



GLOBAL LABOUR MARKET STRATEGY 2023–2027



Foreword



It is with great honour and pride that I introduce this comprehensive Global Labour Market Strategy, which aims to position Kenya as a key player in the dynamic and ever-evolving global workforce. This strategy is not merely a response to the challenges we face today but a proactive roadmap that will shape the future of work in our nation and beyond.

As we navigate the complexities of the 21st Century labour market, it is important to recognize that Kenya's workforce is a vital engine of both our national development and our global engagement. Our young, vibrant, and increasingly skilled workforce presents enormous potential. This strategy seeks to unlock that potential by enhancing employability, improving skills training, promoting innovation, and fostering an environment that attracts investment and creates sustainable jobs for Kenyans both at home and in the international market.

The development of this strategy aligns seamlessly with the vision of His Excellency, President William Ruto, and the Bottom-Up Economic Transformation Agenda (BETA). Under the leadership of the President, Kenya is committed to fostering a more inclusive economy where growth reaches every corner of our society, starting from the grassroots to the highest levels of governance. BETA is designed to empower the Kenyan people, especially those at the bottom of the economic pyramid, by providing the tools and opportunities they need to thrive.

At the heart of BETA is a commitment to job creation and economic empowerment. The Global Labour Market Strategy directly supports this vision by focusing on key pillars such as expanding access to quality education and skills training, creating more opportunities for entrepreneurship, and ensuring that our workers are competitive in global markets. This strategy acknowledges that the world is interconnected, and to remain relevant, our labour force must adapt to emerging global trends, technology advancements, and shifting economic landscapes.

In implementing the Global Labour Market Strategy, we are aligning our workforce development efforts with the aspirations of the Kenya Vision 2030, and the United Nations Sustainable Development Goals (SDGs), particularly those related to decent work and economic growth. By enhancing skills, improving labor market mobility, and expanding opportunities in high-demand sectors such as digital technologies, renewable energy, and healthcare, Kenya will not only address domestic employment challenges but also become a significant exporter of skilled labour.

The Global Labour Market Strategy is a reflection of our determination to create a labour force that is both globally competitive and locally empowered. With the implementation of this strategy, we hope to see increased youth employment, enhanced workforce mobility, and a

thriving economy that provides opportunities for all Kenyans, regardless of their background or geographic location.

We are confident that this strategy, when fully implemented, will help Kenya rise to the challenges of the global labour market and bring tangible benefits to our people. By empowering our workers, ensuring they are equipped with the skills and knowledge they need, and by creating a conducive environment for business and innovation, Kenya will not only transform its economy but also its position in the global economic community.

H.E. Dr. Musalia Mudavadi, EGH
Prime Cabinet Secretary of the Ministry of Foreign and Diaspora Affairs
Republic of Kenya

Foreword



It is with great pride and a profound sense of responsibility that the government presents the *Kenya Global Labour Market Strategy 2023-2027*. This landmark document reflects our government's commitment to enhancing Kenya's position in the global labour market while ensuring that the rights, dignity, and prosperity of Kenyan workers remain at the core of our policies. It is an avenue to advance, His Excellency Dr. William Samoei Ruto's vision for job creation and economic empowerment for Kenyan citizens in the BETA (Bottom-Up Economic Agenda).

The global labour landscape is undergoing rapid and profound changes, shaped by technological innovation, evolving economic trends, and increased global workforce mobility. Kenya is uniquely positioned to capitalize on these shifts, thanks to its dynamic, youthful, and skilled population. To fully unlock this potential, we must adopt a forward-thinking approach that equips our workforce with the tools they need to succeed, safeguards their well-being, and enables them to excel in competitive global markets. The *Global Labour Market Strategy 2023-2027* outlines a comprehensive framework for achieving this vision. It focuses on key priorities, including the development of globally competitive skills, the promotion of ethical and structured labor mobility, and the strengthening of systems to safeguard the welfare of our workers both at home and abroad. At its heart, this strategy seeks to ensure that Kenyan workers have access to dignified and rewarding employment opportunities that contribute to their personal growth and the socio-economic development of our nation.

The successful implementation of this strategy will require a concerted effort from all stakeholders to work together in creating an enabling environment that facilitates sustainable labour mobility and ensures that Kenyan workers are globally competitive and adequately supported. The policy frameworks within this strategy, combined with dedicated efforts to implement it will ensure Kenyan workers are secure, fairly treated, well-paid, and globally

protected both theoretically and most importantly practically. These measures aim to foster thriving, equitable opportunities for Kenyan workers worldwide.

As we move forward, let us remain steadfast in our shared vision of a Kenya where the labour force is celebrated and valued as a key driver of global excellence. I am confident that the initiatives outlined in this strategy will not only open new pathways for Kenyan workers but also establish Kenya as a global leader in labour mobility and workforce development.

I extend my heartfelt appreciation to all those who contributed to the development of this strategy and to those who will champion its implementation. Together, let us build a future where every Kenyan, regardless of where they work, has the opportunity to achieve their aspirations and contribute meaningfully to the growth of our nation.

Dr. Alfred N. Mutua, EGH

Cabinet Secretary,

Ministry of Labour and Social Protection

Preface

The Global Labour Market Strategy (GLMS) 2023-2027 marks a significant milestone in Kenya's commitment to creating sustainable opportunities for its citizens on the global stage. Spearheaded by the State Department for Diaspora Affairs under the Office of the Prime Cabinet Secretary and Ministry of Foreign and Diaspora Affairs, in collaboration with the Ministry of Labour and Social Protection, this strategy reflects a unified vision to empower Kenyan workers and enhance their contributions to both the local and global economy. The GLMS aims to provide a framework that promotes safe, fair, and productive migration pathways, ensuring that Kenyans working abroad are equipped to thrive while actively contributing to Kenya's economic resilience.



In a rapidly changing global labour landscape, this strategy acknowledges the immense potential of Kenyan talent in meeting international labour demands across various sectors. With its emphasis on ethical recruitment, skill development, and bilateral partnerships, the GLMS creates a solid foundation to protect Kenyan migrant workers from exploitation and to maximise the value of remittances as a source of foreign exchange and community development. By fostering an environment that respects and upholds the rights of Kenyan workers, the GLMS not only benefits individual migrants but also strengthens Kenya's socio-economic fabric, promoting skills transfer, innovation, and long-term development.

I extend my sincere gratitude to all stakeholders and partners who have contributed to the creation of this comprehensive strategy. The GLMS 2023-2027 would not have been possible without the concerted efforts of public sector agencies, private organizations, and international partners dedicated to advancing the welfare and rights of Kenyan workers abroad. Their commitment ensures that Kenyans seeking opportunities abroad are supported, protected, and empowered to pursue success that reverberates positively across Kenya.

As we launch this strategy, we look forward to a future where Kenyan talent is recognized and valued on a global scale, where workers have access to dignified and rewarding opportunities, and where the benefits of labour migration are maximized for all Kenyans. This strategy embodies our dedication to building a prosperous Kenya and fostering a globally engaged and empowered diaspora community.

Thank you very much.

Ms. Roseline Kathure Njogu, CBS
Principal Secretary
State Department for Diaspora Affairs

Preface



It is my great honour to present the Kenya Global Labour Market Strategy 2023-2027, a transformative roadmap aimed at positioning Kenya as a leading contributor to the global workforce while ensuring the prosperity and well-being of our workers at home and abroad. This strategy underscores our government's unwavering commitment to addressing the dynamic needs of a rapidly evolving global labour market and creating opportunities for our skilled and talented workforce.

The world is witnessing profound changes in the nature of work, driven by advancements in technology, shifts in global economic priorities, and the increasing mobility of talent across borders. Kenya, with its vibrant and youthful population, is uniquely positioned to tap into these opportunities. However, to fully realize this potential, we must adopt a holistic approach that aligns our labour market policies with international best practices, fosters skills development, and enhances the employability of our workforce.

The Kenya Global Labour Market Strategy 2023-2027 serves as a comprehensive framework to guide these efforts. It focuses on key pillars, including skills development and certification, labour mobility frameworks, worker protection and welfare, and the promotion of ethical recruitment practices. Through this strategy, we aim to enhance Kenya's competitiveness in the global labour market while safeguarding the rights and interests of Kenyan workers wherever they may be.

Central to the success of this strategy is a strong commitment to collaboration. We recognize the vital role of stakeholders including government agencies, private sector players, international partners, and civil society organizations in achieving our shared objectives. By working together, we can build robust systems that ensure our workforce is prepared to meet the demands of a globalized economy while fostering inclusive growth and development.

This strategy also reflects our government's recognition of the invaluable contributions of the Kenyan diaspora and workforce outside the country. Beyond remittances, our diaspora serves as ambassadors of Kenyan talent and innovation. This document outlines targeted initiatives to strengthen our engagement with the diaspora community, enabling them to play an even greater role in national development. As we implement the Kenya Global Labour Market Strategy 2023-2027, I invite all stakeholders to join us in this journey. Together, we can unlock opportunities for our workers, empower them to thrive on the global stage, and drive Kenya's socio-economic transformation.

I extend my sincere gratitude to everyone who contributed to the development of this strategy and to all those who will play a role in its successful implementation. Let us work together to

shape a future where every Kenyan, regardless of where they work, can achieve their aspirations and contribute meaningfully to our nation's progress.

Shadrack Mwadime, EBS

Principal Secretary

State Department for Labour and Skills Development

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Abbreviations and Acronyms

BLA - Bilateral Labour Agreement

CAP - Common African Position

COTU - Central Organization of Trade Unions.

ELRC - Employment and Labour Relations Court

EU - European Union

FKE - Federation of Kenyan Employers

G2B - Government to Business

G2G - Government to Government

GCC - Gulf Cooperation Council

GDP - Gross Domestic Product

GLMS - Global Labour Market Strategy

GOK - Government of Kenya

ICT - Information and Communications Technology

IGAD - Intergovernmental Authority on Development

ILO - International Labour Organization

IOM - International Organization for Migration

IPRS - Integrated Population Registration System

IT - Information Technology

KEPSA - Kenya Private Sector Alliance

KIPPRA - Kenya Institute for Public Policy Research and Analysis

KMTC - Kenya Medical Training College

KNCHR - Kenya National Commission on Human Rights

KRA - Kenya Revenue Authority

LMIS - Labour Market Information System

MDAs - Ministries, Departments and Agencies

MFDA - Ministry of Foreign and Diaspora Affairs

MoLSP - Ministry of Labour And Social Protection

MOU - Memorandum of Understanding

NEA - National Employment Authority

NITA - National Industrial Training Authority

PRAs - Private Recruitment Agencies

SDDA - State Department for Diaspora Affairs

SDG - Sustainable Development Goal

TVET - Technical and Vocational Education and Training

TVETA - Technical and Vocational Education and Training Authority

UAE - United Arab Emirates

UK - United Kingdom

UN - United Nations

USA - United States of America

Executive Summary

The Global Labour Market Strategy 2023-2027 (GLMS) was developed to address the significant unemployment challenge faced by Kenya, particularly among its youth. Kenya's working-age population is increasing by approximately 1 million annually, the local economy struggles to provide sufficient employment opportunities. This situation has led to a notable rise in international labour migration as Kenyans seek job prospects abroad. The GLMS aims to create secure and structured migration pathways that promote the potential of the Kenyan workforce globally, ensuring their rights and welfare are protected while fostering economic growth through remittances and skill transfer.

The strategy is grounded in a vision of empowering a globally competitive Kenyan workforce that drives socio-economic development. The mission of the GLMS focuses on promoting safe and orderly migration, connecting Kenyan workers with global job opportunities, and supporting strong governance in migration processes. The guiding principles emphasize ethical migration, good governance, multi-stakeholder partnerships, and sustainable development.

A comprehensive outlook at the regional and global labour market highlights the intricate nexus between demographic trends, globalization and economic fluctuations, shifting employment landscape, technological advancements, governance and the rise of emerging economies in shaping global workforce mobility.

The Whole-of-Government-Approach to migration and development is therefore reinforced by the fact that unemployment is a national concern. Kenya's economic and employment landscapes are defined by a large, tech-savvy youth population, with a median age of 20. The situation is compounded by high youth unemployment rates, which stand at 67 per cent for the youth aged 15 to 34, who make up 35 per cent of the population. This dynamic population holds the potential to drive economic growth through innovation and the power of industry, it also pivots attention to the shifting trends in job markets, education systems, and social benefits.

In its efforts to promote safe, orderly and secure migration, the GLMS lays out strategic objectives, including; strengthening labour migration governance in line with international standards, enhancing the protection and welfare of migrant workers, fostering skills development, bolstering labour migration management systems and streamlining migrant workers participation in socio-economic development. By leveraging partnerships, refining policy frameworks, and promoting ethical recruitment, the strategy aims to position Kenya as a leader in sustainable migration practices.

The strategy will be executed by a multi-tiered structure, composed of Ministries, Departments, and Agencies (MDAs), and private sector stakeholders under the coordination of a National Steering Committee and a Technical Coordinating Committee. The National Steering Committee will provide strategic guidance on policy implementation, ensuring harmonization with global,

continental, and regional labour migration frameworks. Conversely, the Technical Coordinating Committee will implement decisions made by the National Steering Committee. To ensure adaptability and responsiveness to evolving needs, this Strategy will be reviewed quarterly, annually, and every two years after its inception.

In conclusion, the GLMS is crucial in addressing the pressing issues of unemployment and underemployment in Kenya. By focusing on the protection of migrant workers' rights, facilitation of avenues to employment opportunities abroad, regulation of the recruitment sector and the creation of policy to support labour migration governance while leveraging remittances for economic growth, the strategy promotes a sustainable migration multiverse/ecosystem that contributes to the overall socio-economic development of Kenya.

CHAPTER ONE: INTRODUCTION

1.1 Overview

This chapter provides the background information of the Global Labour Market Strategy. It also outlines the vision, mission, guiding principles, rationale and scope of the Strategy.

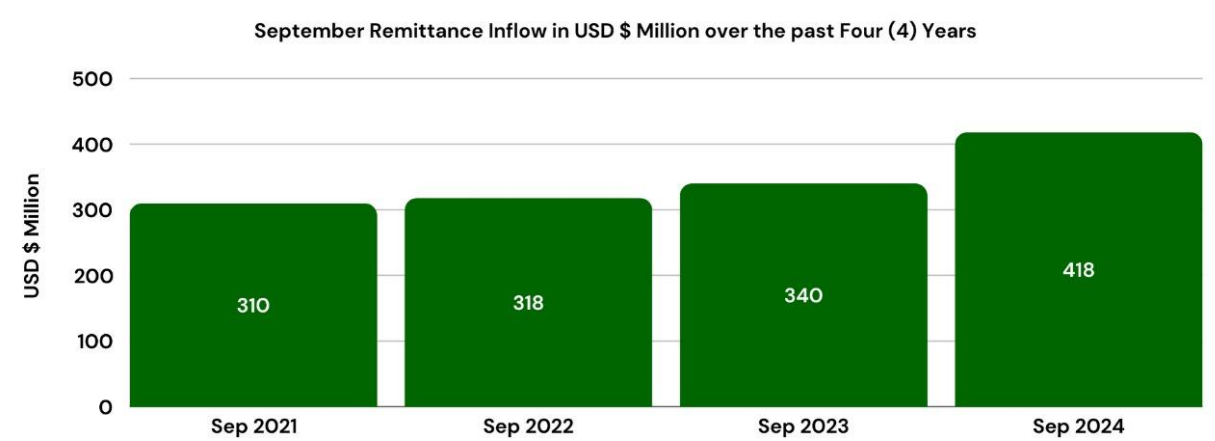


1.2 Background

Kenya faces a significant unemployment challenge, particularly among its youth. The economic survey of 2023 maps the working age (18-64) tapped to increase by 1 million annually. Despite this, the Kenyan economy struggles to absorb this annual labour churn-out, resulting in higher rates of international labour migration. The government recognized the need to develop a comprehensive Global Labor Market Strategy that aims to ensure safe, secure, and orderly migration, maximizing the immense talent, skills, and work ethic of the Kenyan workforce in the international labour markets. It also addresses critical issues faced by migrants, such as exploitation, unsafe working conditions, high recruitment fees, lack of social protection, and legal or regulatory barriers.

Labour migration refers to the movement of people from one country to another or within the same country for employment purposes. It brings significant advantages to both origin and host countries. For Kenya, migration helps reduce unemployment, generates valuable remittances, allows for skills and technology transfer and brain circulation while host countries benefit from filling labour shortages and enriching cultural diversity. Labour migration has enabled Kenyans to secure employment worldwide, from Saudi Arabia to the United States, in sectors ranging from healthcare to construction. Today, an estimated 4 million Kenyans work in the diaspora, with

concentrations in North America, the Middle East, Europe, and other African regions. This mobility has increased as a result of globalisation, shifting demands for both high-skilled and low-skilled workers, and the impact of technology on global job markets. Kenyan diaspora workers contribute significantly to Kenya’s economy through remittances, a key source of foreign exchange. As of September 2024, remittance inflows reached USD \$418.5 million, up from USD \$340.4 million in September 2023, highlighting the growing economic significance of labour migration. For further context, remittances in September 2022 stood at USD \$317.9 million while in September 2021 stood at USD \$309.8 million reflecting a steady increase across 2021- 2024. This upward trend underscores the importance and potential of remittances resulting from global migration, contributing substantially to our national economy and development.



In light of this, the Global Labour Market Strategy through the Whole of Government Approach will establish safe, secure, and efficient migration pathways. The strategy will prioritise the rights and welfare of migrant workers, ensuring they are protected from exploitation and have access to fair working conditions. It will also foster collaboration among governments, employers, and international stakeholders, thus maximising the economic and social benefits of labour migration, creating opportunities for migrants and strengthening the economies and communities of both sending and receiving countries.

1.3 Vision

A globally empowered, competitive and thriving Kenyan workforce.

1.4 Mission

To empower Kenyans through employment pathways, global skills alignment, and fair labour practices for sustainable development

1.6 Guiding Principles

- i. **Ethical and Safe Migration:** Fair employment practices and protection of rights and welfare of migrant workers will be at the centre of this Strategy.
- ii. **Good Governance:** This Strategy will promote international labour migration Conventions and Protocols, regulation of Private Recruitment Agencies (PRAs) and strengthening of policies and institutional frameworks on labour migration.
- iii. **Partnerships:** All relevant stakeholders will be involved in the implementation of the Strategy under the whole of government, whole of society and stakeholder engagement approach.
- iv. **Sustainable Development:** Labour migration will contribute to the socio-economic development of Kenya.

1.7 Rationale

The Government of Kenya recognizes the importance of employment in promoting citizens' welfare, as articulated in Article 41 of the Constitution, which guarantees the right to fair labour practices, reasonable working conditions, and the protection of every worker. To address the rising challenge of youth unemployment, the government has developed policies aimed at economic development and targeted interventions. The GLMS aims to mitigate high unemployment rates, especially among Kenya's youth, by accessing international labour markets. According to the Economic Survey 2023 from the Kenya National Bureau of Statistics (KNBS), the unemployment rate in Kenya was recorded at 5.7% in 2022. This situation is further exacerbated by the fact that the youth have the highest unemployment rate of 67% (FKE).



According to the Federation of Kenyan Employers (FKE), over one million young people enter into the labour market annually without any skills, some having either dropped out of school or completed school and not enrolled in any college. Kenya Institute for Public Policy Research and Analysis (KIPPRA) estimates that there are over 10 million youth in the active labour force, with

31.45% either under-employed or unemployed. The under-employed work less than 40 hours a week and are likely willing to work more hours given the opportunities. The unemployed are not working but are available and looking for work.

The Government recognizes the potential of the diaspora in contributing to Economic Growth through Remittances. Labour migration has a proven impact on national economies, as seen in the significant growth of remittances. Kenya experienced a notable increase in diaspora remittances from approximately \$4.03 billion (KSh. 644.8 billion) in 2022 to \$4.19 billion (KSh. 670 billion) in 2023, marking a 4% increase. The GLMS capitalises on this trend by encouraging labour export, which channels foreign currency back into Kenya, thereby supporting household incomes, funding investments, and contributing to Kenya's GDP. These remittances reinforce the role of the Kenyan diaspora as a crucial stakeholder in national development, helping to finance sectors such as education, healthcare, and infrastructure.

Beyond economic benefits, the GLMS envisions migrant workers returning to Kenya with enhanced skills and new technologies that can be applied domestically. By facilitating the reintroduction of globally competitive skills, the strategy benefits the workers and aims to enrich Kenya's innovation landscape, particularly in sectors like ICT, healthcare, and education. This transfer process supports national objectives in capacity-building and aligns with Kenya's goals for sustainable development.



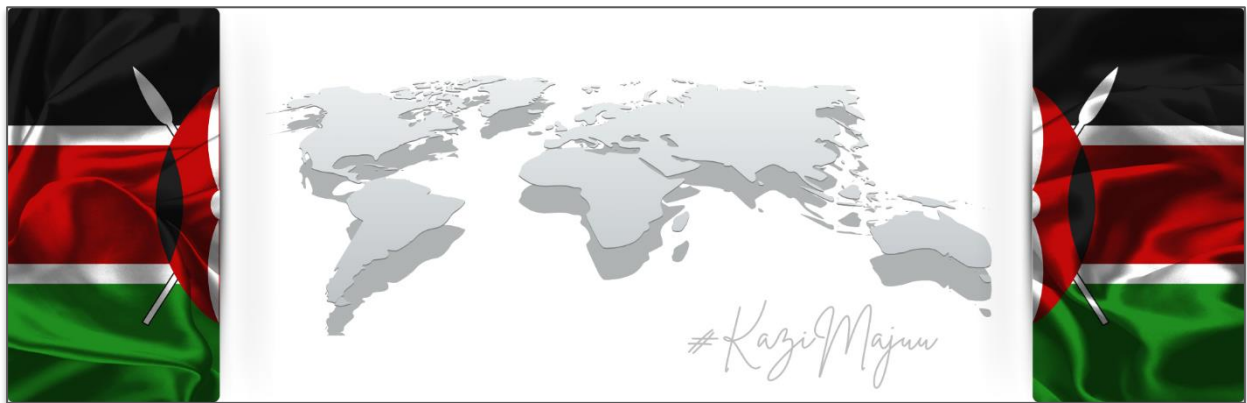
The Strategy promotes ethical recruitment by advocating for the protection of workers' rights, ensuring transparency, and prohibiting the charging of recruitment fees to workers in line with the International Labour Organization (ILO). Through its Convention No. 181 and Fair Recruitment Initiative, the ILO emphasises fair working conditions, due diligence, and non-exploitative practices to combat forced labour and human trafficking in global labour markets. By reinforcing Bilateral Labour Agreements (BLAs) with key destination countries, the strategy ensures that Kenyans are recruited fairly and that their rights are upheld. This emphasis on migrant protection is crucial in combating exploitation, discrimination, and trafficking, fostering trust and credibility in Kenya's labour migration policies.

The government has developed the Global Labour Market Strategy in light of the changing global environment to make sure it still reflects the most recent developments and difficulties in the

global labour market. The Strategy seeks to create a strong framework that tackles new problems and closes old gaps, which will ultimately increase the efficiency of labour migration policies and workers' involvement in international markets, both of which will support the growth of the national economy.

1.8 Scope

The Global Labour Market Strategy (GLMS) provides for strategies for labour migration across the globe. The strategy targets the labour market in Americas, Europe, the Gulf Cooperation Council (GCC) countries, Australasia and Africa regions. It also provides mechanisms for supporting the over four (4) million Kenyan diaspora and the potential Kenyan migrant workers.



CHAPTER TWO: SITUATION ANALYSIS

2.1 Overview

This chapter analyses the various demographics, trends and factors contributing to labour migration and mobility globally, regionally and nationally.

2.2 Demography, Economy, and Employment in Kenya

2.2.1 Demography

The global labour market is characterised by diverse demographic trends, including varying age distributions, migration patterns, and skill levels across regions. Many countries face an ageing workforce especially in Europe, leading to labour shortages in certain sectors, while others, particularly in Africa and South Asia, have a youthful population eager for employment. Migration continues to play a significant role, with millions seeking opportunities abroad, influenced by factors such as conflict, economic instability, and better prospects in host countries.

Kenya has an estimated population of over 55 million people as of 2023, with a rapid growth rate of around 2.3% annually. The population is young, with a median age of 20 years, meaning a large proportion is under 30 years old. This youthful demographic has significant implications for the economy and employment as the country needs to provide jobs, education, and services to a growing number of young people entering the workforce each year.

The demographic composition with a large youth population has significant effects on the economy and employment. The challenge of unemployment remains, as many struggle to find formal sector jobs. The rapid population growth also places pressure on education systems, healthcare infrastructure, and social services, which must continuously adapt to meet the needs of a youthful and growing population.

Kenya faces an oversupply of labour, especially in entry-level and low-skilled jobs. The challenge lies in aligning education, skills training, and economic growth with the labour market demands to harness the demographic dividend effectively.

Below are factors that have contributed significantly to labour migration based on demography;

- i. **Age Distribution:** Many developed countries face an ageing workforce, resulting in labour shortages in essential sectors such as healthcare and technology. This demographic shift poses challenges for sustaining economic growth and requires strategic policies to attract younger talent or repurpose the skills of older workers. Conversely, countries in Africa and South Asia boast youthful populations, with a substantial percentage of individuals under the age of 30. This youth demographic presents both an opportunity for

economic growth and a challenge in providing adequate job opportunities to avoid high unemployment rates.

In Kenya particularly, the median age is 20 years and opportunities are scarce. European countries on the other hand, where the median age exceeds 40 years, face labour shortages and struggle to fill positions due to an insufficient supply of young workers and high costs associated with attracting and retaining skilled labour.

- ii. **Migration Patterns:** Migration continues to shape labour markets globally, driven by economic opportunities, conflict, and environmental factors. Millions migrate for better job prospects, leading to diverse labour pools in host countries. This movement can alleviate labour shortages in developed nations while contributing to skill development in origin countries, through knowledge and skills transfer, creating a complex dynamic where countries seek to balance the needs of their domestic labour markets with the benefits of diaspora engagement.

There are approximately 4 million Kenyans living and working in the diaspora, though the exact number may fluctuate due to migration trends and the challenges of tracking informal and irregular migration. Significant populations are in North America, Europe, the Middle East, and other parts of Africa with many working in healthcare, education, engineering, technology and agriculture among other fields.

- iii. **Skill Levels:** The disparity in skill levels across different regions highlights the need for targeted education and training programs. Developing countries produce a surplus of graduates in fields like Healthcare, Hospitality, Teaching, Engineering and IT, who struggle with unemployment and underemployment due to mismatch in available jobs. Conversely, developed countries often require skilled labour but face challenges in filling these positions, underscoring the importance of effective skills transfer and development initiatives.

While Kenya has made strides in improving access to education, a significant proportion of the population lacks the necessary skills for high-demand jobs, especially in technical fields. As a result, highly educated professionals often migrate to countries offering better job prospects and higher wages.

2.2.2 Economy

The global economy is increasingly interconnected, with labour markets affected by economic fluctuations, trade policies, and technological advancements. Emerging economies are experiencing rapid growth and are becoming significant players in the global labour market. Economic disparities continue to persist, affecting job availability, wage levels and highlighting the importance of aligning workforce skills with market demands.

Below are some of the issues affecting the economic disparities.

- i. **Income Gaps:** One of the primary drivers of labour migration is the income gap between countries. People from lower-income nations often migrate to higher-income countries in search of better wages and living standards. This economic disparity can result from

differences in GDP per capita, unemployment rates, or general economic development between countries.

- ii. **Access to Economic Resources:** Countries that have better access to capital, such as foreign direct investment (FDI) and economic opportunities in growing industries, can create more job openings, attracting workers from less developed regions.
- iii. **Economic Fluctuations:** Global economic conditions, influenced by factors such as trade policies, geopolitical tensions, and market shifts, affect employment opportunities and job security. For instance, economic downturns can lead to increased unemployment rates, while periods of growth can stimulate job creation in emerging industries. The COVID-19 pandemic highlighted these vulnerabilities, resulting in widespread job losses and shifts toward remote work.
- iv. **Technological Advancements:** The rise of automation and digital technologies is reshaping traditional job roles and industries. While these advancements can drive efficiency and productivity, they also raise concerns about job displacement and the need for reskilling. Governments and businesses must invest in training programs to prepare the workforce for the future of work, ensuring that employees can adapt to evolving job requirements.
- v. **Emerging Economies:** Countries like India, Brazil, and Nigeria are becoming significant players in the global labour market, driven by rapid economic growth and a burgeoning middle class. These nations offer vast labour pools and attract foreign investment, enhancing their global competitiveness. However, they also face challenges, including inadequate infrastructure and regulatory barriers that can hinder business development and job creation.

2.2.3 Employment

The employment landscape is evolving, driven by trends such as gig work, remote employment, skills and the rise of the digital economy. While unemployment rates vary widely, many regions face challenges such as underemployment and job insecurity, particularly among youth and marginalised communities. Countries are increasingly focusing on reskilling and upskilling their labour force to meet the demands of emerging industries.



Governments are also looking to create policies that support job creation, protect workers' rights, and enhance workforce mobility, ensuring that their populations can compete effectively in the global market.

There is a growing challenge of youth unemployment in Kenya, despite a large, ambitious, and tech-savvy youth population, domestic employment opportunities remain limited due to economic stagnation and a growing income gap.

According to the Federation of Kenyan Employers (FKE), 80 percent of Kenya's population is under the age of 35, creating immense pressure on the job market. Although the overall unemployment in Kenya is at 12.7 percent, Youth (15 – 34-year-olds), who form 35 percent of the Kenyan population, have the highest unemployment rate of 67 percent. Over one million young people enter into the labour market annually without any skills, some having either dropped out of school or completed school and not enrolled in any college.

Kenya Institute for Public Policy Research and Analysis (KIPPRA) estimates that there are over 10 million youth in the active labour force, with 31.45% either under-employed or unemployed. The under-employed work less than 40 hours a week and are likely willing to work more hours given the opportunities. The unemployed are not working but are available and looking for work.

Kenyans are increasingly seeking employment in foreign countries, with a relatively wide and well-populated migration footprint across the globe. Preferred destinations for Kenyan migrant workers include; the United States of America, Canada, the United Kingdom, Australia, Europe, the Gulf Cooperation Council (GCC) countries, South Africa, Uganda, Tanzania, Rwanda, South Sudan, Somalia and Botswana.

Push factors that have spurred this migration include poor socio-economic conditions, unemployment and low wages. Key pull factors have been real or perceived opportunities for a better life, high income, and better quality of education and healthcare in destination countries.

Below are some of the factors contributing to employment trends;

Freelance workers: Flexible jobs, short-term or part-time workers who typically engage in schedules rather than traditional, full-time employment has been on the rise. While this shift offers flexibility and new opportunities for many, it also raises concerns about job security, benefits, and worker protections. Governments are beginning to explore regulatory frameworks to address these issues, ensuring that gig or short-term scheduled workers have access to essential rights and benefits.

Remote Work: The COVID-19 pandemic accelerated the adoption of remote work, changing the expectations of both employers and employees. While remote work offers advantages such as flexibility and reduced commuting, it also presents challenges related to collaboration, team dynamics, and work-life balance. Companies must adapt their management practices to support a distributed workforce effectively.

Underemployment and Job Insecurity: Despite some regions experiencing low unemployment rates, many individuals face underemployment, working in positions that do not utilize their skills or offer sufficient hours. This issue is particularly acute among youth and marginalized populations. Addressing underemployment requires targeted interventions, such as mentorship programs and tailored job placement services, to connect individuals with meaningful opportunities.

Skills Gap: The disconnect between the skills possessed by workers and those demanded by employers remains a significant challenge. As industries evolve, workers must continually re-skill and upskill to stay competitive. Governments are increasingly prioritizing education and training initiatives to address these gaps, promoting collaboration between educational institutions and industries to ensure that curricula align with market needs.

2.3 Governance of Labour Migration

Government's regulation of labour movement has been mainly through policy, legal and administrative support instruments. According to the International Labour Organization (ILO)'s World Employment and Social Outlook: Trends 2023, there are approximately 169 million international migrant workers globally. This figure reflects the total number of people who have migrated for work purposes across borders, contributing to the global labour market. However, an alarming modern slavery trend exists globally, and estimates show that there are 49.6 million victims in different parts of the world with 27.6 million of these victims subjected to forced labour.

Certain parameters have been put in place to mitigate unregulated labour migration. These include:

2.3.1 Ratification and domestication of international labour migration Conventions and Protocols

International conventions and protocols are critical binding agreements between countries that help in regulation of key issues. Kenya has ratified several international instruments in order to align with international labour standards. According to the National Policy on Labour Migration (2023), these instruments include; The International Labour Organization (ILO) Convention on Migration for Employment, 1949 (No. 97), Migrant Workers (Supplementary Provisions), 1975 (No. 143), ILO Forced Labour Convention, 1929 (No. 29), ILO Worst Forms of Child Labour Convention, 1999 (No. 182); the Equal Remuneration Convention, 1950 (No. 100), and the ILO Equality of Treatment (Social Security) Convention (No. 118). In addition, Kenya has committed to the 2030 Sustainable Development Agenda and the 2019 Global Compact for Migration.

However, there are international conventions that Kenya is yet to ratify including; Domestic Workers Convention, 2011 (No.189), Violence and Harassment Convention, 2019 (No. 190), African Union Free Movement of Persons Protocol, Intergovernmental Authority on

Development (IGAD) Free Movement Protocol, WHO Global Code of Practice on International Recruitment of Health Personnel and the Private Employment Agencies Convention, 1997 (No. 181). Governance of labour migration will be enhanced by ratification of these instruments.

2.3.2 Governance of Employment Agencies.

The goal of recruitment regulation is to facilitate safe, fair, ethical, transparent and orderly international recruitment. These regulations make it easier for regulatory authorities to monitor and enforce compliance, and for migrant workers to seek effective redress. In Kenya, the Private Recruitment Agencies (PRAs), are regulated by a government body known as the National Employment Authority (NEA) which issues them with an annual operating license. The Government of Kenya is working to strengthen the laws and regulations that promote fair and ethical recruitment by the PRAs in compliance with international standards.



It has been established that most prospective, skilled labour migrant workers are not able to secure the diaspora jobs due to the high cost of recruitment. Consequently, those that are able to travel and secure these jobs, are left with the heavy burden of huge debts. In order for the government to support the potential migrants, clear guidance on recruitment fees and costs paid should be established. The government is negotiating for the ‘Employer pays it all principle’ from all companies demanding labour from Kenya, through Government to Government (G2G) and Government to Business (G2B) agreements for labour migration.

2.3.3 Bilateral and multilateral cooperation on migrant workers.

Kenya has engaged with different countries for labour mobility partnerships. These partnerships were spearheaded by the State Department for Diaspora Affairs and the State Department for Labour and Skills Development. So far, Kenya has signed Bilateral Labour Agreements (BLAs) with Germany, United Kingdom, Saudi Arabia, Qatar and United Arab Emirates (UAE). Negotiations with Canada, Austria, Tanzania, Bahrain, Oman and Serbia are ongoing. Several MOUs with other countries and companies, that include jobs creation also exist. The government of Kenya is at various stages of negotiations with several countries that have a common objective of labour migration protection.



These agreements include ethical recruitment provisions such as requiring employers to pay the full costs of recruitment and the use of internationally recognized models for all employment contracts. The cooperation also includes consular protection and ensures regular review and evaluation (including by workers and/or their representatives).

2.3.4 Policy, legal and institutional frameworks on labour migration

Kenya has taken several steps to strengthen its policy, legal, and institutional frameworks on global labour migration to ensure that its citizens benefit from international employment opportunities while protecting their rights. The frameworks in place include: Labour Migration Policy 2023, Kenya Diaspora Policy 2014, National Employment Policy and Strategy for Kenya, and the Kenya Foreign Policy, Constitution of Kenya, Immigration and Citizenship Act, 2011, the Counter-Trafficking in Persons Act, 2010, The National Employment Act, 2016, Employment Act, 2007 and Labour Institutions Act, 2007.

While the government has made significant strides in implementing the frameworks above, there is need to strengthen coordination among institutions, enhance enforcement of existing laws, and foster international partnerships that will be key to creating a more robust and sustainable system for labour migration in Kenya.

2.4 Protection of the Rights of Migrant Workers

Protecting the rights of migrant workers is essential for ensuring fair, inclusive and equitable treatment in a sustainable global labour market. The government has taken several measures towards protecting the rights of migrant workers. These include; Evacuation and repatriation of migrant workers in distress, establishment of a 24-Hour Diaspora Response Center, high level diaspora engagements, provision of counselling services, signing of bilateral labour agreements and MOUs, consular and diplomatic interventions, pre-departure training and awareness programs, regulation of recruitment agencies and reintegration processes.



Kenya has taken significant steps to protect its migrant workers by ratifying international conventions such as ILO Convention No. 143 on Migrant Workers and Convention No. 97 on Migration for Employment. The country is also a signatory to the East African Community Common Market Protocol and follows the Intergovernmental Authority on Development (IGAD) Revised Regional Migration Policy Framework.

The legal and institutional framework protecting migrant workers include; Constitution of Kenya, the Immigration and Citizenship Act, and the Employment Act among others. The Employment and Labour Relations Court (ELRC) supports migrant workers by providing access to justice, establishing labour desks, and creating awareness materials. The Kenya National Commission on Human Rights (KNCHR) ensures migration governance follows human rights principles, handling complaints and reviewing laws.

The government is also in the process of initiating other programs and projects that will protect the welfare and rights of migrant workers. They include; establishment of safe houses, migrant welfare fund, development of the Diaspora Placement Agency and development of a legal aid framework.

Despite these efforts the migrant workers are faced with the real-world impacts of Trans-National organised crime including human trafficking, forced labour, organ harvesting, cybercrime and drug trafficking among others.

2.5 Harnessing Development Potential of Labour Migration

Labour migration is a catalyst to the national development of a country through increased remittances, skills transfer, investments by the migrant workers, and portability of social security benefits. Harnessing the development potential of labour migrants in Kenya requires addressing key challenges and maximising the benefits of migration. There is a need for improved regulations to protect migrant workers from exploitation, ensure fair labour practices, and enhance skills development. By promoting better pre-departure training, improving legal frameworks, and facilitating access to financial services, Kenya can empower migrants to invest more effectively in productive ventures, both locally and internationally.

Additionally, creating a more inclusive policy environment that supports return migration, entrepreneurship, and reintegration could further unlock the developmental potential of migrant workers, transforming remittance flows into long-term economic growth, job creation, and human capital development. Ensuring that migrant workers' voices are heard in policy-making and that they receive adequate social protection are also crucial to sustaining this potential.

2.6 Labour Migration Data

Labour migration data is crucial for Kenya as it provides insights that help inform policymaking, improve protections for migrant workers, and guide the development of effective interventions. Accurate migration data enables the government to assess trends, and economic contributions such as remittances, and identify skill shortages or surpluses, which are essential for aligning education and training programs with market needs. Additionally, this data strengthens Kenya's ability to negotiate bilateral and multilateral agreements with other countries, enhancing migration processes and worker protections. In times of crisis, it allows for better management of returning migrants and those still abroad. Overall, leveraging labour migration data supports Kenya's economic growth, improves workforce preparedness, and strengthens its response to migration challenges, contributing to better socio-economic outcomes for its citizens.

Data on labour migration is fragmented among the different MDAs in the government. The government is developing an integrated Labour Migration Management and Information System that will encompass key Government actors in the migration cycle. This system will ensure accurate and accessible data on labour migration; enhance policy formulation by identifying trends and challenges; improves compliance, monitor migrant workers' rights, and foster collaboration among stakeholders.

CHAPTER THREE: THE STRATEGY

3.1 Overview

This chapter lays out the Strategic Objectives and measures of the Strategy.

3.2 Strategic Objectives

- i. To strengthen labour migration governance in line with international standards and practices.
- ii. To strengthen the protection, welfare and rights of migrant workers.
- iii. To enhance skills development and diaspora contribution to national development.
- iv. To Strengthen Labour Migration Research, Statistics and information Management Systems
- v. To Enhance the Social and Economic Integration of Migrant Workers

3.3 Measures/Strategies

Objective 1: To strengthen labour migration governance in line with international standards and practices.

- i. Promote and accelerate the ratification and domestication of international labour migration Conventions and Protocols.
- ii. Promote good governance of Employment Agencies.
- iii. Enhance bilateral and multilateral cooperation on migrant workers.
- iv. Strengthen policy, legal and institutional frameworks on labour migration.

Objective 2: To strengthen the protection of the welfare and rights of migrant workers.

- i. Enhance awareness and sensitization on safe, orderly and ethical labour migration.
- ii. Establish mechanisms for protection of the welfare and rights of migrant workers

Objective 3: To enhance skills development and diaspora contribution to national development.

- i. Enhance knowledge and skills transfer.
- ii. Strengthen skills development and mutual recognition of qualifications.

- iii. Promote continuous learning for migrant workers.
- iv. Promote remittances and investments in the country.

Objective 4: To Strengthen Labour Migration Research, Statistics and information Management Systems

- i. Enhance systems for regular collection and analysis of labour migration data.
- ii. Strengthen the capacity of institutions to collect and harmonize administrative labour migration data.
- iii. Develop a system of collecting data on Kenyan nationals working abroad.

Objective 5: To Enhance the Social and Economic Integration of Migrant Workers

- i. Establish mechanisms for portability of social benefits of Kenyans living in the diaspora
- ii. Facilitate pre-departure and post-arrival orientation/ training of migrant workers
- iii. Develop reintegration programmes for Diaspora returnees

CHAPTER FOUR: IMPLEMENTATION FRAMEWORK

4.1 Overview

This chapter analyses the institutional arrangement, legal framework, and resource mobilization mechanisms that will facilitate the operationalization of the Global Labour Market Strategy. It also highlights how implementation of the strategy will be monitored and evaluated.



4.2 Institutional Arrangement

The Global Labour Market Strategy will be implemented by various Ministries, Departments and Agencies (MDAs) and spearheaded by a National Steering Committee and a Technical Coordinating Committee. The composition, roles and responsibilities of the National Steering Committee and the Technical Co-ordinating Committee will be as follows:

The National Steering Committee will comprise of the following:

Members

- i. Principal Secretary - State Department responsible for Labour and Skills Development - **Chair.**
- ii. Principal Secretary - State Department responsible for Diaspora Affairs- **Chair.**
- iii. Principal Secretary - State Department responsible for Foreign Affairs.
- iv. Principal Secretary - State Department responsible for Internal Security and National Administration.
- v. Principal Secretary - State Department responsible for Immigration & Citizen Services.
- vi. Principal Secretary - The National Treasury.
- vii. Principal Secretary - State Department responsible for ICT and the Digital Economy.
- viii. Principal Secretary - State Department responsible for Medical Services.
- ix. Principal Secretary - State Department responsible for Public Health and Professional Standards.
- x. Principal Secretary - State Department responsible for Basic Education.
- xi. Principal Secretary - State Department responsible for TVET.
- xii. Principal Secretary - State Department responsible for Youth Affairs and the Arts.
- xiii. Principal Secretary - State Department responsible for Social Protection and Senior Citizen Affairs.
- xiv. Office of the Attorney General and Department of Justice - Solicitor General.
- xv. The Chamber President - Kenya National Chambers of Commerce & Industry.

The Terms of Reference of the National Steering Committee shall be as follows:

Objective of the National Steering Committee.

The objective of the National Steering Committee is to provide strategic and policy guidance in the implementation, monitoring and evaluation process of the Global Labour Market Strategy and ensure harmonisation and coherence of policies.

More specifically,

- i. Promote policy responses to implement existing legal and policy frameworks and formulate new policy responses where gaps have been identified;
- ii. Mobilise resources for the implementation of the Global Labour Market Strategy;
- iii. Ensure better synergies and alignment to global, continental and regional labour migration frameworks and commitments;
- iv. Strengthen cooperation, sharing of experience, expertise, information, and best practices among key stakeholders working on labour migration in Kenya;
- v. Review the strategy to incorporate emerging issues;
- vi. Constitute Technical Working groups; and
- vii. Approve the Road Map, Action Plan, and Work Plan for the implementation of the Strategy

National Steering Committee Scope of Operations.

The National Steering Committee will:

- i. Review, advise, and endorse reports from the Technical Coordinating Committee; and
- ii. Take policy measures that ensure a rights-based labour migration governance in Kenya.

The Method of Work.

- i. The National Steering Committee will be co-chaired by the State Department responsible for Diaspora Affairs and the State Department responsible for Labour and Skills Development.
- ii. The State Department responsible for Labour and Skills Development and State Department responsible for Diaspora Affairs will serve as a joint secretariat to the National Steering Committee.
- iii. The National Steering Committee will meet bi-annually.
- iv. The agenda, progress report and/or presentations of the meeting will be shared to members at least one month before the next National Steering Committee meeting.
- v. The minutes of Meetings will be taken by the joint secretariat and shared with members within two weeks after the meeting.

The Technical Co-ordinating Committee will comprise of the following:

Members

- i. Secretary/Labour Migration - State Department responsible for Labour and Skills Development.
- ii. Secretary/Investment, Skills, and Entrepreneurship - State Department responsible for Diaspora Affairs
- iii. Director of Immigration Services - Directorate of Immigration Services
- iv. Labour Commissioner - Labour Directorate.
- v. Director General - National Industrial Training Authority (NITA).
- vi. Director General - National Employment Authority (NEA).
- vii. Director General - Technical and Vocational Education and Training Authority (TVETA).
- viii. Chief Executive Officer - Nursing Council of Kenya.
- ix. Chief Executive Officer - Kenya Medical Training College (KMTC)
- x. Representatives from the Private Employment Associations.
- xi. Development Partners (International Labour Organization (ILO) and International Organization for Migration (IOM) among others.
- xii. Central Organization of Trade Unions.
- xiii. Federation of Kenya Employers.

Objectives of the Technical Coordinating Committee

The Technical Coordinating Committee will implement the decisions and resolutions of the National Steering Committee.

More specifically, it will;

- i. Develop a Road Map, Action Plan and Work Plan for the implementation of the Strategy;
- ii. Review existing laws that govern labour migration, identify the gaps, and make recommendations on how to address the shortcomings on the legal framework governing migration;
- iii. Identify challenges faced in the implementation of the strategy and propose pragmatic and timely solutions;
- iv. Ensure better synergies and alignment to the national development goals and Decent Work Country Program;
- v. Advise on the strategies for partnerships, collaboration and resource mobilization;

- vi. Develop monitoring and evaluation framework;
- vii. Conduct monitoring and evaluation of the programs;
- viii. Conduct studies or research as may be necessary; and
- ix. Advise on the formation of Technical Working Groups

Technical Coordinating Committee's Scope of Operations

- i. To create synergies and coherence among different programmes and actors working on labour migration.
- ii. To bring relevant stakeholders together with a view to identifying opportunities and challenges in Labour Migration.
- iii. Provide greater consistency, efficiency and clear division of labour and reduce duplication and fragmentation of efforts with respect to the issue of labour migration among different actors.
- iv. Design, facilitate, and ensure operational coordination for the effective implementation of the strategy.
- v. Provide regular technical support in the implementation, monitoring, and evaluation of the strategy.
- vi. Provide support in the design of studies or research as may be necessary to assist the National Steering Committee on its mandate.
- vii. Advise the National Steering Committee on co-option of experts, particularly in areas of need as may be necessary for the execution of its mandate.
- viii. Recommend, with clear justification, formulation of additional technical working groups

Method of Work

- i. The Technical Coordinating Committee will be co-chaired by the State Department responsible for Labour & Skills Development and the State Department responsible for Diaspora Affairs.
- ii. The State Department responsible for Labour and Skills Development and the State Department responsible for Diaspora Affairs will serve as a joint secretariat to the Technical Coordinating Committee.
- iii. The Technical Coordinating Committee will meet on Monthly basis;

- iv. In addition to the monthly meetings, the Chair and members of the Technical Coordinating Committee can request for extraordinary meetings if deemed necessary;
- v. The agenda, progress report, and/or presentations of the meeting will be shared with members at least one week before each Technical Coordinating Committee meeting;
- vi. The minutes of the meeting will be shared to members within two weeks after the meeting.
- vii. The Technical Coordinating Committee will report to the National Steering Committee;
- viii. Monitor and report the implementation of the strategy on quarterly basis; and
- ix. Hold consultative meetings with sector stakeholders as deemed necessary.

4.3 Legal Framework

The legal and policy framework governing labour migration is multifaceted, comprising several key documents and legislative measures aimed at regulating both the recruitment of workers and the protection of their rights. These include; International Labour Organization (ILO) Conventions and Global Compact for Safe, Orderly, and Regular Migration, IGAD Regional Migration Policy Framework and Action Plan, Migration Policy Framework for Africa and Plan of Action (2018–2030), Common African Position (CAP) on the Global Compact for Safe, Orderly, and Regular Migration, East African Community (EAC) Common Market Protocol, Constitution of the Republic of Kenya, Labour Migration Management Bill (2024), National Employment Policy and Strategy, Immigration and Citizenship Act (2011), Counter-Trafficking in Persons Act (2010), National Employment Authority Act (2016), Employment Act (2007), Labour Institutions Act (2007), and Labour Relations Act (2007).

4.4 Resource Mobilization

The Strategy will mainly be financed through the Government exchequer. The Government will also mobilize additional resources through engaging Development Partners, the Private Sector (Public Private Partnership including the Diaspora) and any other like-minded partners.

4.5 Monitoring and Evaluation

The implementation of the Global Labour Market Strategy will be monitored and evaluated through a set framework. This framework will be designed to ensure transparency, accountability, and evidence-based adjustments to the Strategy. Key indicators, activities, and measures aligned with each strategic objective will be used to assess progress in real time. Data on labour migration

trends, migrant demographics, and employment outcomes among others will be collected regularly, creating a solid foundation for informed decision-making.

This Strategy will be reviewed quarterly, annually, and after every two years of its implementation. It will assess the effectiveness of the strategy, with stakeholder feedback mechanisms established to keep it adaptive and responsive to evolving labour migration needs.

ANNEXES

i. Action Plan

Objective	Measures	Activities	Indicators	Target	Annual Targets					Estimated Cost (M)	Responsible Institutions
					2023	2024	2025	2026	2027		
1. To strengthen labour migration governance in line with international standards and practices.	Promote and accelerate the ratification and domestication of international labour migration Conventions and Protocols.	Carry out gap analysis mapping on the International Instruments on Labour Migration due for ratification and domestication	No. of mapping exercises done	1	1						
		Conduct sensitisation for the Parliamentary Committee on Labour Matters on the need to ratify and domesticate Conventions and Protocols	No. of sensitizations conducted								
		Ratify and domesticate Conventions and Protocols	No. of Conventions and Protocols ratified								
			No. of Conventions and Protocols domesticated								
		Develop and operationalise implementation plans for the Conventions and Protocols	Number of implementation plans developed								
	Promote good governance of	Conduct a situational assessment/study of									

Objective	Measures	Activities	Indicators	Target	Annual Targets					Estimated Cost (M)	Responsible Institutions
					2023	2024	2025	2026	2027		
	Employment Agencies.	the sector to identify gaps, challenges and come up with interventions									
		Review legal framework to enhance governance of Employment Agencies									
		Monitoring activities of the employment agencies									
		Conduct capacity building for labour inspectors	No. of trainings conducted	5	1	1	1	1	1	5	SDDA/SDL / NEA
		Conduct sensitisation of employment agencies and employment agencies governing bodies on labour laws	No. of sensitizations conducted	5	1	1	1	1	1	10	SDDA/SDL / NEA/PRAs & Govn bodies
	Enhance bilateral and multilateral cooperation on migrant workers.	Conduct a national skills survey to inform bilateral and multilateral engagements	No. of surveys conducted								
		Develop and negotiate Bilateral and Multilateral labour Agreements	No. of agreements signed								
		Conduct regular monitoring and evaluation of BLAs/ MoUs	No. of M&Es conducted								
		Establish and operationalize BLAs	No. of committee								

Objective	Measures	Activities	Indicators	Target	Annual Targets					Estimated Cost (M)	Responsible Institutions
					2023	2024	2025	2026	2027		
		Joint implementation Committees									
	Strengthen policy, legal and institutional frameworks on labour migration.	Conduct an assessment on the legal and institutional gaps									
		Establish and Operationalize the Diaspora Placement Agency	Diaspora Placement Agency	1							
		Develop and implement a communication Strategy on Labour Migration									
		Develop country specific standard contracts of employment for migrant workers									
2. To strengthen the protection of the welfare and rights of migrant workers.	Enhance awareness and sensitization on safe, orderly and ethical labour migration.	Conduct safe migration awareness and sensitisation campaigns	No. of campaigns conducted								
		Develop guidelines and procedures (toolkit) on fair and ethical recruitment for labour migrants	No. of guidelines and procedures developed								
	Establish mechanisms for protection of the welfare and rights of	Establish a Migrant Resource Centre (MRC)	No. of centers established	1							
		Establish and Operationalize a	No. of funds established	1							

Objective	Measures	Activities	Indicators	Target	Annual Targets					Estimated Cost (M)	Responsible Institutions
					2023	2024	2025	2026	2027		
	migrant workers	Migrant Workers welfare Fund									
		Establish and run safe houses in labour destination countries to provide temporary shelter in countries of destination with high incidences of reported distress cases	No. of safe houses established								
		Undertake follow-up and post-employment assessment for Kenyans in countries of destination									
3. To enhance skills development and diaspora contribution to national development.	Enhance knowledge and skills transfer.	Carry out skills and expertise audit to take stock of available skills in the country	No. of skills and expertise audits	1							
		Conduct a skills and expertise mapping from the Kenyan migrant workers									
		Establish and publicize a national skills and expertise inventory including Kenyans working abroad									
		Develop an action plan for knowledge and skills transfer									
	Strengthen skills	Develop guidelines on National health									

Objective	Measures	Activities	Indicators	Target	Annual Targets					Estimated Cost (M)	Responsible Institutions
					2023	2024	2025	2026	2027		
	development and mutual recognition of qualifications.	Professionals migration									
		Design country-specific training programmes									
		Develop and implement a grading and certification system for semi-skilled and unskilled migrant									
		Facilitate mutual recognition of academic, professional and technical qualifications within East African Community (EAC), Inter-Governmental Authority Development (IGAD) and Common Market for Eastern and Southern Africa (COMESA) regionals									
		Develop a Qualification Framework to facilitate the portability of knowledge, skills and competencies									
		Negotiate mutual recognition agreements on									

Objective	Measures	Activities	Indicators	Target	Annual Targets					Estimated Cost (M)	Responsible Institutions
					2023	2024	2025	2026	2027		
		identified professions among free mobility regimes									
	Promote continuous learning for migrant workers.	Identify and accredit training institutions to provide the required training									
		Capacity building of institutions in the country to offer skills required for the specific foreign labour market									
		Provide entrepreneurship training and financial literacy to Kenyan migrant workers									
	Promote remittances and investments in the country.	Create awareness among migrant workers abroad on investment opportunities available in the country									
		Identify safe and cost-effective channels of remittances									
4. To Strengthen Labor	Enhance systems for regular collection and										
		Establish, maintain and update a database on Kenyans working									

Objective	Measures	Activities	Indicators	Target	Annual Targets					Estimated Cost (M)	Responsible Institutions
					2023	2024	2025	2026	2027		
Migration Research, Statistics and information Management Systems	analysis of labour migration data.	in foreign countries, including seafarers									
		Establish, maintain and update a database on foreign workers in Kenya									
	Strengthen the capacity of institutions to collect and harmonize administrative labour migration data.										
	Develop a system of collecting data on Kenyan nationals working abroad.	Establish a data base system and seamless flow of Kenyan nationals working abroad.									
5. To Enhance the Social and Economic Integration of Migrant Workers	Establish mechanisms for portability of social benefits of Kenyans living in the diaspora	Review and strengthen existing social security policies and laws to cover Kenyan migrant workers									
		Develop social security products that are attractive and safe for Kenyans in the diaspora									

Objective	Measures	Activities	Indicators	Target	Annual Targets					Estimated Cost (M)	Responsible Institutions
					2023	2024	2025	2026	2027		
		Establish a social welfare fund for Kenyan women working abroad to provide a safety net for distressed diaspora citizens.									
	Facilitate pre-departure and post-arrival orientation/ training of migrant workers	Develop, implement and continuously review pre-departure training									
		Develop Standard Operating Procedures (SOPs) for Pre-Departure Training and Orientation									
		Develop additional information handbooks on countries of destination									
		Review the framework for identification, vetting and accrediting of Institutions involved in pre-departure training									
	Develop reintegration programmes for Diaspora returnees	Provide psycho-social counselling to returnees									
		Establish a National and Regional Reintegration Centre									

Objective	Measures	Activities	Indicators	Target	Annual Targets					Estimated Cost (M)	Responsible Institutions
					2023	2024	2025	2026	2027		
		Develop and implement a monitoring system for recording migrant workers' return and participation in the national development									

