhiah Mwarania, awards Mary Kiama of HR department following her 35 years of service to the Corporation.*

was a catch. The rules of the game stipulated that every group only uses two items at a go and no group should use any two items for more than three minutes. Staff really put in their creative wits in decorating their cakes in the very little time and resources given. All the cakes looked wonderful but Team Victors emerged top. They made a cake in the symbolic commemoration of the day's event, World AIDS Day. The team, thereafter, donated their cake to Ms Grace Nasubo and her son, Meshack Melau. This competition was different: There were no losers. All teams remained behind to cut and munch on their cakes.

Then came the night of a thousand stars, the Christmas party. Staff came adorned in the 70s style of the night! Ladies came beautifully dressed in big wigs, bell-bottoms, frayed jeans, midi skirts, and ankle-length maxi dresses. Men, on the other hand, were elegantly dressed in bell bottom pants, flared jeans as well as 70s capes and shirts.

The Managing Director, Mr. Jadhiah Mwarania noted that his speech was reflective of how the year has been for the Corporation; recapping negatives and positives that the Corporation has been through. He reiterated the need for staff to work together towards the achievement of set targets and goals. He also took the opportunity to welcome the new staff who have joined the Corporation and wished them the best as they settled down in their new roles.



*Records Department team all smiles when they received the department of the year award. Presenting the award to them is Jaqueline Njui, General Manager, Finance and Investments.*



*Team Victors all smiles after their cake was chosen as the best cake during the cake decoration competition at the Annual Team Building Exercise at Maanzoni Lodge.*

The emcees of the night, Yvonne Mwanacha, Joel Irungu and Mwangi 'Mwas' Chege (of Ouburst) were in check to ensure staff remained as entertained as possible through winning of raffles and airtime, dancing to music from the various eras and of course a good old dose of laughter. The Christmas Party Committee also took the opportunity to unveil the winners of various categories voted in by staff. The various awards went to:

- Alcohol & Drug Abuse Mainstreaming Committee (ADA) which was awarded Committee of the Year and credited for implementing initiatives aligned with their mandate.
- The department of the year went to the Records & Archives Department which was applauded for quick turnaround time in availing requested files/records.
- Mr. Patrick Amonde was crowned Employee of the Year for his monumental commitment to his

work duties especially when staff sought travel clearances. He always went out of his way to ensure that the concerned staff get assisted in time to travel.

- The best-dressed gentleman went to Mr. Adams Koombe while the best-dressed lady was Mrs Rose Waganda.
- The Alcohol & Drug Abuse Mainstreaming Committee (ADA) also recognized the efforts of Ms Lina Nyaga, Mr James Mburu and Ms Mary Mwendwa in supporting the committee's mandate.

The official event ended at around 12.30am and staff took to the dance floor to shake a leg and celebrate the hard work put in through the year! What a colossal end to 2018.

Until next year, adios!



## SON OF THE SOIL

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I do not have perturbed lips  
But I speak the truth  
I do not have cat eyes  
But I can see the true colours of the universe  
I do not have donkey ears  
But I can hear what make sense and what is a nuisance  
I do not have a dog nose  
But I can smell and distinguish between carbo-monoxide & oxygen  
I do not have a big heart  
But I do have passion for love and I love people  
I do not have soft hands  
But I can deliver my people from shame  
I am the son of the soil  
Like daughters of the land  
I am the filament of freedom  
I am the pistil of peace  
I am the calyx of consciousness  
I am the corolla of peoples cause  
I am the pollen of prosperity  
I am the anther of amicable solutions  
I am the stem of our society  
The son of the soil

By Adams Koome

## QUOTE OF THE YEAR

*"I think in whatever it is that you do, you should do what you most want to and what you are best at. Too many people don't really do what their hearts desire but they try to do something else because they think it will be easier to get a job or make money. When that happens, it feels like you are working but if you do what you really want to, it feels like you are playing."*

Stan Lee

Kenya Re  
**Health Reinsurance solutions**

# Health COMES FIRST



Based on our unique and integrated focus on risk carrying and risk management in the health sector, we deliver individual and corporate sustainable solutions to our clients not only in Kenya, but Africa and the world.

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# PIC TORIAL



The Disability Mainstreaming Committee donates slippers to patients during their visit to the National Spinal Injury Referral Hospital on 1<sup>st</sup> November, 2018.



Ms. Victoria Mutunga (left) and Mr. Patrick Annonde (right) take part in a dry run exercise of a fire rescue during a fire drill at Kenya Re Towers, Upperhill. Looking on as the "casualty" is the Spic and Span (cleaning services provider) manager, Ms. Veronica Keya.

Kenya Re Managing Director Mr. Jadhav Mwarania (2<sup>nd</sup> left), Global IFRS17 and Risk Solutions Leader, FIS, Mr. Martin Sarjeant (left) and Insurance Sector Leader Africa, Deloitte, Andrew Warren (2<sup>nd</sup> right) being interviewed by George Ndungu from BBC during the IFRS 17 CEO Breakfast Forum in Radisson Blu in Upperhill, Nairobi



Staff members Mrs. Susan Kandie (left), Mr. Brian Tarus (center) and Thomas Muringa (right) registering guests during the IFRS17 CEO Breakfast Forum held on 30<sup>th</sup> October, 2018 at Radisson Blu, Upperhill Nairobi.



Participants of the Life Reinsurance Technical Seminar pose for a group photo in Lusaka, Zambia.



The Alcohol and Drug Abuse Mainstreaming Committee in a jovial mood after branding Kenya Re staff with ADA branded wristbands.



Mr. Patrick Annonde of Administration department when he was crowned The 2018 Employee of the Year at the Annual Christmas Party held at Maanzoni Lodge in Muchakos County



Mr. Patrick Annonde of the Alcohol and Drug Abuse Mainstreaming Committee brands Mr. Stephen Kinai with an ADA wristband.



Kenya Re Board HR & Nominations Committee Workshop held from 3<sup>rd</sup> to 5<sup>th</sup> October 2018 at Inasikipai Resort, Nairobi

# LONG-SERVING STAFF



By Edwin Muthabuku

## FETED AT CHRISTMAS PARTY

A long-service award is an opportunity for an organization to recognize an employee for his or her longevity or tenure with the organization. Long-service awards are considered one of the most important recognition tools because they reward loyalty and commitment to the business.

The award is still highly valued by employees because it is a recognition of their ongoing commitment to the business. It also shows that the business values them and wants to retain them. This year, various staff were feted for their years of service to the Corporation in the categories below at the Annual Christmas Party held at Maanzoni Lodge, Machakos County on Saturday, 1<sup>st</sup> December 2018.

Years of Service	Staff Members	
35 YEARS	MARY KIAMA	
30 YEARS	JEMMIMAH MWONGA SAMSON MUDOGO LINUS K'OWITI	
25 YEARS	HARUN SISA AGNES MUSYOKA	
5 YEARS	CHARLES KARIUKI JUDY NIUGUNA ANDREW ONGICHA GLADYS RUIGU	EMMANUEL KARISA LUKE KIUNGA WINNY GIKONYO JOPHAN MUTAI



The Re News Editorial team wishes you all, our dear readers and contributors,

MERRY  
*Christmas*  
AND HAPPY NEW YEAR





# ROLE OF CHANGE MANAGEMENT IN A PROJECT IMPLEMENTATION CYCLE

By Rose Waganda

The ultimate goal of change management is to drive organizational results and outcomes by engaging employees and stimulating their adoption of a new way of working. Whether it is a process, a system, a job role or an organizational structure change.

Change management and project management work in tandem. A project is only successful if individual employees change their daily behaviours and start doing their jobs in a new way. For instance, a technical solution can be achieved, but if no one embraces it, then the change is considered a failure.

While project management answers the question of how to execute a project, change management answers the questions, 'why are we doing the project?' and 'what is it supposed to achieve?' At an individual level, the answer to the question 'what is in it for me?' should come out clearly.

- The current state usually has a powerful holding force on employees.
- The transition state is usually emotionally charged and chaotic.
- Future state is often unknown and a source of fear.

## Focus:

**Technical Side** of moving from current state to future state

**Project management**

**Current State**

**Transition State**

**Future State**

**Change management**

## Focus:

**People Side** of moving from current state to future state

It is, therefore, very critical that any organizational undertaking, which impacts on the employees, is properly managed from the very beginning and the people side of that change given special attention, since, as the saying goes,

*'Implementing an excellent business change without employee engagement is like building a great ship and having no crew. You might stay afloat for a while but you may never leave port.'*

Resistance, apathy, lack of commitment or a desperate attempt to maintain the status quo, can have a serious negative impact on the implementation and final output of a project. These can be minimised or at best eliminated if change management is employed from the initial stages of a project to its closure and beyond.

It becomes imperative upon the organization and the people to be affected by the change, to acknowledge certain fundamental tenets of managing the people side of change:

- Change does not just happen for its own sake. There is a reason for change. There must be an identified organizational need that has to be addressed through this change e.g. the realization of a certain business objective.
- Organizational change requires individual change. In order to manage change effectively, it requires each person at an individual level to acknowledge that he or she has a role to play in the change process.
- Organizational outcomes are the collective result of individual change. The desired outcome can only be achieved through the collective input of individuals.
- Change management provides a platform that enables individuals to adopt new values, skills and behaviour.
- Change management helps in the realization of benefits and desired outcome of an undertaking.

The path to ensuring effective and successful project implementation; therefore, lies in employee engagement. The level of change management to be employed depends on the level of change activity being carried out. Several change models exist but what comes across as key in this engagement is the fact that several essential ingredients must be at its core.

Of importance is the creation of awareness amongst all internal stakeholders. This involves the creation of an environment necessary for change. Communicate on the necessity for the change during the preparatory stages. Let the change not come as a surprise to the employees. While doing this, the Change Leader, usually known as the Executive Sponsor, has to build strong alliances with key persons in the organization, who ultimately takes charge of the change in their areas of responsibility. Care must be taken, however, to ensure that the creation of awareness does not result in mixed signals to the employees, as different people may interpret the same message differently. The person creating awareness, the kind of message being sent out and the medium used are all very important.

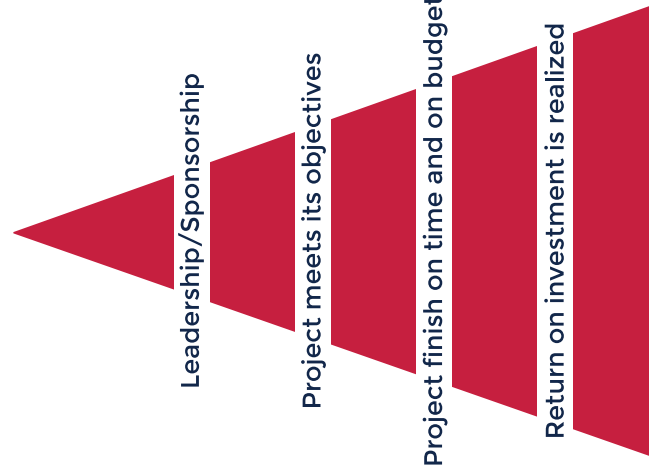
Once the employee is aware of the change, why it is necessary and what can happen if it is not embraced, the next step is to help in the creation of willingness or desire to participate in the process. It is not automatic that once the employee is aware of the change he/she will support it. This willingness depends upon several factors including the employee's personal circumstances, the organization's culture, nature of the change and past experiences with similar projects among other issues. It is important to understand what influences each individual and create the necessary drive, which helps them make sense of the change.

Empowerment through information dissemination, training and education helps the employees acquire the necessary knowledge, new skills and behaviour necessary for the change. This knowledge must then be turned into actions, which demonstrate that the employee is now able to implement what he/she has learnt. This can be achieved through practical involvement during training, having close contact with those well versed on the subject matter and formulating an assessment mechanism to ensure that they are on track.

It is key for an organization, through its leadership to recognize the milestones achieved by employees and project teams in embracing, executing and adopting the change successfully. This can be done through rewards or any other form of appreciation. Besides, the employee has to have the self-satisfaction that indeed he or she has been part and parcel of the success story. This helps in strengthening the change and ensures its sustainability. It is good to implement a project successfully, but this is not enough. Structures must be put in place for posterity. Key persons and employees must continue to support the change.

Having said this, change management thrives upon the establishment of a robust change management strategy which outlines the activities of the change process as far as enforcing the above ingredients are concerned. This plan has to be in line with the project's execution plan and the organization's objective for the change. Key among these are communication, training, resistance management and post-implementation initiatives that will help sustain the momentum.

Sponsor visibility is of paramount importance. He/ she has to be actively involved in the process from the beginning to the end, using structured methodologies of communication, while ensuring that the other change leaders play their roles effectively. The sponsor sits at the apex of project management and change management and therefore should have a proper roadmap of his activities.



The strategic aim of change management in any organizational undertaking is to influence employee speed of adoption, ultimate utilization and proficiency. It has a correlation with expected business results. An organization that embraces change management is able to achieve change competency overtime and change management becomes the norm rather than the exception.

**Change Management Applied at Kenya Re**

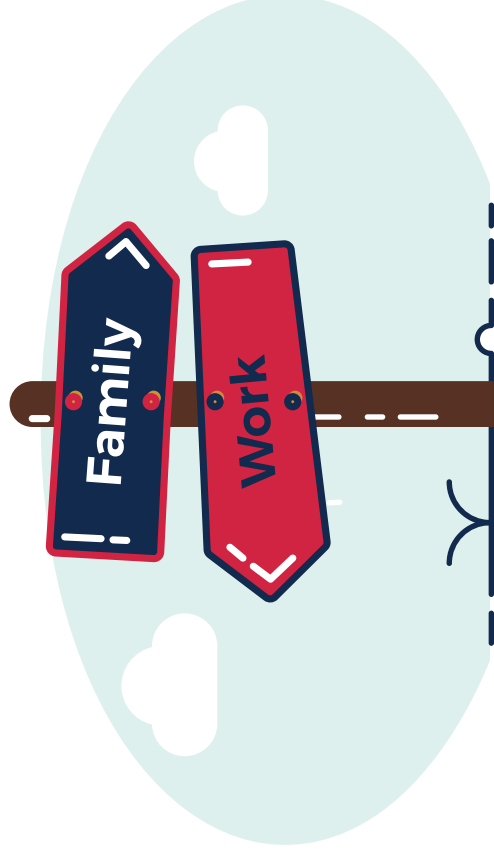
The management of Kenya Re embarked on major initiatives aimed at the transformation of the organization. One such initiative was the implementation of business applications systems to improve service delivery and enhance efficiency and effectiveness of business processes. A business case was therefore developed for the procurement of a reinsurance system SICs, that would help the Corporation realize the functionality gap with existing applications, automate and adopt best practice business processes. The expected result would be an improvement of controls, consolidation of business applications, elimination or minimization of manual interfaces, improvement in performance and reporting as well as enhancement of data integrity.

In recognition of the importance of change management in this process, the Executive sponsor appointed a change manager alongside other project team members to run with the people side of change. The project ran for a period of two years and was successfully completed on schedule.

Ref diagrams: Prosci - Three states of change

- Project Change Triangle

Watch out for 'Assessing an organization's readiness for Change in the next Re News issue.



**WORK-FAMILY  
CONFLICT**

By Monica Oyaro

**Work-family conflict** is "a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect.

That is participation in the work (family) role is made more difficult by virtue of participation in the family (work) role" (Greenhaus & Beutell, 1985, p. 77).

Accordingly, the conflict takes place at the work-life interface. Conflict between work and family is important for organizations and individuals because it is linked to negative consequences. For example, conflict between work and family is associated with increased absenteeism, increased turnover, decreased performance and poorer physical and mental health. It is a tight connection between families conceptually conflict between work and family is bi-directional.

Most researchers make the distinction between what is termed work-family conflict, and what is termed **family-work conflict**.

Work-to-family conflict occurs when experiences at work interfere with family life, like extensive, irregular or inflexible work hours, work overload and other forms of job stress, interpersonal conflict at work, extensive travel, career transitions, unsupportive supervisor or organization. For example, an unexpected meeting late in the day may prevent a parent from picking up his or her child from school.

Family-to-work conflict occurs when experiences in the family interfere with work life like the presence of young children, primary responsibility for children, elder care responsibilities, interpersonal conflict within the family unit or unsupportive family members. For example, a parent may take time off from work in order to take care of a sick child. Although these two forms of conflict-work interference with family (WIF) and family interference with work (FIW) are strongly correlated with each other, more attention has been directed at WIF more than FIW. This may be because work demands are easier to quantify; that

# 'YOU ARE WHAT YOU EAT'

## THE FUNDAMENTALS OF HEALTHY NUTRITION



By Lillian Kanari

is, the boundaries and responsibilities of the family role is more elastic than the boundaries and responsibilities of the work role. Also, research has found that work roles are more likely to interfere with family roles than family roles are likely to interfere with work roles.

Work can conflict with one's home and family life. However, workaholism can lead to adverse effects on one's relationship with his or her partner. Workaholism is "an individual difference characteristic referring to self-imposed demands, compulsive overworking, an inability to regulate work habits, and an overindulgence in work to the exclusion of most other life activities" (Robinson, 1997).

Workaholism can affect a person's private life since it includes the exclusion of other activities including spending time with spouses which is significant to any healthy, happy relationship. When there is a strain on a relationship due to a partner's workaholism, both partners can become stressed and less supportive of one another resulting in negative behaviour. Individuals, who work a lot to the point of interference with the rest of his or her life, tend to perceive their family as having less of a strong communication background.

These individuals also perceive their families as having family roles that are not as clearly defined as they would like them to be. Workaholism isn't the only dynamic that can be a factor in work-family conflicts. Family alone demands enough from an individual, but in this new millennium where more than one individual or spouse is working to support a family, the demands of upholding family life and maintaining a career or job are immense.

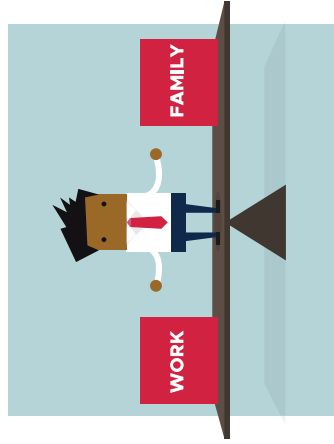
### Managing work-family conflict

Work-family conflict can be diminished by:

- Establishing family-friendly policies in the workplace. Certain policies can include telework and telecommuting policies where employees have the ability to work from home.
- Schedule flexibility policies where employees have control over their schedules.
- Family-work conflict can also be diminished by establishing workplace family-friendly policies. Some of these policies include maternity, paternity, parental, and sick leaves.
- Providing childcare options either on-site childcare centre at the business, references to close child care centers or supplemented child care incomes for the families placing their children in a child care center.

- Provide health care insurance.

To allow these policies to work you need to make sure that your employed managers and supervisors are supportive and allowing for employees to use the policies.



### Types of Work-Family Conflict

Three types of work-family conflict have been identified: time-based, strain-based and behaviour based (see below).

1. Time-based: Competing time requirements across work and family roles.
2. Strain-based: Pressures in one role impair performance in the second role.
3. Behaviour/Ur-based: Incompatibility of behaviours necessary for the two roles.

### How Are Work-Family Conflicts Being Addressed?

With advances in technology, individuals who work outside of the home and have intense schedules are finding a way to keep in touch with their families when they cannot physically be with them. Cell phones, wireless internet and gadgets such as the Blackberry make it so that family members and loved ones are at the fingertips of working individuals. "Technology has provided a bit of an upper hand, allowing them unprecedented control and creativity in maneuvering the tenuous balance between work and family" (Temple 2009).

When a family member is the caregiver of their elderly parent or relative conflicts can occur at work, in the home and lead to depression. Having a medical alert and home safety system in place can offer peace of mind, relieve stress and maintain the elder person's independence.

We need to eat good food so as to keep healthy and fit. The human body contains an average of 6% minerals, carbohydrates, 16% fat, 16% protein and 62% water. The percentages vary depending on a person's diet and lifestyle. It is, therefore, necessary to eat foods from a wide variety of the five groups mentioned above, to ensure that we are consuming different nutrients that our bodies need.

It is important to have healthy eating habits so that ensure we bring out a positive impact on our health. If we take some ice cream or confectionery every once in a while, it will not have a detrimental effect on our health. However, if we acquire a habit of always eating junk food, we will subject ourselves lifestyle health risks such as Type 2 Diabetes.

The Christmas festive season is around the corner! It is during this time that we tend to indulge in unhealthy eating, especially since this is the season that has lots of social events. However, do we take time to realize the negative impact bad foods have on our bodies?

The Holy Scripture tells us that our bodies are the temple of God (1 Corinthians 6:19), therefore, what we ingest, determines whether we care for our bodies or not.

Most major cities in Kenya today have fast food eateries that have gained so much popularity. Let's admit it! We more often than not swing by our favourite eateries for that bag of chips and crispy, deep-fried chicken. It's no wonder why

you will find a good number of millennials queuing for pizza and a cold soda, most evenings. Thereafter, very few will exercise to burn off the extra pounds.

Processed foods are high in sodium, which is used as a preservative or flavour enhancer, therefore, enhancing the taste. These foods lower our metabolism because they contain little fibre, which makes us feel bloated and contributes to low moods. Depression may eventually set in with time.

Did you know that foods contribute to our moods? Foods rich in high fibre, such as oats, are necessary for digestion and are central to our nervous system. A healthy breakfast is a kick start for your day. You must be thinking that healthy equals expensive. This is not often the case, because all you need is a plate of complex carbohydrates such as tubers (arrow roots, brown bread, and cassava), protein (lentils, egg, lean meat) and a sizeable portion of fruits. People have the belief that for you to be healthy, you must be wealthy. Anyone can afford to be healthy. In fact, it is ironical and sad that people who live in rural areas and plant the most essential organic foods, despise them, simply because they associate these foods with poverty, yet these traditional foods are what nutritionists recommend regularly.

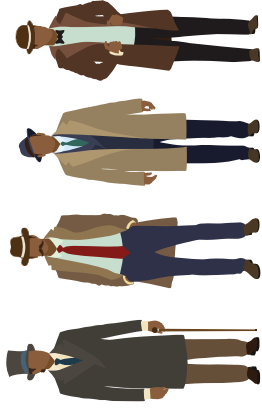
When all is said and done, make healthy nutrition choices to increase your longevity.

# THE DAPPER MAN

## Season 2

# The evolution of suits

By Thomas Murnina



In the early 18<sup>th</sup> century, fabric was forbidden in several European countries, in order to protect the local wool and flax industries. Once the prohibition was lifted, the fabric became very popular and eventually, even more than linen. Cotton became more popular and much cheaper and hence, it became the most popular fabric choice for suits.

### THE 1900S: THE UPRISE OF SUITS

The business suit was invented and gained a lot of popularity and importance in the 20<sup>th</sup> century. Albeit, it is important to say that suits went through extensive changes during this century, ranging from the most minimalist styles to the most exotic and daring approach, comfort became a more important factor.

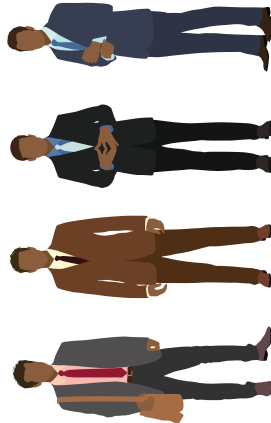
### THE 2000S: A "BEAUTIFUL" DISASTER

From extreme fusion between previous styles and trends to influences from several cultures and ethnic clothing this is what we call a beautiful disaster. However, many designers would not call it beautiful.

In the first decade of 2000, luxurious fabrics and an overiding flamboyant style took over. The minimalist and serious style of suits from the previous 10 years was replaced.

However, this style lost momentum by 2010 and suits experienced a "comeback" of the more dignified and minimalist style. Since 2010, the suits look more masculine and polished. The James Bond style!

It is wise to conclude that suits have evolved in the last 400 years and will continue to evolve because that is how fashion works as is evident from history.



An exquisite suit is the paragon of formal dressing. It can make an ordinary man stand out in the crowd just like a deity does amongst the mortals.

Such is the power of an elegant suit and this is something that men of all ages know very well. It is a sign of power and as we all know, a powerful man will always have the advantage over the rest in most aspects of life.

### THE 1600S: THE BEGINNING

Just like now, suits in the 1600s were used to reflect status and power as well as standing out in the crowd.

Clearly, the style is radically different from the modern style, but they were a hit in that era. I bet no man can dare pull off this style today.

### THE 1700S: THE UPGRADE

This era was different in the sense that men were supposed to wear an elegant titer (hat) and an iconic suit that composed of a coat, vest and breeches. The hat, in most cases, was black with a very distinctive design: It had the brim fastened up on three sides.

When comparing suits from the 1600s and 1700s, you will see that in the 1700s, things became a little more simplified. This marked the start of the modern-era suit.

### THE 1800S: EVOLUTION IS MORE VISIBLE

Suits became more simplified and gave room for the modern suit to emerge. The tricorn hat is long gone! We can see prodigious improvements.



# PROTECTION OF WAGES

By Jackson Nganda

Here's a quick snapshot of the Employment Act, 2007 Section 17 sub-section 1-11.

Under this section of the Employment Act, an employer shall pay the entire amount of wages earned by or payable to an employee in respect to the work done in pursuance of a contract of service directly, in the currency of Kenya either

- a. In cash;
- b. Into an account at the bank designated by the employee; or
- c. By Cheque.

The Act guides an employee's wages shall be paid on a working day and during working hours, at or near to the place of employment or at such other place, as may be agreed between the employer and the employee. Therefore, employees cannot be paid their salaries on a weekend or a public holiday.

The Act also states that an employer shall not pay wages to an employee in a place where intoxicating liquor is

sold or readily available for supply, except in the case of employee to work in that place. For example, if an employee is employed in a Liquor Bar or restaurant, the law allows the employer to pay the employee wages at that place.

The Act further says that no person shall give or promise to any person any advance of money or any valuable consideration upon a condition expressed or implied that the person or implied that the person or any dependent of that person shall enter upon any employment.

The law also stipulates that no employer shall limit or attempt to limit or attempt to limit the right of an employee to dispose of his wages in a manner which the employee deems fit, nor by a contract of service or otherwise seek to compel an employee to dispose of his wages or a portion thereof in a particular place or for a particular purpose in which the employer has a direct or indirect beneficial.

Reference: Part iv of Employment Act, 2007.



# SOY SAUCE FRIED RICE

By Wendy Cherop

Soy sauce fried rice is a classic Chinese side dish. It's slightly indulgent, bursting with flavour and it takes just ten minutes to prepare. The good thing about this dish is that it is robust enough to serve as a main.

### Ingredients

- 2 tablespoons of light soy sauce
- 1 tablespoon of dark soy sauce
- 1 teaspoon of sugar
- 1/8 teaspoon of white pepper powder
- 2 to 3 tablespoons of bacon fat
- 2 eggs, beaten
- 3 to 4 cups of boiled rice
- 3 green onions, chopped
- Sea salt

### Instructions

- Combine the light soy sauce, dark soy sauce, sugar and white pepper in a small bowl. Mix well.

- Add bacon fat into a large nonstick skillet and heat over medium until the fat is melted. Add eggs. Cook until the bottom is slightly set.
- Turn heat to high and add the boiled rice onto the egg. Cook until the heat builds up and you can hear vibrant sizzling.
- Swirl it in the soy sauce mixture. Cook and stir constantly, until the rice turns an even colour.
- Add green onions. Stir to mix well.
- Carefully taste the rice. Season lightly with sea salt if necessary. Stir and mix thoroughly so the salt is evenly dispersed.
- If you like crispy and charred rice, you can turn off the heat and let the rice sit in the skillet for a minute or two. Be careful, the rice should be thoroughly cooked but not burnt.
- Transfer the rice to a bowl and serve it. Always serve the rice hot or at least warm to get the best flavour.

**BON APPETIT!**

### OUR HOME OWNERSHIP SCHEME

At Kenya Re, we understand that owning a home requires a significant investment. So, we have considered financing members of the public to acquire homes of their choice through our Commercial Mortgage Scheme.

Talk to us today and we will help you turn your home ownership dreams into reality.

The Kenya Re Insurance Corporation Limited was established in 1971 to transact reinsurance business. This provided funds for investment in both Commercial and Residential properties to the public on the Corporation's housing projects. You can purchase an existing, developed residential property at an affordable interest rate of 14% per annum. All you need is to fulfil the following:

### ELIGIBILITY

- All Kenyan citizens, permanent residents or expatriates are eligible.
- Maximum age at the end of the mortgage term must be 60 or retirement age, whichever is earlier.
- Salaried customers, directors of reputable companies or well-established SMEs with demonstrable and verifiable monthly income for the past 12 months.
- Professionals and consultants who earn a regular monthly income and are purchasing a residential property for owner occupation.

### REQUIREMENTS

- The property should be fully serviced, ready for occupation and with valid title document.
- The house loan should be from Ksh. 3 Million to a maximum of Ksh. 20 Million.
- Maximum repayment period of 20 years.
- Financing up to a maximum of 90% of the value of the property.
- The property should be within a municipality.

# BE A HOME OWNER TODAY

### DOCUMENTS REQUIRED

- Certified copy of ID / passport.
- Copy of KRA PIN certificate.
- Certified letter from employer stating terms of employment (it should include your pay / position / duration of service / retirement age).
- Certified copies of last six pay slips.
- Sale agreement.
- Documentary evidence of any other income.
- Certified copies of bank statements for 12 months and audited three years annual accounts for self-employed applicants.
- Copy of title deed.

### ON ACCEPTANCE OF THE OFFER YOU WILL PAY

- 10% deposit of the property value to the vendor/ Kenya Re.
- Commitment fee of 1% of the loan approved.
- Valuation fees payable to the valuer directly.
- Legal fees payable to the advocates.
- Stamp duty of 4% of selling price payable to the government.

### COST SUMMARY

Deposit	10% deposit of the property value
Commitment fee	1% of loan approved
Valuation fees	Depends on property value
Legal fees	Depends on loan amount
Property insurance	Based on value of the property
Mortgage Life Policy	Based on outstanding loan amount
Stamp duty	4% of the property value

### For more information contact:

Anne Wangeci  
Investments Department  
arungu@kenyare.co.ke  
0703-083337.







## **Kenya Reinsurance Corporation**

Reinsurance Plaza, Taifa Road,  
P.O. Box 30271 – 00100, Nairobi.  
Tel: +254 (020) 2202000, 0703 083 000  
E-mail: [Kenyare@kenyare.co.ke](mailto:Kenyare@kenyare.co.ke)  
Website: [Kenyare.co.ke](http://Kenyare.co.ke)  
Facebook: Kenya Reinsurance  
Twitter: [kenya\\_re](https://twitter.com/kenya_re)