NATIONAL STRATEGY ON SKILLS DEVELOPMENT FOR LABOUR MOBILITY

KENYA VISION **2030**

NATIONAL STRATEGY ON SKILLS DEVELOPMENT FOR LABOUR MOBILITY

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ABBREVIATIONS AND ACRONYMS

ACE	Adult Learning and Continuing Education
ARR	Annual Review Report
ASAL	Arid and Semi-Arid Lands
ASMAK	Association of Skilled Migrant Agencies of Kenya
BLMA	Bilateral Labour Migration Agreement
BPO	Business Processing Outsourcing
CAEP	Continuing Agency Education Program
CAT	Credit Accumulation and Transfer
CBC	Competence Based Curriculum
CIDP	County Integrated Development Plan
COG	Council of Governors
CSO	Civil Society Organization
EAC	East African Community
GCC	Gulf Cooperation Council
IA	Implementing Agencies
ICT	Information Communication Technology
ILO	International Labour Organization
KAPEA	Kenya Association of Private Employment Agencies
KLMIS	Kenya Labour Market Information System
KNQF	Kenya National Qualification Framework
KPI	Key Performance Indicator
LMI	Labour Market Information
M&E	Monitoring and Evaluation
MCDA	Ministries, Counties, Departments and Agencies
MDA	Ministries, Departments and Agencies
MOE	Ministry of Education
MOL&SP	Ministry of Labour and Social Protection
NEA	National Employment Authority
NEET	Not in Employment, Education or Training
NFE	Non-Formal Education
NGO	Non-Governmental Organizations

NIMES	National Integrated Monitoring and Evaluation Systems
OCS	Office of Career Services
OECD	Organization for Economic Cooperation and Development
PES	Public Employment Services
PMS	Performance Management System
PrES	Private Employment Services
PWD	Persons With Disability
RPL	Recognition of Prior Learning
R&D	Research and Development
SDG	Sustainable Development Goals
SDL&SD	State Department for Labour and Skills Development
SMP	Skills Mobility Partnerships
SVP	Skills Verification Programme
TVET	Technical, Vocational, Education and Training
UNESCO	United Nations Educational, Scientific and Cultural Organization

FOREWORD

Kenya Vision 2030 aims at providing a high quality of life to all its citizens by the year 2030. Investing in the youth has been identified as a critical area that will contribute to the national development agenda. However, Kenya like many developing countries in the world is faced with the daunting challenge of youth unemployment. This requires bold and coordinated efforts to ensure that the youth have access to employment in order to tap their potential for economic prosperity.

As the world faces major global transformations, such as climate change, digitalization and demographic transition, foreign labour markets are facing shortages of skilled workers, leading to a demand for skilled migrants. Hence, labour mobility has the potential to open up employment opportunities for the unemployed youth in Kenya. To ensure that the benefits and opportunities of labour mobility are fully harnessed, strong evidence-based labour mobility frameworks need to be developed.

The National Strategy on Skills Development for Labour Mobility provides a roadmap for strengthening the linkage between skills development and the global labour market in order to optimize the benefits of safe, orderly and regular labour mobility. It will engender a paradigm shift that projects Kenya as a source of skilled and qualified workers for the 21st-century global economy. This will expedite the school-to-work transition, with an emphasis on effective integration of young people into the world of work.

The Strategy is anchored on the Constitution of Kenya, Kenya Vision 2030 and the Bottom-Up Economic Transformation Agenda (2022–2027) among other key national frameworks. The Strategy is also aligned to the East African Community Common Market Protocol for Movement of Labour (2009), African Union Agenda 2063, Global Compact for Safe, Orderly and Regular Migration (2018), 2030 Agenda for Sustainable Development, ILO Conclusions on Skills for Improved Productivity, Employment Growth and Development (2008), and ILO Human Resources Development Recommendation No. 195 (2004).

A multi-sectoral approach shall be used to deliver the strategic interventions set out in this strategy. This, therefore, requires the positive and sustained efforts of all stakeholders in the public and private sectors. Towards this end, the Ministry of Labour and Social Protection affirms its commitment towards creating a conducive environment for the successful implementation of this strategy.

Hon. Dr. Alfred N. Mutua, EGH
Cabinet Secretary, Ministry of Labour and Social Protection

ACKNOWLEDGEMENTS

The Executive Order No. 2 of 2023, vests in the State Department for Labour and Skills Development, the mandate to oversee skills development among actors, harmonize skills development at all levels, and establish and manage the institutional framework for linking industry to education and training.

To undertake this mandate effectively, the Department has developed the National Strategy on Skills Development for Labour Mobility. The strategy comprises of strategic interventions that will strengthen the linkage between skills development and the global labour market. These interventions are linked to four pillars, namely, governance and accountability, skills for the global labour market, cultural integration and resilience, and skills recognition. An implementation framework has also been developed to enhance monitoring and evaluation of the strategy.

I would like to acknowledge with gratitude, the stakeholders whose invaluable input has made the development of this strategy a reality. These stakeholders include representatives from the public sector and private sector including industry, Non-Governmental Organizations (NGOs), social partners, development partners, diaspora associations and civil society. Special gratitude also goes to the members of the technical working committee, under the guidance of Dr. Wanjiru Kariuki, Secretary/Skills Development, for their hard work and commitment towards developing this strategy.

Shadrack M. Mwadime, EBS
Principal Secretary, State Department for Labour and Skills Development

EXECUTIVE SUMMARY

The National Strategy on Skills Development for Labour Mobility is organized in five chapters. The first chapter provides the overview and context of the strategy. The second chapter consists of the situational analysis of the strategy. Chapter three presents the strategic goals, objectives and interventions for linking skills development to the global labour market. The fourth chapter contains the implementation framework of the strategy, and chapter five presents the monitoring and evaluation framework of the strategy.

The strategy seeks to strengthen the linkage between skills development and the global labour market in order to optimize safe, orderly and regular labour mobility. To achieve this overall goal, the following strategic goals and objectives were developed.

PILLAR 1 – GOVERNANCE

Strategic goal: To build capacity for improved coordination of skills development for labour migration

Strategic Objectives
1. To establish a multi-stakeholder coordination mechanism for skills development for labour migration.
2. To integrate skill development, and knowledge and technology transfer, in Skills Mobility Partnerships.
3. To build the capacity for enhanced ethical and fair recruitment practices of Kenyan migrant workers.
4. To strengthen the capacity of enabling entities to provide safe and legal mobility pathways for Kenyan migrant workers.
5. To strengthen the capacity of institutions to market Kenya as a source of skilled and qualified workers for the global labour market.
6. To align funding to skills development that is demand driven and meets minimum quality standards.
7. To enhance the participation of Kenyan migrant workers in knowledge and technology transfer.

PILLAR 2 - SKILLS FOR THE GLOBAL LABOUR MARKET

Strategic goal: To strengthen the linkage between skills development and the international labour market

Strategic Objectives
8. To ensure that skills development is responsive to international labour market needs
9. To provide skills development for enhanced employability in the international labour market
10. To build the capacity of labour and education officers on linking skills development to the international labour market
11. To build the capacity of persons with disabilities for enhanced skills migration
12. To promote awareness of skills development for labour migration

13. To safeguard the country from skills shortages that result from emigration of highly skilled workers.

PILLAR 3- CULTURAL INTEGRATION AND RESILIENCE

Strategic goal: To strengthen skills development for cultural integration and resilience of Kenyan migrant workers

Strategic Objectives

14. To enhance access to pre-departure training programmes for potential migrant workers
15. To ensure that Kenyan migrant workers are provided with post-arrival and in-service training
16. To provide returnee migrant workers with capacity development programmes
17. To provide career guidance for Kenyan migrant workers.
18. To strengthen psycho-social services for Kenyan migrant workers.
19. To provide training in foreign languages for enhanced skills migration

PILLAR 4 – SKILLS RECOGNITION

Strategic goal: To enhance recognition of skills, qualifications and competences for labour migration

Strategic Objectives

20. To enhance recognition of skills, qualifications and competences for labour migration
21. To improve the record and data management of skills, qualifications and competences for labour migration

For each of these strategic goals, strategic interventions have been provided. These interventions shall be implemented by various actors including Ministries, Counties, Departments and Agencies (MCDAs), constitutional commissions and the private sector including industry, social partners, development partners and civil society among other key actors. An action plan has also been developed to enhance the implementation of these interventions.

CHAPTER ONE – BACKGROUND

1.1 Introduction

Labour migration is the cross-border movement of people seeking employment. Over the last few decades, the labour migration flow from Kenya to other countries has been increasing. As shown in table 1, the total number of Kenyan migrants in 2024 (January-June) stands at 5109, with majority of them migrating to Saudi Arabia.

Table 1: Labour Migration flow from Kenya to other countries (2024)

	Country	Number
1.	Saudi Arabia	4,654
2.	Qatar	281
3.	Turkey	86
4.	Germany	39
5.	Kuwait	20
6.	Oman	9
7.	United Arab Emirates	8
8.	United States of America/Canada	8
9.	Great Britain	3
10.	Seychelles	1
	Total	**5,109**

Source: National Employment Authority, 2024

Figure 1 depicts the number of Kenyan migrants, by region, for the period 2016 to 2020. Over 500,000 Kenyans migrated to various regions, with the bulk migrating to North America and Europe. Africa was the third most important destination for Kenyan migrants.

Figure 1: Labour Migration Flow from Kenya to various Regions (2016 - 2020)
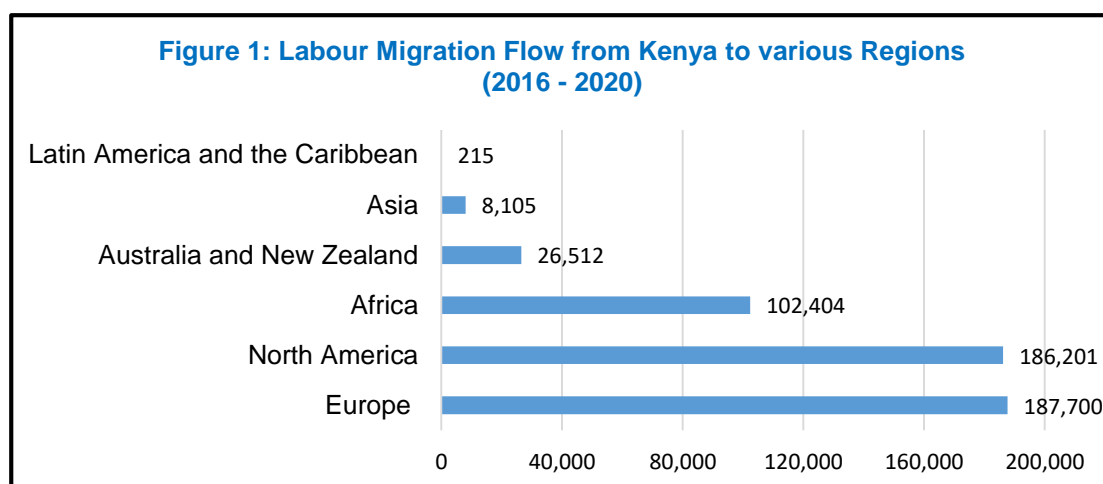
Source: International Organization for Migration, 2020

Outward migration has enormous benefits for Kenya in terms of enhancing access to global employment opportunities thereby relieving the pressure of youth unemployment. It also contributes to the inflow of remittances and human capital

stocks. According to the Economic Survey (2023), there was an increase in remittances from KES 413.3 billion in 2021 to KES 478.5 billion in 2022. In countries of destination, orderly and well managed labour migration helps in alleviating labour shortages.

To fully exploit the socioeconomic benefits of labour migration, there is need for skills development in Kenya to be informed by the needs of the global labour market. This will ensure that the skills of Kenyan migrants are demand driven, transferable, recognised and complementary to those of workers in destination countries.

1.2 Rationale

The following factors provide the basis for the formulation of the National Strategy on Skills Development for Labour Mobility:

a). Skills supply and demand in the global labour market

The strategy is formulated within the framework of the Sessional Paper No. 5 of 2023 on the National Policy on Labour Migration, which seeks to promote inclusive and sustainable development of the country through safe, orderly and productive labour migration. The policy highlights the need for skills development to be aligned to targeted foreign labour markets to enhance the employability and competitiveness of Kenyan migrant workers. It identifies labour market information of destination countries, skills upgrading, portability of skills and competencies, and capacity development of implementing entities, as matters that need to be addressed. This strategy will guide the implementation of the skills development provisions in this policy.

b). Knowledge and technology transfer, and migrants

The strategy is strongly linked to the National Policy on linking Industry to Education and Training (2024), the Kenya Foreign Policy (2014) and the Kenya Diaspora Policy (2014) which promote the facilitation of knowledge and technology transfer by Kenyan migrants. These policies call for the integration of the knowledge, skills, expertise and resources of Kenyan migrants in the national development agenda; promotion of knowledge sharing between Kenyan skilled migrants, and industry and R&D institutions; and the development of voluntary and temporary return programmes for Kenyan skilled migrants to enhance knowledge and technology transfer. This strategy will serve as a blue print for the implementation of these policy provisions.

c). Skills, youth and migration

Labour migration presents an opportunity for unemployed youth to seek employment in foreign countries that have labour shortages. According to the Kenya National Bureau of Statistics (2021), the unemployment rate, measured based on the strict definition of not working, seeking work in the last four weeks and available to work, was 4.9 per cent (960,001 persons) in the fourth quarter of 2022. The age group of 20-24 years recorded the highest proportion of the unemployed at 15.6 per cent (424,474 persons) in the fourth quarter of 2022. The total proportion of unemployed youth in the age group of 20-34 years is 24.5 per cent (704,881 youth) in the fourth quarter of 2022. In regard to long term unemployment rate (continuous periods of unemployment extending for one year or longer), youth aged 20-24 years have the highest rate of long-term unemployment which stood at 13.5 per cent. In addition, the percentage of youth Not in Employment, Education or Training (NEET) was recorded at 16.9 per cent. To

enhance entry of the unemployed youth into the global labour market, it is essential that they are provided with the skills required by the destination countries.

1.3 Purpose and goals

The National Strategy on Skills Development for Labour Mobility seeks to strengthen the linkage between skills development and the global labour market in order to optimize safe, orderly and regular labour mobility.

This strategy has four strategic goals aligned to four corresponding pillars, as indicated below:

Pillar	Strategic goals
1. Governance and accountability	To build capacity for improved coordination of skills development for labour migration
2. Skills for the global labour market	To strengthen the linkage between skills development and the global labour market
3. Cultural integration and resilience	To strengthen skills development for cultural integration and resilience of Kenyan migrant workers
4. Skills recognition	To enhance recognition of skills, qualifications and competences for labour migration

1.4 Policy and legal context

The National Strategy on Skills Development for Labour Mobility is aligned to the following national policy and legal frameworks:

	Instrument	Provision
1.	2030 Agenda for Sustainable Development	SDG 4 provides for inclusive and equitable quality education and promotion of lifelong learning opportunities for all; and SDG8 promotes sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
2.	African Union Agenda, 2063	Aspires to eliminate youth unemployment and guarantees Africa's youth full access to education, training, skills and technology.
3.	Bottom Up Economic Transformation Agenda, 2022-2027	Has been designed to address the current challenges facing the country's economy, stimulate economic recovery and bolster resilience.
4.	Competency Based Education and Training Policy (2018)	Presents a framework for the delivery and implementation of competence based education and training in the TVET sector.
5.	Constitution of Kenya	Affirms the right to education, in Article 43; and provides for measures, including affirmative action programmes, that ensure that the youth have access

	Instrument	Provision
		to relevant education and training; and access to employment, in Article 55.
6.	East African Community Common Market Protocol for Movement of Labour (2009)	For the purpose of ensuring the free movement of labour within the EAC, it provides for the harmonization and mutual recognition of academic and professional qualifications.
7.	Global Compact for Safe, Orderly and Regular Migration (2018)	Recommends investment in skills development and facilitation of mutual recognition of skills, qualifications and competences to optimize the employability of migrants.
8.	Kenya Diaspora Policy (2014)	Promotes skills development for potential migrants, emigrants and returnee migrants.
9.	Kenya Foreign Policy (2014)	Promotes harnessing of the knowledge, skills, expertise and resources of the Kenyan migrants for national development.
10.	Kenya Youth Development Policy (2019)	Provides a framework for empowering the youth and harnessing their potential for realization of sustainable development.
11.	Kenya Vision 2030	Recognizes the importance of strengthening and linking training to wider local and global markets.
12.	ILO Conclusions on Skills for Improved Productivity, Employment Growth and Development (2008)	Provides for improved portability of skills, supported by national and/or regional or international qualification frameworks, as this helps migrant workers obtain employment commensurate with their qualifications and expertise.
13.	ILO Human Resources Development Recommendation No. 195 (2004)	Provides for special provisions to be designed to ensure recognition and certification of skills and qualifications for migrant workers.
14.	National Curriculum Policy (2018)	Presents a framework for guiding the curriculum reform process at all levels of education and training.
15.	National Policy on Labour Migration (2023)	Recommends that skills development should be aligned to foreign labour markets to enhance the employability and competitiveness of Kenyan migrant workers.
16.	National Policy Framework for Career Guidance in Kenya (2023)	Promotes lifelong learning, sustained employability and social equity by enhancing access, equity,

	Instrument	Provision
		quality and relevance in the provision of career guidance in Kenya.
17.	National Policy on Linking Industry to Education, Training and Research (2024)	Recommends that skills migration linkages are strengthened to enhance knowledge and technology transfer.
18.	National Policy on Recognition of Prior Learning (2023)	Promotes the assessment of knowledge, skills, and competencies regardless of when, where, and how they were acquired against prescribed standards.
19.	National Skills Development Policy (2023)	Promotes sustainable socio-economic growth through the development of a skilled workforce that is employable, productive, enterprising, innovative, adaptable and competitive.

1.5 Scope

The National Strategy on Skills Development for Labour Mobility applies to the state and non-state actors and includes Kenyan migrant workers.

1.6 Formulation process

The formulation of the National Strategy on Skills Development for Labour Mobility was undertaken through a consultative and participatory approach. The process involved various stakeholders drawn from the public sector and private sector including industry, Non-Governmental Organizations (NGOs), social partners, development partners, diaspora associations and civil society.

CHAPTER TWO - SITUATIONAL ANALYSIS

2.1 Introduction

This chapter provides a broad sectoral overview of the strategic issues that impact on Kenya's progress towards achieving a skills development system that is aligned to the needs of the global labour market. The situational analysis focuses on key development sectors that are thematically sequenced. A range of key strategic issues have been identified in each thematic area.

2.2 Governance and accountability

A clear institutional structure is critical for the smooth management and coordination of labour migration. Sessional Paper No. 5 of 2023 on the National Policy on Labour Migration provides the foundation for the management of labour migration in Kenya. The policy is informed by various national and international frameworks that promote effective labour migration governance.

Labour migration is coordinated by the Ministry of Labour and Social Protection in collaboration with other ministries such as the: Ministry of Foreign and Diaspora Affairs, Ministry of Interior and Coordination of National Government, and the Ministry of Education. Other entities that support labour migration include, the National Employment Authority (NEA) which provides employment services. It has currently registered 518 Private Employment Agencies (PrES) and established 30 Employment Offices that offer Public Employment Services (PES). Furthermore, associations such as the Kenya Association of Private Employment Agencies (KAPEA) and Association of Skilled Migrant Agencies of Kenya (ASMAK) have been established to enhance the self-regulation of the private employment agencies.

Labour migration is facilitated through Bilateral Labour Agreements (BLAs), knowledge exchange and mutually-beneficial skills mobility partnerships. At present, Kenya has signed five Bilateral Labour Agreements (BLAs) with the United Kingdom and Northern Ireland, Qatar, United Arab Emirates, Saudi Arabia and Germany.

Notwithstanding the efforts made, many governance challenges remain in relation to achieving safe, orderly and regular labour migration for Kenyan migrant workers.

Strategic issues
a). Lack of a multi-sectoral coordination mechanism to manage the various implementing agencies handling skills development for labour migration;
b). Data on labour migration is not collected and disseminated in a centralized manner;
c). Skill development, including mutual recognition of qualifications and financial responsibilities of skills development, and knowledge and technology transfer, is not adequately integrated in BLAs;
d). The large number of private employment agencies, when well-coordinated presents an opportunity for improving regular skills migration;
e). Unethical and unfair recruitment practices, including charging of high placement fees, among private employment agencies is prevalent;
f). There is need to build capacity for ensuring decent working conditions for Kenyan migrant workers;
g). Inadequate marketing of Kenya as a source of skilled and qualified workers for the global labour market;
h). Inadequate funding for skills development for labour migration.

2.3 Skills for the global labour market

Over the recent years, the Government has embarked on reforms aimed at transforming education and training. The recently introduced Competency Based Education and Training seeks to ensure that Kenyans are globally competitive, equipped with knowledge, skills, attitudes and values required to thrive in the modern world. With the increase in access to primary education, high primary-secondary transition rate, and increasing enrolment in TVET and university education, the skills production in Kenya has accelerated leading a large national pool of skilled labour. There will be high propensity for the skilled labour force that is underemployed or unemployed to emigrate in search for jobs in foreign labour markets.

Foreign labour markets face shortages of skilled workers, leading to a demand for migrants with specific expertise. A growing number of countries have begun to pursue policies that attract skilled migrants such as medical professionals, IT specialists, academics and scientists. In countries with aging and shrinking populations, migrant workers help fill labour gaps left by retiring workers. Sectors such as agriculture, hospitality, and construction in the global labour market often require seasonal labour migrant workers. According to the ILO (2021), domestic work is in high demand in the Gulf Cooperation Council (GCC) countries, which include Saudi Arabia, Kuwait, Bahrain, Qatar, Oman, and the United Arab Emirates. Foreign domestic workers account for between a fifth and a quarter of the labour force in most of the GCC countries. These trends have resulted in the global competition for migrant workers.

To reap the benefits of labour migration, education and training needs to be well aligned to global labour market needs. However, there is a mismatch between the skills that Kenyans have and those needed for available jobs in the global labour market. Furthermore, there is limited information on available skills at all levels (low, medium and high level of skills) and the international labour market needs (structural or temporary) in different economic sectors and occupations. Yet, this information is useful in matching the supply needs to the demand needs of destination countries. In looking to increase the mobility of the Kenya labour force, it is necessary to address the skills shortages and requirements of destination countries, and align skills development to meet these demands.

Strategic issues
a). Mismatch between the skills developed and those required by the global labour market;
b). Low absorption of graduates in the local job market; and high demand for skilled labour in the globalized job market;
c). Development and dissemination of reliable, up-to-date and timely international labour market information remains a challenge;
d). Skills needs anticipation is needed for preventing and mitigating the mismatch between skills development and the international labour market;
e). Provision of reskilling and upskilling programmes for labour migration is required;
f). Low awareness of skills development for labour migration;
g). Health professionals are in high demand in the global labour market; yet the health sector requires these professionals but faces financial limitations that hinder the hiring of the required staff.

2.4 Cultural integration and resilience

Cultural integration and resilience are important elements of labour migration. It is crucial for migrants to adapt to the cultural norms, values, and practices of the destination country while also maintaining aspects of their own culture. At the same time, they need to have the ability to adapt and thrive despite the challenges that they face during migration and in their new environments.

The Government has made efforts to provide pre-departure training programmes aimed at equipping potential migrant workers with knowledge on expectations, employment and living conditions abroad, labour laws, and workers' rights in countries of destination. This training is useful for migrants (low, middle, and highly skilled) particularly in the early stages of their cultural adaptation.

However, little attention has been paid to returnee migrants. Yet, returnee migrants influence human capital stocks through knowledge and technology transfer and diffusion. Among the returnee migrants are those who voluntarily return to retire, return with resources for investment and return to implement innovations; and migrants that are assisted to return such as rejected asylum-seekers, victims of human trafficking, and stranded migrants. Such migrants require psychosocial counselling and career guidance services.

Another issue that facilitates cultural integration and resilience is access to foreign language and communication skills. Language skills have a positive influence on migrants' employment and integration in destination countries. Migrant workers that speak the destination-country language have higher employment rates than those that have language difficulties. Hence, proficiency in foreign languages eases the integration of migrants in the destination country and provides them with better economic returns. Given the centrality of language skills in determining employment prospects and the ability to fully function in the destination country, the development of effective language skills is of utmost importance.

The Government has made some efforts to promote the acquisition of foreign language skills. The Competence Based Curriculum (CBC) in basic education has included foreign languages, namely, Arabic, French, German, and Mandarin, as optional subjects. At present, a few TVET institutions and medical training colleges have begun to offer foreign languages as part of the curriculum. Various schools that specialise in training foreign languages have also been established at the universities. In addition, several foreign language training institutions are emerging in the education sector. Despite these efforts, there is low access to foreign language training in Kenya.

Strategic issues
a). Inadequate provision of pre-departure, post-arrival and returnee integration capacity development and career guidance programmes;
b). There is need to ensure that pre-departure training programmes are flexible and adapted to both first-time migrants and re-hires, to specific occupations, and to specific destination countries;
c). Pre-departure training programmes need to integrate knowledge on contract obligations, financial literacy, investment, digital literacy, healthcare, psychosocial care, welfare, racial relations, work-life balance, soft skills and community networks;
d). Labour standards and occupational safety and health standards modules need to be integrated in the pre-departure training programmes;
e). Low access to foreign language training restricts labour migration.

2.5 Skills recognition

National frameworks such as the National Recognition of Prior Learning (RPL) framework and the Kenya National Qualification Framework (KNQF) play a critical role in the recognition of skills, competences and qualifications. This will enable destination countries to recognize and validate the skills, qualifications and competences obtained in Kenya. The inability to have qualifications recognized or skills validated restricts the access of Kenyans to the global labour market. Destination countries also require to have access to records of the skills, competencies and qualifications of potential migrants in order to determine their portability.

Good practices such as skill logbooks or skills passports which have been a feature of many national skills development systems have the potential to resolve this issue. Skill logbooks are used to record the skills, competencies and qualifications achieved by learners as part of individual qualifications or programmes of learning. Skill passports consist of a summary of competencies or qualifications held by an individual and achieved across multiple programmes. These tools have been primarily developed and used in education and training systems with established qualification and quality assurance systems.

Strategic issues

a). Low access to skills recognition systems such as RPL assessments;
b). Weak access to verification system of skills, competences and qualifications;
c). Alignment of the KNQF to regional and international qualification frameworks can enhance portability of qualifications;
d). Skills logbooks and skills passports present an opportunity for enhancing access to records of the skills, competencies and qualifications of potential migrants;
e). Digital solutions can ease data management of skills, competences and qualifications of potential migrants.

CHAPTER THREE - STRATEGIC GOALS, OBJECTIVES AND INTERVENTIONS

This strategy has identified four pillars and four strategic goals with corresponding interventions designed to address the challenges that hinder the linkage between skills development and the needs of the global labour market.

> **Pillar 1: Governance and accountability**
>
> **Strategic goal: To build capacity for improved coordination of skills development for labour migration**

Strategic objective 1. To establish a multi-stakeholder coordination mechanism for skills development for labour migration.

Strategic interventions
a). Integrate skills development for labour migration in all national education and training plans and County Integrated Development Plans (CIDPs);
b). Establish a multi-stakeholder mechanism for strategic coordination of skills development for labour migration;
c). Build capacity on the relevant international labour conventions;
d). Develop and maintain a database on labour migration;
e). Build capacity to strengthen data management of labour migration;
f). Identify and adopt best practices related to managing skills development for labour migration;
g). Undertake benchmarking in countries with good labour migration practices.

Strategic objective 2. To integrate skill development, and knowledge and technology transfer, in Skills Mobility Partnerships

Strategic interventions
a). Increase Skills Mobility Partnerships, knowledge exchange and mutually-beneficial skills development arrangements;
b). Integrate skill development, skills recognition and financial responsibilities related to skills development, and knowledge and technology transfer, in skills mobility partnerships;
c). Build capacity on negotiation of Skills Mobility Partnerships;
d). Involve education and training institutions in the establishment of Skills Mobility Partnerships.

Strategic objective 3. To build the capacity for enhanced ethical and fair recruitment practices of Kenyan migrant workers

Strategic interventions
a). Facilitate Pre-Licensing Orientation Seminars (PLOS) for persons applying for licences to run private employment recruitment agencies;
b). Facilitate Continuing Agency Education Programme (CAEP) seminars for established private employment recruitment agencies;
c). Facilitate training on surveillance of establishments engaged in illegal recruitment activities;
d). Create awareness on Anti-Illegal Recruitment-Trafficking in Persons (AIR-TIP);

e). Undertake sensitization campaigns on how to report illegal recruitment activities;

f). Establish awards for outstanding private employment recruitment agencies.

Strategic objective 4. To strengthen the capacity of enabling entities to provide safe and legal mobility pathways for Kenyan migrant workers

Strategic interventions

a). Facilitate training of foreign consular officers on safety, protection and assistance of Kenyan migrant workers;

b). Facilitate training of labour officers to ensure decent working conditions and worker protections of Kenyan migrant workers;

c). Facilitate training of police officers on preventing, combating and eradicating trafficking in persons;

d). Facilitate training of immigration officers on orderly management of migration and passport support for Kenyan migrant workers;

e). Build the capacity of financial institutions on faster, safer and cheaper transfer of remittances;

f). Build the capacity on social protection including portability of social security entitlements and earned benefits in relation to skills migration;

g). Build the capacity of the airport desk staff and airport police on enhancing safe and orderly labour migration;

h). Build the capacity of judicial offers on improving legislation that protects Kenyan migrant workers.

Strategic objective 5. To strengthen the capacity of institutions to market Kenya as a source of skilled and qualified workers for the global labour market

Strategic interventions

a). Roll out training on branding Kenya as a source of skilled and qualified workers for the global labour market;

b). Build the capacity of foreign embassies to expand the visibility of Kenya as source of skilled and qualified workers for the global labour market'

c). Build the capacity of officers involved in branding Kenya as a source of skilled and qualified workers for the global labour market in foreign languages.

Strategic objective 6. To align funding to skills development that is demand driven and meets minimum quality standards

Strategic interventions

a). Leverage on existing skills development funds to support skills development for labour migration;

b). Provide support for skills development programmes that meet global labour market requirements;

c). Link future funding to education and training institutions that respond flexibly and rapidly to global labour market requirements;

d). Adopt basket funding (joint funding by donors) for skills development for labour migration.

Strategic objective 7. To enhance the participation of Kenyan migrant workers in knowledge and technology transfer

Strategic interventions
a). Develop a knowledge sharing mechanism between Kenyan skilled migrants, and industry, and R&D institutions;
b). Develop an incentive framework for Kenyan skilled migrants to engage in knowledge and technology transfer;
c). Develop voluntary and temporary return programmes for Kenyan skilled migrants to enhance knowledge and technology transfer;
d). Build the capacity of labour mediation services for returnee migrant workers.

Pillar 2: Skills for the global labour market

Strategic Goal 2: To strengthen the linkage between skills development and the global labour market

Strategic objective 8. To ensure that skills development is responsive to international labour market needs

Strategic interventions
a). Ensure that the Kenya Labour Market Information System (KLMIS) disseminates reliable, up-to-date and timely international Labour Market Information (LMI);
b). Establish a mechanism for overseeing the supply and adoption of international Labour Market Information (LMI);
c). Develop and disseminate skills needs anticipation related to the international labour market;
d). Leverage on existing national government and multi-sectoral mechanisms to disseminate information on skills requirements for labour migration;
e). Adopt and adapt international occupational standards;
f). Review and develop curricula in line with international occupational standards for most in demand occupations in the international labour market;
g). Identify and adopt best practices in aligning skills development to international labour market requirements.

Strategic objective 9. To provide skills development for enhanced employability in the international labour market

Strategic interventions
a). Identify centres of excellence for the provision of training for most-in-demand occupations in the international labour market;
b). Provide post training programmes including reskilling, upskilling, multiskilling, portable skilling and work-based learning directly linked to foreign job vacancies;
c). Integrate rapid skills development for labour migration in Adult Learning and Continuing Education (ACE);
d). Integrate critical programmes such as financial literacy, digital literacy and soft skills in education and training;
e). Provide skills development opportunities in talents, including sports, for talented migrants;
f). Adopt bridging modules to support progression to higher levels of education and training;
g). Harness the potential of Information Communication Technology (ICT) to enhance opportunities for skills development for labour migration.

Strategic objective 10. To build the capacity of labour and education officers on linking skills development to the international labour market

Strategic interventions
a). Facilitate capacity building of educational personnel on linking education and training to international labour market requirements;
b). Facilitate capacity building of labour officers on linking education and training to international labour market requirements;
c). Facilitate international exchange programmes.

Strategic objective 11. To build the capacity of persons with disabilities for enhanced skills migration

Strategic interventions
a). Develop a toolkit for training persons with disabilities on skills migration;
b). Facilitate skills development programmes aligned to most in demand occupations in the international labour market for persons with disabilities;
c). Build the capacity of officers, teachers and trainers in the field of Special Needs Education (SNE) on skills migration;
d). Develop career guidance programmes on skills migration for persons with disabilities;
e). Develop and implement rapid training programmes in the different sign languages of countries with most in demand occupations.

Strategic objective 12. To promote awareness of skills development for labour migration

Strategic interventions
a). Engage in promotional programmes and campaigns to expand the reach of skills development for labour migration;
b). Provide advisories on foreign skills development and labour migration requirements;
c). Provide regular updates on skills development requirements in Skills Mobility Partnerships.

Strategic objective 13. To safeguard the country from skills shortages that result from emigration of highly skilled workers.

Strategic interventions
a). Establish a robust National Skills Inventory;
b). Prepare human resource reserves in healthcare to meet the local and foreign demand for healthcare workers;
c). Develop skills development opportunities for foreign jobs, in the online gig and Business Processing Outsourcing (BPO) economy, to retain talent;
d). Build the capacity of human resource management on labour migration.

Pillar 3: Cultural integration and resilience

Strategic goal 3: To strengthen skills development for cultural integration and resilience of Kenyan migrant workers

Strategic objective 14. To enhance access to pre-departure training programmes for potential migrant workers

Strategic interventions
a). Develop pre-departure decision kits;
b). Enhance access to pre-departure training programmes;
c). Review and develop curricula for pre-departure training, and ensure that it is flexible and adapted to specific occupations, and to specific destination countries; and integrates content that enhances resilience;
d). Mainstream modules on financial literacy, soft skills, anti-terrorism, drug and substance abuse and human trafficking in all pre-departure training programmes;
e). Facilitate training on effective management of pre-departure training.

Strategic objective 15. To ensure that Kenyan migrant workers are provided with post-arrival and in-service training

Strategic interventions
a). Enhance access to post-arrival and in-service training for Kenyan migrant workers;
b). Monitor and report on access of Kenyan migrant workers to post-arrival and in-service training.

Strategic objective 16. To provide returnee migrant workers with capacity development programmes

Strategic interventions
a). Develop and implement skills development programmes for reintegrating returnee migrants to the labour market;
b). Facilitate post-training support to enhance the entrepreneurship and innovation capabilities of returnee migrant workers;
c). Facilitate training on effective management of return and reintegration programmes.

Strategic objective 17. To provide career guidance for Kenyan migrant workers.

Strategic interventions
a). Build the capacity of Office of Career Services (OCS) to provide career guidance services related to skills migration in education and employment agencies
b). Build the capacity of career counsellors and educators on career guidance for skills migration
c). Build the capacity of job search club facilitators in career coaching on skills migration
d). Facilitate access to career guidance for Kenyan migrant workers.

Strategic objective 18. To strengthen psycho-social services for Kenyan migrant workers.

Strategic interventions
a). Facilitate skills development on early identification, screening, referral pathways and provision of psycho-social services for Kenyan migrant workers including returning migrant workers;
b). Develop awareness programmes of psycho-social services, including counselling and stress debriefing, for Kenyan migrant workers including returning migrant workers.

Strategic objective 19. To provide training in foreign languages for enhanced skills migration

Strategic interventions
a). Integrate foreign languages in the curricula for education and training;
b). Map the education and training institutions that have schools of foreign languages;
c). Develop and implement rapid training programmes in foreign languages for countries with most in demand occupations;
d). Utilise existing education and training institutions that have schools of foreign languages;
e). Provide foreign languages training for teachers, trainers and lecturers;
f). Develop an incentive framework for teachers to learn foreign languages.

Pillar 4: Skills recognition

Strategic Goal 4: To enhance recognition of skills, qualifications and competences for labour migration

Strategic objective 20. To enhance recognition of skills, qualifications and competences for labour migration

Strategic interventions
a). Co-produce quality standards for skills with destination countries;
b). Adopt Skills Verification Programmes (SVPs);
c). Implement the KNQF to curb sub-standard qualifications;
d). Align KNQF to regional and international qualification frameworks;
e). Expand access to Recognition of Prior Learning (RPL) for migrant workers including returnee migrants;
f). Harmonize the Credit Accumulation and Transfer (CAT) system;
g). Adopt micro-credentials that appeal to the international labour market;
h). Develop a mechanism for equating Kenyan qualifications to qualifications of destination countries.

Strategic objective 21. To improve the record and data management of skills, qualifications and competences for labour migration

Strategic interventions
a). Adopt the use of skills logbooks and skills passports;
b). Provide digitalized credentials for migrants;
c). Develop and maintain the national qualifications database;
d). Leverage on artificial intelligence to ease access, process and comparison of credentials of migrants at a large scale.

CHAPTER FOUR - INSTITUTIONAL FRAMEWORK

4.1 INTRODUCTION

This chapter presents the institutional and implementation framework for implementing the National Strategy on Skills Development for Labour Mobility. A multi-sectoral approach will be used in the implementation of this strategy. Hence, various institutions have been identified to facilitate the implementation of the strategy.

4.2 NATIONAL STRATEGY IMPLEMENTATION COMMITTEE

The National Strategy Implementation Committee shall be a high-level multi-stakeholder advisory body. It shall facilitate coordination, strengthen stakeholder participation and mobilize resources for implementation of this strategy. Its membership shall consist of representatives from relevant Ministries, Counties, Departments and Agencies (MCDAs), and the private sector.

4.3 INSTITUTIONAL FRAMEWORK

This National Strategy on Skills Development for Labour Mobility shall be implemented by various actors including Ministries, Counties, Departments and Agencies (MCDAs), constitutional commissions, private sector, development partners, Civil Society Organizations (CSOs) among other key actors as indicated below:

4.3.1. **Ministry of Labour and Social Protection** - Shall provide leadership for the implementation of the strategy.

4.3.2. **Ministry of Education** - Shall provide technical support on education and training matters in the strategy.

4.3.3. **Ministry of Foreign and Diaspora Affairs** - Shall provide technical support on relevant matters in the strategy.

4.3.4. **Ministry of Interior and National Administration** - Shall provide technical support on relevant matters in the strategy.

4.3.5. **Ministry of Youth Affairs, Sports and the Arts** - Shall provide technical support on youth empowerment matters in the strategy.

4.3.6. **Ministry of Gender, Culture, The Arts & Heritage** - Shall provide technical support on gender and affirmative action in the strategy.

4.3.7. **Ministry of Mining, Blue Economy and Maritime Affairs** - Shall provide technical support on relevant matters in the strategy.

4.3.8. Ministry of Information, Communication and the Digital Economy - Shall provide technical support on matters related to ICT in the strategy.

4.3.9. **Ministry of Investments, Trade and Industry** - Shall provide technical support on matters related to investments, trade and industry in the strategy.

4.3.10. **Ministry of East African Community, the ASALs and Regional Development** - Shall provide technical support on matters related to the EAC in the strategy.

4.3.11. **Ministry of Health** - Shall provide technical support on all matters related to health in the strategy.

4.3.12. **The National Treasury** - Shall avail adequate budgetary resources for implementation of this policy.

4.3.13. **Attorney General's Office and Kenya Law Reform Commission** - Shall provide technical support on all matters related to drafting and amending legislation required to implement this strategy.

4.3.14. **Central Bank** – Shall provide technical support in building the capacity of financial institutions on effective transfer of remittances.

4.3.15. **Kenya Revenue Authority** – Shall provide technical support in building capacity on relevant tax regimes.

4.3.16. **Commissions: Teachers Service Commission, Public Service Commission, Police Service Commission, Judicial Service Commission, Commission for University Education, Ethics and Anti-Corruption Commission, Parliamentary Service Commission, and National Gender and Equality Commission** - Shall provide technical support on relevant matters in the strategy.

4.3.17. **County Governments** - Shall provide technical support on education and training matters in the strategy.

4.3.18. **Diaspora Associations** - Shall provide technical support on all relevant matters in the strategy.

4.3.19. **Kenya Association of Private Employment Agencies and Association of Skilled Migrant Agencies of Kenya** - Shall provide technical support on relevant matters in the strategy.

4.3.20. **Education, training and research institutions** - Shall provide technical support on relevant matters in the strategy.

4.3.21. **Development partners** - Shall provide technical and financial support at various levels to support the implementation of this strategy.

4.3.22. **Private sector including employers, trade unions, industry, and professional organizations** – Shall provide technical and financial support for all aspects of the strategy.

4.3.23. **Head teachers' associations** - Shall provide technical support on matters related to skills supply within this strategy.

4.3.24. **Civil society organizations** - Shall provide technical support on monitoring and evaluation of this strategy.

4.3.25. **Media** - Shall provide support to enhance awareness about this strategy.

4.3.26. **Kenyan migrant workers** - Shall participate in skills development and provide relevant support for designing, implementing and monitoring skills development for labour migration.

4.4 BUDGETARY IMPLICATIONS

The funding for the implementation of this Strategy shall be sought and prioritized by the implementing Ministries, Counties, Departments and Agencies (MCDAs) through the normal budgeting process within the available ceilings.

Other funding mechanisms for the strategy shall include support from the private sector, development partners, industry, civil society, philanthropic bodies, individuals and other funding agencies.

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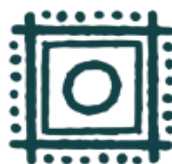
CHAPTER FIVE - MONITORING AND EVALUATION FRAMEWORK

5.1 MONITORING AND EVALUATION FRAMEWORK

The National Strategy on Skills Development for Labour Mobility requires a strong monitoring and evaluation framework to track it's the implementation. This is in line with the National Integrated Monitoring and Evaluation Systems (NIMES) and the Performance Management System (PMS). All Implementing Agencies (IAs) shall thus be expected to implement the strategy through their annual work plans and performance contracts. To ensure effective tracking of performance, the key indicators shall be reported on a quarterly and annual basis.

Evaluation of the strategy shall involve a systematic and objective process of examining the relevance, effectiveness, efficiency and impact (both expected and unexpected) of the strategies. It shall be done through formal surveys and assessments that will focus on accomplishments against the set targets. There shall be an Annual Review Report (ARR) on implementation of the strategy that will be presented to the relevant stakeholders.

5.2 KEY PERFORMANCE INDICATORS

The following Key Performance Indicators (KPIs) are intended to determine progress in attaining each strategic goal.

Strategy Goal 1: **To facilitate skills development for improved coordination of skills development for labour migration.**
KPIs include:
a). Level of improved coordination of skills development for labour migration.
b). Number of Skills Mobility Partnerships that have integrated skills development, and knowledge and technology transfer.
c). The number/proportion of employment agencies trained on ethical and fair recruitment practices
d). The number/proportion of agencies trained on safe and legal mobility pathways for Kenyan migrant workers.
e). The number/proportion of agencies trained on marketing Kenya as a source of skilled and qualified workers for the global labour market.
f). Percentage of funding provided for skills development that is demand driven and meets minimum quality standards.
g). The number/proportion of Kenyan migrant workers that have participated in knowledge and technology transfer.

Strategy Goal 2: **To strengthen the linkage between skills development and the global labour market**
KPIs include:
a). The proportion of skills development programmes that are responsive to international labour market needs.
b). The number of Kenyans that access jobs at the international labour market.
c). The number/proportion of education and training personnel trained on linking skills development to the international labour market

d). The number of persons with disabilities accessing skills development for labour migration.

e). Awareness of out-of-school youth of skills development for labour migration reported in the customer satisfaction survey.

f). The number/proportion of persons captured on the national skills inventory.

Strategy Goal 3: **To strengthen skills development for cultural integration and resilience of Kenyan migrant workers**

KPIs include:

a). The number/proportion of migrants accessing pre-departure training programmes.

b). The number/proportion of migrants accessing in-service training programmes.

c). The number/proportion of returnee migrants accessing re-integration capacity development programmes.

d). The number/proportion of career guidance programmes provided for Kenyan migrant workers.

e). The number/proportion Kenyan migrant workers accessing psycho-social services.

f). The number/proportion of individuals trained in foreign languages.

Strategy Goal 4: **To enhance recognition of skills, qualifications and competences for labour migration**

KPIs include:

a). Number of skills and qualifications and competences recognised by other countries for labour migration.

b). Number of migrants accessing skills recognition interventions.

c). The number/proportion of Kenyan migrants with digital records linked to the national data management system of skills and qualifications.

5.3 IMPLEMENTATION PLAN

To operationalize the National Strategy on Skills Development for Labour Mobility, an implementation plan has been developed (see appendix 2).

5.4 STRATEGY REVIEW

This strategy shall be reviewed after five years, or as need arises, to assess its impact, effectiveness and relevance in dealing with issues pertaining to skills development for labour migration.

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APPENDICES

Employment
This term is used to measure the number of persons employed, and includes persons at work during a short reference period, and also persons temporarily absent from work but holding a job.

Employability
Possession of portable competencies and qualifications that enhance an individual's capacity to make use of the education and training opportunities available in order to secure and retain decent work, to progress within the enterprise and between jobs, and to cope with changing technology and labour market conditions.

Gulf Cooperation Council
This is a regional, intergovernmental, political, and economic union comprising Bahrain, Kuwait, Oman, Qatar, Saudi Arabia, and the United Arab Emirates.

Globalization
The development of an increasingly integrated global economy marked especially by free trade, free flow of capital, and the tapping of cheaper foreign labour markets.

Job placement
This is arranging for or referring people to job vacancies. This is both a government and a private marketplace activity.

Knowledge transfer
Refers to a process through which one group transfers knowledge (information, understanding, skills, values, and attitudes acquired through learning) to another.

Labour market information
Any information concerning the size and composition of the labour market or any part of the labour market; the way it or any part of it functions, its problems, the opportunities which may be available to it, and the employment-related intentions or aspirations of those who are part of it.

Labour market information system
Systems, mechanisms or processes for gathering, organizing, providing and analyzing information about the state of the labour market, occupations and jobs, including key changes taking place within the employment, jobs and the occupations.

Labour migration
Labour migration is the cross-border movement of people seeking employment.

Migrant worker
Refers to a person that is to be engaged, is engaged or has been engaged in a remunerated activity in a State of which he/she is not a national.

Migration
Refers to the movement of a person or group of persons from one geographical unit to another across an administrative or political border, and wishing to settle permanently or temporarily in a place other than their place of origin.

Recognition of Prior Learning
This is a process of identifying, documenting, assessing and certifying formal, informal and non-formal learning outcomes against standards used in formal education and training.

Remittances	These are financial transfers made by migrants directly to their families or communities in their countries of origin.
Return migration	The movement of a person returning to his/her country of origin or habitual residence, usually after at least one year in another country; the return may or may not be voluntary.
Skill	Ability to carry out a manual or mental activity, acquired through learning and practice. It is knowledge, competence and experience needed to perform a specific task or job.
Skills development	Practical proficiencies, competencies and abilities which an individual acquires as a result of undergoing training, either formally or informally.
Skills mismatch	Skill gaps and imbalances such as over-education, under-education, over-qualification, under-qualification, over-skilling, skills shortages, skills surpluses and skills obsolescence.
Skill needs anticipation	Any forward looking diagnostics of skill needs expected on future labour markets performed by means of any type of method, be it quantitative or qualitative, including interaction, exchange and signalling between labour market actors.
Social Partners	This means the Government, employers and their organizations and workers and their organizations
Technical and Vocational Education	Education, training and skills development relating to a wide range of occupational fields, production, services and livelihoods.
Technology transfer	Refers to a collaborative process that allows scientific findings, knowledge and intellectual property to flow from creators to public and private users.
Unemployment	People who do not have a job, have actively been looking for work, and are currently available for work.
Work based learning	This refers to all forms of learning that takes place in a real work environment. It provides opportunities to achieve employment-related competencies in the workplace.

Appendix 2: Strategy Action Plan

Priority action	Projected output	KPI	Means of verification	Responsibility	Timeframe				
					Y 1	Y 2	Y 3	Y 4	Y 5
Strategic Goal 1: To build capacity for improved coordination of skills development for labour migration									
Expected Outcome: Effective governance and accountability									
Strategic Objective 1: To establish a multi-stakeholder coordination mechanism for skills development for labour migration									
a). Integrate skills development for labour migration in all national education and training plans and County Integrated Development Plans (CIDPs)	National education and training plans and CIDPs with components on skills development for labour migration	% of compliance	Report	Ministry of Labour & Social Protection Ministry of Education Council of Governors	x	x	x	x	x
b). Establish a multi-stakeholder mechanism for strategic coordination of skills development for labour migration	Multi-stakeholder committee on skills development for labour migration established	% completion	Reports of the multi-stakeholder committee	Ministry of Labour & Social Protection	x				
c). Build capacity to enhance data management of labour migration	All ICT officers handling data management of labour migration trained	No. of data management officers trained	Training reports; List of participants trained	Ministry of Labour & Social Protection State Department for ICT and The Digital Economy	x	x			
d). Develop and maintain a database on labour migration	Database on labour migration developed	% completion	Database report	Ministry of Labour & Social Protection Ministry of Interior and National Administration State Department for ICT and The Digital Economy	x	x	x	x	x
e). Identify and adopt best practices related to managing skills development for labour migration	Best practices for managing skills development for labour migration identified and disseminated	% adoption	Report	Ministry of Labour & Social Protection Ministry of Education Council of Governors Private sector representatives	x	x			

Priority action	Projected output	KPI	Means of verification	Responsibility	Timeframe				
					Y 1	Y 2	Y 3	Y 4	Y 5
f). Undertake benchmarking in countries with good labour migration practices	Benchmarking in countries with good labour migration practices undertaken	% completion	Report on benchmarking	Ministry of Labour & Social Protection Ministry of Education Ministry of Interior and National Administration Council of Governors Private sector representatives	x	x			
Strategic Objective 2: To integrate skill development, and knowledge and technology transfer, in Skills Mobility Partnerships									
a). Increase Skills Mobility Partnerships, knowledge exchange and mutually-beneficial skills development arrangements	BLAs, MLAs & MOUs developed and signed	No of BLAs. MLAs & MOUs signed	BLAs. MLAs & MOUs	Ministry of Labour & Social Protection Ministry of Foreign and Diaspora Affairs Ministry of Education Private sector representatives	x	x	x	x	x
b). Integrate skill development, skills recognition and financial responsibilities related to skills development, and knowledge and technology transfer, in skills mobility partnerships	Guidelines developed for integrating skills development in SMPs developed	% completion	Guidelines	Ministry of Labour & Social Protection Ministry of Foreign and Diaspora Affairs Ministry of Education Private sector representatives	x	x	x	x	x
c). Build capacity on negotiation of Skills Mobility Partnerships.	All officers handling SMPs trained on negotiation of SMPs	No. of officers trained	Training reports; List of participants trained	Ministry of Labour & Social Protection Ministry of Foreign and Diaspora Affairs Private sector representatives	x	x			
Strategic Objective 3: To build the capacity of employment agencies on ethical and fair recruitment practices									
a). Facilitate Pre-Licensing Orientation Seminars (PLOS) for persons	All applicants for licenses to run private employment recruitment agencies trained on PLOS	No. of applicants for licenses to run PrES trained	Training reports; List of	Ministry of Labour & Social Protection	x	x	x	x	x

Priority action	Projected output	KPI	Means of verification	Responsibility	Timeframe				
					Y1	Y2	Y3	Y4	Y5
applying for licences to run private employment recruitment agencies			participants trained						
b). Facilitate Continuing Agency Education Programme (CAEP) seminars for established private employment recruitment agencies	All private employment recruitment agencies trained through the CAEP	No. of PrES trained through the CAEP	Training reports; List of participants trained	Ministry of Labour & Social Protection	x	x	x	x	x
c). Facilitate training on surveillance of establishments engaged in illegal recruitment activities	Officers in the police service trained on surveillance of illegal recruitment activities	No. of officers in the police service trained	Training reports; List of participants trained	Ministry of Labour & Social Protection Police Service Commission & DCI	x	x	x	x	x
d). Create awareness on Anti-Illegal Recruitment-Trafficking in Persons (AIR-TIP)	Awareness campaigns on AIR-TIP held	No. of AIR-TIP awareness campaigns undertaken	List of participants trained; IEC materials	Ministry of Labour & Social Protection Police Service Commission & DCI	x	x	x	x	x
e). Undertake sensitization campaigns on how to report illegal recruitment activities	Awareness campaigns on reporting illegal recruitment activities held	No. of awareness campaigns held	List of participants trained; IEC materials	Ministry of Labour & Social Protection Police Service Commission	x	x	x	x	x
f). Establish awards for outstanding private employment recruitment agencies.	Guidelines for an award system for outstanding PrES developed	% completion	Guidelines	Ministry of Labour & Social Protection Private sector representatives	x	x			
Strategic Objective 4: To strengthen the capacity of enabling entities to provide safe and legal mobility pathways for Kenyan migrant workers									
a). Facilitate training of foreign consular officers on safety, protection and assistance of Kenyan migrant workers	All Senior foreign consular officers trained on safety, protection and assistance of Kenyan migrant workers	No. of senior foreign consular officers trained	Training reports; List of participants trained	Ministry of Labour and Social Protection Ministry of Foreign and Diaspora Affairs	x	x	x	x	x

Priority action	Projected output	KPI	Means of verification	Responsibility	Timeframe				
					Y 1	Y 2	Y 3	Y 4	Y 5
b). Facilitate training of labour officers to ensure decent working conditions and worker protections of Kenyan migrant workers	Develop training programmes on decent working conditions and worker protections of Kenyan migrant workers	No. of labour officers trained	Training reports; List of participants trained	Ministry of Labour and Social Protection	x	x	x	x	x
c). Facilitate training of police officers on preventing, combating and eradicating human trafficking	Police service trained on preventing, combating and eradicating human trafficking	No. officers in the police service trained	Training reports; List of participants trained	Ministry of Labour & Social Protection Police Service Commission & DCI	x	x	x	x	x
d). Facilitate training of immigration officers on orderly management of migration and passport support for Kenyan migrant workers	Immigration officers in the relevant department trained on orderly management of migration and passport support	No. of immigration officers trained	Training reports; List of participants trained	Ministry of Labour and Social Protection Ministry of Interior and National Administration	x	x	x	x	x
e). Build the capacity of financial institutions on faster, safer and cheaper transfer of remittances	Finance officers trained on faster, safer and cheaper transfer of remittances	No. of finance officers trained	Training reports; List of participants trained	National Treasury Ministry of Labour and Social Protection	x	x	x	x	x
f). Build the capacity on social protection including portability of social security entitlements and earned benefits in relation to skills migration	Social protection officers and Kenyan migrant workers trained on the portability of social security entitlements and earned benefits for Kenyan migrant workers	No. of social protection officers and Kenyan migrant workers trained	Training reports; List of participants trained	Ministry of Labour and Social Protection Ministry of Health	x	x	x	x	x
g). Build the capacity of the airport desk staff and airport police on enhancing safe and orderly labour migration;	All airport desk officers and airport police trained on enhancing safe and orderly labour migration	No. of airport desk officers and airport police trained	Training reports; List of participants trained	Ministry of Labour and Social Protection Ministry of Interior and National Administration	x	x	x	x	x

Priority action	Projected output	KPI	Means of verification	Responsibility	Timeframe				
					Y 1	Y 2	Y 3	Y 4	Y 5
h). Build the capacity of judicial officers on improving legislation that protects Kenyan migrant workers	All relevant judicial officers trained on improving legislation that protects Kenyan migrant workers	No. of judicial officers trained	Training reports; List of participants trained	Ministry of Labour and Social Protection Judicial Service Commission	x	x	x	x	x
Strategic Objective 5: To strengthen the capacity of institutions to market Kenya as a source of skilled and qualified workers for the global labour market									
a). Roll out training on branding Kenya as a source of skilled and qualified workers for the global labour market	Labour and ICT officers trained on branding Kenya as a source of skilled and qualified workers for the global labour market	No. of labour and ICT officers trained	Training reports; List of participants trained	Ministry of Labour and Social Protection Ministry of Information, Communications and The Digital Economy	x	x	x		
b). Build the capacity of foreign embassies to expand the visibility of Kenya as source of skilled and qualified workers for the global labour market	Foreign consular officers trained on branding Kenya as a source of skilled and qualified workers for the global labour market	No. of foreign consular officers trained	Training reports; List of participants trained	Ministry of Labour and Social Protection Ministry of Foreign and Diaspora Affairs	x	x	x	x	x
d). Build capacity of officers involved in branding Kenya as a source of skilled and qualified workers for the global labour market on foreign languages	Officers involved in branding Kenya as a source of skilled and qualified workers for the global labour market trained in foreign languages	No. of officers trained	Training reports; List of participants trained	Ministry of Labour & Social Protection Ministry of Education Private sector	x	x	x	x	x
Strategic Objective 6: To align funding to skills development that is demand driven and meets minimum quality standards									
a). Leverage on existing skills development funds to support skills development for labour migration	Proposals developed on integrating priority skills development in GoK Funds	% compliance	Proposals	Ministry of Labour and Social Protection Ministry of Education National Treasury	x	x	x	x	x
b). Provide support for skills development programmes that meet	Database developed of skills development programmes that	% completion	Database reports	Ministry of Labour and Social Protection Ministry of Education	x	x	x	x	x

Priority action	Projected output	KPI	Means of verification	Responsibility	Timeframe				
					Y 1	Y 2	Y 3	Y 4	Y 5
international labour market requirements	meet international labour market requirements								
c). Adopt basket funding (joint funding by donors) for skills development for labour migration	Donor sector working group for skills development for labour migration established	Donor sector working group established	Reports	Ministry of Labour and Social Protection Ministry of Education	x	x	x	x	x
Strategic Objective 7: To enhance the participation of Kenyan migrant workers in knowledge and technology transfer									
a). Develop a knowledge sharing mechanism between Kenyan skilled migrants, and industry, and R&D institutions	Knowledge sharing mechanism between Kenyan skilled migrants, and industry, and R&D institutions established	% completion	Reports	Ministry of Labour and Social Protection Ministry of Education Council of Governors	x	x	x	x	x
b). Develop an incentive framework for Kenyan skilled migrants to engage in knowledge and technology transfer	Incentive framework developed for Kenyan skilled migrants to engage in knowledge and technology transfer	% completion	Incentive framework	Ministry of Labour and Social Protection Ministry of Education National Treasury	x				
c). Develop voluntary and temporary return programmes for Kenyan skilled migrants to enhance knowledge and technology transfer	Knowledge and technology interventions of returnees transferred	No. of interventions	Reports	Ministry of Labour and Social Protection Ministry of Education Ministry of Foreign and Diaspora Affairs	x	x	x		
d). Build the capacity of labour mediation services for returnee migrant workers	Training programme developed on labour mediation services for returnee migrant workers	No. of officers trained	Training reports; List of participants trained	Ministry of Labour and Social Protection Ministry of Education	x	x	x		

Priority action	Projected output	KPI	Means of verification	Responsibility	Timeframe				
					Y 1	Y 2	Y 3	Y 4	Y 5
Strategic Goal 2: To strengthen the linkage between skills development and the global labour market									
Expected Outcome: Labour market relevant skills									
Strategic Objective 8: To ensure that skills development is responsive to international labour market needs									
a). Ensure that the KLMIS disseminates reliable, up-to-date and timely and international LMI	KLMIS updated with international LMI	% completion	Reports	Ministry of Labour and Social Protection	x	x	x	x	x
b). Establish a mechanism for overseeing the supply and adoption of international LMI	Committee for overseeing the supply and adoption of international LMI established	No. of training programmes linked to international LMI	Reports	Ministry of Labour and Social Protection Ministry of Education Council of Governors	x	x	x	x	x
c). Develop and disseminate skills needs anticipation related to the international labour market	At least 4 skills needs anticipation updates provided to the education and training sector annually	No. of skills needs anticipation updates disseminated	Skills Needs Anticipation Reports	Ministry of Labour and Social Protection	x	x	x	x	x
d). Leverage on existing national government and multi-sectoral mechanisms to disseminate information on skills requirements for labour migration	Skills requirements for labour migration disseminated	No. of updates on International LMI provided	Reports	Ministry of Labour and Social Protection	x	x	x	x	x
e). Adopt and adapt international occupational standards	National occupational standards database	% completion	Database report	Ministry of Labour and Social Protection Ministry of Education	x	x	x	x	x
f). Review and develop curricula in line with international occupational standards for most in demand	Curricula reviewed and developed in line with international occupational	No. of curricula reviewed and developed	Curricula aligned to international	Ministry of Labour and Social Protection Ministry of Education	x	x	x	x	x

Priority action	Projected output	KPI	Means of verification	Responsibility	Timeframe				
					Y 1	Y 2	Y 3	Y 4	Y 5
occupations in the international labour market	standards for most in demand occupations in the international labour market		occupational standards						
g). Identify and adopt best practices in aligning skills development to international labour market requirements	Study report on best practices for aligning skills development to international labour market requirements	No of best practices adopted	Reports	Ministry of Labour and Social Protection Ministry of Education Council of Governors	x	x			
Strategic Objective 9: To provide skills development for enhanced employability in the international labour market									
a). Identify centres of excellence for the provision of training of most-in-demand occupations in the international labour market	Database of centers of excellence mapped for provision of most-in-demand occupations in the international labour market	No. of centers of excellence mapped	Reports	Ministry of Labour and Social Protection Ministry of Education Council of Governors	x	x			
b). Provide post training programmes including reskilling, upskilling, multiskilling, portable skilling and work based learning directly linked to foreign job vacancies	Post training programmes directly linked to foreign job vacancies developed	No. of potential migrants trained	Training reports; List of participants trained	Ministry of Labour and Social Protection Ministry of Education Council of Governors	x	x	x	x	x
c). Integrate rapid skills development for labour migration in Adult Learning and Continuing Education (ACE)	Curriculum reviewed to integrate rapid skills development for labour migration in ACE	No. of curricula reviewed	Reports	Ministry of Labour and Social Protection Ministry of Education	x	x	x	x	x
d). Integrate critical programmes such as financial literacy, digital literacy and soft skills in education and training	Curriculum reviewed to integrate critical programmes such as financial literacy, digital literacy and soft skills in education and training programmes	No of curricula reviewed	Reports	Ministry of Labour and Social Protection Ministry of Education Council of Governors	x	x	x	x	x

Priority action	Projected output	KPI	Means of verification	Responsibility	Timeframe				
					Y1	Y2	Y3	Y4	Y5
e). Provide skills development opportunities for talented Kenyan migrants	Education, youth and sports officers trained on skills development for talented Kenyan migrants	No. of education, youth and sports officers trained	Training reports; List of participants trained	Ministry of Labour and Social Protection Ministry of Youth Affairs, Creative Economy and Sports Ministry of Education Council of Governors	x	x	x	x	x
f). Adopt bridging modules to support progression to higher levels of education and training	Developed guidelines for bridging modules to support progression to higher levels of education and training	% completion	Guidelines	Ministry of Education Council of Governors	x	x			
g). Harness the potential of ICT to enhance opportunities for skills development for labour migration	Developed guidelines for ICT integration of skills development for labour migration	% completion	Guidelines	Ministry of Labour and Social Protection Ministry of Information, Communications and The Digital Economy Ministry of Education Council of Governors	x	x			
Strategic Objective 10: To build the capacity of labour and education officers on linking skills development to the international labour market									
a). Facilitate capacity building of educational personnel on linking education and training to international labour market requirements	All senior education officers trained on linking education and training to international labour market requirements	No. of senior education officers trained	Training reports; List of participants trained	Ministry of Labour and Social Protection Ministry of Education Council of Governors	x	x	x	x	x
b). Facilitate capacity building of labour officers on linking education and training to international labour market requirements	All senior labour officers trained on linking education and training to international labour market requirements	No. of senior labour officers trained	Training reports; List of participants trained	Ministry of Labour and Social Protection Ministry of Education	x	x	x	x	x
c). Facilitate international exchange programmes	International exchange programmes developed	No. of international	Reports	Ministry of Labour and Social Protection	x	x	x	x	x

Priority action	Projected output	KPI	Means of verification	Responsibility	Timeframe				
					Y 1	Y 2	Y 3	Y 4	Y 5
		exchange programmes developed		Ministry of Foreign and Diaspora Affairs Ministry of Education					
Strategic Objective 11: To build the capacity of persons with disabilities for enhanced skills migration									
a). Develop a toolkit for training persons with disabilities on skills migration;	Toolkit for training persons with disabilities on skills migration developed	% completion of the toolkit	Toolkit	Ministry of Labour and Social Protection Ministry of Education	x	x	x	x	x
b). Facilitate skills development programmes aligned to most in demand occupations in the international labour market for persons with disabilities;	PWD trained on most in demand occupations in the international labour market	No. of PWDs trained	Training reports; List of participants trained	Ministry of Labour and Social Protection Ministry of Education	x	x	x	x	x
c). Build the capacity of officers, teachers and trainers in the field of Special Needs Education (SNE) on skills migration;	Officers, teachers and trainers in the field of Special Needs Education (SNE) trained in the field of Special Needs Education (SNE) on skills migration;	No of SNE officers, teachers and trainers trained	Training reports; List of participants trained	Ministry of Labour and Social Protection Ministry of Education	x	x	x	x	x
d). Develop career guidance programmes on skills migration for persons with disabilities;	PWDs provided with career guidance programmes on skills migration	No. of PWDs provided with career guidance services	Training reports; List of participants trained	Ministry of Labour and Social Protection Ministry of Education	x	x	x	x	x
e). Develop and implement rapid training programmes in the different sign languages of countries with most in demand occupations	Rapid training programmes in the different sign languages of countries with most in demand occupations developed	No. of PWDs trained	List of curricula	Ministry of Labour and Social Protection Ministry of Education	x	x	x	x	x

Priority action	Projected output	KPI	Means of verification	Responsibility	Timeframe				
					Y 1	Y 2	Y 3	Y 4	Y 5
Strategic Objective 12: To promote awareness of skills development for labour migration									
a). Engage in promotional programmes and campaigns to expand the reach of skills development for labour migration	Promotional programmes and campaigns developed related to skills development for labour migration	No. of promotional programmes developed	List of participants sensitized; IEC materials	Ministry of Labour and Social Protection Ministry of Education Council of Governors	x	x	x	x	x
b). Provide advisories on foreign skills development and labour migration requirements	Advisories disseminated on foreign skills development and labour migration requirements	No. of advisories disseminated	List of advisories	Ministry of Labour and Social Protection Ministry of Foreign and Diaspora Affairs	x	x	x	x	x
c). Provide regular updates on skills development requirements of Skills Mobility Partnerships	Information updates on skills development requirements within SMPs disseminated	No. of SMP skills development updates disseminated	Reports	Ministry of Labour and Social Protection	x	x	x	x	x
Strategic Objective 13: To safeguard the country from skills shortages that result from emigration of highly skilled workers									
a). Establish a robust National Skills Inventory	Skills inventory established and maintained	% completion	Skills inventory	Ministry of Labour and Social Protection	x	x	x	x	x
b). Prepare human resource reserves in healthcare to meet the local and foreign demand for healthcare workers	Health officers trained to prepare human resource reserves in healthcare to meet the local and foreign demand for healthcare workers	No. of health officers trained	Training reports; List of participants trained	Ministry of Labour and Social Protection Ministry of Health	x	x	x	x	x
c). Develop skills development opportunities for foreign jobs, in the online gig and Business Processing Outsourcing (BPO) economy, to retain talent	Youth trained on online gig and BPO occupations	No. of youth trained	Training reports; List of participants trained	Ministry of Labour and Social Protection Ministry of Investments, Trade and Industry Ministry of Education State Department for ICT and The Digital Economy	x	x	x	x	x

Priority action	Projected output	KPI	Means of verification	Responsibility	Timeframe				
					Y 1	Y 2	Y 3	Y 4	Y 5
e). Build the capacity of human resource management on labour migration	HRM officers trained on labour migration	No. of HRM officers trained	Training reports; List of participants trained	Ministry of Labour and Social Protection Ministry of Education Ministry of Public Service, Performance and Delivery Management	x	x	x	x	x
Strategic goal 3: To strengthen skills development for cultural integration and resilience of Kenyan migrant workers									
Expected Outcome: Strengthened capacity for cultural integration and resilience among Kenyan migrant workers									
Strategic Objective 14: To enhance access to pre-departure training programmes for potential migrant workers									
a). Develop pre-departure decision kits	Pre-departure decision kits developed	No. of pre-departure decision kits developed	Pre-departure decision kits	Ministry of Labour and Social Protection	x	x	x	x	x
b). Enhance access to pre-departure training programmes	Pre-departure training programmes for potential migrants developed	No. of pre-departure training programmes developed; & No. of potential migrant workers trained	Curricula; Training reports; List of participants trained	Ministry of Labour and Social Protection Ministry of Education Council of Governors	x	x	x	x	x
c). Review and develop curricula for pre-departure training, and ensure that it is flexible and adapted to specific occupations, and to specific destination countries; and integrates content that enhances resilience	Reviewed curriculum of pre-departure training programmes to ensure flexibility, adaptability to specific occupations, and incorporation of content related to resilience	No. of curricula reviewed and developed	List of curricula developed	Ministry of Labour and Social Protection Ministry of Education	x	x	x	x	x

Priority action	Projected output	KPI	Means of verification	Responsibility	Timeframe				
					Y 1	Y 2	Y 3	Y 4	Y 5
d). Mainstream modules on financial literacy, soft skills, anti-terrorism, drug and substance abuse and human trafficking in all pre-departure training programmes	Modules on financial literacy, soft skills, anti-terrorism, drug and substance abuse and human trafficking developed for pre-departure training programmes developed	No. of modules developed	List of modules developed	Ministry of Labour and Social Protection Ministry of Education	x	x	x	x	x
d). Facilitate training on effective management of pre-departure training	Guidelines developed for effective management of pre-departure training programmes	% completion	Guidelines	Ministry of Labour and Social Protection Ministry of Education Ministry of Health	x	x			
Strategic Objective 15: To ensure that Kenyan migrant workers are provided with post-arrival and in-service training									
a). Enhance access to post-arrival and in-service training for Kenyan migrant workers	Guidelines for to post-arrival and in-service training for Kenyan migrant workers developed	% completion	Guidelines	Ministry of Foreign and Diaspora Affairs	x	x			
b). Monitor and report on access of Kenyan migrant workers to post-arrival and in-service training	Progress reports on access of Kenyan migrant workers to post-arrival and in-service training developed	No. of Kenyan migrant workers trained	Progress reports	Ministry of Labour and Social Protection Ministry of Foreign and Diaspora Affairs	x	x	x	x	x
Strategic Objective 16: To provide returnee migrant workers with capacity development programmes									
a). Develop and implement skills development programmes for reintegrating returnee migrants to the labour market	Reintegration skills development programmes for returnee migrants developed	No. of returnee migrant workers trained	Training reports; List of participants trained	Ministry of Labour and Social Protection Ministry of Education Ministry of Foreign and Diaspora Affairs	x	x	x	x	x
b). Create opportunities for skills and technology transfer by Kenyan migrant workers	Skills and technology transfer interventions created	No. of interventions created	Reports	Ministry of Labour and Social Protection Ministry of Education	x	x			

Priority action	Projected output	KPI	Means of verification	Responsibility	Timeframe				
					Y1	Y2	Y3	Y4	Y5
				Ministry of Foreign and Diaspora Affairs					
c). Facilitate post-training support to enhance the entrepreneurship and innovation capabilities of returnee migrant workers	Post-training programmes for returnee migrant workers developed	No. of returnee migrant workers trained	Training reports; List of participants trained	Ministry of Labour and Social Protection Ministry of Education Ministry of Foreign and Diaspora Affairs	x	x			
d). Facilitate training on effective management of return and reintegration programmes	Guidelines on effective management of return and reintegration programmes	% completion	Guidelines	Ministry of Labour and Social Protection Ministry of Education Ministry of Foreign and Diaspora Affairs	x	x			
Strategic Objective 17: To provide career guidance for Kenyan migrant workers									
a). Build the capacity of Office of Career Services (OCS) to provide career guidance services related to skills migration in education and employment agencies	OCS focal points trained on career guidance in relation skills migration	No. of OCS focal points trained	Training reports; List of participants trained	Ministry of Labour and Social Protection Ministry of Education Council of Governors	x	x	x	x	x
b). Build the capacity of career counsellors and educators on career guidance for skills migration	Career counsellors and educators trained on career guidance for skills migration	No. of career counsellors trained	Training reports; List of participants trained	Ministry of Labour and Social Protection Ministry of Education Council of Governors	x	x	x	x	x
c). Build the capacity of job search club facilitators in career coaching on skills migration	Job search club facilitators trained on career coaching in relation to skills migration	No. of the job search club facilitators trained	Training reports; List of participants trained	Ministry of Labour and Social Protection Ministry of Education Council of Governors	x	x	x	x	x

Priority action	Projected output	KPI	Means of verification	Responsibility	Timeframe				
					Y 1	Y 2	Y 3	Y 4	Y 5
e). Facilitate access to career guidance for Kenyan migrant workers	Career guidance programmes developed for Kenyan migrant workers	No. of migrants accessing career guidance	List of participants accessing career guidance	Ministry of Labour and Social Protection Ministry of Education Council of Governors	x	x	x	x	x
Strategic Objective 18: To strengthen psycho-social services for Kenyan migrant workers									
a). Facilitate skills development on early identification, screening, referral pathways and provision of psycho-social services for Kenyan migrant workers including returning migrant workers	Health and labour officers trained on psycho-social services related to skills migration	No. of health and labour officers trained	Training reports; List of participants trained	Ministry of Labour and Social Protection Ministry of Education Ministry of Health	x	x	x	x	x
b). Develop awareness programmes of psycho-social services, including counselling and stress debriefing, for Kenyan migrant workers including returning migrant workers	Kenyan migrant workers sensitised on access to psycho-social services, including counselling and stress debriefing	No. of health workers trained	Training reports; List of participants trained	Ministry of Labour and Social Protection Ministry of Education Ministry of Health	x	x	x	x	x
Strategic Objective 19: To provide training in foreign languages for enhanced skills migration									
a). Integrate foreign languages in education and training	Curriculum reviewed to integrate foreign languages	No of curricula reviewed	List of curricula developed	Ministry of Education Council of Governors	x	x			
b). Map the education and training institutions that have schools of foreign languages	Database of existing education and training institutions that	Database established	Report on the database	Ministry of Labour and Social Protection Ministry of Education	x	x			

Priority action	Projected output	KPI	Means of verification	Responsibility	Timeframe				
					Y1	Y2	Y3	Y4	Y5
	teach foreign languages established			Ministry of Health Council of Governors					
c). Develop and implement rapid training programmes in foreign languages for countries with most in demand occupations	Youth trained in foreign languages	No of students trained in foreign languages	Training reports; List of youth trained	Ministry of Labour and Social Protection Ministry of Education Ministry of Health Council of Governors	x	x	x	x	x
d). Utilise existing education and training institutions that have schools of foreign languages	Students trained in foreign languages	No of students trained in foreign languages	Training reports; database of students trained	Ministry of Education Council of Governors	x	x	x	x	x
Strategic goal 4: To enhance recognition of skills, qualifications and competences for labour migration **Expected Outcome: Enhanced recognition of skills, qualifications and competences for labour migration**									
Strategic Objective 20: To enhance recognition of skills, qualifications and competences for labour migration									
a). Co-produce quality standards for skills with destination countries	Guidelines for co-producing quality standards for skills with destination countries developed	% completion	Guidelines	Ministry of Labour and Social Protection Ministry of Foreign and Diaspora Affairs Ministry of Education	x	x			
b). Adopt Skills Verification Programmes (SVPs)	SVPs developed and made accessible to potential migrant workers	No. of migrant workers accessing SVPs	Report on SVPs	Ministry of Labour and Social Protection Ministry of Education Council of Governors	x	x	x	x	x
c). Implement the KNQF to curb sub-standard qualifications	Database of education and training institutions that have complied to KNQF developed	% compliance to KNQF	Report on compliance to KNQF	Ministry of Education	x	x			

Priority action	Projected output	KPI	Means of verification	Responsibility	Timeframe				
					Y 1	Y 2	Y 3	Y 4	Y 5
d). Align KNQF to regional and international qualification frameworks	KNQF aligned to regional and international qualification frameworks	% completion	Report on KNQF alignment	Ministry of Education State Department for Maritime and Shipping Affairs	x	x	x	x	x
e). Expand access to Recognition of Prior Learning (RPL) for migrant workers including returnee migrant workers	Kenyan migrant workers mapped and assessed under RPL	No. of migrant workers including returnee migrant workers assessed	List of migrant workers with RPL certification	Ministry of Labour and Social Protection Ministry of Education	x	x	x	x	x
f). Harmonize the Credit Accumulation and Transfer (CAT) system	CAT system harmonized	% completion	Harmonized CAT report	Ministry of Education	x	x			
i). Develop a mechanism for equating Kenyan qualifications to qualifications of destination countries	Equation qualification mechanism developed	% completion	Report on equation of qualifications	Ministry of Labour and Social Protection Ministry of Education	x	x			
Strategic Objective 21: To improve the data management of skills, qualifications and competences for labour migration									
a). Adopt the use of skill logbooks and skill passports	Guidelines for skill logbooks and skill passports developed	% completion	Guidelines	Ministry of Labour and Social Protection Ministry of Education Council of Governors	x	x	x	x	x
b). Provide digitalized credentials for migrants	Digitalized credentials for all migrants developed	No. of migrants with digitalized credentials	Reports	Ministry of Labour and Social Protection Ministry of Education Council of Governors State Department for ICT and The Digital Economy	x	x	x	x	x
c). Develop and maintain the national qualifications database	National qualifications database developed	% completion	Database report	Ministry of Education	x	x			

Priority action	Projected output	KPI	Means of verification	Responsibility	Timeframe				
					Y 1	Y 2	Y 3	Y 4	Y 5
d). Leverage on artificial intelligence to ease access, process and comparison of credentials of migrants at a large scale	Guidelines for artificial intelligence enhanced skills data management information system	% completion	Guidelines	Ministry of Labour and Social Protection Ministry of Education Council of Governors State Department for ICT and The Digital Economy	x	x			

NATIONAL STRATEGY ON SKILLS DEVELOPMENT FOR LABOUR MOBILITY

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