



**Power for better living**

Making customers smile on every street, every town

Our Mission is to be the leading organization for power generation, automotive and engine related products in East Africa.

**Message from the Group Managing Director**



**100% Discipline for an A Organization**

Dear Members,

We have now finalised our results for the last financial year. Turnover grew satisfactorily. Unfortunately profits were well below budget. FY 10/11 proved to be exceptionally challenging for several reasons:

1. Currencies throughout the region devalued significantly and rapidly resulting in considerable margin reduction.

- 2. Inflation rose significantly due to external factors leading to a drop in disposal incomes which depressed consumption.
- 3. The cost of doing business increased in line with the general inflationary trends.
- 4. We took some aggressive calls which did not pay off and were expensive.

These factors placed considerable pressure on profitability. Going forward, in the short run, we foresee challenging times continuing. Demand has dropped and interest rates are high. Fortunately, exchange rates are recovering and thereby increasing margins. Recovery is likely to take place once inflation and interest rates ease.

Our focus must be continuous improvement of our organization. Living our brand vision of 'providing power for better living and making customers smile in every street, every town' and our values will be critical. We must increase our competitive advantage.

Critical to success in particular will be:

- 1. Disciplined people, discipline thought, disciplined action** - We must do the right thing right NOW. We will not tolerate anything less than 100% discipline. When it comes to marketing activities, we must plan meticulously and execute rigorously. Today, we have adopted the 3W1H process and we must ensure 100% adherence to planned activity.
- 2. We need to be an A organization** - We will only support A class employees. we have no room for B or C employees or unsatisfactory performance.

Thanks and let's make it happen.

*Vijay Gidoomal*

**HIGHLIGHTS . . .**

- **GMD's Message**
- **Staff News - Sheffield**
- **Highlight - Premier**
- **C&G in Society - CSR**
- **C&G Briefs - Bits & Pieces**
- **Cargen Extra, Pictorial**

**Editor**

**Ndakala R Atanda**

The Editorial Team wishes to encourage members of Car & General to send in contributions to Cargen Times. Send your comments, letters, pictures etc to [raphael.atanda@cargen.com](mailto:raphael.atanda@cargen.com)

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**The First Line . . .**

**Welcome 2012 . . .**

At Car & General, we welcome 2012 with guarded optimism. This is because, even when it gives us relief from the pains of 2011, 2012 poses several challenges.

2011 saw inflation hitting the roof - commodity prices went high and the problem was compounded with

high interest rates.

2012 will be an election year in Kenya. We are well aware of the cycle of problems that come with elections in Kenya. We hope for peaceful campaigns and general election. Then there is the war against Al-Shabaab in Somalia.

**Raf.**



- 1. **Vijay Gidoomal, GMD leads Nairobi staff in cutting the cake to mark C&G's 75 years**
- 2. Peter Iroha receives his 35-years long service award from the GMD.
- 3. **Chairman and CEO of Cummins Inc Tim Solso and Nicholas Ng'ang'a (C&G Chairman) cuts the ribbon to open the Cummins Rebuild Centre as Vijay Gidoomal looks on.**
- 4. **Young Fisherman training boat at Dar-es-Salaam Yatch Club - it is powered by twin Mercury four stroke Bigfoot 60HP EFI engine.**

**HUMOUR**

An atheist was seated next to a little girl on an airplane and he turned to her and said, "Do you want to talk? Flights go quicker if you strike up a conversation with your fellow passenger."

The little girl, who had just started to read her book, replied to the total stranger, "What would you want to talk about?"

"Oh, I don't know," said the atheist. "How about why there is no God, or no Heaven or Hell, or no life after death?" as he smiled smugly.

"OK," she said. "Those could be interesting topics but let me ask you a question first. A horse, a cow, and a deer all eat the same stuff - grass. Yet a deer excretes little pellets, while a cow turns out a flat patty, but a horse produces clumps. Why do you suppose that is?"

The atheist, visibly surprised by the little girl's intelligence, thinks about it and says, "Hmmm, I have no idea."

To which the little girl replies, "Do you really feel qualified to discuss why there is no God, or no Heaven or Hell, or no life after death, when you don't know shit?" And then she went back to reading her book.

**Sunday Nation.**

**LETTERS**

**Appreciation to C&G**

Greetings from Shamberere Technical Training Institute. On behalf of the entire Institute's community, I wish to express our sincere and profound appreciation for your donation of a Briggs & Stratton petrol engine. this will assist us a great deal in enhancing skills training to our students.

**Bernadette N. Canutte**  
 Chief Principal/Secretary BOG

**DON'T QUOTE ME!**

The key reasons behind Africa's growth surge were improved political and macroeconomic stability and microeconomic reforms.

**Lions on the move: the progress and potential of African economies.**  
**McKinsey Global Institute**

**A Case of Cultural Awareness**



This is how it was! The ladies were tempted to pose with the man of the moment during the C& G annual reflections at the Safari Park Hotel.

Talk of cultural awareness - and it earned him instant fame!



*As we usher in 2012, let's reflect on 2011*

#### Brief History

- C&G established in 1936 - 75 years today!
- 1950 - Quoted on Nairobi Securities Exchange
- Changed revenue base in the 90's
- A supplier of many renowned brands

#### Who are we?

**Banner:** Power for better living

**Brand vision:** To provide power for better living and make customers smile in every street every town

**Mission:** To be the leading organization in East Africa in power generation, automotive and engine-related products

#### Who are we?

- **Customer focus** – making customers smile in every street, every town.
- **Quality** – No 1 or No 2 in all our markets.
- **Integrity** – doing the right thing every minute, every day.
- **Innovation** – doing it better today than we did it yesterday.
- **Empowerment** – Africans doing business with Africans.
- **Discipline** – disciplined people, disciplined thought, disciplined action.

#### Strategic objectives:

- To achieve our financial objectives
- To be the No. 1 choice of customer
- To be a great place to work
- To be a regional organization
- To be a good corporate citizen

#### Where are we? In East Africa:

- No. 2 seller of two wheelers
- No. 2 seller of small petrol engines
- No. 1 seller of three wheelers
- No. 2 seller of diesel generators

#### Highlights 2011:

- Opened High horsepower Rebuild Centre
- Moved to new premises in Mombasa
- Won distinguished taxpayer award - Motorcycles
- Eye care program with Lions Club a success
- Technicians training - going well
- Safety training with St John - going well
- Own presence in Malindi, Kenya
- Own presence in mining - Tanzania
- Embarked on real estate business in Kenya
- Commenced expansion at Kibo Poultry
- Sold off Indian business to Briggs & Stratton
- Celebrated 75 years since inception
- CEI won the 2011 Cargen Premier League

#### Words of Wisdom:

If you want 1 year of prosperity, grow grain.

If you want 10 years of prosperity, grow trees.

If you want 100 years of prosperity, grow people.

*Old Chinese proverb*



Interview by Faith Mumo

## John Sheffield

*Sheff has worked for 47 years in the engineering field. He earlier worked with Cummins UK before joining Car & General in 2009. Sheff still loves working with engines and is the current Cummins Rebuild Centre and Workshop Manager..*

#### STAFF INTERVIEWS



#### What did you want to be when you were a kid?

*I wanted to be a steam engine driver, well, all the kids in my neighborhood wanted to when we were growing up. As I lived in an area where car manufacturing was the main business, I gravitated towards automobile engineering and because my elder brother and other family members had cars and motorbikes, I developed an interest in fixing automobiles.*

#### What was your first job?

*(Smiling) I got my first job when I was 15 years old with Daimler Luxury cars and PSV vehicle manufacturers where I worked as an automobile engineer. I joined the company for a 5 year apprenticeship program after sitting for my pre-technical exams in senior school. While at Daimler I concentrated on the PSV side of vehicles. This was the first time I came into contact with Cummins engines. After that I moved to other transport companies then progressed into Cummins in 1977. In 1984 I left Cummins and moved to Saudi Arabia working for the Cummins Distributor. In 1986 I became a contractor in field service with Cummins UK before being taken back as a full time employee in 1999 and finally retiring in 2008.*

#### What inspired you to become an engineer?

*Coming from an area which was the center of motor vehicle manufacturing in the UK at the time, it was impossible not to get involved in the industry. Also, following in my father's footsteps because he worked in the same company.*

#### What kind of education is needed for your job?

*Diplomas and degrees are important for the theory and technical side, but if you want to go into the engine rebuilding/repair side, hands on experience is the best.*

#### What are your daily duties?

*As the Cummins Rebuild Center Manager, my main duties are but not limited to; parts ordering for any jobs in the shop, ensure that all jobs are completed on time, costing quotations for customers and ensuring the shop runs efficiently and effectively.*

#### Do you like being an engineer?

*Yes! For the simple reason that it feels good when you take apart a failed engine analyze it, and find out what made it fail. Even now after many years I still get a buzz when we put together an engine and it runs satisfactorily.*

#### What are the challenges of this job?

*Hmmm... The main challenges include bringing the aspects of an engine rebuild/repair together that is parts, labour and/or outside contractors if needed. Another challenge would be keeping customers happy because without them there is no salary!*

#### How long do you plan to stay in this field?

*While I still enjoy my job and also transferring my knowledge to the local Kenyans I will keep working. However, my wife wants me to put down my tools when I am 70 and I am planning to do that.*

#### CARGEN BRIEFS

### Rubiri Wins GMD's Trophy

George Rubiri, the Branch Manager of Mombasa Trading is the winner of the Group Managing Director's Employee of the Year Award 2011. This award recognizes an outstanding employee who is consistent with the company values and has offered excellent service in the past year.

The announcement was made by the GMD, Vijay Gidoomal during the company's Annual Reflections Meeting held at the Safari Park Hotel on November 19, 2011.

Other recognized members of staff for outstanding performance were: Kenneth Rono (Mombasa), Keitany Kiptotich (Nakuru), James Kuria (CEI) and Kennedy Odhiambo (Kisumu)

### Welcome to Car & General

The following people joined the company in last quarter - Geoffrey Otieno (Engineering), John Ochieng (Kisumu), Haron Lenjo and Amani Konde (Mombasa), Faith Musau and Joyce Ngari (Nairobi Trading).

### Kwaheri to Leavers . . .

The following people left the organization. We wish them well in their future plans:

Peter Okumali and David Kamau (Engineering), Lute Odenyo (Shared Services), Isaac Nyamrer (Kisumu), Rael Kurgat, Irene Kiumbi, Benson Gachungi and Jasn Makena (Nakuru), Bernard Wambua, Evans Rumba, Joseph Wanjohi, Francis Musomba and Joseph Muinde (Nairobi Trading).

## Car & General Sponsors Christmas Bazaar



Under our Briggs and Stratton brand, Car & General sponsored this year's Spring Valley Christmas Bazaar on Saturday, November 26 and Sunday, November 27, 2011. The event was organized by the Muthaiga Residents Association and was held on Bendera Lane off Spring Valley Road. The gates opened for public at 10.00 a.m. on both days. Car & General as the distributor of Briggs and Stratton products in East Africa displayed water pumps, lawn mowers, generators and brush cutters.

The proceeds of the gate entrance will be donated to the African Neurological Disease Research Foundation (ANDREF). This charity organization helps residents of Kibera and Waithaka who suffer from epilepsy. In addition to the stands exhibiting Christmas accessories, there was plenty of food and drinks, entertainment for children and a raffle. The first prize was three nights at Hemingway in Malindi and flight tickets donated by Air Kenya.

### Training School for Cummins

Continuing its focus on providing quality products and after sales service, Car & General has opened a Cummins training school. This is located at the Company's high horsepower engine rebuild centre at the junction of Lusaka and Dunga Roads.

Eric Sangoro, the Regional Service Manager - Cummins, explained "This facility will be used to train the Company's employees and staff of our dealers and distributors in the region. Technical experts from Cummins Power Generation in the U.K. will continue visiting Kenya to run training courses for Car and General technicians. A few will be selected and educated further to become Cummins certified trainers."

An engine rebuild facility was constructed and equipped at a cost of 50 million shillings at Car & General premises in Nairobi. This has enabled the Company's staff to rebuild the complete range of Cummins engines."

"At the Car and General training school, Cummins service personnel are taught to use laptop computers to analyse problems and monitor all aspects of the operation of engines including lubrication, cooling, air intake and exhaust systems."

### C&G at the Mombasa Show

Car & General was among 16 companies that took part in 2011's show in Mombasa. The show, themed 'Driving agro-business in attaining food sufficiency and vision 2030' was officially opened by His Excellency President Mwai Kibaki on September 1, 2011.

### Own Presence in Malindi . . .

Car & General has opened a branch at the Coastal town of Malindi.

The Car & General premises consists of a showroom and a workshop and will handle sales, service and apres for all product lines.

This is in line with the Group's philosophy of making customers on every street I every town. Car & General customers in Malindi have a good reason to smile.

**C&G Eye Program Reaches the Less Priviledged**



Car & General's eye care programme in conjunction with the the Lions Club seeks to reach needy people with sight problems in the society.

The Car & General-sponsored 1.75 million shilling annual programme reached people in Voi, Eldoret, Kisumu (Ahero) and Nakuru (Subukia and Elmenteita) in 2011.

"Eyesight is vital and people from the areas we go take advantage of the camps. Patients are usually screened, treated and medication provided according to individual needs," say Vijay Gidoomal, Car & General's Group Managing Director.

**Training Local Mechanics**

Car & General has rolled out an countrywide program which targets jua kali motorcycle and three wheeler mechanics across Kenya.

Such sessions have been held for mechanics around the country - from Nairobi to Mombasa, Western Kenya, Rift Valley, Coast and Central towns.

The local mechanics are trained on how to service the motorcycles and three wheelers. With proper servicing and repairs and use of genuine parts, the products will a longer lifespan to give the owners of the machines best value for their investment.

Proper servicing, use of genuine parts and training of riders on road safety is a sure way of curbing road accidents.

**C&G Motorcross aThrill for 2011**



Jamhuri Park has been the venue full of excitement during the various rounds of the Car & General National Motocross Championships. The 2011 Championship was sponsored by C&G to the tune of Kshs 750,000.

The Motocross Championships were chosen because we believe in providing opportunities for the development of youth. This sport caters for children from the age of six onwards. As youngsters grow they are able to progress through the classes for different age groups. Teenagers can continue motocross racing as adults, or opt for other forms of motor sport such as autocross and rallying.

The Group Managing Director of Car & General said, "Car & General, celebrating 75 years, want to be part of a developing sport. That is why we announce the title sponsorship of 2011 Kenya National Motocross Championship. These activities are part of Car & General's philosophy of working in and with the communities we operate".

**C&G for Kenyans For Kenya!**



Car & General was not left behind when Kenyans were doing whatever they could to support fellow countrymen affected by famine. Employees contributed close to Kshs 50,000 towards this course.

The initiative (an inception of some corporate organizations and the media) is to raise Ksh 500 milion to feed 3.5 million Kenyans facing starvation.

Thanks to all C&G members for showing that you care for the needy in society!

**C&G Safety Training Going Strong**



Car & General partnered with St. John Ambulance in a CSR programme that is meant to give safety tips to boda boda riders in Kenya.

Riders are taught how to handle common injuries caused by road accidents and also making them understand and follow traffic rules with the objective of curbing the number of accidents and deaths caused by reckless riding.

So far, riders from Kitengela, Maua, Maragua and Namanga have benefitted from this training.

**C&G Signs an MOU with Kenya Polytechnic**

Car & General has signed a Memorandum of Co-operation with The Kenya Polytechnic University College. The collaboration will among other issues enable KPUC students and lectures get attached to C&G facilities for hand-on training, donate equipment and allow visits.

Vijay Gidoomal, the GMD of Car & General said that the company encourages links between colleges and industry. Technical institutions offer courses that are complemented with practical sessions which help students to apply theoretical knowledge to actual work on machines.

Car & General is in a similar relationship with Machakos Technical Training Institute.



Chief Operating Officer David Chesoni shows St. Charles Lwanga High School students a 7.5 KVA B&SGenerator at the Car & General Nairobi showroom. The students accompanied by their teachers toured our premises to study application of science and technology in business.



**A Nutritional Garden for Huruma Home**

Car & General has partnered with Cummins Filtration International Corporation to support Huruma Children's Home and School to establish a nutritional garden at the home. The project is meant to provide vegetables to be used by the facility. The facility offers a home and education for destitute children

C&G and Cummins will prepare the garden, provide and sow seeds and monitor the crop development while the home will sustain the garden and protect the provided tools.

This is an opportunity for C&G to give back to the society by helping the disadvantaged in the community as part of corporate responsibility initiatives.

**Shamberere Technical Lands a Briggs & Stratton Engine**



Car & General donated a Briggs & Stratton engine to Shamberere Technical Training Institute on August 22, 2011.

The newly upgraded Youth Polytechnic in Kakamega County offers a wide range of courses – Mechanical Engineering, Automotive Engineering, Building and Construction, Electrical and Electronics, ICT, Food and Beverage, Clothing Technology, Business Studies, General Agriculture and Agricultural Engineering.

**C&G Leads Q2 Scorecard**

Car & General led the Cummins Africa Scorecard Summary at 68%, closely followed by Cummins Ghana at 62%. Congratulations C&G for the fete once again!



**New Premises for Mombasa**

Car & General Mombasa branch moved to new, state-of-the-art premises in a move that presents the right corporate image and also enhances customer care since this is a one-stop facility. The ceremony was presided by James Mureu, Chairman of Kenya National Chamber of Commerce and Industry, Mombasa branch.



**Kibo Sponsors Golf Meet**

In the picture: Titus Murage - Golf captain, Moshi club, Paul Methyson - TGU Vice Chairman, Dionzi Malinzi - TGU Chairman, Richard Gomez - Arusha Captain, J. Massawe - golfer and R. Viggo - Club Vice Chairman.

The competition which was held in October 2011 was attended by 39 golfers from the 3 clubs Moshi, Arusha and TPC. The one day event was won by Frank Roman of Moshi Club with 40 points.



**TVS Meeting in Kisumu**

A TVS parts dealer meeting was held at Kisumu Hotel in Western Kenya. The 23 unit and parts dealers were drawn from across the larger Western region (Kisumu, Kakamega, Bungoma, Kitale, Eldoret and Kisii). They were given the benefits of the parts business with an emphasis on use of genuine parts. A similar meeting was also held in Meru at New Safari Hotel. This also comprised a local jua kali mechanics training from the area.



Stop press! News just in - C&G has been appointed the Doosan Heavy dealer in East Africa. Next time you see excavators and wheel loaders - don't be surprised. Watch this space!

**Check Cargen.com**

We request all to check out our new website. Kindly feel free to give any feedback you may have to [raphael.atanda@cargen.com](mailto:raphael.atanda@cargen.com)

**HIGHLIGHT OF THE QUARTER**

**C&G Sells India Business to Briggs & Stratton Corp**

C&G sold off its Premier Power Equipments and Products Ltd of Tamil Nadu, India to Briggs & Stratton Corporation.

Premier is a designer, manufacturer and marketer of tillers, weeders, harvesters, transplanters, pumps and portable generators used primarily in agricultural applications throughout India. In addition, Premier uses Briggs & Stratton engines on its products and distributes Briggs & Stratton in India. Its products are sold through a network of 60 dealers in India.

Briggs & Stratton Corporation, on the other hand, is the world's largest producer of gasoline engines for outdoor power equipment. It's wholly owned subsidiary of Briggs & Stratton Products Group, North America's number one manufacturer of portable generators and pressure washers, and is a leading designer, manufacturer and marketer of lawn and garden and turf care. Briggs & Stratton products are designed, manufactured, marketed and serviced in over 100 countries on six continents.

"The acquisition of Premier is another step forward in executing our strategy to expand in developing regions of the world in order to diversify our product and geographic portfolio of business. Premier has the agricultural products and distribution that will serve as a platform for our future growth within India", said Todd Teske, Chairman and Chief Executive Officer of Briggs & Stratton Corporation.

"We wish Briggs & Stratton all the best on the acquisition of Premier. We certainly look forward to promoting Briggs & Stratton India products in East Africa" said Vijay Gidoomal, Group Managing Director of Car & General, "Car & General made a reasonable return on investment and hence the decision to sell".

Car & General distributes power generation, automotive and engine products in ten countries in East Africa.



**Distinguished Taxpayer Award - 2011**

Car & General was recognized, in a ceremony presided over by His Excellency President Mwai Kibaki, as one of the top tax payers in Kenya in 2011.

C&G won the award in the motorcycle category for two years in a row. The company was hailed for creating employment and improving rural economies through its boda boda motorcycle product. The taxes collected go towards infrastructure development, expand access to basic education and healthcare, among others. The award symbolizes great fiscal strength and great contribution an organization makes towards development of the country's economy through prompt payment of taxes.

**Car & General Ranked Among 40 Top Firms in Kenya**

Car & General is one of Kenya's most valued brands. Businesses in this class are driven by strong customer loyalty. Brand value is a powerful tool that informs a company's marketing strategies, including pricing. In a research carried out by Brand Finance East Africa and TNS RMS EA, Car & General was ranked at position 32. The ranking of the Top 40 Brands (which ranked 40 out of 55 companies listed in the Securities Exchange) gave shareholders a glimpse of the market power of the listed companies.

**Cummins Generator for BAT**



Car & General recently installed Cummins generators at the factory of British American Tobacco (BAT). These will provide electricity for cigarette production and the administration office during mains power failure and rationing.

Mr. B. S. Balaji, the Regional Sales Director for Car & General, Greg Prussman, the Service Business Development Manager of Cummins Power Generation and Arturo Rodriguez, the Managing Director of BAT, cut a ribbon to commission the generators at BAT.

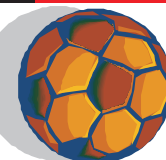
Speaking at the function, Mr. Balaji said, "Car & General is the master distributor for Cummins generators, engines and parts in Kenya, Burundi, Ethiopia, Djibouti, Eritrea, Rwanda, Seychelles, Somalia, Tanzania and Uganda."

"Frequent power supply interruptions have resulted in requests by customers of Car and General in the East African region for Cummins diesel generators which are suitable for homes, offices, factories, shops and hospitals."

"We are able to market, install and commission generators ranging from eight to 3,000 KVA. The Cummins generators have user friendly controls that make them easy to operate. Car and General also provides after sales and technical expertise services. The spares are readily available from the Company's branches and dealers in the East African region."

"We began our business relationship with Cummins Power Generation in 2003 with the knowledge that servicing their diesel engines and generators has to be met with very high technical standards. For this reason, an engine rebuild facility was constructed and equipped at a cost of 50 million shillings at the Car & General premises in Nairobi. This has enabled the Company's staff to rebuild the complete range of Cummins engines."

**CARGEN PREMIER LEAGUE**



**The PITCH CEI Takes 2011 Trophy**

Believe me - I never wanted to talk about this, but it is important. The 8-2 routing of Arsenal at Man-U's mercy was humiliating. Arsenal's start of the EPL was marred by departures - Fabregas, Nasri, expulsions and injuries. Some people said that the boys were under pressure, that they failed to strengthen squad in good time, and there was even talk of poor strategy and unwarranted self belief! Any way, it was until Man-City taught Man-U a few tricks. That's history now.....

Back to Cargen Premier League. CEI ran away with the 2011 trophy - at 75%, followed by Kisumu who scored 60, tying with Mombasa. Remember, this reflects the quality of our organization. We need to ensure that we are all above 75%. Good luck for 2012.

Organization	% Score	Code
CEI	75	
C&G Kisumu	60	
C&G Mombasa	60	
C&G Tanzania	57	
C&G Nairobi	50	
C&G Nakuru	50	
C&G Uganda	50	
Kibo Poultry	50	
C&G Engineering	46	
Shared Services	30	

**MANAGEMENT TALK**

**Long Service Awards - 2011**

A number of employees were feted for their dedicated and continuous service to Car & General.

**5 years** - James Mugo, Isaac Maiko, Maurice Owagah, Jerry Midiwo, Clifford Makori, Joseph Ng'ang'a, and Peter Mwaura of Nairobi Trading. Aresmus Munyoki, Erick Sangor, Augustine Munguti and Johana Ruto of Engineering. Jared Etale and Lilian Otili of Shared Services. Ezekiel Muthui of Nakuru and Mohamed Noor and Mary Mutuku of Mombasa.

**10 years** - Andrew Kiare (Shared Services) and Patrick Maina (Nairobi Trading).

**15 years** - Benaiah Hajaula of Mombasa, Tom Kimeu, David Chesoni and Raphael Atanda of Shared Services and B. S. Balaji of Engineering.

**20 years** - Anastacia Ndwale and E. M. Grayson (Shared Services).

**30 years** - Max Mutuku of Kisumu and Mike Mulinge (Nairobi Trading)

**35 years** - Peter Iroha of Shared Services.

Congratulations!

**Planning for Retirement**

Planning for retirement is an important aspect in today's career life. Many institutions and legislations have been set up to provide a platform for this. The best time to plan is during the formal working life. When planning for retirement one needs to consider what to do and where to be then. Timing is of great value as it assists in assessment of how much money will be needed for retirement period even though that cannot be sufficiently determined.

The basic reason for planning for retirement include the fact that consumption is continuous and we need money for self financial security and family support, medication expenses and to avoid liquidating important assets. One is never sure children will offer required support in old age.

Financing will basically come from bank savings, insurance policies, NSSF, defined benefit pension plans and investment returns. Remember, we were not created to retire to a couch with a cup of tea; we will always crave for a productive activity even at retirement!

Isaac Kituu.