



REPUBLIC OF KENYA

**SECTOR PLAN  
FOR  
LABOUR AND EMPLOYMENT  
2013 – 2017**

The Principal Secretary  
Ministry of Labour, Social Security and Services  
Social Security House, Bishop Road  
P. O. Box 40326-00100, Nairobi, Kenya  
Tel: +254-020-2729800  
e-mail: [pslabour@labour.go.ke](mailto:pslabour@labour.go.ke)



## **STATEMENT BY THE CABINET SECRETARY MINISTRY OF DEVOLUTION AND PLANNING**

In keeping with the decision that Kenya Vision 2030 be implemented through five year Medium Terms the Government successfully launched the Second Medium Term Plan (Second MTP 2013-2017) in October 2013. The Ministry of Devolution and Planning then embarked on the process of preparing the second round of Kenya Vision 2030 Sector Plans detailing policies, programmes and projects to be implemented in each sector. A total of twenty one Sector Plans have therefore been produced based on the work of nineteen medium term plan sector working groups and three thematic working groups formed to prepare detailed plans as background documents for the Second MTP.

The Sector Plans outline in greater detail specific plans for implementation in each sector during the 2013-2017 period. The Plans have been prepared through a participatory and inclusive process involving representatives from the government, development partners, private sector, NGOs, civil society, faith based organizations, professional associations, research institutions, and organizations representing women and youths, among others. Apart from the technical inputs, the Sector Plan priorities have been aligned and taken into account the priorities and inputs from nationwide Second MTP county consultation forums which captured views and priorities of Kenyans at the grass root and local level. Additionally, the Sector Plans have taken on board the key issues and priorities outlined in the Manifesto of the Jubilee Government in line with Second MTP.

The Sector Plans implementation matrices outline the broad goals and strategic objectives, the specific objective of each programme and project, the expected output and outcomes, the indicators for monitoring progress, the entity responsible for implementation, the implementation timelines, the source and mode of funding for each planned programme and activity starting financial year 2013/14 to 2017/18.

In accordance with the Constitution of Kenya, it is expected that the programmes and projects outlined in the Sector Plans will be implemented in close consultation and collaboration with county governments, keeping in mind, the distribution of functions between the national and county governments as outlined in the fourth schedule; and the capacity of county governments. Involvement of the private sector, including through Public Private Partnerships (PPPs), in implementing the Sector Plans will also be crucial to deliver the expected outputs and outcomes of various prioritized programmes and projects.

To ensure successful implementation of the Sector Plans, and the activities outlined in the implementation matrices, my Ministry will put in place the necessary monitoring and evaluation framework and systems including the reporting formats and templates for production of quarterly progress reports by implementing entities.

In conclusion, let me take this opportunity to thank the respective Cabinet and Principal Secretaries involved in various sectors and all those involved in preparation of the Sector Plans.



**Anne Waiguru, O.G.W.**  
**Cabinet Secretary, Ministry of Devolution and Planning**

## FOREWORD

This Sector Plan for Labour and Employment has been formulated alongside the Second Medium Term Plan (MTP) 2013-2017, of the Kenya Vision 2030. The Sector Plan highlights in detail the policies, programmes and projects for implementation over the Second Medium Term Plan period whose main theme is 'Transforming Kenya: Pathway to Devolution, Socio-Economic Development, Equity and National Unity'. It builds on the effort of the Sector Plan for Labour and Employment for the First Medium Term Plan 2008-2012. This Plan incorporates lessons learnt during the implementation of the First Medium Term Plan and priorities on implementation of the Constitution.

The key focus areas for this Sector Plan are; employment promotion and optimal utilization of human resources, and social protection through targeted policies and activities as outlined therein. It also focuses on the provision of timely labour market information, demand driven skills development, modernization of technology in training institutions, productivity management, occupational safety and health, youth empowerment and harmonious labour relations.

Key emerging issues and challenges in the Sector that need to be addressed have been identified and a detailed framework of projects and programmes developed to facilitate the realization of the Vision 2030 goals. These have been identified and sequenced to not only bring about high and sustainable economic growth but also equitable and decent employment. The policies, legal and institutional reforms outlined are geared towards providing suitable frameworks for achievement of the sector's goals.

The implementation of this Sector Plan calls for concerted efforts from all stakeholders, both in the public and private sectors. The government has pledged to support the process through funding and policy guidance. Parliament will be relied upon to facilitate the enactment of the proposed legislations and approval of policies outlined in this Plan. Social and development partners, and key stakeholders in the private sector will equally be counted on to continue supporting programmes in the sector with a view to achieving its overall goal of ensuring that every Kenyan has decent and gainful employment.

I am confident that this Plan will provide a solid basis for the sector's contribution toward the achievement of the objectives of the Kenya Vision 2030. Finally, I wish to take this opportunity to thank all those from the Government, Social Partners, Private Sector and Development Partners who participated in the development and finalization of this Sector Plan Report.



**Hon. Samwel K. Kambi**  
**Cabinet Secretary, Ministry of Labour, Social Security and Services**

## PREFACE

The development of the Labour and Employment Sector Plan 2013-2017 was necessitated by the coming to an end of the First Medium Term Plan 2008-2012 of Kenya Vision 2030 and subsequent development of its successor, the Second Medium Term Plan 2013-2017. The Sector Plan identifies programmes and projects; policy, legal and institutional reforms that the sector will implement during the 2013-2017 period and are fundamental in the realization of the Kenya Vision 2030 goal of creating a globally competitive and prosperous nation with high quality of life for all Kenyans.

The main purpose of developing this labour and employment sector plan is to guide the sector in the implementation of the policies, programmes and projects therein with an aim of creating an adaptive and productive human resource base that can meet the demands of a rapidly industrializing economy. This will be carried out mainly by facilitating creation of decent and sustainable employment, and empowering the youth. Special focus too will be accorded to ensuring gender equity and protection of vulnerable groups.

The Labour and Employment Sector Plan has prioritized several key projects and programmes for implementation over the next five-year period. These include; establishment of a Conciliation and Mediation Commission, development of a Wages and Remuneration Policy, establishment of Labour Market Information System and development of an Integrated Human Resource Strategy. Others are development and implementation of a framework on Employment Creation Analysis, mainstreaming of Occupational Safety and Health into the Kenyan educational system, productivity measurement, awareness and improvement, establishment of model vocational training centres, youth empowerment programmes and graduate internship.

The implementation of the programmes and projects is guided by an implementation framework that spells out the objectives, expected outputs, the implementing agencies, resources requirements and time frame for implementation of the outlined programmes. While the Government will finance some of the programmes and projects outlined in this sector plan, it is envisioned that social partners, development partners and the private sector will supplement the resources required. The Sector Plan will be implemented in collaboration with the identified government institutions, development partners, Non-Governmental Organizations and social partners.

The performance of the sector will be measured by the successful achievement of the set outputs and objectives within the five-year implementation period. The Ministries that will be implementing programmes and projects in this sector plan will prepare quarterly and annual reports on the progress made in their implementation and submit them to the Ministry of Devolution and Planning for publication of Annual Progress Reports (APRs). The reports will be based on the level of attainment of the objectives of the Second Medium Term Plan.

The preparation of the Labour and Employment Sector Plan was carried out through extensive consultation between Government Ministries, Social Partners and key stakeholder, and required a lot of time, resources and commitment. I sincerely thank the Medium Plan Term Sector-Working Group (MTPSWG) on Labour and Employment, which comprised of line Ministries, Development Partners, private sectors, other key stakeholders and the technical team for their valuable input in the preparation of this document. The Technical Team comprised of officers from the Ministry of Labour, Social Security and Services, Federation of Kenya Employers (FKE), Central Organization of Trade Unions (COTU), Kenya Institute of Public Policy and Research (KIPPRA), Directorate of Youth Affairs, Ministry of Foreign Affairs and International Trade, National Council for Persons With Disability (NCPWD) and National Social Security Fund (NSSF).

Finally, effective implementation of this Sector Plan is hinged on support and active participation and cooperation of Government Ministries, Social Partners, Private Sectors, Civil Society, Development Partners and other stakeholders. The Sector will count on your continued support to achieve the aspiration of this Plan.



**Ali N. Ismail, OGW**  
**Principal Secretary, Ministry of Labour, Social Security and Services**

## TABLE OF CONTENTS

<b>STATEMENT BY THE CABINET SECRETARY MINISTRY OF DEVOLUTION AND PLANNING</b>	<b>III</b>
<b>FOREWORD</b>	<b>IV</b>
<b>PREFACE</b>	<b>V</b>
<b>ACRONYMS AND ABBREVIATIONS</b>	<b>VIII</b>
<b>EXECUTIVE SUMMARY</b>	<b>XII</b>
<b>1 INTRODUCTION</b>	<b>1</b>
<b>2 SITUATIONAL ANALYSIS</b>	<b>3</b>
<b>3 EMERGING ISSUES AND CHALLENGES</b>	<b>17</b>
<b>4 PROJECTS AND PROGRAMMES FOR 2013-2017</b>	<b>24</b>
4.1 HUMAN RESOURCE PLANNING AND DEVELOPMENT	24
4.2 SKILLS DEVELOPMENT	25
4.3 EMPLOYMENT PROMOTION	27
4.4 FOREIGN EMPLOYMENT	28
4.5 YOUTH	29
4.6 MICRO AND SMALL ENTERPRISE (MSE) DEVELOPMENT	32
4.7 PRODUCTIVITY MANAGEMENT	33
4.8 OCCUPATIONAL SAFETY AND HEALTH	34
4.9 LABOUR LAWS	35
4.10 CHILD LABOUR	36
<b>5 POLICY, LEGAL AND INSTITUTIONAL REFORMS FOR 2013-2017</b>	<b>37</b>
5.1 POLICY REFORMS	37
5.2. LEGAL REFORMS	39
5.3. INSTITUTIONAL REFORMS	40
<b>ANNEX - IMPLEMENTATION MATRIX</b>	<b>42</b>

## ACRONYMS AND ABBREVIATIONS

ACEG	-	Africa Centre for Economic Growth
ACP	-	Africa Caribbean Pacific
ADR	-	Alternate Dispute Resolution
AG	-	Attorney General
AIDS	-	Acquired Immune Deficiency Syndrome
AKI	-	Association of Kenya Insurers
BSPS	-	Business Sector Programme Support
CBA	-	Collective Bargaining Agreements
CHE	-	Commission for University Education
COTU	-	Central Organization of Trade Unions
CRS	-	Credit Rating System
CT- OP	-	Cash Transfers to Old persons
CT- OVC	-	Cash Transfers to Orphans and Vulnerable Children
CT-PWSDs	-	Cash Transfers to Persons With Severe Disabilities
C-YES	-	Constituency Youth Enterprise Scheme
DIT	-	Directorate of Industrial Training
DPSM	-	Directorate of Public Service Management
DSA	-	Drug and Substance Abuse
DOSHS	-	Directorate of Occupational Safety and Health Services
DOYA	-	Directorate of Youth Affairs
EAC	-	East African Community
EC	-	European Community
ECA	-	Employment Creation Analysis
EPC	-	Export Promotion Council
EPZ	-	Export Processing Zone
ERS	-	Economic Recovery Strategy
FGM	-	Female Genital Mutilation
FKE	-	Federation of Kenya Employers
GBV	-	Gender Based Violence
GDP	-	Gross Domestic Product
GOK	-	Government of Kenya
HIV	-	Human Immunodeficiency Virus
HRD	-	Human Resource Development
ICT	-	Information Communication Technology
IDS	-	Institute of Development Studies
IGAs	-	Income Generating Activities
IHRDS	-	Integrated Human Resource Development Strategy



ILO/IPEC	- International Labour Organization/Internal Programme on Elimination of Child Labour
ITAP	- Industrial Training and attachment Portal
JPC-SED	- Japan Productivity Centre for Socio-Economic Development
JSC	- Judicial Service Commission
KAPEA	- Kenya Association of Employment Agents
KEPSA	- Kenya Private Sector Alliance
KHDS	- Kenya Health and Demographic Survey
KIE	- Kenya Institute of Curriculum Development
KIHBS	- Kenya Integrated Household Budget Survey
KIPI	- Kenya Industrial Property Institute
KIPPRA	- Kenya Institute of Public Policy Research and Analysis
KIRDI	- Kenya Industrial Research Development Institute
KISE	- Kenya Institute of Special Education
KKV	- KaziKwaVijana
KNBS	- Kenya National Bureau of Statistics
KNOCS	- Kenya National Occupational Classification Standard
K-REP	- Kenya Rural Enterprise Programme
KYEP	- Kenya Youth Empowerment Programme
MSEA	- Micro and Small Enterprise Authority
LAB	- Labour Advisory Board
LMIS	- Labour Market Information System
MDAs	- Ministries, Departments and Agencies
MDGs	- Millennium Development Goals
MFIs	- Micro Finance Institutions
MOEST	- Ministry of Education Science and Technology
MOIED	- Ministry of Industrialization and Enterprise Development
MOIC	- Ministry of Information Communication and Technology
MOLSSS	- Ministry of Labour, Social Security and Services
MOLHUD	- Ministry of Lands, Housing and Urban Development
MOH	- Ministry of Health
MODP	- Ministry of Devolution and Planning
MEAACT	- Ministry of East Africa Affairs, Commerce and Tourism
MOSCA	- Ministry of Sport, Culture and Arts
MSE	- Micro and Small Enterprise
MTP	- Medium Term Plan
NACADA	- National Campaign Against Drug Abuse
NACC	- National AIDS Control Council
NACOSH	- National Council for Occupational Safety and Health
NCPWD	- National Council for Persons with Disabilities
NCSE	- National Council for Small Enterprises

NEB	-	National Employment Bureau
NESC	-	National Economic and Social Council
NGOs	-	Non-Governmental Organizations
NHIF	-	National Hospital Insurance Fund
NITA	-	National Industrial Training Authority
NMDC	-	National Manpower Development Committee
NPYPVS	-	National Policy on Youth Polytechnics and Vocational Centres
NQF	-	National Qualification Framework
NSA	-	National System of Accounts
NSSF	-	National Social Security Fund
NT	-	National Treasury
NVCET	-	National Vocational Certificate in Education and Training
NYS	-	National Youth Service
OSHA	-	Occupational Safety and Health Act
OSHIBA	-	Occupational Safety, Health and Injury Benefits Authority
OVC	-	Orphans and Vulnerable Children
PAPA	-	Pan African Productivity Association
PCK	-	Productivity Centre of Kenya
PPOA	-	Public Procurement Oversight Authority
PPP	-	Public-Private Partnership
PPSRRB	-	Permanent Public Service Remuneration Review Board
PSC	-	Public Service Commission
PWD	-	Persons with Disability
RBA	-	Retirement Benefits Authority
SACCOs	-	Savings and Credit Co-operative Societies
SAGA	-	Semi-Autonomous Government Agency
SEZs	-	Special Economic Zones
SHG	-	Self Help Group
SNE	-	Special Needs Education
SRC	-	Salaries and Remuneration Commission
SYPT	-	Subsidized Youth Polytechnic Tuition
TDC	-	Technology Development Centre
TIP	-	Trafficking in Persons
TIVET	-	Technical, Industrial, Vocational, and Entrepreneurial Training
NT	-	National Treasury
TOTs	-	Trainer of Trainers
TSC	-	Teachers Service Commission
TSPs	-	Technical Service Providers
UNESCO	-	United Nations Educational, Scientific & Cultural Organization
UNIFEM	-	United Nation Development Fund for Women

- WC - Wages Council
- WEF - Women Enterprise Development Fund
- WIBA - Work Injury Benefits Act
- WFCL - Worst Forms of Child Labour
- YEDF - Youth Enterprise Development Fund
- YPs - Youth Polytechnics

## **EXECUTIVE SUMMARY**

This Plan presents the Programmes and Projects that will be implemented during the 2013-2017 Plan Period to address the identified emerging issues and challenges, and to realize the goals of the Kenya Vision 2030. The Plan is divided into five chapters outlined as follows; Chapter One provides the introduction of the Plan highlighting the key features of the report while Chapter Two analyses the situation of the Labour and Employment Sector. In particular, the Chapter addresses issues of human resource planning and development, skills development, employment promotion, foreign employment, youth and employment, green jobs, sports, micro and small enterprise development, productivity management, occupational safety and health, labour relations, child labour and social protection.

Chapter Three highlights the emerging issues and challenges of the sector while Chapter Four outlines the programmes and projects for the period 2013-2017. Among the key programmes and projects identified are; Development of the National Labour Market Information System (LMIS), capacity building of the National Industrial Training Authority (NITA), National Labour Force Survey, establishment of Industrial attachment, training and Levy Offices in the Counties, implementation of a framework on employment creation analysis, development of an integrated Human Resource Development Strategy, innovation and technology transfer in Youth Polytechnics, youth employment programmes, national sport, arts and culture development, Graduate Internships, promotion of Entrepreneurship culture, Capacity enhancement of the Productivity Centre of Kenya (PCK), Productivity Promotion and improvement, mainstreaming safety and health in education curricula at all levels, hazardous occupation baseline survey, establishment of the Conciliation and Mediation Commission, National Survey on Child Labour, development of a wages and remuneration policy and transformation of National Social Security Fund to social Insurance Pension Scheme.

Chapter Five provides the policy, legal and institutional reforms that will be undertaken to realize the full potential of the Sector. The Annex provides the Implementation Matrix which will guide the implementing agencies in undertaking the planned activities as well as providing a framework for Monitoring, Evaluation and Reporting.

# 1 INTRODUCTION

## Background

The Labour and Employment sector is critical in achieving the aspirations of the Kenya Vision 2030. The Vision's goal for the sector is to create a globally competitive and adaptive human resource base that can meet the demands of a rapidly industrializing economy. Indeed, the social, economic and political pillars of the Kenya Vision 2030 are anchored on existence of a skilful, productive, competitive and adaptive human resource base. Further, the Constitution advocates for decent work, whereby freely chosen productive employment is promoted simultaneously with fundamental rights at work, adequate income from work, representation and the security of social protection.

The achievement of Kenya Vision 2030 therefore, depends on the availability of sufficient capacity of qualified workforce in order to boost the country's productive efficiency and competitiveness. Consequently, effective planning for human resource development must be undertaken to provide the requisite human resource capacity for the three pillars of the Vision 2030. In addition, expansion of employment opportunities, especially for the youth, observance of labour and occupational safety and health standards, enhancement of the country's productivity and strengthening of social protection have been identified as key towards development a formidable human resource base that can deliver the country's development goals.

Since the launch of the Kenya Vision 2030 and its First Medium Term Plan 2008-2012, the country has made significant achievements in the Labour and Employment sector. These include implementation of key Vision 2030 flagship projects and policy, legal and institutional reforms. Some of the key reforms include: transformation of the Directorate of Industrial Training (DIT) into a Semi-Autonomous Government Agency (SAGA) – the National Industrial Training Authority (NITA) through the Industrial Training (Amendment) Act, 2011; establishment of the Micro and Small Enterprise Authority (MSEA) to coordinate the various players in the MSE Sector through the Micro and Small Enterprises Act, 2012; and elevation of the Industrial Court to the status of a High Court through the Industrial Court Act, 2012 in line with the provision of the Constitution of Kenya, 2010 and subsequently transferring the Court to the Judiciary. In addition, two (2) regional Industrial Courts were established in Kisumu and Mombasa Counties to bring the services of judicial determination of labour and employment disputes closer to the people. Previously, the Industrial Court was located only in Nairobi hence limiting access to its services by Kenyans.

The Occupational Safety and Health (OSH) Fund was established in February, 2011 as provided for in Section 126 of the Occupational Safety and Health Act, 2007. The Fund is expected to undertake research, development and dissemination of information material on OSH, and holding of annual award events for outstanding performance in safety and health at enterprise level. The National Occupational Safety and Health Policy was also developed and approved by the Cabinet for implementation. The Policy provides the framework for institutionalizing Occupational Safety and Health systems in management in both the private and public sectors of the economy.

As provided for in the Labour Institutions Act, 2007, during the following labour market institutions were established and made operational; the National Labour Board, General Wages Councils, Agricultural Wage Council, Building and Construction Wages Council, Floriculture Wages Councils, National Council for Occupational Safety and Health and the Occupational Safety and Health Fund. All these institutions play a critical role in facilitating social dialogue for improved industrial harmony in the country. In addition, the average time taken to resolve disputes was reduced from 4 months to 3 months. Effective and efficient resolution of these disputes is critical in fostering relations between workers and employees in the country.

The National Manpower Survey exercise was carried out and a National Manpower Survey Basic Report published. Data from the survey gives the types, numbers and levels of skills in the labour market and also provides trends in skills in the country. A Micro and Small Enterprise Centre of Excellence was also constructed at the KariobangiJua Kali Demonstration Site in Nairobi County. Major expansion and upgrading works were undertaken at the Technology Development Centre (TDC) in Athi River.

Despite the achievements highlighted above, Kenya's economy has not been able to generate sufficient employment opportunities for entrants into the labour market. For instance, in 2011 the country created slightly over 520,000 jobs against the MTP target of 823,000 jobs. The employment problem is compounded by rapid population growth, a growing youth population estimated at 67 per cent of the adult population, low and un-sustained economic growth, and structural rigidities. Besides these, most past interventions in the labour and employment sector have been piecemeal in nature, lacked focus, were poorly coordinated and implemented, and based on weak institutional and legal framework. The sector has also faced a critical challenge of inadequate funding for key projects and programmes, including Vision 2030 flagship projects.

The development of the Second Medium Term Plan 2013-2017 therefore, provides an opportunity to formulate strategies, programmes and projects towards addressing the above challenges. The Plan is being developed amidst fundamental changes on the global scene that have implications on the Labour and Employment Sector. Foremost amongst these changes is the emergence of new skills, technologies and other changes in the work environment. The country therefore, needs to develop strategies towards addressing challenges that are bound to arise due to these changes. Attention will therefore be focused on creating sustainable jobs, building adequate human capacity and improving labour standards and the work environment in a bid to enhance the well-being and productivity of the Kenyan workforce, while creating new jobs for labour market entrants.

## 2 SITUATIONAL ANALYSIS

During the period of the First Medium Term Plan (MTP) 2008-2012, the government sought to implement several interventions in the Labour and Employment sector mainly aimed at fast-tracking generation of employment opportunities, improving skills development, enhancing productivity, improving the work environment and strengthening social protection. The key targets for the period included: development of a National Human Resource Database; strengthening of linkages between industry, education, training and research institutions; promotion of entrepreneurial culture; productivity improvement, measurement and promotion; establishment of centres of excellence for Micro and Small Enterprises (MSEs); and enhancing employment security, flexibility and labour relations through the Decent Work Agenda.

Other key programmes included: transformation of Youth Polytechnics into Centres of Excellence; development of national training and testing standards; upgrading existing National Youth Service institutions and establishing three new ones; establishment of Youth Enterprise and Employment Programme; development of legislation for the MSE sector and including the establishment of an institutional framework for coordination of programmes in the sector; development of infrastructure for MSEs; implementation of the labour laws; expansion of programmes for elimination of child labour; and development and implementation of a National Occupational Safety and Health Policy.

On policy reforms, the Sector sought to: develop an Integrated Human Resource Development Strategy; develop the Employment Policy and Strategy for Kenya; develop the Diaspora and Labour Export Policy; formulate and implement a Wages and Incomes Policy and review the 16 wage regulation orders; develop the Child Labour Policy; develop a Productivity Policy; and formulate and implement a multi-sectoral National Social Security Policy. Fast-tracking of the implementation of Sessional Paper No. 2 of 2005 on Development of Micro and Small Enterprises for Wealth and Employment Creation for Poverty Reduction was also prioritized to enhance the MSE sector's role in the country's development.

Several legal reforms were also planned for during the First Medium Term (MTP) period including: the enactment and enforcement the Trafficking in Persons (TIP) Bill; enactment of the National Youth Council Bill; entrenchment of workers social and economic rights in the Constitution; promotion of the fundamental principles and rights at the workplace; and fast-tracking the implementation of the Labour Institutions Act, 2007, the Labour Relations Act, 2007, the Employment Act, 2007, the Occupational Safety and Health Act, 2007 and Work Injury Benefits Act, 2007.

Key institutional reforms prioritized during the period were: the transformation of the Directorate of Industrial Training into a Semi-Autonomous Government Agency (SAGA); transformation of the Industrial Court to an independent court and establishment of regional industrial courts; establishment of labour and employment attaché offices in key destinations for Kenyan workers abroad; harmonization of the statutes and mandates of public sector wage review bodies; and establishment of an Occupational Safety, Health and Injury Benefits Authority (OSHIBA), National Council for Occupational Safety and Health (NACOSH), Occupational Safety and Health Fund, and Occupational Safety and Health Institute. Transformation of the National Social Security Fund (NSSF) into a pension scheme was also targeted with the main aim of achieving wider coverage and more pension products.

### **Human Resource Planning And Development**

For effective human resource planning to be realized, accurate, timely and up to date labour market information is required. During the First MTP of the Kenya Vision 2030, the government in collaboration with stakeholders identified the need to undertake a National Manpower Survey, aimed at identifying the skills available in the country by type, levels and quantities. In addition, a National Skills Inventory

was to be developed as a baseline towards the development of a Labour Market Information System and to provide a basis for the planning and development of the country's human resource base. An Integrated National Human Resource Development Strategy was to be developed thereafter to align human resource development to trends in the labour market.

The National Manpower Survey was conducted between May and August, 2011 and a Basic National Manpower Survey Report produced. However, due to delays in the completion of data collection and analysis, the development of the National Skills Inventory and the subsequent establishment of a Labour Market Information System could not be completed during the period under review. A Concept Note on the development of the Integrated Human Resource Development Strategy (IHRDS) has however, been developed.

Classification of occupations is critical in aligning the planning and development of human resources to job requirements. It enables curriculum designers and skills developers to respond to the dynamics of the labour market, especially in terms of skills requirements for various occupations. Specifically, occupational classification facilitates assessment of levels of manpower in the economy, informs job matching by employment agencies and job seekers and provides career information for labour market entrants. It also gives guidance on the development of labour market policies and facilitates the identification of emerging and obsolete occupations. The classification is benchmarked on international standards, thereby allowing for the comparability of countries' human resources. This is especially relevant in view of the skills requirements necessary for the actualization of the Vision 2030.

The existing Kenya National Occupational Classification Standard (KNOCS) was developed in 2000 based on the International Standard for Classification of Occupations of 1998, (ISCO-98). Since then, the International Labour Organization (ILO) has developed the revised ISCO-08 in 2008. The implication therefore, is that the country's current classification of occupations is not up to date hence the need to urgently update the KNOCS document and develop a Dictionary of Occupations.

## **Skills Development**

### **i. Provision of Industrial Skills**

Industrial training in the country is carried out by both public and private institutions and is provided through short courses, certificate and diploma courses by middle level institutions under the apprenticeship programme. The training aims at building a critical mass of required skills and expertise in all sectors of the country's economy. Training is carried out in the five Industrial Training Centres and the accredited 890 private industrial training providers though only about 229 providers are active. During the period under review, 130,901 individuals were trained on relevant industrial skills in the industrial training centres and public institutions, by NITA registered private training providers and approved overseas training institutions. However, other non-accredited training providers continue offering industrial training to employers and employees thus making it difficult to keep track of the quality and data of industrial training conducted by such providers.

Trade Test assessment is carried out for Grade III, II and I in various trades in both public and private institutions that are approved by the NITA. There are about 435 approved institutions in the country through which Trade Test Examinations were administered to 215,980 candidates during the period under review. In addition, four new guidelines for trade testing were developed and two reviewed to address the emerging needs of the industry. However, some of the trade testing guidelines that are in use were developed in 1970's and have not embraced the changing technology.



The National Industrial Training Authority (NITA) has continued to attach students and workers in industry to gain practical skills and attitudes in preparation for the world of work. During the period under review, 51,483 students were placed on industrial attachment. A National Industrial Training and Attachment Policy was developed and is awaiting Parliament's approval. The Policy provides for, among others, compulsory industrial attachment for all post-secondary trainees. In addition, an Industrial Training and Attachment Portal (ITAP) was developed to provide a platform for placement of trainees on industrial attachment. The portal offers a framework for online reporting and declaration of opportunities for industrial attachment, placement of trainees and production of reports and review.

Several training schemes and qualification guidelines were developed. These are: scheme in hair and beauty therapy, two (2) curriculum guidelines for hairdressing and beauty therapy, two (2) trade test assessment guidelines in tailoring and dress making, two (2) schemes and two (2) assessment guidelines in electronic mechanics, refrigeration and air conditioning. Further, 125 needy female students were sponsored to undertake engineering courses in national polytechnics as part of affirmative action to address gender imbalances in the field.

## ii. **Upgrading and Establishment of Industrial Training Centres**

There are five industrial training centres in the country; the National Industrial Vocational Training Centre, Nairobi, Kenya Textile Training Institute, Nairobi, Kisumu Industrial Training Centre, Mombasa Industrial Training Centre and Technology Development Centre (TDC) in Athi River. Apart from the Technology Development Centre, the other four centres, established over 30 years ago are in a dilapidated condition and with obsolete equipment due to poor maintenance over the years. Refurbishment and upgrading works have been going on during the First MTP period in the four centres to give them a face lift. However, there was no Master Plan to guide the overall project works and the refurbishment was carried out in piecemeal using the available funds in a particular year.

The works included refurbishment of buildings, installation of three generators, construction of a perimeter wall at the Mombasa Industrial Training Authority (MITC), sinking and equipping a borehole and repair of gas welding systems at the Kisumu Industrial Training Centre. Other works included overhaul of the sewer system and civil works, construction of residential houses for staff, ablution blocks, display room for textile products and six classrooms at Technology Development Centre (TDC). Despite these piecemeal works, the four centres are still in a dilapidated state and have obsolete equipment, which hinder the provision of quality and adequate industrial skills in line with the aspiration of Kenya Vision 2030. A Master Plan for the upgrading and expansion works has been developed and is to be implemented during the 2nd MTP 2013-2017 period.

Major expansion and upgrading works were carried out at the Technology Development Centre (TDC) in Athi River with the main aim of enhancing the centre's capacity to offer modern industrial training that is relevant to the needs of industry. The project which is funded by the governments of Kenya and Korea included; construction of class rooms, display room for textile products, an ICT centre housing a library and ultra-modern hotel and conference facilities, automotive production unit, dispensary and female hostel with a capacity of 280 beds. Equipment for electrical, electronics, automotive, and textile and production were also procured and installed. Lecturers in the institution were trained on the operation of the equipment both in Korea and within the country. The Centre also acquired new transportation vans and buses.

## iii. **Transforming Youth Polytechnics into Centres of Excellence**

The youth (15 – 35 years) comprise 36 per cent of the national population and 61 per cent of them remain unemployed. About 92 per cent of the unemployed youth lack vocational or professional skills

demanded by the job market. This has continued to undermine the unemployment challenge in the country that hamper the country's development by raising dependency levels and thus posing a serious threat to national security. The scenario is further compounded by low transition to and completion rates in secondary education, as well as limited opportunities in technical and vocational skills training institutions for the youth. Youth Polytechnics therefore, play a key role in the development of skills mainly for individuals who fail to qualify for admission to other institutions of higher education. Establishment and strengthening of the Youth Polytechnics aims at increasing accessibility, quality and appropriateness of technical, vocational and life skills training to the youth. This will ensure the youth actively and positively contribute to the national development process.

Various strategies have been implemented in the sector through the Youth Polytechnics towards mitigating these challenges. These strategies include revitalization and expansion of Youth Polytechnics, development and implementation of the Subsidised Youth Polytechnic Tuition Scheme (SYPT), development of a new curriculum for Youth Polytechnics, development and review of governing policies for Youth Polytechnics and employment of qualified instructors.

Specifically, a new curriculum for the Youth Polytechnics, the National Vocational Certificate in Education and Training (NVCET) was developed and piloted in 31 Youth Polytechnics (YPs) and 15 National Youth Service (NYS) training institutions. The NVCET curriculum mainstreams the Youth Polytechnics training into the national Technical Industrial Vocational and Entrepreneurial Training (TIVET) Framework. Courses offered under the NVCET curriculum have entrepreneurship component and trainees are required to undergo industrial attachment as a requirement for certification. Instructional materials have been developed, with 150 YPs mainstreaming Special Needs Education (SNE) in their training programmes. In addition, a total of 124 Youth Polytechnics were constructed; 174 Youth Polytechnics rehabilitated; e-learning established in 50 Youth Polytechnics; 760 Youth Polytechnics equipped; 2,000 qualified instructors recruited on contractual terms to improve quality of training, as well as the development of the National Policy on Youth Polytechnics and the Vocational Sector (NPYPVS) which was submitted to the Cabinet for approval.

### **Employment Promotion**

An effective Public Employment Service is important in facilitating job search, job matching and reducing unemployment spells. Public Employment Services in Kenya are provided through the National Employment Bureau (NEB) and are complimented by services offered by private employment agencies. The number of Public Employment Bureaus increased from 24 to 30 in the period 2008 to 2012. The number of job-seekers placed through the public employment services was 22,918 in the same period. To improve Public Employment Services, model Public Employment Offices were established in Embakasi, Nairobi County and Siaya County. Construction of a model Public Employment Office in Kasarani will be completed within the period of the Second MTP.

The effectiveness of the country's Public Employment Services is hampered by the weak institutional capacity and limited outreach. On the other hand, private employment bureaus are mostly concentrated in the main urban centres leaving many parts of the country without such services. The operations of the private bureaus are also not well coordinated mainly due to lack of the relevant rules and regulations thus limiting their complementary role in providing labour market information and facilitating placement of job seekers in employment. During implementation of the First MTP, the number of accredited employment agencies increased from 70 to over 217.

### **Foreign Employment**

Foreign employment provides benefits to the country in the form of skills transfer, foreign remittances

and source of livelihoods to migrant Kenyan workers. Due to several factors that affect and impact employment opportunities in the country, Kenyans have increasingly been seeking employment opportunities outside the country. Most of these are low skilled Kenyan workers who have left the country to take up jobs in foreign countries. While some of these Kenyans work under favourable terms and conducive environments, others have faced adverse living and working conditions and sometimes serious human rights violations. Kenya is a member to the International Labour Organization (ILO) and has ratified ILO Convention 097 on Migration for Employment and Convention 143 on Migrant Workers, which deals with the rights and protection of migrant workers. The articles of these conventions have also been domesticated into the national labour laws. The country is therefore obligated to protect the rights of migrant workers within its borders.

In the First MTP, the government had undertaken to establish mechanisms to enable Kenyans access employment opportunities in foreign labour markets through development of the Labour Export Policy. The policy was however not developed during the period. To protect Kenyan workers abroad, particular those working in the Middle East countries, where international labour standards are not strictly enforced, Bilateral Agreements on Labour Migration were negotiated with the governments of the Kingdom of Saudi Arabia and United Arab Emirates (UAE) and are waiting to be signed. An agreement between Kenya and the State of Qatar was signed on 5th March 2012 and is being implemented.

### **Diaspora**

Kenya's diaspora is estimated at 3 million people. The Diaspora makes significant contribution to the social and economic development of the country in terms of remittances, foreign direct investments, tourism, and transfer of skills and technology. According to the World Bank, Migrations and Remittance Factbook 2010, the amount of inward remittances for Kenya was estimated at Kshs. 151.2 Billion (\$1.8 Billion) accounting for 5.4 % of the Gross Domestic Product (GDP). Despite this, there is still significant potential for involving Kenyans in the Diaspora more to play a key role in national development, especially through skills transfer and investments.

### **Youth and Employment**

Kenya's population is mainly made up of young people. Individuals under 15 years constitute about 43 per cent of the population. The youth, aged between 15 and 35, account for about 37per cent of the population with a male and female ratio of 49per cent and 51per cent respectively. The employment to population ratios for those aged 15-35, 15-24 and 15-64 years in 2009 were 63, 49, and 69per cent respectively in 2009. The male and female employment to population ratios for the youth (15-35) were 74 and 65per cent, respectively.

Measured unemployment using the conventional definition is modest, estimated at 8.6per cent of the working age population (15-64 years) in 2009. The proportion of inactive persons to the total labour force was about 30per cent if full time students are included. Among the youth (15-35) an estimated 11per cent of the total youth population were inactive (when full time students are excluded) suggesting that youth inactivity is a significant challenge in Kenya.

The bulk of the employed labour force is in small-holder agriculture and the rapidly growing informal economy. About 77per cent of the working age population is engaged in informal activities and the corresponding ratios are 77 and 84per cent for the 15-35 and 15-24 age groups, respectively. With respect to gender, 83per cent of females are in informal employment compared to 71per cent for males. Moreover, most of the informal economy jobs are vulnerable, defined as low paying own account and unpaid family employment.

One of the key challenges with this scenario is that employment in agriculture and the growing informal sector is characterised by underemployment, low productivity and wages. These jobs are therefore less attractive to most of the fresh graduates who have preference for formal sector jobs. Youth employment prospects in the formal sector, which is measured by the ratio of the expansion in formal sector employment each year to the number of graduates from the secondary and tertiary institutions, has been generally low. For instance, assuming all secondary school graduates join the labour market, only about 10 and 14 per cent could be absorbed in the formal sector jobs in 2008 and 2009, respectively.

Another component of the employment challenge for the youth is that majority of the unemployed youth do not possess appropriate levels of formal education and skills. The average years of formal education in Kenya is about 8.6 years and out of the total unemployed youth, 92 percent have no job training other than formal schooling. This means that youth unemployment in Kenya is not just about limited employment opportunities but also lack of employable skills. This challenge is compounded by a mismatch in skills possessed by graduates and those required by the labour market.

There are also a number of challenges related to the past labour market interventions which have largely been piecemeal in nature, lacked focus, were poorly coordinated and implemented, and based on weak institutional and legal framework. Most of the interventions also lack built-in evaluation mechanisms to evaluate their impact and hence inform future implementation of similar initiatives. This implies that there is limited scope to improve the design of subsequent initiatives. The country also lacks a specific policy to anchor all the employment creation efforts. Given the challenge of coordination, it will be important to set up an inventory of the varied employment initiatives in the country.

The Government undertook several interventions during the period under review including KaziKwaVijana (KKV) or Jobs-for-Youth programme, the Youth Enterprise Development Fund (YEDF) and the Kenya Youth Empowerment Programme (KYEP). The “trees for jobs” component of KKV created 101,174 short term jobs for the youth. The Youth Enterprise Development Fund (YEDF) through the Constituency Youth Enterprise Scheme (C-YES) and other schemes facilitated creation of about 2.2 million jobs for the youth of which 30per cent were for women. The National Employment Bureau (NEB) facilitated 8,000 youth to get foreign jobs. Additional jobs were created in other interventions including the hiring of 2,000 instructors in youth polytechnics.

## **Green Jobs**

The world of work is increasingly becoming dynamic and complex hence the need to respond through sustainable development initiatives that integrate the environment and employment. The linkages between climatic change, the environment and decent work through adaptation of employment intensive investment approaches have potential of creating decent jobs. The outcomes of the Rio+20 which Kenya ascribes to, as well as the International Labour Organization’s approach to climatic change and adaptation, forms a basis for joint inter-agency action that recognises the role of employment in climatic change and environmental issues. The gains of green jobs can only be entrenched through the promotion of labour rights for workers, employers and enterprises concerned through inclusive social dialogue.

## **Micro and Small Enterprise Development**

The Micro and Small Enterprise sector in Kenya plays an important role in the social and economic development of the country and provides one of the most prolific sources of employment, income generation, poverty reduction and development of industrial base. According to the 2012 Economic Survey, employment in the informal sector increased from 7,942.5 thousands persons in 2008 to 9,272 thousand persons in 2011 and accounts for 80.8 per cent of the total persons engaged in employment outside small scale agriculture and pastoralist activities.

Some of the interventions that were undertaken by the government during the First MTP period to promote the MSE sector include; development and rehabilitation of works in 130 MSE work-sites across the country and acquisition of 38 parcels of land for MSE activities. In promoting entrepreneurship culture, the National Youth Service implemented the TVET syllabus that incorporates entrepreneurship in all courses while 1,785 MSE operators were trained on management and entrepreneurship skills. In addition, 2,099 MSE operators were facilitated to attend local and regional trade exhibitions and fairs that enhance their exposure to markets and marketing services for their products. Further, 56 MSE Associations were formed and a 31 MSE Savings and Credit Co-operative Societies (SACCOs) were formed.

Development of Phase I of a pilot Micro and Small Enterprise (MSE) Centre of Excellence was completed at the Kariobangi Jua Kali Demonstration Centre, Nairobi. The centre seeks to provide an appropriate platform for modern technology transfer, capacity building, product design and development and marketing of MSE products. It is anticipated once completed the model centre will be replicated across all Counties.

The Women Enterprise Fund (WEF) was established by the Government in August 2007 to promote economic empowerment of women by providing accessible and affordable credit to support women start and/or expand businesses for wealth and employment creation. During the First MTP period, the Fund recruited 100 Financial Intermediaries across the country for lending funds to women. In addition, 116,372 women beneficiaries were trained on entrepreneurship, business and financial management, 310 women were trained on export readiness, and 300 women were facilitated to access local and regional markets. The Fund also trained 4,071 women on formation of cooperatives to enable women access more funds through the financial institutions channel after which 8 women-owned SACCOs were formed as a result of this training. Overall, the Fund has improved access to credit, enhanced entrepreneurial skills development, household incomes and expenditures, business sales, household savings, access to markets and created better/decent jobs for women.

### **Productivity Management**

Productivity primarily entails the continual improvement of production and service delivery systems for increased efficiency and effectiveness. Good productivity practices lead to increased competitiveness of goods and services. Real sector enterprises as well as service delivery organizations in the public and private sectors appreciate the importance of productivity improvement interventions but lack clear productivity practices. In addition, measurement of productivity, which is instrumental for benchmarking both locally and internationally, is currently evolving hence the need to keep abreast with current standards and practices.

Furthermore, the low levels of productivity and competitiveness of the country's goods and services in terms of cost of production, quality and market access in the local and international market need be systematically addressed. In recognition of these limitations, the Productivity Centre of Kenya (PCK) was established in 2002 to mainstream productivity management in the country. The Centre currently networks with other productivity organizations in Africa and Asia in promoting productivity movement.

To address the challenges faced by the country in productivity management, a productivity policy was developed, covering a broad spectrum of activities and programmes to be implemented in the medium and long term. The Policy is awaiting Parliament's approval. It is aimed at providing strategic direction on productivity management in the country and its supporting systems. A National Productivity Authority Bill, 2012 was also developed with the primary aim of transforming the Productivity Centre of Kenya to an independent National Productivity Authority. The new body will have the mandate of spearheading productivity awareness and practices, stimulating productivity management and enhancing the country's competitiveness. The Bill is awaiting enactment by Parliament.

A new scheme of service for Productivity Officers was approved into which the officers serving in the Productivity Centre of Kenya (PCK) were re-designated. Furthermore, during the 2012/13 Financial Year, the Treasury allocated funds for recruitment of critical staff to enhance the human resource capacity of the centre. In addition, a total of 550 Productivity Technical Service Providers (TSPs) were trained as a strategy towards developing productivity champions in both public and private sectors and establishing regional and national networks for productivity management. Productivity improvement programmes were implemented in 55 firms/enterprises which are expected to act as model companies in productivity management. Further, productivity indices were developed for 5 sectors of the economy identified under the Economic Pillar of the Kenya Vision 2030.

### **Occupational Safety and Health**

Safe and healthy workplaces lead to reduced occupational accidents and diseases, and increased productivity, longevity, quality of life and earnings of the workforce. In Kenya, occupational safety and health standards in workplaces are generally low particularly in the informal sector which employs about 81 per cent of the total workforce. Majority of workers and employers in the country have low levels of awareness on good safety and health practices while research in occupational safety and health remains insufficient to develop effective preventive measures for emerging risks.

In an effort to address this, the government conducts Occupation Safety and Health (OSH) inspections and carries out surveillance of work environment and workers' health in compliance with the Occupational Safety and Health Act (OSHA), 2007. However, these inspections and surveillances are not sufficient to adequately address the occupational safety and health deficits in the country as only about 10% of the total formal workplaces were covered over the First Medium Term Plan period. Training of 37,855 workers and employers was carried out mainly to raise awareness on best practices in occupational safety and health. This is a very limited number compared with the existing labour force in Kenya.

Currently, compensation for work injuries is carried out under a dual system covering cases that were reported under the repealed Workmen Compensation Act and those reported under the Work Injury Benefits Act, 2007. On the other hand, rehabilitation of injured workers is currently not implemented by the government while such initiatives in the private sector are very few. The time taken to process work injury claims still remains lengthy thereby compounding the suffering of injured workers.

During the period of the First MTP, the Directorate of Occupational Safety and Health Services carried out the examination of 31,679 hazardous industrial equipments, processed 10,863 work injury benefits claims, and medically examined 149,254 workers in hazardous occupations. In addition, 78 assessments of air-borne contaminants in workplaces, 4,755 fire safety audits, 7,789 workplace OSH audits and 15,957 OSH inspections were carried out. However, the planned baseline survey to establish the number of workers in hazardous occupations together with the development and implementation of OSH research programmes were not carried out.

On policy and institutional reforms, the National Occupational Safety and Health Policy was finalized and approved and is under implementation. In addition, the Occupational Safety and Health (OSH) Fund was established in February, 2011 as provided for in Section 126 of the Occupational Safety and Health Act, 2007. The Fund is expected to ensure the development and coordination of a sound and effective occupational safety and health system including research, development and dissemination of OSH information materials, and holding of annual award events for outstanding performance in safety and health at enterprise level.

### **Labour Relations**

The Constitution has entrenched workers social and economic rights. Every worker has a right to fair



remuneration, reasonable working conditions, form, join or participate in trade union activities and programmes, and undertake strike action. This democratization has given rise to freedom of association resulting in the registration of ten Trade Unions.

In order to enhance social dialogue among social partners, labour market institutions were established and made operational. These include: the National Labour Board; Rules Board for the Industrial Court of Kenya; National Council for Occupational Safety and Health (NACOSH); and Occupational Safety and Health (OSH) Fund. Four of the 17 Wage Councils provided for under the Labour Institutions Act, 2007 were also established. These are: the General Wages Council, Agricultural Wages Council, Building and Construction Wages Council and Protective and Security Wages Council.

The Constitution elevated the status of the Industrial Court to that of the High Court with exclusive jurisdiction to hear and determine disputes relating to employment and labour issues. This was realized through the enactment of the Industrial Court Act, 2011. Twelve new Judges were recruited and appointed to hear and determine cases of this nature. Regional Industrial Courts were also established in Mombasa and Kisumu to enhance access to legal justice in the determination of labour and employment related disputes. During the same period, the Court registered 2,130 Collective Bargaining Agreements.

The Constitution has further embedded provisions on alternative disputes resolution mechanisms. This will be implemented through the establishment of a Conciliation and Mediation Commission. A concept note on the development of a Wages and Remuneration Policy has been developed and validated by stakeholders. The policy will seek to regulate and harmonise wages and remuneration in the public and private sectors with a view to enhancing industrial peace.

## **Labour Laws**

Kenya is a member of the International Labour Organization. The country has ratified 49 ILO conventions including seven of the eight core conventions. Most of the Conventions have been domesticated into national labour standards. The role of the government is to ensure compliance with national legislation through enforcement mechanisms.

In the period under review 42,333 labour inspections were carried .The objective was to ensure compliance with these laws and terms and conditions of work. In addition, 42,032 labour disputes were resolved. The time taken to resolve labour disputes was also reduced from an average of twelve months to four months. The objective is to progressively reduce the period to three months. Further, 32,154 workmen's compensation claims from the private and public sectors were settled. These are cases which were reported under the repealed workmen's compensation Act, Cap.236. The outstanding number of unresolved cases remains at 6,206.

The Constitution prohibits forced labour and discrimination at the work place in tandem with the employment Act 2007. A total of 1,250 cases of forced labour were referred to courts for prosecution with a view to safeguarding the rights of workers who lacked adequate representation. This resulted in enhancement of social and economic status of workers.

## **Child Labour**

Child labour is engagement of a child in paid or unpaid work, and/or activities that are mentally, physically, socially or morally harmful to children. It is one of the greatest developmental challenges, particularly in developing countries. The vice involves work that deprives children of opportunities for schooling or participation in vocational and other training programmes or that which requires them to assume the multiple burdens of schooling and work hence impeding their ability to learn.

The government formulates policy and programmes for the elimination of the worst forms of child labour. Child labour constitutes a major impediment to socio-economic development of a country. The engagement of children in child labour especially the worst forms of labour affects their mental, physical, psychological and spiritual development. It has negative consequences on the prospects towards development of a dynamic and competitive human resource base which is essential in catalyzing and driving the socio-economic transformation envisioned in the Constitution and the Kenya Vision 2030.

A number of interventions have been taken to address child labour in Kenya. However, no sustained progress towards total elimination of child labour, including its worst forms has been realized. The Government in partnership with the ILO/ IPEC is implementing a number of programmes on elimination of child labour. The programmes focus on policy reforms, withdrawal, rehabilitation and re-integration of children withdrawn from the worst forms of labour. A draft National Child Labour Policy has been developed and validated by stakeholders and is awaiting Cabinet approval. The Policy aims at developing programmes and projects and enhancing stakeholder coordination towards elimination of worst forms of child labour by the year 2015. Rules and regulations on child protection are in the process of being developed in accordance with the provisions of the labour laws. County

Child Labour Committees were established in Murang'a, Busia, Kiambu Counties and Kasarani District and Training Manuals for the Committees developed. In addition, over 10,000 children who were in Worst Forms of Child Labour (WFCL) were placed in training and educational institutions. In addition, child labour concerns were mainstreamed in the policy on alternative provision of basic education and training through which the Ministry of Education is targeting out of school children in arid and semi-arid regions of the country as well as the urban informal settlements through the provision of flexible learning programmes. The National Council for Children Services National Children Database included indicators on child labour with a view to enhancing mechanisms for collecting reliable data on child labour. Though the Child Labour Division has initiated a round table forum of stakeholders (government and non-government actors) engaged in prevention and elimination of child labour, data collection on child labour and related programmes remains a challenge due to lack of resources to facilitate effective coordination coordinating and reporting mechanisms from various implementing agencies.

### **Social Protection**

The Constitution provides for economic and social rights, including the right to social security. A Social protection Policy has been developed and a draft Bill to implement the same prepared. In addition, a Bill to review the National Social Security Fund (NSSF) Act has been developed and is awaiting enactment by Parliament. The Bill seeks to convert the institution from a provident fund to a pension scheme. The expansion of coverage to include the 1-4 categories of employers and widen the range of benefits was introduced.

During the period under review, the government through the National Council for Persons with Disabilities (NCPWD) distributed grants to 181 institutions providing services to persons with disabilities, provided 12,342 assistive devices to persons with disabilities and issued bursaries to 560 persons with disabilities in various learning institutions. In addition, 257 groups of persons with disabilities were given grants for economic empowerment, 100 disabled persons' organizations were trained in entrepreneurship skills, and 74 disability mainstreaming trainings were carried out targeting 5,920 people. In promotion of the representation of persons with disabilities at all levels of decision making, an affirmative action policy for persons with disabilities was developed and 32 persons were trained in sign language.

### **Policy, Legal and Institutional Reforms During The 2008-2012 Period**

The First MTP Labor and Employment Sector report incorporated a number of policies, legal and



institutional reforms aimed at establishing suitable frameworks for implementation of programmes. The following were the major achievements in these reforms:

## **Policy Reforms**

### **Development of a National Employment Policy and Strategy for Kenya**

A National Employment Policy and Strategy for Kenya was developed in collaboration with key stakeholders and approved by Parliament. The Policy aims at mainstreaming employment creation in social and economic activities, and promotion of productive and freely chosen employment as a priority for national development.

### **Development of an Integrated Human Resource Development Strategy**

The strategy is mainly aimed addressing the perennial challenge of skills mismatch in the country by providing policy guidance on the development of the human resource base. It will seek to align the development of human resources to labour market needs. Further, measures will be taken to improve the national pool of skills and talent through targeted training to build a critical mass of required skills and expertise relevant to industry in all sectors of the country's economy. In executing this, the stock of existing skills, nature and trend of skills demanded by industry, and the long-term vision for skills development and utilization in the country will be taken into consideration. A Concept Note on the development of the strategy was prepared. However, actual development of the strategy was hampered by limited budgetary allocation and the delay in the completion of the report of the National Manpower Survey.

### **National Industrial Training and Attachment Policy**

During the First MTP period, the National Industrial Training and Attachment Policy was developed and is awaiting approval by Parliament. The Policy aims at streamlining linkages between training institutions and industry by promoting industrial training and attachment thus enabling trainees acquire relevant and practical industrial skills. It provides for mandatory attachment of post-secondary students to industry as part of their training.

### **Policy measures on foreign employment**

The Government has introduced a harmonised procedure to streamline foreign employment administration. The verification of foreign jobs is done by Kenya missions in the respective country while accreditation, licensing of recruiting agencies and attestation of foreign contracts is done by the Ministry of Labour, Social Security and Services. To date 931 persons have been cleared to travel to the Middle East to take up jobs. Related to this, Kenya implemented a temporary suspension in June 2012, on the recruitment and export of house helps into the Middle East until a sound legal framework is introduced. In addition, Kenya has signed a labour agreement with Qatar and is also negotiating other bilateral labour agreements with key destination countries where a significant number of Kenyan migrant workers are engaged.

### **Formulation and implementation of a Consular policy**

The Ministry of Foreign affairs formulated a consular policy to guide provision of consular services to Kenyans abroad including Kenyan workers. The policy gives guidelines on how consular services are managed and the role and obligations of the Government towards its citizens abroad.

### **Diaspora Policy**

The Ministry of Labour, Social Security and Services jointly with the Ministry of Foreign Affairs and International Trade, spearheaded the formulation of the draft Diaspora Policy which seeks to provide the required legal and institutional frameworks for Kenyans in the Diaspora to participate in the country's

development. Finalization of the Policy was hampered by unclear coordination roles in the process amongst key stakeholders. This has since been clarified and the policy will be finalized and implemented during the Second MTP period.

### **National Policy for Youth Polytechnics and the Vocational Training Sector**

Youth Polytechnics (YPs) have for years been unregulated thus compromising the quality of training in these institutions. To address this, the Government developed the draft National Policy for Youth Polytechnics and the Vocational Training Sector (NPYPVS) with the aim of improving governance in these institutions in line with the expectations of the national Technical, Industrial, Vocational, and Entrepreneurship Training (TIVET) framework. The NPYPVS will strengthen the YPs institutional framework thus promoting effective partnership amongst the Government, community and the industry by promoting good governance, growth and prosperity of youth polytechnics. Further, the policy will enhance resource mobilization and allocation for capacity and competency development of youth polytechnics, expand their scope to improve access and equity, as well as promoting e-learning in youth polytechnics. The policy was submitted to the Cabinet for approval.

### **Productivity Policy**

The National Productivity Policy was developed and is awaiting approval by Parliament. The Policy seeks to provide strategic direction on productivity management in the country and its supporting systems and will address the challenges faced in mainstreaming productivity concepts and practices in both public and private sectors.

### **National Occupational Safety and Health Policy**

During the MTP period, the National Occupational Safety and Health Policy was formulated and developed and approved by the Cabinet in May 2012 which directed its immediate implementation. The policy addresses the current challenges, gaps and future development of safety and health systems and programmes in the country. It promotes basic principles of assessing occupational risks or hazards, combating occupational risks or hazards at source, and developing a national preventative safety and health culture that includes information, consultation, research and training. It also sets up mechanisms for resource mobilization for occupational safety and health programs and activities. Implementation of the policy is already being carried out.

### **Wages and Remuneration policy**

A Wages and Remuneration policy is an institutionalized framework for determination and administration of wages and is an important instrument in achieving macro-economic stability and equity in a country. Such a policy is important in promoting competitiveness, balanced economic growth, employment creation, sustainable income earnings and distribution, and eventual poverty reduction goals. It further provides for equitable and consistent remuneration to employees, motivates and stimulates employees' performance and induces productivity. The policy will be administered through a democratic and tripartite process which will enhance the productivity of workers. A Concept note on the development of a Wages and Remuneration Policy for Kenya was prepared and approved by the Cabinet while actual development and implementation of the policy will be carried out during the Second MTP.

### **National Policy on child labour**

The Government, in collaboration with stakeholders, has developed a National Policy on Child Labour which was approved by the Cabinet. The policy will guide the intervention measures aimed at eradicating child labour through harmonization and coordination of the various actors and also mainstream child labour issues on the national development agenda.

### **Social Protection Policy**

A National Social Protection Policy has developed and approved by Parliament for implementation. The Policy aims at putting in place a universal social protection for all citizens to cushion the livelihoods of the citizens and especially disadvantaged groups. This is in line with Article 43 of the constitution which provides for economic and social rights to citizens.

### **Legal Reforms**

#### **Review of the legal status of the Productivity Centre of Kenya**

A National Productivity Authority Bill, 2013 was prepared and submitted to Parliament for approval and enactment. The bill is expected to give the legal framework for anchoring the National Productivity Policy and transformation of the Productivity Centre of Kenya to the National Productivity Authority. This will enhance the Centre's status to enable it deliver on its mandate.

#### **Enactment of the MSE Act**

The Micro and Small Enterprises (MSE) Bill was enacted by Parliament into the Micro and Small Enterprises Act, 2012. The act aims at providing the legal and regulatory framework supportive to the growth of the MSE sector. Among other things, the Act provided for the establishment of the Micro and Small Enterprise Authority (MSEA) to coordinate the various players in the MSE Sector. The Authority has since been established.

#### **National Youth Council Act, 2009**

The National Youth Council Act seeks to promote the goals and objectives of the National Youth Policy and mainstream, promote, and co-ordinate youth programmes. A National Youth Council Act was enacted in 2009. The Act provides for the establishment of the National Youth Council which envisages the representation of youth in strategic leadership and in decision making locally, nationally and internationally.

#### **The National Youth Service Act**

The NYS Act was enacted in 1964 for the purpose of establishing the National Youth Service (NYS) with the mandate to train the youth, employ its members in tasks of national importance, and build a reserve of defence forces during times of war. Following the changing institutional context, the NYS Act Cap 208 was reviewed in 2011 and forwarded to the Attorney General's office for redrafting. Its enactment will ensure that the Service undergoes the necessary transformation in line with changes that have taken place since the establishment of the institution and to align its operations with the Constitution.

#### **Sports Bill**

The Sports Bill, 2012 was developed to guide in streamlining and management of sports in the country by providing legal and institutional frameworks for regulation of Sports Associations and arbitration of sports disputes. In particular, the Bill provides for the establishment of a Sports Development Authority, Kenya National Sports Institute, National Sports Fund and Sports Lottery Fund.

#### **Enactment and Enforcement of the Trafficking In Persons (Tip) Act**

The government enacted the Counter-Trafficking in Persons Act, 2010, which provides for the prevention and suppression of trafficking in persons as well as punishment for trafficking in persons, especially women and children. The Act has however not been implemented thus hampering the protection of children including from worst forms of labour. The government has in the meantime established a National Steering Committee to Combat Human Trafficking in Persons and has developed a National Plan of Action to Combat Trafficking in Persons.

The Kenya Police Service is participating in an East Africa regional anti-trafficking project being implemented by UNODC/INTERPOL that aims to develop a regional anti-trafficking strategy, bring national trafficking legislation in line with the Protocol to Prevent, Suppress, and Punish Trafficking in Persons, especially Women and Children, establish offices to combat trafficking, and develop training materials for the police force and prosecutors.

## **Institutional Reform**

### **Transformation of the Directorate of Industrial Training (DIT) into a Semi-Autonomous Government Agency (SAGA)**

The Industrial Training (Amendment) Act, 2011 was enacted hence effectively transforming the Directorate of Industrial Training (DIT) into a Semi-Autonomous Government Agency (SAGA) – the National Industrial Training Authority (NITA). The transformation is aimed at enhancing the institution's flexibility and effectiveness in the management of industrial training and attachment in the country.

### **Occupational Safety and Health Fund**

The Occupational Safety and Health Fund was operationalized with the main purpose of developing, implementing and coordinating an effective OSH system in the country through inculcation of a preventative safety and health culture in Kenyan workplaces. The Government Financial Management (Occupational Safety and Health Fund) Regulations, 2011 (Legal Notice No. 14 of 2011) were gazetted to provide for the management and administration of the fund. The implementation of the legal notice commenced in the 2011/12 Financial Year. To date, the OSH Fund has collected over KShs. 30 million and a Work Plan for the activities to be funded in the 2013/14 Financial Year has been approved by the National Council for Occupational Safety and Health (NACOSH).

### **Occupational Safety and Health Institute**

Construction of the Occupational Safety and Health Institute progressed during the period under review with the construction of the super-structure of the 5 storey building completed. The Institute is expected to spearhead training and research on safety and health issues. The internal works and finishing will be carried out during the Second Medium Term Plan. In addition, upgrading of the safety and health laboratories was carried out through procurement of modern equipments.

### **3 EMERGING ISSUES AND CHALLENGES**

#### **HUMAN RESOURCE PLANNING AND DEVELOPMENT**

Kenya still lacks up to date and timely labour market information on skills available in the country. The non-completion of analysis of the findings of the of the National Manpower Survey carried out in 2011 has led to continued reliance on obsolete data obtained from the survey of 1986-88, and other piecemeal and ad hoc surveys to inform human resource planning, development and utilization. The country therefore, does not have a National Skills Inventory which would contain labour market data on the stock, types and distribution of skills; the types and levels of skills supplied by education and training institutions; the skill levels available in the economy; the skill needs by industry; and the variations in the skills needs by industry.

The absence of a National Skills Inventory has in turn hindered the establishment and maintenance of a Labour Market Information System as a one-stop database for job seekers and employers. These has resulted in a disconnect between planning and development of the country's human resources and is mainly manifested in the form of mismatch between skills possessed by graduating trainees and those required by industry. The envisaged development of an Integrated Human Resource Development Strategy (IHRDS) is intended to address the dynamics of supply and demand in the Kenya labour market.

#### **SKILLS DEVELOPMENT**

Kenya's global competitiveness depends on the country's ability to create a human resource base that will be constantly subjected to skills upgrading and technological learning within employment. The emerging issues and challenges facing the country in this area include:

##### **a. Industrial Training**

The Industrial Training Act Cap 237 requires all employers register with the National Industrial Training Authority (NITA) as industrial training levy contributors for the purpose of reimbursement of part of or all of their industrial training costs and monitoring of the quality of training offered. Currently, only about 14,000 out of 110,000 employers in the country are registered as Industrial Training Levy contributors. The low registration levels are because of inadequate capacity in the Authority to enforce the Act and lack of awareness by the employers on the benefits of the Industrial Training Levy.

##### **b. Industrial Attachment**

There are inadequate places for attachment of trainees in industry, which is exacerbated by the tendency of training institutions to release trainees for attachment at the same time. In some cases, employers refuse to declare attachment places while many students fail to take up the available places due to financial constraints. The inadequate capacity at the National Industrial Training Authority (NITA) to coordinate the attachment in terms of few skilled staff and inadequate funding for the programme also affects its implementation. Many training institutions also fail to supervise students on attachment, some whom are attached in irrelevant sections or departments, which denies them the opportunity to acquire practical skills related to their areas of training.

These challenges weaken industrial attachment and result in graduates who lack the required practical experience to undertake assigned tasks. Employers are therefore often required to incur extra costs in re-training them. The above challenges are to be addressed through the implementation of the National Industrial Training and Attachment Policy

### **c. Trade Testing**

The government continues to use some trade-testing guidelines that were developed in 1970s and have not been reviewed since then. These guidelines therefore, have not embraced the changing technology in industry. This makes it difficult for candidates to adapt to the world of work even after successfully passing the tests. In addition, there are new trade areas where guidelines have not been developed thus making it difficult to test and certify candidates in such trades.

### **d. Inadequate infrastructure and obsolete technology in Industrial Training Centres**

Provision of skilled manpower for industry is hampered by the inadequate infrastructure, human resource and technological capacities in the Industrial Training Centres. The centres have obsolete equipment and technology whereas the staffs have not kept pace with changes in technology through training and re-training. The limited capacities in the institutions have led to low enrolment levels in the training centres. In addition, outdated curricula affect the quality of training since the knowledge and skills gained by the trainees do not match the requirements of the industry. The situation is further aggravated by the weak linkages between training institutions and industry which has affected the alignment of skills development to the needs of industry.

### **e. Skills Gaps**

There exist gaps between skills possessed by graduates of training institutions and those demanded by industry. In addition, whereas Kenya possesses a large pool of talented human resource, the critical skills required in actualizing the goals of Vision 2030 are not adequate. This is mainly due to inflexible curricula and syllabi that are largely not responsive to changing industrial requirements, weak career guidance and counselling, high costs of training and inadequate skilled trainers. Others are insufficient funds to promote research, development and interaction between training providers, industry players and relevant stakeholders.

### **f. National Qualification Framework (NQF)**

Currently, there is no National Qualification Framework (NQF) for accreditation and equating of certificates; the country does not also have a formalized Occupational Qualifications Framework and certification system for all levels of industrial training. The various institutions that offer industrial training programmes issue certificates independently which affects comparability and transferability of qualifications within the training system. This also creates difficulties in establishing the level of placement of different certificate holders in the labour market.

## **EMPLOYMENT**

### **Minimal expansion of formal sector jobs**

Despite improved performance of the economy and interventions to promote employment creation, most of the jobs created are in the informal sector. The proportion of informal sector employment to total employment was 89.7 per cent in 2012. This has resulted in the consistent decline of the share of formal sector jobs to about 19% in 2010, down from 30% in 2000. Most of the youth, 77% and 84% for the 15-35 and 15-24 age sets respectively, are in informal employment. The challenge is that most of the informal sector jobs are vulnerable, defined as low paying own account and unpaid family employment. Overall, an estimated 77% of all employed youth are engaged in vulnerable jobs.

### **Slow and un-sustained economic growth**

Kenya's employment policy landscape has consistently revealed reliance on economic growth to drive employment creation. Data on GDP growth and employment shows that there exists a close nexus

between GDP growth and creation of formal jobs. The First MTP envisaged GDP growth rates of 9.4 per cent in 2011 and 10 per cent in 2012-2030. However, past performance has been below targets. The low and volatile growth rates have also been exhibited in key sectors of the country's economy. Overall, Kenya has not been able to attain and sustain a high economic growth rate. Whenever the country attained a relatively high economic growth rate, the same has not been sustained over time to trigger substantial employment creation.

## **FOREIGN EMPLOYMENT**

There is no policy guideline that limits the jobs available to foreigners. A lot of foreigners therefore occupy jobs that can be performed by locals thereby denying employment opportunities to Kenyans. There is also lack of a monitoring agency and process that audits the number of foreigners coming into Kenya to work and the kind of jobs and organizations that the foreigners come to work for. In addition, there is lack of structured understudy programmes with expatriates to ensure transfer of skills to Kenyan nationals. The uncoordinated labour immigration system, therefore, increases unemployment, weakens industrial harmony and worker protection, and promotes inequality. Further, there is no existing policy to guide foreign employment administration which is undertaken by various actors whose activities need to be harmonized.

The number of private employment agencies has been on the increase thus leading to the emergence of unscrupulous agencies. This has resulted in many cases of Kenyans being duped into non existing foreign jobs. The vulnerability of migrant workers to exploitation and abuse in the workplace has further been compounded by the fact the workers are often fearful of calling on the authorities for redress. This is particularly so if their entry and stay in the country of work is illegal. Lack of a comprehensive database on the profiles and skill levels of the migrant workers makes it difficult to regulate their inflow, outflow and working conditions. Despite the foregoing, the country stands to gain immensely from the foreign labour markets.

The country lacks a system to collect and disseminate job opportunities abroad to Kenyans. There is also no existing skills inventory of Kenyans, which can be matched with the foreign job market demands. This inhibits better planning and training for foreign employment. Kenya has also not exploited all the available job opportunities available to her citizens abroad. There is therefore need to embrace foreign employment as an official avenue of wealth and job creation for the youth and strongly engage in the promotion of foreign employment.

## **DIASPORA**

Kenya lacks of a comprehensive legal framework on Diaspora issues. The Diaspora policy is also yet to be approved and implemented. Lack of a comprehensive policy, legal and institutional framework has inhibited the effective contribution of this important resource to national development. There is also lack of information on the whereabouts, education, training and skills of the Kenyan diaspora. This has made it difficult for the Government to design appropriate strategies to foster mentorship, skills and technological transfer. Indeed, one of the objectives of the 2011 National Manpower Survey was to capture the skills levels of the Kenyan Diaspora through online questionnaires. The response rate was however very low.

## **YOUTH AND EMPLOYMENT**

Kenya has experienced steady growth in population coupled with expanding youth unemployment. In 2008, the population of the youth was estimated at 14 million and is approximated to be about 16 million in 2012. Approximately 67 per cent of the unemployed in the country are the youth. The high unemployment rate amongst the youth is attributed to low absorptive capacity of the economy, lack of



appropriate skills, job selectiveness, among others. The youth bulge exacerbates unemployment, prolongs dependency, and diminishes self-esteem. Furthermore, some of the youth employment interventions have been undertaken in a haphazard and uncoordinated manner thereby limiting their effectiveness.

Although the employment to population ratio has increased over time, Kenya faces a number of key employment challenges related to the youth including: a rapidly growing labour force, a growing informal economy characterised by poor quality jobs, large and rising proportions of under-employment, and gender inequality in employment. A large number of youth who are working could also be categorized as working poor because their labour earnings are below the poverty line.

The overall unemployment rate for the working age population was estimated at 12.7% in 2006. Youth unemployment was about double this overall rate with females having higher unemployment. The relatively high unemployment rate amongst the youth is attributed to: inability of the economy to create a sufficient number of good quality jobs, a rapidly growing youth population, relatively low levels of education attainment, lack of appropriate labour market skills, queuing for better jobs, skills mismatch, and information asymmetries in the labour market, among others.

In addition, the high unemployment and inactivity among the youth may also impact negatively on social cohesion and integration through increased crime rates and the proliferation of criminal gangs and militia groups in Kenya. A lack of social cohesion and integration is associated with disruption of both economic and social activities – and can further undermine growth and development. These challenges are further aggravated by inadequate coordination of the diverse interventions of various stakeholders in which has limited their overall effectiveness.

The Vision 2030 emphasizes on the need of equipping the youth with competitive employable technical and vocational skills to make them relevant to the job market and self reliant. This can be realized by training youth in technical, industrial, vocational and entrepreneurial skills as well as creating an environment conducive for investment and enterprise growth. The Vision identifies youth as a vulnerable group due to their lack of appropriate skills. It further identifies several strategies to mitigate challenges facing them

Sport has proved to be a major contributor to socio-economic development and reduction of crime, especially amongst the youth. However the lack of adequate sports facilities and infrastructure has hindered the nurturing and enhancement of talent. It is also worth noting that heavy investment is required to develop sports facilities for accessibility nationally.

## **MICRO AND SMALL ENTERPRISE AND INFORMAL SECTOR**

Despite the significant role played by the MSE sector in promoting employment creation, income generation and poverty reduction, the sector continues to face numerous challenges. These include; poor coordination of MSEs policies and programmes, inhibitive legal and institutional framework supportive to its growth, poor quality of products, low productivity, limited access to cheap credit and information. In addition, lack of up to date data on MSEs, inadequate access to skills and modern technology, limited access to infrastructure and markets, inadequate business know-how and limited linkages with large enterprises continue to hamper the growth of the sector. Although the occupational safety and health legislations are in place, their enforcement in the MSE sector remains very low.

## **PRODUCTIVITY MANAGEMENT**

Kenya's low productivity and competitiveness is attributable to poor work culture, attitudes and ethics; poor infrastructure; numerous and cumbersome licensing procedures; high tax rates; costly credit; low prioritization of research and development; absence of a productivity policy and strong institutional and legal framework, and productivity champion. The low levels of productivity and competitiveness have weakened the country's capacity to create adequate decent jobs to match the growing labour force,



and to attract investments.

The Productivity Centre of Kenya (PCK), which is the body mandated to spearhead productivity management in the country, has not fully achieved its desired objectives. The key constraints to this have been policy, legal and institutional in nature. The Centre is currently developing policy and legal frameworks to enhance its operational environment. Central to this is the planned transformation of the PCK into the National Productivity Authority to raise its status and strengthen its capacity to implement productivity programmes. Plans are underway to strengthen the human resource and financial capacity of the Centre to enable it to deliver on key projects and programmes. The increased awareness amongst policy makers in the country about the importance of productivity measurement and improvement is likely to place a higher strain on the Centre's resources hence the need to accelerate the capacity building initiatives.

## **OCCUPATIONAL SAFETY AND HEALTH**

Occupational Safety and Health (OSH) inspections form a core activity in the prevention of occupational accidents and diseases in workplaces. They are carried out mainly to ensure compliance with the Occupational Safety and Health Act (OSHA), 2007 and the Work Injury Benefits Act (WIBA), 2007. These inspections are however, hampered by inadequate human resource capacity at the Directorate of Occupational Safety and Health Services (DOSHS).

Furthermore, collection of the OSH Fund levy, which is meant to be utilized in funding key occupational safety and health programmes, is hampered by the minimal registration of workplaces considering that only 11,000 of the targeted 140,000 workplaces in Kenya are registered. There is also lack of awareness on safety and health issues among employers and employees, and a gap in data collection and dissemination of occupational safety and health information to workers and employers.

The administration of the Work Injury Benefits Act, 2007 that replaced the now repealed Workmen Compensation Act was transferred to the Directorate of Occupational Safety and Health (DOSHS) without regard to available resources required for its effective execution. This is especially in view of the limited human resource capacity of the Directorate. In addition, the High Court ruling in 2009 that nullified nine key sections of the Act also made enforcement difficult. Review of the Act is therefore, urgently required to establish clear guidelines and mechanisms, and rules and regulations for administration of the Act. This will facilitate adequate compensation of workers in cases of occupational accidents and diseases.

Research in occupational safety and health remains insufficient to develop effective preventive measures for emerging risks brought about by the introduction of new technologies, chemicals, processes and work organizations. These need to be thoroughly researched upon to provide preventive measures. Currently research in occupational safety and health in Kenya is very minimal and the findings are not used to guide interventions and policies.

## **LABOUR RELATIONS**

The labour administration system is derived from ILO convention number 150 which provides for efficient enforcement mechanisms. Currently, the functions of the Inspectorate Services and Labour Relations are handled together. There is need of strengthening the labour Inspectorate Division which handles issues of enforcement and a Labour Relations Divisions to carry out the functions of social dialogue. A comprehensive legal and institutional framework to demarcate the issues of enforcement and labour relations is therefore necessary.

The country does not have a policy on wages and has therefore, continued to rely on minimum wage regulation, administrative and unionized approaches to wage setting. In addition, the planned inclusion of productivity in wage setting has not been realized mainly due to lack of proper data. Over time therefore,

the country has continued to witness unregulated and sometimes counterproductive wage increments, especially in the public sector. This may indeed be one of the reasons behind recent industrial strife within this sector.

During the period of the First Medium Term Plan, the government planned enhance the capacity of the labour market institutions to promote efficiency within the labour market and promote Decent Work. In particular, the Labour Institutions Act, 2007 provides for the establishment of the National Labour Board and Wages Council to advise the Minister on Issues of labour and employment. Currently there are four Wage Councils out of seventeen which are provided for under the law. Due to serious capacity gaps, these institutions have not fully realised their mandates. There is therefore need to strengthen these institutions.

## **LABOUR LAWS**

The Constitution provides for social and economic rights. Currently, there is lack of proper awareness on provisions of the Constitution that guarantee these rights. In most instances, workers and their unions do not have adequate information to justify their demands resulting in massive industrial unrests. There is therefore need to enhance knowledge among the citizenry in this regard.

Alternative dispute resolution mechanism is key to expeditious disposal of industrial disputes. The adoption of these mechanisms is however hampered by lack of a legal framework and inadequate professional capacity. With the implementation of the Constitution and the envisaged transformation of the economy, Kenya is likely to witness increased demand for services in the resolution of industrial disputes. There is therefore, urgent need for necessary reforms towards entrenching alternative dispute resolution mechanisms for expeditious conclusion of industrial disputes thus enhancing the confidence of workers and employers and promoted industrial dialogue and harmony.

Although Kenyan laws make it an offence to traffic in persons, the practice still remains rampant. This can be attributed to failure to enforce the laws, the emerging challenge of irregular migrants due to porous borders, cross border trade, insecurity as a result of war in the neighbouring countries and the internally displaced persons. Enforcement of the anti-trafficking legislations is therefore critical in addressing these challenges.

## **CHILD LABOUR**

Child labour still remains a great challenge to the achievement of social economic development. In view of the pace at which the country has progressed to address child labour, it is highly likely that Kenya will not meet the ILO global, target of eliminating worst forms of child labour by 2016. Lack of a coordinated approach by implementing agencies has hampered the collection of updated and comprehensive data and information resulting in inconsistent intervention mechanisms. Further, the number of children orphaned due to HIV and AIDS, high poverty levels, high levels of unemployment, lack of awareness on parents on child rights, cultural practices coupled with limited income generating activities has compounded the problem. It is envisaged that the development of the child labour policy will address this challenge.

## **SOCIAL PROTECTION**

Kenya operates numerous social protection interventions broadly classified under social assistance, social security and social health insurance. The state social safety nets are provided through core poverty programmes, constituency funds, direct cash transfers in form of social assistance and social insurance, and in-kind transfers. The social assistance and social insurance operated include the provident fund and old age pension under the NSSF, occupational pension schemes operated by both public and private sector employers, and the health insurance scheme managed under the NHIF. However, the coverage of

these schemes is limited thereby exposing the growing majority of Kenyans to great levels of vulnerability and destitution. This also puts a strain on the active labour force, particularly the employed. The Social Protection Policy will address some of these issues.

The National Social Security Fund (NSSF) manages a national provident fund which covers workers who are in formal employment. The coverage of the fund is therefore limiting and with no universal coverage. During the First Medium Term Plan the Fund expanded coverage of categories of employers to include the self employed. The National Social Security Pension Bill is currently in Parliament and once enacted, it will transform the Fund to a social insurance pension scheme. This will result in enhancement of social protection benefits to citizens.

## **4 PROJECTS AND PROGRAMMES FOR 2013-2017**

### **4.1 HUMAN RESOURCE PLANNING AND DEVELOPMENT**

#### **Establishment of a National Human Resource Database**

The National Manpower survey was carried out during the period of the First Medium Term Plan 2008-2012. However, the post-survey activities were not fully implemented due to inadequate funding. Full implementation of the post-survey activities will be carried out during the period of the Second Medium Term Plan 2013-2017. This will involve; finalization, printing and dissemination of analytical survey reports, and development of the National Skills Inventory. The analytical reports will contain details on various themes of the data collected including but not limited to occupations, educational levels, national/county skill inventories, and skill gaps, among others. This analysis and reporting will require in-depth verification of some of the aspects in the survey findings and will involve further data capture and analysis at sector and sub-sector levels.

#### **Development of the Integrated National Human Resource Development Strategy (IHRDS)**

Following the completion of the National Manpower Survey the government, in collaboration with relevant stakeholders will embark on developing a strategy that will see greater harmonization in National Human Resources Development. The ultimate goal of the strategy is to align skills development to the dynamics of labour-supply and demand. Inputs will include consultancies, stakeholder participation from both private and public sector agencies dealing with human resources development especially in the areas of education, health, agriculture, training institutions and policy research institutions

#### **National Skills Audit**

A National Skills Audit will be undertaken to provide a foundation for aligning training opportunities and available resources to respond to national and county human resource demands. The audit will review the suitability and adequacy of the skill currently available in the economy. Based on the audit findings projections on future skills requirements both in terms of quantity and quality required to actualize the aspirations of the Kenya Vision 2030 will be addressed.

#### **Development of the National Labour Market Information System (LMIS)**

Timely, reliable and comprehensive labour market data is crucial for understanding the nature of the labour market dynamics. During the Plan Period, the government will develop an interactive web-based system of Labour Market Information. The system will utilize digital platforms to enable both government and other stakeholders to store, access, retrieve, and interrogate data on various facets of human resource planning and development, and employment to enable appropriate policy development and implementation

#### **Updating of the Kenya National Occupational Classification Standards (KNOCS), 2000**

From the findings of the National Manpower Survey, the government will update its Kenya National Occupational Classification Standards (KNOCS), 2000 to be in line with International Standard for Classification of Occupations (ISCO-08), 2008. This will allow the KNOCS to conform to international standards while taking into account the various changes that will be captured in the local labour market with regard to occupations. Further, the government will develop a Dictionary of Occupational Classifications to be used by both employers and human resource practitioners in defining jobs and job requirements. An interactive system that will facilitate continuous updating of the Occupational

Classification Standard will also be developed.

### **National Labour Force Survey**

A comprehensive National Labour Force survey will be carried out in order to provide up to date data for addressing the country's unemployment challenge especially in the utilization of the human resource capacity. The data is required for measurement of the extent of available and underutilized labour time and human resources for purposes of economic monitoring and human resource development planning. The survey will further facilitate the measurement of the relationship between employment, income and other social and economic characteristics for purposes of formulating and monitoring employment policies and programmes, income generating activities, vocational training and other similar programmes. A module on Child Labour will be incorporated in the survey to address the data deficits on the prevalence and other facets on the vice. Currently, the available employment statistics are based on the Labour Force Survey carried out in 1989/99. They are thus obsolete and may not provide a reliable base for planning and policy decisions on employment strategies and interventions.

### **Sector Training Needs Assessments**

The government will undertake in-depth analysis of skill needs in various sectors of the economy. An immediate area of concern will be the energy sector given the recent discovery of new sources of energy such as coal, oil, wind and solar, including nuclear energy which is being explored to complement the hydro and thermal energy production. The programme will assist skill providers in developing relevant training programmes to meet the emerging skill demands in the identified sectors.

## **4.2 SKILLS DEVELOPMENT**

### **Capacity Building for the National Industrial Training Authority (NITA)**

The National Industrial Training Authority (NITA) is mandated to coordinate industrial training and attachment in the country but it is operating with a limited staff capacity of 34% of the Authorised Establishment. During the Second Medium Term Plan 2013-2017, the capacity for NITA will be strengthened through recruitment of suitable staff. In addition, the existing staff will be retrained and constant retraining of trainers carried out to ensure that their skills and methodologies are in tandem with demands of industry. This will enhance the Authority's effectiveness in discharging its mandate thus resulting to improvement in the quality and efficiency of industrial training and attachment in the country.

### **Implementation of the Sessional Paper on Industrial Training and Attachment**

The implementation of the National Industrial Training and Attachment Policy will be fast tracked. The National Industrial Training Authority (NITA) together with stakeholders will implement the programmes outlined in the Sessional Paper in order to institutionalize industrial training and attachment in the country. The assessment of industrial attachment shall be integrated into the national certification system to ensure that all post-secondary students are attached to industry as part of their training to enable them gain practical industrial experience. Further, NITA will develop a structured assessment tool for industrial attachment and put in place mechanisms to ensure all employers register with the Authority as levy contributors.

### **Development of National Training and Testing Standards**

Industrial training shall be assessed and certified at all levels. It will cover both the formal and informal sectors. This shall be coordinated by NITA to ensure quality control and enhance confidence and recognition of assessment and certification. Trade testing shall be strengthened and expanded to cover emerging trades and target more trainees in the informal sector since it is the only established method of certification.

## **Occupational Qualification Framework Policy**

The National Industrial Training Authority, in collaboration with Government Ministries, Departments and Agencies (MDAs), and stakeholders, will spearhead the development of an Occupational Qualification Framework that will be integrated and aligned to the Kenya's National Qualifications Framework (NQF). In the long run the Government shall establish a National Qualifications Authority as a body to manage NQF. This will ensure horizontal and vertical mobility of the workforce.

## **Upgrading the Existing Industrial Training Centres**

The existing industrial training facilities will be expanded and upgraded while enhancing their technological capacities to enable them meet the requirements of modern training and serve as centres of excellence. Priority will be accorded to the expansion of facilities, construction of new ones including amenities and upgrading of technology, including the acquisition of modern equipment for training.

## **Strengthening Linkages between Industry and Training Institutions**

Linkages between the industry, technical training institutions and research institutions will be strengthened through development of collaborative arrangements. This will include curriculum development and local production of training equipment by the industry for the training institutions. The National Industrial Training Authority, in collaboration with training institutions and industry will also develop guidelines for coordination and supervision of industrial training and attachment. This will ensure that skills developed by the training institutions match the demands of the industry.

## **Establishment of Industrial Attachment, Training and Training Levy Offices in the Counties**

The National Industrial Training Authority will establish offices in eight counties in the Second Medium Term Plan period with an aim of opening similar offices in other counties in the long-term in order to devolve its services. This is aimed at improving the efficiency of the Authority in service delivery. In addition, this will lead to increased industrial training and attachment enrolment since coordination of these activities will be carried out at county level. The management of industrial training levy will also be enhanced across the country through these county offices.

## **Establishment of Industrial Training Centres**

Currently, the Industrial Training Centres are located in only four counties namely Nairobi, Kisumu, Mombasa and Machakos counties. In line with the national strategy of decentralization of services to reduce costs to manageable levels, NITA will establish two additional Industrial Training Centres in the regions with high number of industries and training institutions. The centres will help address the individual training needs of the particular counties.

## **Industrial Skills Development**

NITA in collaboration with the training providers, and training institutions will provide targeted industrial training to build a critical mass of required skills and expertise in all sectors of the country's economy. To achieve this, specific skills upgrading programmes tailored to the level and type of skills required will be developed. The Government, together with training providers, the private sector and other stakeholders will also develop appropriate curricula to ensure standardization and quality of such training.

## **Establishment of Model Vocational Training Centers**

The government will establish model vocational training centers, one in each constituency in the country. The centers will offer practical training primarily designed to address the skills needs of the labour

market and hence increase the supply of middle level category skills. They will target sectors of the economy with promising employment prospects where trainees can easily be absorbed in employment after acquiring the relevant skills. Youths who complete primary school but do not transit to secondary education as well as those who complete or drop out of secondary school will have an opportunity to undergo quality training and skills acquisition in the institutions.

The programme will also focus on enhancing the skills possessed by instructors in the vocational training centers to align the training offered to modern market needs. Adults in self-employment who lack skills in their areas of businesses will also be targeted. Links will also be established between the model vocational training centers, technical institutes, institutes of technology and other institutions of higher learning to ensure that graduates from the vocational centers are able to transit for diploma and even degree courses.

### **4.3 EMPLOYMENT PROMOTION**

#### **Establishment of Special Economic Zones**

To contribute towards the transformation of the country's economic base in order to realize high sustained growth, employment creation and poverty reduction, Special Economic Zones will be established. The SEZs are expected to attract both local and foreign investments, expand and diversify production of goods and services for domestic and export markets, promote value addition, promote local entrepreneurship through Small and Medium Enterprises (SMEs), enhance technology development and innovation and promote rural and regional industrialization by exploiting comparative advantage of local resources.

#### **Employment Creation Analysis**

A system to develop Employment Creation Analysis (ECA) for all major projects and programmes prior to and during implementation will be developed. The Analysis will be a requirement for all projects implemented in the country and will seek to assess the potential for employment creation for the projects as well as monitor actual employment during implementation. This is necessary to track job creation and employment trends in the country.

#### **Modernization of Public Employment Services**

A total of 17 new and employment offices will be established, staffed with qualified Public Employment Officers and equipped to handle activities of a modern employment office. The Public Employment Offices will primarily serve the functions of placement of job-seekers in employment and collection of Labour Market Information. In addition, employers and the public will be sensitized on the Public Employment services to enhance awareness on their roles and programmes. Job-seekers will be able to register online and employers will also be able to source for candidates for possible engagement. The bureaus will also serve as sources for Labour Market Information and resource centres for graduates of training institutions.

Special programmes for supporting new graduates will be developed. Guidance and counselling services will also be enhanced to enable job-seekers develop their occupational awareness and make the right choice of their jobs. The employment services will also promote the introduction of an internship program under which trainees will be introduced to the world of work. Further, job fairs that bring together employers, job seekers and other labour market players will be organized to facilitate exchange of information on available employment opportunities, skills required, recruitment procedures and other workplace dynamics.



## **Subsidized Wage Employment**

In response to the record high joblessness among new graduates, the Government will initiate counter measures which will allow private firms to conduct vocational training programs, and subsidizing such training provided by firms that have hired recent university graduates without jobs. The government will provide monthly subsidies as training costs, and job-seekers will in principle receive the training free. The program will be available not only for graduates from universities but also those from other tertiary institutions. It will be aimed at those who have registered with the National Employment Bureau (NEB) but have not found a job. The graduates will choose where to receive training from among the firms seeking new employees.

## **Administration of Private Employment Agencies**

Regulation of Private Employment Agencies is not harmonized. Guidelines for accreditation of agencies and attestation of contracts of Foreign Service will be strengthened to ensure that only vetted agents are allowed to recruit Kenyan workers for foreign employment. The procedure for attestation of foreign contracts of service will also be streamlined to protect migrant workers from exploitation and other abuses.

## **The Green Jobs Approach**

As basis for initial action, the government will mainstream a green jobs approach in the various infrastructural projects and programmes. A mapping of current green jobs and future green jobs opportunities in various sectors is being undertaken to inform potential sectors for green jobs creation and strategies for promotion of the same. The assessment will also inform policy framework on green jobs promotion. A Human Resource Training Strategy in green processes and technologies will also be developed and implemented to develop capacity for implementation of programmes for green jobs. Priority will be accorded to sectors with high potential for creation of green jobs such as geothermal energy generation and agriculture including floriculture.

A strategic framework for the promotion of green jobs at the national level will be established and be implemented through public-private partnerships with strong stakeholder participation. In addition, workers will be trained in green processes and technologies to encourage the uptake and development of new technologies and to realize the potential of green investments. Monitoring and evaluation of the progress in transition to a green economy will also be carried out while integrating green jobs into the Decent Work Country Programme. An inter-ministerial working group on green jobs comprising of Ministries in charge of Planning, Labour, Environment, Youth and Public Works, in addition to other non-state actors, will be established to ensure effective implementation of all green jobs programmes.

## **4.4 FOREIGN EMPLOYMENT**

### **Signing and Implementation of Bilateral Labour Agreements**

Kenya will continue negotiating, signing and implementing bilateral labor agreements with various countries where a vast number of Kenyans work. It is anticipated that these agreements will set the framework under which the migrant workers enjoy their fundamental rights and protection. During the Second Medium Plan period, bilateral agreements will be negotiate and finalized with Saudi Arabia, United Arab Emirates, Jordan and Lebanon.

### **Deployment of Employment/Labour Attaches in Key Labour Destination Countries**

In order to streamline foreign employment administration, the Government will establish Employment/Labour Attachees Offices in key labour destination countries which include; Saudi Arabia, United Arab Emirates, Qatar, South Sudan and South Africa. The Employment/Labour officers attached to strategic Kenya missions will adequately articulate and protect the employment interests of Kenyan migrant workers.



The attaches will also be responsible for carrying out market research on the available job opportunities that Kenyans can exploit in order to enhance job creation as well as monitoring implementation of the bilateral labour agreements to be signed between Kenya and respective foreign countries.

### **Formulation and Implementation of a Policy on Employment of Expatriates**

A policy and guidelines will be formulated and implemented to determine and regulate the types and number of jobs that are open to foreigners thus regulating the number of foreigners that come to work in Kenya. It is hoped that the policy will open up more job opportunities to Kenyans. In addition, programmes will be formulated to monitor and provide feedback on employment of expatriates and effectiveness of understudy programmes to ensure smooth transfer of technology.

### **Development of a Foreign Skills Inventory**

Kenya Missions abroad will be tasked with collecting and disseminating information of the skills on demand in the respective foreign countries and these skills will be matched with the skills available in the local labour market. The inventory will act as a system of information dissemination to not only members of the public but also government as it will inform the government on the skills on demand abroad. This will give guidance on the priority areas for skills export and inform targeted education and training programmes that the Government should lay emphasis on.

### **Foreign Employment Management, Orientation and Re-Entry Programmes**

The Government in collaboration with stakeholders will establish mechanism for monitoring labour migration. This will involve development of pre-departure orientation programmes to prepare and sensitize Kenyan immigrants on the nature of jobs abroad, their terms and conditions, the rights, and obligations and remedies of the workers in case of violations. In addition, re-entry and re-integration programmes will also be developed for those returning back. In order to ensure adequate protection of Kenyan workers seeking for employment abroad, guidelines for registration and accreditation of private employment agencies will be reviewed and enforced. A system to capture data on Kenyans skills leaving the country and those in the Diaspora will also be developed.

## **4.5 YOUTH**

The Vision 2030 emphasizes the need of equipping the youth with competitive employable technical and vocational skills to make them relevant to the job market and for self reliance. This will be realized by training youth in technical, industrial, vocational and entrepreneurial skills. The Vision identifies youth as a vulnerable group mainly due to high unemployment amongst them and a lack of appropriate skills. It further identifies several strategies to mitigate challenges facing them. During the Second MTP period, the government will prioritize the implementation of the following key programmes:

### **Enhance the Role of the Youth in Agribusiness Development**

This programme aims to support the youth embrace agro-based activities which is a key sector in the country. This will be achieved through: enrolling youth for training in new farming technologies; promoting value-added agricultural production; diversifying rural enterprises that have synergies with agriculture; and enhancing the use of irrigation and greenhouse technology. These interventions will boost agricultural production hence guarantee food security in the nation as it strives to realize the goals on Vision 2030. Cluster development strategy will be used as way of supporting specific industries depending on comparative advantage of counties.

### **Revitalize and Equip Youth Polytechnics**

The government will provide adequate and appropriate infrastructure and training equipment in all public

youth polytechnics. Security and insurance for infrastructure and equipment will also be provided while encouraging a culture of maintenance of infrastructure and equipment. This will create more vacancies for trainee enrolment as well as provision of quality skills training.

### **Subsidized Youth Polytechnic Tuition (SYPT) Scheme**

This programme aims at enhancing access, equity and retention of trainees in youth polytechnics at the Vocational training level. It will mainly involve the government subsidising the cost of training. This will ensure more of the youth completing primary schools and who do not transit into secondary education, as well as those completing or dropping out from secondary school have an opportunity to undergo quality skills training in these institutions. To enhance the success of these interventions, more instructors will be recruited. In addition, the government will promote informal education targeted at out-of-school youth. Strong partnerships between the government and other stakeholders will also be utilized in the implementation of the scheme.

### **Innovation and Technology Transfer in Youth Polytechnics**

Youth Polytechnics can serve as centres of transfer of new technologies and innovations countrywide due to their nationwide distribution. This will help to decrease the average age of the Kenyan farmer, and increase agricultural and industrial productivity thus improving national food security status. Strategies to be used include the use of appropriate technologies in agriculture such as the greenhouse technology, hatcheries, and fish farming among others. Integration of ICT in Youth Polytechnics (YPs) will also facilitate processing, communication and dissemination of information to promote a knowledge-led economy. This will facilitate effective and efficient access to information on modern production practices globally, besides enabling them to form viable networks and access market for their products. The National Innovation Awards (NIA) for Youth Polytechnics will also be implemented to enhance the YPs as centres of innovation and a key contributor to national economic development.

### **Capacity Building in the Youth Polytechnics (YPs)**

Appropriate human resource capacities and competencies to match the envisaged status of Youth Polytechnics require serious policy considerations. Currently, the staff support for the youth polytechnics is left to the community, private sponsors and government through a small grant. The government will recruit Instructors and other personnel in order to alleviate the dangers of compromising of quality of training and accessibility. All training programmes will be assessed and certified by recognised Assessment and Certification bodies.

### **National Internship/Volunteerism**

The government will enhance internship and volunteerism activities and develop linkages between the internship and volunteerism programmes and the Labour Market information System (LMIS). This programme will build on the achievements of the ongoing interventions by developing a more coherent strategy of easing the transition of youth from school to the world of work by offering internships and volunteerism.

### **Upgrade the National Youth Service (NYS)**

The NYS has great potential to enhance the rehabilitation, training and employability of the youth. The government in collaboration with other stakeholders will expand and modernize the existing NYS training institutions. This will provide opportunities for more youth to access training. The NYS envisages the recruitment of 15,000 youth annually. In addition, the NYS activities will be devolved to the counties in a shared status. The devolution of functions will enhance the institutions' reach and accessibility. The expansion of the NYS activities will also be targeted at enhancing the rehabilitation of Street Youth to provide opportunities for more of them to graduate into productive citizens.

## **Establish a Regional Centre of Excellence for Driver Training and a Maritime Training Institution**

The driver training initiative will aim to produce large number of youth with gainful skills at a short period of time; provide standards and benchmarking to other training providers nationally and regionally; build capacity for driver trainers in the region; and examine competences in both theory and practical driving and skills. A maritime training institution will also be establishment in Mombasa in collaboration with the Maritime Authority. This will expand the training opportunities for the youth and prepare them for the opportunities envisaged in the expansion of maritime activities including the development of Lamu Port.

## **Youth Empowerment Programmes**

The main objective of the Youth Empowerment programmes is to promote the participation of the youth in national dialogue and also to enhance their participation in productive activities. Important sub-programmes will encompass the establishment of more Youth Empowerment Centres across all counties.

## **Public Works Programmes (PWP)**

Public Works Programmes (PWPs) have been implemented successfully in many countries. The programmes are particularly useful in an economy characterized by low levels of skills among the youth since they are aimed at creating the most needed employment and to jump-start the economy. In the Second Medium Term Plan period, these programmes will be implemented more effectively by emphasizing skills development as an exit strategy. Vulnerable groups will be also targeted more effectively to improve outcomes of the programmes.

## **Development of Sports, Arts and Culture**

The overall objective of the programme will be to develop sports, arts and culture as sources of employment, avenues for skills development and to enhance their role in socioeconomic development of the youth and the nation. This broad objective will be achieved through various sub-programmes including establishment of the International Academy of Sports as an international talent centre to nurture top level skills development of sportsmen and women whose talent is tapped from the grassroots level countrywide as well as training of sports administrators, instructors and coaches. Other programmes will include: the rehabilitation of County stadia to international standards; upgrading of existing national stadia; establishment of the Kenya National Sports Institute (KNSI); establishment of 'Kenya Houses' in International Sports Competitions, specifically Olympic Games, Commonwealth Games, all Africa Games and world championships; establishment of the National Sports Fund; and establishment of the International Performance Arts Centre.

## **Youth Enterprise Development Fund (YEDF) Programme**

The objective of the programme is to enhance entrepreneurship through improving access to credit and training in business development and support. During the plan period the YEDF will establish of a Youth Bank. Entrepreneurial training will be enhanced since it is a key success element of financial assistance programmes.

## **Uwezo Fund**

The Uwezo Fund is a youth and women's fund whose main objective is to expand access to finance through grants and credit to promote youth and women businesses and enterprises at the constituency level, thereby enhancing economic growth towards the realization of the goals of Vision 2030. The Fund also aims to generate gainful self-employment for Kenyan youth and women; to model an alternative framework in funding community driven development. It will provide youth and women with access to

grants and interest-free loans, as well as mentorship opportunities to enable them take advantage of the 30 per cent government procurement preference for youth, women and persons with disabilities through its Capacity Building Programme

### **Review and Implementation of the National Vocational Certificate in Education and Training (NVGETC) Curriculum**

The new curricula for Youth Polytechnics developed in conjunction with the Kenya Institute of Curriculum Development (KICD) will be implemented during the Second MTP period. The curriculum is aimed at imparting marketable skills and technical know-how that responds to contemporary labour demands by the industry, the informal sector and for self-employment creation. Most of the targeted youths have only primary or incomplete secondary education and they will be offered education/training programmes that give them an opportunity to enhance their likelihood of obtaining or creating jobs. There will also be a focus on mainstreaming Special Needs Education in order to promote accessibility, equity and quality in YP training for trainees with special needs such as hearing, visual, mental, physical challenges, gifted and talented, psychosocially different and autism among others.

### **Graduate Internships**

Within the Second Medium Term Plan period the Government will implement a three months graduate internship and graduate internship programme. The programme will involve exposing graduates to the world of work to gain knowledge, skills and attitudes which will greatly increase their employability. The graduates will be given varied tasks within industries relevant to their training backgrounds through which they can prove their skills, determination and commitment to their professional development. To achieve all this, a Graduate Internships Bill will be enacted to provide legal anchorage for the initiative. Suitable incentives targeting the relevant industries and companies will also be developed to encourage them to participate in the initiative.

## **4.6 MICRO AND SMALL ENTERPRISE (MSE) DEVELOPMENT**

### **Establishment of MSE Centres of Excellence (COE)**

In order to promote technological transfer, capacity building, products designs and development and marketing of MSEs products, the National and county governments in collaboration with private sector and development partners will establish Centres of Excellence in all Counties with due consideration to the resource endowment of each County. The centres will also avail common usage equipments which are expensive for MSEs to procure and undertake incubation programmes. This will accelerate technology transfer and improve product quality.

### **MSE Baseline Survey and Informal Sector Surveys**

The last National MSE Baseline Survey was carried out in 1999 while the informal sector survey has never been undertaken. Over the medium term, an MSE Baseline and Informal Sector surveys will be undertaken to provide accurate profile of the sector in terms of all its facets. The surveys will give statistics on employment and social protection arrangements, the characteristics and challenges of informal enterprises and their use of technology, access to credit, training and market, and inter-linkages between small and large enterprises.

### **Development and Upgrading of MSE Infrastructures**

To promote decent working environment for MSE operators and starters, the National and County governments will scale up the development and upgrading of MSE worksites in all counties during the Second MTP period. The worksites will provide clusters for MSEs to offer other interventions to the sector. Each worksite will have a special wing to serve as incubation and mentorship centers for fresh

graduate from youth polytechnics. Further, additional land for MSE activities will be acquired where it does not exist and process title deeds for existing land.

### **Access to Markets and Marketing Information for MSEs.**

To expand the marketing frontier for MSE products, the National and County governments will promote access to market and marketing information. This will be realized through participation of MSE operators in local, regional and international trade fairs and exhibitions including Jua Kali NguvuKazi Exhibition which is held among East Africa Countries. The government will implement affirmative action to ensure allocation of 25% of public procurement to the sector. In order to expose MSE products to wider market, MSEs will be sensitized on the importance of embracing e-commerce.

### **Improvement of Micro and Small Enterprises Product Quality**

To improve competitiveness through creativity and innovativeness of MSE products in both local and international market, programmes on product design and development will be scaled up. These programmes will focus on improving the quality of MSE products and linking the identified unique products to finances. To encourage creativity and innovativeness in the sector, a MSE award schemes will be established. In addition, the government will intensify the MSE national innovations and technology exhibitions by conducting them in all Counties. Similarly, access and utilization of the Intellectual Property System and standardization services will be strengthened.

### **Enhancing Access to Cheap Credit for MSEs.**

To enhance access to cheap credit, within the MSE sector, the government will continue to encourage MSE association to form SACCOs. Capacity building of the leadership of these SACCOs on good governance will also be carried out. Over the medium term, the government will continue to encourage financial institutions to develop affordable credit services to MSE operators.

### **Business Linkages**

The government will provide incentives to the private sector to invest in areas that enhance development of business linkages between the MSEs and the large enterprises. A study on feasibility of sub-contracting and franchising between large enterprise and MSEs will be carried out to facilitate this. Integration of such enterprises with local and international value chains. To address the phenomenon of the “missing middle,” a MSE Business Linkage Strategy will be developed to provide guidelines on modes of engagement between MSE operators and other medium and large enterprises. It will also enable the growth oriented MSEs to graduate to medium enterprises.

### **Promotion of Entrepreneurship Culture**

Entrepreneurship development programmes will be implemented in Youth Polytechnics (YPs) to facilitate development of entrepreneurial culture among YP trainees. This will enable the growth of the Small and Medium Enterprises (SMEs) which are critical in the creation of wealth in the nation. Further, there will be the enhancement of agribusiness development in YPs which aim at equipping trainees with knowledge and skills on modern technology dependency farming. This will be done through encouraging agribusiness training in the YPs and extensive use of greenhouses and hatcheries among other new farming technologies.

## **4.7 PRODUCTIVITY MANAGEMENT**

### **Capacity Enhancement of the Productivity Centre of Kenya (PCK)**

The Productivity Centre of Kenya will be transformed into an autonomous body – the National Productivity

Authority (NPA)) in order to effectively deliver on its mandate. The Centre is currently unable to implement envisaged productivity improvement initiatives due to its capacity constraints. The Authority will roll out county based productivity promotion programmes to improve the country's overall productivity and competitiveness.

### **Productivity Research and Information**

The Productivity Centre of Kenya will conduct research to develop productivity indices based on sectoral level data. This will entail collecting value-added productivity data at firm level across all the sectors and computing the indices. This will assist the government in awarding wages based not only on cost of living, ability of the economy/firm to pay and wage differentials but also on productivity. Further, the Centre will provide quality research statistics on factors of production especially labour and capital, product/service costs and quality information, to guide in design of productivity improvement programmes, benchmarking, and informed decision making leading to value based management.

### **Productivity Promotion**

The productivity promotion programme will seek to create national awareness on productivity management and mainstream a national productivity culture. This will take a multi-level and multi sectoral approach for a wider outreach. It will entail developing a critical mass of productivity champions in both Public and Private sectors to promote productivity practices and establish regional and national networks for productivity management. The awareness programmes will involve training more productivity Technical Service Providers (TSPs) who will be knowledgeable in productivity practices and applications.

### **Productivity Improvement**

This will involve institutional/ enterprise level research on issues of labour, productivity and service cost factors either inhibiting or enabling productivity enhancement and subsequent design and implementation of productivity improvement initiatives and tools, follow-ups and certification across the private and public sector institutions/enterprises. The Productivity Centre of Kenya will embark on development of models for productivity improvement, which include sharing of experiences on productivity improvement with other organizations wishing to implement such interventions.

## **4.8 OCCUPATIONAL SAFETY AND HEALTH**

### **Awareness Creation and Mainstreaming of Safety and Health in Kenyan Education Curricula**

The government will undertake mainstreaming of safety and health in education curricula at all levels of learning including employee in-service training. This will be undertaken together with creation of awareness on safety and health with the key aim of developing a safety and health culture in the country. Apart from formal education and training institutions, awareness creation will be carried out through dissemination of information through electronic and print media and other campaigns. Further, Basic Occupational Health services (BOHS) will be introduced in all levels of health care system.

### **Surveillance of Work Environment and Workers' Health**

This will be carried out through examination of hazardous industrial plants, monitoring of the work environment, surveillance of workers' health and statutory audits to assess compliance with OSHA. Examination of hazardous industrial equipment/plants covers pressurized vessels and lifting appliances used in workplaces which in the event of failure can cause major harm to both human beings and property. A total of 68,000 hazardous industrial equipment/plants will be examined during the planned Second MTP period. Monitoring of the work environment involves assessment of the levels of contaminants in the work environment to ensure that they are within the acceptable levels.



During the 2013-2017 period air quality assessments will be carried out in 1800 workplaces. Continuous health surveillance through medical examination of workers will be carried out on 300,000 workers to monitor exposure to various health hazards which are likely to adversely affect their health and compromise on their productivity. A further 60,000 workplaces will be inspected to ensure compliance with the OSHA, 2007 and its subsidiary regulations while 50,000 workplaces will be audited on OSH and fire safety.

### **Compensation for Work Injury**

The Work Injury Benefits Act (WIBA), 2007 provides for compensation of workers who suffer physical injuries or occupational diseases which arise out of and in the course of their employment. The injury benefits are processed upon notification by respective employers of such accidents/occupational diseases through prescribed forms. During the Second MTP period, the average period for processing the claims will be reduced to within 15 days.

### **Improvement of Osh Data Management System**

A comprehensive national OSH database will be developed to facilitate reporting, collection, recording, analysis, storage, retrieval and dissemination of information on occupational safety and health. The system will have national coverage by connecting all county offices on a Wide Area Network and will provide for real time updating to enhance reliability of data. In addition, the National OSH information centre (CIS) will be equipped with up-to-date OSH reference materials.

### **Capacity Building in Occupational Safety and Health for Emerging Occupations**

With the discovery of huge reserves of natural resources in Kenya and the introduction of state of the art technological processes, the Government will equip officers with specialized training on various emerging safety and health issues in areas such as nuclear energy, oil drilling, coal mining, natural gas generation and use of nano-technology in industries among others.

### **Hazardous Occupations Baseline Survey**

The Directorate of Occupational Safety and Health Services is required to undertake medical surveillance which includes medical examination of workers exposed to occupational hazards specified in the second schedule of Occupational Safety and Health Act (2007). However, the country has not carried out any baseline survey to establish number of workers in hazardous occupations in order to assess the impact of these examinations. In this regard, a baseline survey will be carried out to determine the various sectors with hazardous occupations, the numbers of workers exposed to hazards and any control measures that may be in place.

### **Research and Training in Occupational Safety and Health**

Five specialized skills development programmes will also be undertaken at the Occupational Safety and Health institute. The finalization of the fire safety curriculum that commenced during the First MTP period will also be undertaken together with the development of 3 training curricula for mainstreaming OSH into primary, secondary and vocational institutions.

## **4.9 LABOUR LAWS**

### **Capacity Building for the Labour Inspectorate**

The Labour Inspectorate will be strengthened through employment of additional staff in order to effectively carry out enforcement of the provisions of the labour laws. Currently, the ministry has opened forty five county labour offices out of the forty seven counties. The offices are managed by ninety five inspectorate

staff out of the authorized establishment of over three hundred.

### **Awareness Creation on Labour Laws**

Multiple studies as well as a sectoral baseline survey conducted by the ILO in Kenya in 2012 have shown that in many instances, people do not comply with labour laws because of their ignorance of their obligations under the legislations. To address this, the government will enhance focus on the promotion of mass awareness on the labour laws and other labour related laws. This will ensure that employers at all levels have a minimum level of understanding about their employment obligations under the law. Similarly, sensitization and capacity building for workers will be carried out to enable them understand their rights under the law. The increased awareness on the labour laws is expected to lead to increased compliance levels and hence, in the longer term, improved industrial peace and harmony. The International Labour Organization is currently involved in mass labour law awareness strategy formulation targeting Micro, Small and Medium Enterprises (MSMEs) that will involve and be driven by the government and organizations for employers and workers. This initiative will be enhanced with contributions from the government and other key partners.

## **4.10 CHILD LABOUR**

### **Strengthening of Child Labour Division**

The Child Labour Division will be enhanced in order to carry out policy research and analysis, Monitoring, Evaluation and Reporting, resource mobilization and outreach services on child labour. The functions and activities of child labour will be implemented at the grassroots through County/District Child Labour Committees

### **National Survey on Child Labour**

Lack of updated and comprehensive information on the size and structure of child labour has led to conflicting estimates and inconsistent intervention measures. A National Survey on Child Labour will be conducted to provide information on prevalence and other facets of the problem. This will be utilized in developing targeted interventions to address the vice.



# 5 POLICY, LEGAL AND INSTITUTIONAL REFORMS FOR 2013-2017

## 5.1 POLICY REFORMS

### **Implementation of the National Employment Policy and Strategy for Kenya**

Upon approval of the Sessional Paper No. 4 of 2013 on National Employment Policy and Strategy for Kenya, its implementation will be fast-tracked during the period of the Second Medium Term Plan 2013-2017. The policy will facilitate mainstreaming of employment creation in social and economic activities, and promotion of productive and freely chosen employment as a priority for national development. It will also seek to address emerging trends in the labour market that are unsupportive of the Decent Work Agenda such as the casualization of labour and the prevalent decent work deficits in the informal sector. The Policy will also put in place strategies programme to promote employment creation in the country. In doing so, the government will seek a win-win, where the rights of those offering their labour are respected while the businesses or ventures of those offering the employment actually grow.

### **Implementation of the Sessional Paper on National Industrial Training and Attachment**

The National Industrial Training Authority (NITA) in collaboration with the stakeholders will implement the programmes outlined in the Sessional Paper No. 2 on National Industrial Training and Attachment Policy in order to institutionalize industrial training and attachment in the country. The assessment of industrial attachment shall be integrated into the national certification system to ensure that all post-secondary students are attached to industry as part of their training to enable them gain practical industrial experience. Further, NITA will develop a structured assessment tool for industrial attachment and put in place mechanisms to ensure all employers register with NITA as levy contributors.

### **Finalization and Implementation of the Diaspora Policy**

The Diaspora Policy will be finalized and implemented to mainstream the Kenyan Diaspora in the country's development agenda. The policy seeks to provide the required legal and institutional frameworks for engaging the Diaspora in the country's development through remittances, trade and investment, tapping into diaspora skills, portability of social security benefits, analysis and dissemination of information on Kenyans in the diaspora and linking this information to the job and skill needs in Kenya to encourage returns and skills and technology transfer. The policy will also enhance volunteer, mentorship and cooperation programmes between the diaspora and various institutional and educational organizations in Kenya

### **Revision of the Micro and Small Enterprise Policy**

The Sessional Paper No.2 of 2005 on development of Micro and Small enterprises for Wealth and Employment Creation for Poverty Reduction will be revised to address emerging issues within the MSE sector. This will also ensure that aspirations of Kenya Vision 2030 and the Constitution are incorporated in the Sessional Paper.

### **Development of a Wages and Remuneration Policy**

A concept on development of the Wages and Remuneration policy has been prepared and the process of formulation of the Wages and Incomes policy is underway. The development of the policy will enhance industrial peace, organizational competitiveness and the creation of an enabling environment for job creation. It will also set provide for the inclusion of productivity in wage determination in the country.

### **Implementation of the National Occupational Safety and Health Policy**

Implementation of the National Occupational Safety and Health Policy which was developed, approved and launched will be fast-tracked during the period of the Second MTP. The Ministry of Labour, Social Security and Services will embark on the implementation of the Policy to mainstream Occupational Safety and Health issues in management systems in the public and private sectors of the economy. Key priority areas will include: review of OSHA, 2007 and WIBA, 2007 to align them to the Constitution and the policy; development of rules and guidelines for the Acts; and mainstreaming of OSH into the Kenyan education system.

### **Formulation and implementation of the Foreign Employment Policy (Labour Export Policy)**

A Foreign Employment Policy will be developed to guide and streamline the administration of foreign employment. The policy will place importance on foreign employment as a means of employment creation in Kenya. To this end, promotion of foreign employment will form part of the agenda of Kenya missions abroad. The policy will expound on strategies and programmes to promote employment creation outside the country as well as safeguard the welfare of Kenyans seeking foreign employment.

### **Industrial Relations Policy**

Kenya has made significant achievements towards labour legal reforms and establishment of key labour market institutions to facilitate social dialogue. This has led to a remarkable improvement in labour relations. However, the country has recently witnessed a resurgence of labour strife in both the public and private sectors, with the former especially experiencing increased numbers of strikes. To address this, the Ministry of Labour, Social Security and Services in collaboration with the social partners and other key stakeholders will develop an integrated Industrial Relations Policy to facilitate and anchor sound social dialogue. The proposed policy will balance competitiveness, employment creation and retention of jobs in a harmonious dispensation. It will also be guided by the provisions of the Constitution of Kenya, 2010.

### **Productivity policy, legal and institutional reforms**

The Sessional Paper on the National Productivity Policy and National Productivity Authority Bill, 2013 will be implemented once approved and enacted by Parliament respectively. As part of the institutional framework for productivity promotion, a National Productivity Authority will be established to facilitate inter-sectoral coordination of policies, programmes and initiatives of both the public and the private sectors. The proposed Authority will offer policy advice to Government and provide a more effective and broad-based institutional framework for coordination, linkages, and monitoring and evaluation of all productivity programmes.

### **Finalization and implementation of National policy for Child Labour**

The National Child Labour Policy aims at putting into place programmes and projects that are aimed at prevention, identification, withdrawal, rehabilitation and reintegration of children involved in all forms of child labour. The policy will guide interventions aimed at eradicating child labour through harmonization and coordination of the various activities and actors and also mainstreaming child labour issues in the national development agenda. It will be transformed into a Sessional Paper and its implementation fast-tracked during the Second MTP period. The policy has been aligned to the relevant provisions of the Constitution. It targets children at risk, children already harmed by exposure to child labour, and children in the worst forms of child labour requiring immediate direct action.

## **Implementation of the Social Protection Policy**

The Social Protection Policy aims at putting in place programmes and projects which will improve social and economic status of the marginalised and vulnerable groups. The Policy aims at putting in place a universal social protection for all citizens to cushion the livelihoods of the citizens and especially disadvantaged groups. During the Second MTP period, the Government will put in place programmes for realization of this mandate including extension of coverage for social protection in line with ILO recommendation No. 202 on Social protection floor. A National Social Protection Council will also be established to provide advisory role on social protection issues.

## **Finalization and implementation of the National Policy on Youth Polytechnics and the Vocational Sector (NPYPVS)**

This policy aims at promoting good governance in the YPs. The draft NPYPVS is currently in the cabinet for discussion and approval, and it will go a long way in streamlining the operations of Youth Polytechnics. Relevant policy guidelines will also be prepared to address emerging issues. These will include the integration of the staffing of Youth Polytechnics within the Public Service Scheme Framework, Public Private Partnerships (PPP) in human resource development programmes for instructors, managers and Board of Governors (BoG) members.

## **5.2. LEGAL REFORMS**

### **Implementation of the Micro and Small Enterprise (MSE) Act, 2012**

The implementation of the Micro and Small Enterprise Act, 2012 will be fast-tracked. The Act gives the MSE sector legislative recognition and provides appropriate legal framework supportive to its growth. As part of its implementation the capacity of the established Micro and Small Enterprise Authority (MSEA) will be strengthened to ensure effective coordination of MSE policies and programmes.

### **Alignment of OSHA, WIBA and Subsidiary legislations to the constitution and ILO Standards**

The Occupational Safety and Health Act, 2007 and the Work Injury Benefits Act, 2007 will be aligned to the Constitution, and reviewed and strengthened with due regard to the relevant ILO Conventions and international best practices. This will be carried out with the overall aim of improving working conditions and establishing clear guidelines and mechanisms for adequate compensation of workers in cases of occupational accidents and diseases. The Directorate of Occupational Safety and Health Services (DOSHS) will develop rules and guidelines for implementation of the laws including reporting of occupational accidents and commence the ratification and domestication of ILO instruments C121 (Employment Injury Benefits Convention, 1964), C187 (Promotional Framework for Occupational Safety and Health Convention, 2006), C155 (Occupational Safety and Health Convention, 1981) & P155 (Protocol of 2002 to C155).

### **Alignment of labour laws to the Constitution**

The Employment Act, 2007 Labour Relations Act, 2007 and Labour Institutions Act, 2007 will be harmonized with the Constitution, other national laws and international labour standards to incorporate emerging issues. This is especially in view of the expanded Bill of Rights in the Constitution which has entrenched labour rights and other provisions on employment.

### **Publication of reports on the labour laws**

The labour institutions Act mandates the Ministry in charge of labour and employment issues to publish annual reports on all activities which have taken place in the calendar year relating to labour and employment

issues. The report outlines key results areas concerning development and implementation of laws and regulations, statistical data of inspection services and industrial unrest, labour market information and productivity levels. The reports assist the National Labour Board in advising the Government on the status of labour and employment in the country. During the period of the Second MTP, these reports will be published and strengthened to incorporate emerging issues on labour and employment.

### **5.3. INSTITUTIONAL REFORMS**

#### **Transformation of Directorate of Occupational Safety and Health Services (DOSHS) to the Occupational Safety, Health and Injury Compensation Authority (OSHICA)**

The Directorate of Occupational Safety and Health Services (DOSHS) will be transformed into a Semi-Autonomous Government agency (SAGA) known as the Occupational Safety, Health and Injury Compensation Authority (OSHICA). This transformation is a key Vision 2030 project which was not completed during the period of the First MTP. The Authority will ease coordination and administration of Occupational Safety and Health matters and work injury compensation including rehabilitation of injured workers.

#### **Completion of the Occupational Safety and Health Institute**

The Ministry of Labour, Social Security and Services planned to establish a national institute to carry out research and training in Occupational Safety and Health. However, this was not realized due to delay in construction of the National Occupational Safety and Health (OSH) Institute. The project will be completed in the period of the Second MTP to facilitate its full establishment. The works to be carried out under the remaining phases during the Second MTP will involve roofing of the building, internal and external finishing, and equipping of the Institute.

#### **Capacity building for the Occupational Safety and Health Fund**

The OSH Fund was established during the period of the First MTP to develop, implement and coordinate an effective system for the prevention of occupational accidents and diseases, ill health and damage to property at all workplaces in the country. The Fund also promotes research on occupational safety and health to provide specific practical solutions to emerging issues. Despite its critical role, the Fund faces severe capacity challenges that have limited its effectiveness. During the Second MTP period, capacity building for the Fund will be carried out mainly through registration of more employers and awareness creation on its importance targeting all stakeholders.

#### **Establishment of the Conciliation and Mediation Commission**

The Ministry of Labour, in collaboration with the social and other key partners, will establish the Conciliation and Mediation Commission as an Alternative Dispute Resolution (ADR) mechanism for industrial disputes. The Alternative Dispute Resolution (ADR) process is a process of conflict resolution or management with characteristics that fall outside of the formal governmental judicial process. The ADR includes informal tribunals, informal meditative processes and formal meditative processes and tribunals. It is provided for under Article 159 (ii) (c) of the Constitution of Kenya, 2010 which promotes alternative forms of dispute resolution including reconciliation, mediation, arbitration and traditional dispute resolution mechanisms in exercising judicial authority. Section 58(1) the Labour Relations Act, 2007 also provides for Independent professional Conciliators, Mediators and Arbitrators in the sphere of Collective Bargaining.

#### **Establishment of Semi – Autonomous Secretariat for National Labour Board and Councils**

During the period of the First Medium Term Plan (MTP), the National Labour Board and five Wages Councils were established. The law provides for the establishment of seventeen Wages councils. In

addition, the committees provided for in the Labour Institution Act, 2007 as well as the Labour Relations act, 2007 were not activated due to lack of resources during the First MTP period. The Secretariat to the Board and Councils is housed at the Department of Labour. This is however, not adequately effective in achievement of its mandate of advising the Minister in charge of labour affairs on issues relating to labour and employment. The Secretariat lacks the necessary autonomy to exact its roles. It further lacks adequate human and financial capacity. To address this, the government will strengthen the National Labour Board and Wages Councils through establishment of a semi- autonomous Secretariat. This will go a long way in according greater autonomy and flexibility to the Council in achieving its mandate. The remaining Wages Councils will also be established during the same period.

### **Transformation of the National Social Security Fund to a social insurance pension scheme**

The National Social Security Bill, 2012 will be enacted to transform the National Social Security fund (NSSF) from a provident fund, which pays retirees a lump sum on retirement, to a social insurance pension scheme, which pays them a monthly pension. The transformation seeks to increase coverage of the NSSF, improve adequacy of benefits provided by the NSSF, provide benefits in the form of pension, retain a link between benefits and contributions with the benefits largely being determined on a defined contribution basis, and ensure sustainability and affordability of social security. In addition, the transformation seeks to increase the available investment by NSSF in the housing sector.

## ANNEX - IMPLEMENTATION MATRIX

### HUMAN RESOURCE PLANNING AND DEVELOPMENT

Skills development for industry													
To ensure that the country has the right skills to actualize the Kenya Vision 2030													
Aligning Skills development to the needs of industry													
Goal	Strategic Objectives 2013-2017	Strategic Thrust	Objective	Expected Output(s)	Indicators	Implementing Agency	Time Frame	Source of Funds	Indicative Budget (Million KShs.)				
									2013/14	2014/15	2015/16	2016/17	2017/18
			To harmonize human resource development and capacity building programmes	Harmonized and coordinated National Capacity Building programmes	Integrated HRD strategy	NHRPD	2014-2017	GoK, ILO, UNDP	5	80	15-	15	10-
			To develop an interactive platform for exchanging Labour market information.	Harmonization of capacity building and skill demand	An Interactive platform for exchange of labour related information	NHRPD	2013-2014	GoK	6	20	20	20-	20-
			To determine adequacy/gaps of the skills required to achieve Vision 2030 goals	National Skills status	Report on skills status	NHRPD	2013-2014	GoK	-	120	280	10	10
			To formulate policies to address HR capacity utilization	Streamlined National capacity utilization	Labour force survey Report	MOLSSS, KNBS, MODP	2014-2015	GoK	10	330	20	20	20-
			To align the KNOCS with ISCO 2008	Appropriate classification of occupations	Updated Version of KNOCS	NHRPD, KNBS	2014-2015	GoK	1	5	5	5	5
			To develop a Dictionary of Occupational Classifications.	Accurate definitions of occupational titles	Survey reports	NHRPD, KNBS	2014-2015	GoK	1	3-	3-	3-	3-

Sector training needs assessments	To develop relevant training programmes to meet the emerging skill demands	Demand driven sector specific training programmes	Training needs assessment reports	NHRPD, KNBS	2013-2017	GoK	2	40	10	10	10
-----------------------------------	--	---	-----------------------------------	-------------	-----------	-----	---	----	----	----	----

## SKILLS DEVELOPMENT

<b>Goal</b>											
<b>Strategic Objectives 2013-2017</b>											
<b>Strategic Thrust</b>											
<b>Programme</b>	<b>Objective</b>	<b>Expected Output(s)</b>	<b>Indicators</b>	<b>Implementing Agency</b>	<b>Time Frame</b>	<b>Source of Funds</b>	<b>Indicative Budget (Million KShs.)</b>				
							2013/14	2014/15	2015/16	2016/17	2017/18
<b>Create a pool of skilled manpower for Industry</b>											
<b>To develop human resource within employment</b>											
<b>To equip the youth with appropriate technical and vocational skills for the industry</b>											
<b>Enhance Youth and industrial training</b>											
Capacity building for the National Industrial Training Authority (NITA)	To improve the quality and efficiency of industrial training	Enhanced capacity of NITA to coordinate industrial training	No. of staff trained No. of staff recruited No. of equipment procured	NITA, MOLSS	2013-2017	GoK and Levy Funds	100	50	25	15	10
Implementation of the Sessional Paper on Industrial Training and Attachment	To promote industrial training attachment	40,000 trainees attached in industry 8,000 new employers registered as levy contributors	No. of trainees attached No. of new employers registered	NITA, Training institutions and industry	2013-2017	GoK and Levy Funds	150	200	250	300	350
To develop an Occupational Qualification Framework (OQF)	To develop a framework for occupational qualification and assessment	Develop 40 National Industrial Skills Standards Develop Occupational Qualification And Assessment System	No. of National Industrial Skills Standards Finalised Occupational Qualification Framework (OQF) policy	NITA, MOEST, training institutions, DoYA, CUE	2013-2017	GoK and Levy Funds	15	15	15	15	15

Review and Development of National Training and Testing standards	To ensure quality and standardized training, testing and certification	10 National training and testing standards reviewed 2 National training and testing standards developed	No. of training and testing standards reviewed No. of training and testing standards developed	NITA, MOEST training institutions, DoVA, CUE	2013-2017	GoK and Levy Funds	10	10	10	10	10
Upgrading of Industrial Training Centres	To improve quality and efficiency of industrial training	4 Industrial Training Centres upgraded	No. of existing Industrial Training Centres upgraded	MOLSSS, NITA, NITB, development partners, NT	2013-2017	GOK, Levy Funds, Devt Partners	200	200	400	200	200
Strengthening of linkages between Industry and training institutions	To mainstream industrial training in training institutions	Frameworks for industry-institutes collaboration developed and operational	No. of MOUs developed for linkages between Industry and training institutions	NITA, industry and training institutions	2013-2017	GoK, Levy funds	5	5	5	5	5
Establishment of Industrial Attachment, Industrial Training and Industrial Training Levy offices	To enhance industrial attachment, industrial training and levy collection	8 offices established in Eldoret, Kakamega, Nakuru, Nyeri, Embu, Garissa, Mombasa and Kisumu	No. of offices established	NITA, NITB, NT,	2013-2017	GoK and Levy Funds	10	10	10	10	10
Establishment of new Industrial Training Centres	To improve quality and efficiency of industrial training	2 Industrial Training Centres established in Nyeri and Nakuru	No. of Industrial Training Centres established and operationalized	NITA, NITB, development partner, MoF, MOLHUD	2013-2017	GoK and donors	50	400	400	600	400
Industrial Skills Development	To build critical mass of skills and competences required by industries	50,000 persons trained in industrial skills	No. of persons trained in industrial skills No. of skills upgrading programmes developed	NITA, Training institutions	2013-2017	GoK and Levy funds	15	17	20	23	25



Establishment of model vocational training centers	To develop vocational and technical skills relevant to the labour demands of industry	Increased supply of skilled manpower for industry	No. of model vocational training centers fully established No. of individuals graduating from the centers of excellence No. of staff in the institutions trained	MOLSSS, MOEST, Private Sector	2013-2017	GoK, PPP	7,250	7,250	7,250	7,250	7,250
Finalization and implementation of the National Policy on Youth Polytechnics and the Vocational Sector (NPYPVS)	To strengthen legal and institutional frameworks for the YPs	Operationalisation of the NPYPVS	Finalised NPYPVS No. of BoGs inaugurated	MOEST	2013-2017	GoK, PPP	15	12	17	17	17
Review and implementation of the National Vocational Certificate in Education and Training (NV CET) curriculum	To provide quality, market driven curriculum for youth in YPs	NVCET Option I Implemented NVCET Option II Piloted SNE Mainstreamed in 200 YPs NVCET Option I Reviewed Instructional materials Reviewed Street youth trained in practical skills	No. of trainees enrolled No. of trainees graduating Option I implemented Option II piloted No. of YPs mainstreaming SNE No. of instructional materials reviewed No. of youth trained in vocational skills No. of street youth trained	MOEST	2013-2017	GoK, UNDP, PPP	100	100	105	110	110

Subsidised Youth Polytechnic Tuition (SYPT) Scheme	To increase youth access to quality YP training	Youth trainees receiving SYPT funds increased	Percentage increase in youth trainees receiving SYPT funds	MOEST	2013-2018	GoK, PPP	18	1,200	1,300	1,400	1,500
Revitalisation and equipping of Youth Polytechnics	To provide adequate and appropriate technical, vocational, entrepreneurial and life skills training to the youth	Infrastructural facilities constructed YP infrastructures rehabilitated YPs equipped with appropriate training tools and equipment	No. of YPs revitalised No. of infrastructural projects constructed No. of YPs rehabilitated No. of YPs equipped	MOEST	2013-2017	GoK, Italy, PP	950	960	1,010	1,070	1,200
Youth Polytechnic innovation and technology transfer	To promote adoption and use of modern technologies in the YPs	ICT Integrated in 300 YPs Modern technologies in agricultural production used in YPs YP National innovation Awards established	No. of YP in which ICT integrated No. of YPs benefiting from new agricultural technologies The YPs National Innovation Awards	MOEST	2013-2017	GoK, PPP	100	100	100	100	100
Promotion of entrepreneurship culture	To equip YP trainees with knowledge and skills on modern technology dependency farming	Increased number of youth trained in entrepreneurship skills	No. of youths trained No. of Youth-owned SMEs established	MOEST, MODP	2013-2017	GoK, UNDP, PPP	48	48	48	48	48
Capacity building in the YPs	To enhance quality of training in YPs	Instructors recruited In-servicing of staff on Quality Assurance and Standards (QAS)	No. of instructors recruited No. of officers in-serviced on QAS	MOEST, MODP	2013-2017	GoK, UNDP, PPP	320	326	328	380	384

## EMPLOYMENT PROMOTION

Facilitate employment creation and access to employment opportunities										
Strategic Objectives 2013–2017										
Strategic Thrust										
Programme	Objective	Expected Output(s)	Indicators	Imple- menting Agency	Time Frame	Source of Funds	Indicative Budget (Million KShs.)			
							2013/14	2014/15	2015/16	2016/17
Implementation of the Sessional Paper on the National Em- ployment Policy and Strategy for Kenya	To facilitate main- streaming of employ- ment creation as a key macro economic indicator To monitor job cre- ation and employment	Employment creation mainstreamed in the macro- economic policies Mechanism for Em- ployment Creation Analysis established	Employment policy Employment Creation Analysis Mechanism No. of firms and institutions utilizing ECA	MOLSSS, Other stake- holders, Parliament	2013 – 2017	GoK	15	45	25	25
Expansion and mod- ernization of Public Employment Services	To expand and modernize the Public Employment Services To enhance the utilization of public employment services	17 modern County Employment Offices established Awareness on public employment services	Number of public employment offices Number of sen- sitized forums conducted	MOLSSS	2013 - 2017	GoK	225	155	125	85
Promotion of the Green Jobs Approach to employment creation	To enhance the creation of green jobs in the country	Strategies for pro- motion of green jobs Policy framework and training strategy on green jobs Increased creation of green jobs	Strategies for promotion of green jobs Policy framework on green jobs Increased creation of green jobs	MOLSSS, KIPPRA, ILO, FKE, COTU	2013 - 2017	GoK, ILO, Devt partners	25	45	55	30

## FOREIGN EMPLOYMENT

To promote foreign employment											
To increase employment opportunities abroad for Kenyans											
To streamline management of foreign employment											
Exploring new foreign employment opportunities and protecting Kenyan workers abroad											
Strategic Thrust	Programme	Objective	Expected Output(s)	Indicators	Implementing Agency	Time Frame	Source of Funds	Indicative Budget (Million KShs.)			
								2013/14	2014/15	2015/16	2016/17
Promotion of foreign employment		To strengthen management and co-ordination of foreign employment  To tap into available opportunities in foreign employment	Operational guidelines for vetting of private employment agencies  Operational one-stop foreign employment centres  Increased job opportunities for Kenyans	Number of labour attaches deployed in key Kenyan missions abroad  Guidelines for vetting of private employment agencies  One stop foreign employment centre  Number of Kenyans employed in foreign countries	MOFAIT, MOLSSS, NTA, NIS, Kenya Police Service, Kenya missions abroad	2013-2017	GoK	78	45	31	31
Formulation and enhancement of the policy, legal and institutional frameworks on foreign employment administration		To provide the policy, legal and institutional frameworks for foreign employment administration	Foreign Employment policy formulated  Operational labour policy on employment of expatriates  Bilateral labour agreements signed and implemented	Foreign Employment policy  Labour policy for employment of expatriates  Number of Bilateral agreement signed and implemented	MOFAIT, MOLSSS, State Law Office, Parliament	2015-2016	GoK	12	5	-	-

Enhance collection and dissemination of information of foreign employment	To enhance awareness on available employment opportunities abroad	Information on foreign employment available to Kenyans Skills matching to job opportunities	Data base on jobs opportunities in foreign countries in place	MOFAIT, MOLSSS, NEB, Kenya missions, KNBS	2013-2017	GoK	56	20	8	8	8
---	---	--	---	---	-----------	-----	----	----	---	---	---

## DIASPORA ENGAGEMENT

<b>Goal</b>											
<b>To mainstream the Kenyan Diaspora in the country's development agenda</b>											
<b>Strategic Objectives 2013-2017</b>											
<b>Strategic Thrust</b>											
<b>Programme</b>	<b>Objective</b>	<b>Expected Output(s)</b>	<b>Indicators</b>	<b>Implementing Agency</b>	<b>Time Frame</b>	<b>Source of Funds</b>	<b>Indicative Budget (Million KShs.)</b>				
							2013/14	2014/15	2015/16	2016/17	2017/18
Enhancing participation by Kenyans in Diaspora in national development	To establish linkages for effective participation of Kenyans in the Diaspora in the national development agenda	Kenyan Diaspora tapped to contribute to national development Finalization and implementation of the Diaspora policy National Diaspora Council of Kenya Diaspora Skills Inventory	Number of Kenyan Diaspora utilized in the country's development agenda. Diaspora Policy Operational National Diaspora Council of Kenya	MOFAIT, MOLSSS, NT, CBK, CMA	2013-2017	GoK	48	34	17	17	17
Transfer of skills by Kenyans in the Diaspora	Promote transfer of skills by Kenyans in the Diaspora into the national development agenda	Mentorship programmes formulated Cooperation agreements initiated Volunteer programmes initiated	Knowledge and skill sharing programmes achieved	MOFAIT, MOLSSS, MODP	2013-2017	GoK	15	8	8	8	8

## YOUTH

All youths accessing employment and skills development opportunities											
To provide capacity building and employment opportunities for youths											
Promoting entrepreneurship, sports development and training for youths											
Programme	Objective	Expected Output(s)	Indicators	Implementing Agency	Time Frame	Source of Funds	Indicative Budget (Million KShs.)				
							2013/14	2014/15	2015/16	2016/17	2017/18
Enhance the role of youth in Agribusiness Development	To enhance youth participation in agribusiness	Enhanced participation of youth in agriculture Increase in land under irrigation	No. of youth imparted with agricultural skills No. of greenhouses constructed	MODP	2013-2017	GoK, PPP	350	350	350	350	350
Finalization and implementation of the National Policy on Youth Polytechnics and the Vocational Sector (NPYPVS)	To strengthen legal and institutional frameworks for the YPs	Operationalization of the NPYPVS Establishment of YP governance structures	Finalised NPYPVS No. of BoGs inaugurated	MOEST	2013-2018	GoK, PPP	15	10	12	17	17
Review and implementation of the National Vocational Certificate in Education and Training (NV CET) curriculum	To provide quality, market driven curriculum for youth in YPs	Implementation of NV CET Option I Piloting of NV CET Option II Mainstream SNE in 200 YPs Review of the NV CET	No. of trainees graduating from NV CET programme No. of instructional materials developed	MOEST	2013-2018	GoK, UNDP, PPP	100	130	100	105	110



Promotion of entrepreneurship culture	To equip YP trainees with knowledge and skills on modern technology dependency farming	Increased agribusiness training in YPs Increased number of youth trained in entrepreneurship and vocational skills	No. of trainees enrolled for agribusiness course No. of Youth-owned SMEs established	County governments, MOEST	2013-2018	GoK, UNDP, PPP	48	48	48	48	48
Capacity building in the YPs	To enhance the capacity of skills training in YPs	Recruitment of instructors In-servicing on Quality Assurance and Standards (QAS)	No. of instructors recruited No. of officers in-serviced on QAS	County governments, MOEST	2013-2018	GoK, UNDP, PPP	320	326	328	380	384
National Internship/Volunteerism	Industrial attachment (and administering examinations)	Student attached	No. of students attached	MODP, MOLSSS	2013-2017		464	464	464	464	464
Upgrade the National Youth Service (NYS)	Life skills training of youth	Youth imparted with life skills	No. of youths trained	MODP, NYS	2013-2017	GoK	6	6	6	6	6
	Upscale basic recruitment and training	Recruitment and training done	No. of youths recruited	MODP, NYS	2013-2017	GoK	1,100	1,100	1,100	1,100	1,100
	Train the youth in security enhancement tasks	Youth imparted with skills	No. of youths trained	MODP, NYS	2013-2017	GoK	14	14	14	14	14
	Rehabilitate and expand NYS facilities	Enhanced institutional capacity	No. of institutions rehabilitated	MODP, NYS	2013-2017	GoK	500	500	500	500	500
	Expand infrastructure for training facilities	Enhance students' intake	No. of youths recruited	MODP, NYS	2013-2017	GoK	300	300	300	300	300
	Maintain adequate and proper facilities for training	Plants/equipment and machines maintained	No. of machines maintained	MODP, NYS	2013-2017	GoK	100	100	100	100	100
	Establish NYS Driving School	School constructed	New building	MODP, NYS	2013-2017	GoK	500	500	1,000	1,000	1,400



	Establish Maritime Training Institute	Institute constructed	New institute	MODP, NYS	2013-2017	GoK, PPP	500	500	1,000	1,000	1,400
	Introduce new market driven courses	Market driven courses introduced	No. of new courses	MODP, NYS	2013-2017	GoK	0.5	0.5	0.5	0.5	0.5
	Enact the NYS Bill	The NYS Bill in place	New Act	MODP, NYS	2012-2013	GoK	2	2	2	2	2
Youth Mainstreaming programmes	Ensure 30 % of procurement is allocated to youth, women and PWDs Increase the no. of youths placed on internship	Increased no. of youth enterprises accessing government procurement Increased no. of youths placed on internship	% of procurement allocated to youth and women No. of youths Placed on internship	Mod&P National Treasury MOLSSS NITA NSSF	2013-2017	GoK	30%	30%	30%	30%	30%
Youth Empowerment Programmes	To establish and rehabilitate youth empowerment centres to provide youth friendly services to youth To enhance youth self employment through Self Employment Promotion Unit (SEPU)	Youth empowered Increased self employment among the youth	No. of empowered Number of youth in self employment	MODP, MOLSSS MODP, MOLSSS	2013-2017 2012-2013	GoK, PPP GoK, PPP	485	1,500	675	675	675

Public works programmes	<p>Creation of short term labour intensive national employment engagements for enhanced youth participation and empowerment</p> <p>Involve the youth in physical infrastructure development</p> <p>Involve the youth in environmental and biodiversity conservation and management</p>	<p>Increased no. of youths engaged in employment</p> <p>Increased no. of youths trained on environmental conservation</p>	<p>No. of youths on jobs</p> <p>No. of youths trained</p>	MODP, MOLSSS	2012-2013	Gok	1,000	1,000	1,000	1,000
-------------------------	--	---	---	--------------	-----------	-----	-------	-------	-------	-------

## MICRO AND SMALL ENTERPRISE DEVELOPMENT

Goal		To Promote growth and development of MSE									
Strategic Objectives 2013–2017		To enhance employment creation and poverty reduction									
Strategic Thrust		Conducive policy, legal and regulatory environment Infrastructure development Increase productivity of MSEs Increase access to credit, market and market information Inculcate entrepreneurship culture									
Programme	Objective	Expected Output(s)	Indicators	Implementing Agency	Time Frame	Source of Funds	Indicative Budget (Million KShs.)				
							2013/14	2014/15	2015/16	2016/17	2017/18
Establishment of MSE Centres of Excellence (COE):	to promote technological transfer, capacity building, products design and development and marketing of MSEs products,	47 MSE COE established	Number of COEs established and operationalized	MSEA, MOIED, NT, MSEs associations and SACCOs, MOLHUD	2013 - 17	GOK, DPs, PPP	1500	1500	1500	1000	1000
MSE Survey and informal sector surveys:	to provide accurate profile of the sector in terms of all its facets	MSE and informal sector surveys conducted and Reports prepared	Survey Reports	MOIED, MSEA, KNBS, IDS, ACG, K-Rep, MOALF, MSEs associations and SACCOs	2013 - 2017	GOK, DPs, K-rep, Private sector	250	25	25	25	25
Access to markets and marketing information for MSEs:	To expand the marketing frontier for MSEs products	Expanded Markets for MSEs products	Affirmative action on public procurement, Number of MSEs exposed to both local and international markets, number of MSEs sensitized on e-commerce	MOIED, MSEA, County Govts, MSEs associations and SACCOs	2013 -2017	GOK, Private sector	50	50	60	80	100

Development and Upgrading of MSE infrastructures:	To promote decent working environment for MSE operators and starters	New MSE workites developed, 20 additional parcels of land acquired, 300 Title deeds processed	Number of MSE workites developed, Number of new MSEs parcels of land acquired, Number of Title deeds processed	MSEA, MOIED, NT, MSEs, MOLHUD associations and SACCOs	2013 -2017	GOK	500	800	1200	1250	2000
Improvement of Micro and Small Enterprises Product quality	To improve competitiveness through creativity and innovativeness of MSE products	Improved quality of MSEs products	Number of programmes on products design developed and implemented, MSEs award scheme, Number of Property right awarded to MSEs, Number of innovation and technology exhibitions conducted	MOIED, MSEA, MEAACT, NT, MSEs associations and SACCOs	2013 - 2017	GOK, Private sector	50	100	100	120	150
Enhancing access to credit for MSEs	To enhance access to credit, within the MSE sector	Improved access to cheap credit	Number of SACCOs formed, Amount of credit to MSEs	MOIED, MSEA, MSE, MEAACT Association, NSE,, MFIs, CBK,	2013 - 2017	GOK	5	5	7	8	10
Promote Business Linkages:	To improve business linkages between MSEs, other enterprises and institutions,	MSE business linkage strategy developed, Study on sub-contracting and franchising undertaken and report prepared	MSE business linkage strategy, Number of MSEs linked, Report on Feasibility of sub-contracting and franchising	MOIED, MSEA, MEAACT, AG Office, , NT, MSE Association, private sector, MSEs associations and SACCOs	2013 - 2017	GOK	30	30	40	50	50

Development of Entrepreneurship Culture:	To inculcate entrepreneurship culture for growth and development of MSEs	Entrepreneurship development programmes intensified	Number of institutions with entrepreneurship programmes , Number of new MSEs joining the sector, Number of MSEs beneficiaries	MOIED, MSEA, Schools, Training institutions, MSE Associations and SACCOs	2013 - 2017	GOK, and private sector	100	120	130	150	150
Implement the Micro and Small Enterprise (MSE) Act	To give MSE sector legislative recognition and provide appropriate legal framework supportive to its growth	MSE Act enacted and implemented	MSE Act, MSEA	MOIED, MSEA, MOF, AG's Office, Parliament, , MSE Associations and SACCOs	2013 - 2017	GOK, Private sector	10	50	60	70	70
Streamline coordination of MSE activities:	To harness synergies between institutions implementing MSE activities,	Coordinated MSEs activities	Ministry, mandated to coordinated MSEs activities	MOIED, MSEA, Cabinet, AG, MEAACT	2013 - 2017	GOK	10	10	10	10	10
Revise the Sessional Paper No.2 of 2005 on development of Micro and Small enterprises	To address emerging issues on policy environment within the MSE sector	Improved policy environment for MSEs sector	Revised Sessional paper No. 2 of 2005 on MSEs	MOIED, MSEA, NT, MOLSSS, AG's Office, Parliament, , MSE Associations and SACCOs	2013 - 2017	GOK	30	25	5	5	5

## PRODUCTIVITY MANAGEMENT

Goal		Increase labour, capital and multi-factor productivity by 20 percent									
Strategic Objectives 2013–2017		To raise productivity awareness and practices									
Strategic Thrust		Strengthen institutional capacity to facilitate productivity improvement in the country Continually provide information on the country's productivity levels Implement productivity improvement initiatives/schemes/tools in organization Progressively raise productivity awareness and culture									
Programme	Objective	Expected Output(s)	Indicators	Implementing Agency	Time-frame	Source of Funds	Indicative Budget (MillionKshs)				
							2013/14	2014/15	2015/16	2016/17	2017/18
Strengthen institutional capacity of PCK	To provide legal, policy and institutional framework for productivity management	Capacity of PCK Strengthened PCK transformed into NPA National Policy on Productivity Management document	National Productivity Authority, Act Financial & human resources level of PCK National Policy on Productivity Management, Act	MOLSSS, MODP, NT, NPA, DPSM	2013 - 2017	GoK	90	110	135	150	170
Productivity Measurement	To generate National/ Sector /Firm level productivity indices	National /Sector, / Firm level productivity indices; Productivity based wage determination Productivity Statistics/ Research analytical Reports Firm productivity databank	No. of sectors for which indices are developed; % of organisations applying productivity in wage determination; No. of research studies and sectors covered. Sector productivity benchmarks	PCK, KNBS, Industry, MOLSSS	2013-2017	GoK	17.5	160	186	202	212

Productivity Improvement at enterprises / organizations	To improve productivity, quality, cost effectiveness, delivery, morale and safety of employee for increased competitiveness of goods and services	Increased competitiveness of Kenyan goods and services Number of innovative products and processes documented and operationalized	No. of organizations/enterprises embracing productivity practices No. of trained productivity champions (TSPs) Level of employee involvement in enterprise /organizational decision making Share of Kenyan goods and services in local, regional and foreign markets	PCK, FKE, MOLSSS, COTU, KAMI, KEPSA, Enterprises / Organizations	2013-2017	GOK, PPP	26	147	175	225	230
Productivity promotion	To raise the level of productivity awareness, practices and culture at national and devolved levels	Established national productivity award and recognition scheme Establish 5S certification	No of participating institutions/organization No of participating devolved units No of enterprises participating in 5S certification	MOLSSS, National/ County Government, PCK, COTU, FKE	2013-17	GOK	12	78	94	112	120

## OCCUPATIONAL SAFETY AND HEALTH

Goal		Safe and healthy workplaces									
Strategic Objectives 2013-2017		To mainstream occupational safety and health issues into management systems of both private and public sectors									
Strategic Thrust		To inculcate safety and health preventative culture in Kenyan workplaces									
Strategic Programme		Significant and continual reduction in the incidence of work-related fatalities and injuries									
Programme	Objective	Expected Output(s)	Indicators	Implementing Agency	Time Frame	Source of Funds	Indicative Budget (Million KShs.)				
							2013/14	2014/15	2015/16	2016/17	2017/18
Awareness creation on Occupational Safety and Health	To provide workers, employers and the public with information, training, and capacity to prevent occupational diseases & injuries and mainstream OSH in educational and medical institutions.	90,000 workers trained Curricula developed for schools Medical practitioners trained BOHS offered in health centres	OSH curricula training reports BOHS Guidelines Number of patients offered the service	MOLSSS, DOSHS, MoH, County governments, MOEST	2013-17	GoK, Dev Partners	10	8	7	5	5
Surveillance of work environment and workers' health	To ensure compliance with the OSHA, 2007 and its subsidiary regulations.	68,000 Industrial plants examined 1,800 air quality measurements 300,000 workers examined 50,000 OSH/fire safety audits Compliance ensured in 60,000 workplaces	Annual Performance reports No. of plants examined Improvement / prohibition notices No. of workers examined No. of audited workplaces	MOLSSS, DOSHS	2013-17	GoK	2	3	4	5	6



Establish a National OSH database management system	To enhance reliability of OSH data and equip the National CIS	Operational national OSH database 500 OSH reference materials	OSH database in place Number of reference materials	MOLSSS, DOSHS, Dev partners, MOH	2013-16	GoK	5	6	2	2
Research and training in occupational safety and health	To conduct a targeted programmes of research to reduce morbidity, injuries, and mortality among workers in high-risk sectors.	3 OSH research programmes 5 OSH specialized skills training programmes	Research reports Programme curricula and brochures	MOLSSS, DOSHS, Research Institutions, Dev Partners, MoE, MoH	2013-17	GoK, Private Sector, Dev Partners	10	8	8	8
Implementation of the National policy on OSH	To develop rules and guidelines for effective implementation of OSH Policy	Rules and guidelines	Legal notices	MOLSSS, DOSHS, FKE, COTU,	2013-17	GoK, Dev partners	2	1	1	1
Alignment of OSHA and Subsidiary legislations to the constitution and ILO Standards	To ensure compliance to the constitution and to ratify and domesticate ILO instruments C121, C187 & C155 To develop guidelines on reporting of occupational accidents and diseases as per ILO P155	Ratified convention Amendment Act Guidelines on notification, recording and reporting of acc.	Reviewed OSH Act Number of conventions ratified Number of guidelines documents	MOLSSS, DOSHS, AG, FKE, COTU, NT, ILO	2013-15	GoK, ILO	3	4	3	3
Alignment of WIBA to the constitution	To amend WIBA to align it to the constitution Process work injury benefits claims promptly	Amendment Act Claims processed within 15 days	Reviewed law	MOLSSS, FKE, COTU, AG, AKI, IRA	2013-14	GoK	4	3		
Transformation of DOSH into a SAGA	To establish and operationalise OSHICA (Occupational Safety, Health and Injury Compensation Authority)	Sessional paper Operational SAGA	OSHICA Act Staff recruited, Capacity building courses undertaken	MOLSSS, DOSHS, NT, AG, FKE, COTU, IRA	2013-16	GoK	150	200	100	70
										50

Completion of OSH Institute	To complete construction, furnish and equip of the institute building	Completed building, Furniture, computers, hygiene, safety, medical and training	Operational OSH Institute No. of specialised equipment	MOLSSS, DOSHS, MOL-HUD	2013-16	GoK	400	350	200	450	100
Capacity building for the Occupational Safety and Health Fund	To create awareness of OSH Fund and enhance implementation of OSH programmes and enforcement of OSHA & WIBA at county level	Media adverts, brochures and leaflets 141 OSHOs, 94 clerical and 47 drivers recruited 47 vehicles and 3 clinic buses purchased 5 types of specialized equipment purchased	Number of adverts & leaflets Number of staff recruited Number of vehicles, specialized equipments purchased	MOLSSS, DOSHS, FKE, COTU, Media, PSC, NT	2013-17	GoK	50	220	45	40	30
Baseline survey on hazardous occupations	To establish the number of workers in hazardous occupations in Kenya	Survey report Inventory of hazardous occupations	Pilot survey report Interim survey report Survey report	MOLSSS, Dev Partners,	2013-16	GoK	50	100	200	50	50

## LABOUR RELATIONS

Goal											
To promote industrial peace and harmony											
To establish and strengthen institutions of social dialogue											
Expedite arbitration of industrial disputes											
To enhance social dialogue											
Strategic Thrust											
Ensure social justice, industrial peace for enterprise competitiveness											
Programme	Objective	Expected Output(s)	Indicators	Implementing Agency	Time Frame	Source of Funds	Indicative Budget (Million KShs.)				
							2013/14	2014/15	2015/16	2016/17	2017/18
Develop Industrial Relations Policy	To enhance social dialogue for industrial peace	Policy on labour relations developed	Developed Policy on labour relations	MOLSSS, NT, Social partners, AG	2013-2017	GoK, Dev partners, ILO	10	12	15	20	25
Establish a conciliation mediation commission	Expedient disposal of industrial disputes	Establishment of conciliation mediation commission	Conciliation mediation commission established	MOLSSS, NT, Social partners, AG	2013-2017	GoK, Dev partners, ILO	50	70	80	100	110
Establish National Institute of the Labour Board and Councils	Strengthen the capacity of National Labour Board and Wages Councils	Enhanced capacity of the National Labour Board	No. of staff deployed	MLSSS, NT, AG, PSC, Social Partners	2013-2017	GoK, Dev partners, ILO	40	50	70	80	90
Develop and implement a Wages and Remuneration policy	To provide guidance on wage levels, formation and administration on various sectors.	Reduced industrial strife	Developed policy on Wages and Remuneration	MOLSSS, NT, AG, PSC, Social Partners, SRC	2013-2017	GoK, Dev partners, ILO	20	25	30	35	40

## LABOUR LAWS

Goal		Promotion of social economic rights of workers									
Strategic Objectives 2013-2017		To fast track review of labour laws									
Strategic Thrust		To minimize industrial disputes through enforcement of labour laws									
Programme	Objective	Expected Output(s)	Indicators	Implementing Agency	Time Frame	Source of Funds	Indicative Budget (Million KShs.)				
							2013/14	2014/15	2015/16	2016/17	2017/18
Review Labour Laws to align with Constitution	To promote social economic rights of workers	Improved working environment	No. of laws reviewed	MOLSSS, NT, Development Partners	2013-2017	GoK	10	15	20	25	30
To increase capacity building of inspectorate staff	To enhance Compliance with Labour laws	Enhanced socio economic rights	No. of inspections carried out	MOLSSS	2013-2017	GoK	100	105	110	115	120
Opening of labour attaché offices	To promote employment opportunities and protection of workers	Increased jobs and decent work	No. of jobs created	MOLSSS, NT, AG	2013-2017	GoK	50	75	100	125	150
Publication of reports on labour laws	To provide information on labour market	Enhanced awareness on labour market	No. of reports published	MOLSSS	2013-2017	GoK	8	10	12	15	20

## CHILD LABOUR

Goal		To eliminate the worst forms of child labour by 2015									
Strategic Objectives 2013–2017		To create child labour free zones									
Strategic Thrust		Expand programmes for elimination of child labour									
Programme	Objective	Expected Output(s)	Indicators	Implementing Agency	Time Frame	Source of Funds	Indicative Budget (Million KShs.)				
							2013/14	2014/15	2015/16	2016/17	2017/18
Finalization and implementation National Child Labour Policy	Mainstream elimination of child labour in national, county and sectoral policies and programmes	Elimination of worst forms of child services	No. of children withdrawn from child labour	MOLSSS, COTU, FKE ,AG, Cabi-net, Parliament, ILO	2013-2018	GoK, Dev partners, ILO	10	12	15	18	20
National survey on child labour	To have a comprehensive Child Labour statistics is a key component of sustainable Child Labour interventions	Up to date data for child labour interventions	Report	MOLSSS, KNBS,ILO	2013-2018	GoK	-	70	5	8	10
Reduce trafficking of Persons	To promote human rights of citizens against abuse	No. of trafficked persons reduced	No. of trafficked persons reduced	MOLSSS, Social partners,AG	2013-2017	GoK, Dev partners, ILO	15	20	25	30	35

## SOCIAL PROTECTION

Goal											
Improve the socio economic status of citizens and vulnerable groups											
Strategic Objectives 2013–2017											
Institute empowerment programmes targeting citizens and vulnerable groups											
Strategic Thrust											
Enhance social security for poverty reduction											
Programme	Objective	Expected Out-put(s)	Indicators	Implementing Agency	Time Frame	Source of Funds	Indicative Budget (Million KShs.)				
							2013/14	2014/15	2015/16	2016/17	2017/18
Transform NSSF to Social Insurance Pension Scheme	To enhance social and economic standards of vulnerable groups	Improved socio economic standards of citizens	Developed social insurance pension trust Act	MOLSSS, NSSF, NT, Social partners, AG	2013-2017	GoK, Dev partners	40	45	50	55	60
Implement social protection policy	To enhance social and economic standards of vulnerable groups	Improved living standards of citizens	No. of programmes implemented	MOLSSS, NSSF, NT, Social partners, AG	2013-2017	GoK, Dev partners	50	60	70	80	100