EMERGING TRENDS AND PRIVATE SECTOR OPPORTUNITIES IN THE DIGITAL WORK ECOSYSTEM

PRESENTATION REPORT

April 2, 2025

Analysis of Emerging Trends in Digital Work

The Future Works Online

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Introduction

Background Information

- The Government of Kenya launched the **Ajira Digital Program in 2016**, aiming to **empower over one million young people** and position Kenya as a leading **Business Process Outsourcing (BPO) hub**. The program focuses on **four key pillars**: **access to dignified work, infrastructure, training and mentorship, and awareness creation**.

- Supported by the **Mastercard Foundation** through the **Young Africa Works Initiative** and implemented by **KEPSA and eMobilis**, Ajira has significantly expanded access to digital work. Kenya's **digital gig economy** has grown **fourfold**, from **638,400 workers in 2019 to over 2.4 million in 2023**, driven by technological adoption, supportive policies, and remote work opportunities.

Challenges from previous studies

- Skill gaps, inadequate training, and infrastructure challenges
- Access to higher-paying digital roles.

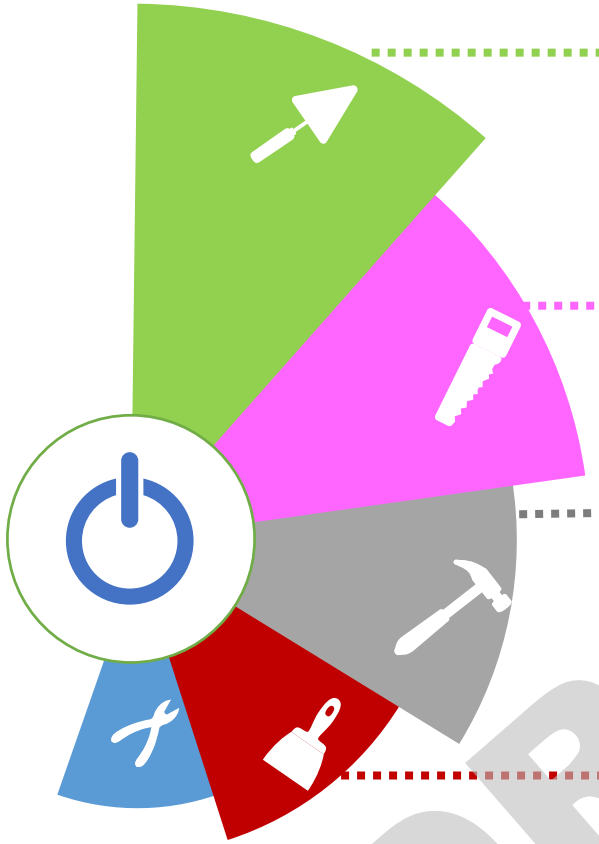
The 2024 study

- Provides a **comprehensive analysis** of these barriers and proposes **actionable pathways**, including **industry-relevant certifications, global-standard training, and strategic partnerships with tech institutions**, to ensure Kenya's youth remain competitive in the global digital economy.

Study Objectives

Overall Objective

To create a comprehensive framework of the digital job ecosystem in Kenya and globally, pinpoint strategic skill gaps, and build structured pathways that provide Kenyan youth with intermediate to advanced digital skills capabilities, certifications, as well as international (onsite and online) employment opportunities.



Detailed Objectives

Mapping the Job Landscape Industry Demand and Skills Gaps:

- ❑ Identify most sought-after intermediate and advanced digital skills locally and globally.

Identifying High-Demand Sectors:

- ❑ Highlight sectors experiencing significant growth in digital transformation.

Pathways to Advanced Digital Jobs:

- ❑ Outline strategies for transitioning youth from entry-level to advanced roles.

Certification and Accreditation Programs:

- ❑ Evaluate the impact of global certifications like AWS, Microsoft Azure, and CCNA.

Overcoming Barriers:

- ❑ Address financial, logistical, and systemic obstacles to skill development and inclusivity.

Sustainability and Impact Measurement:

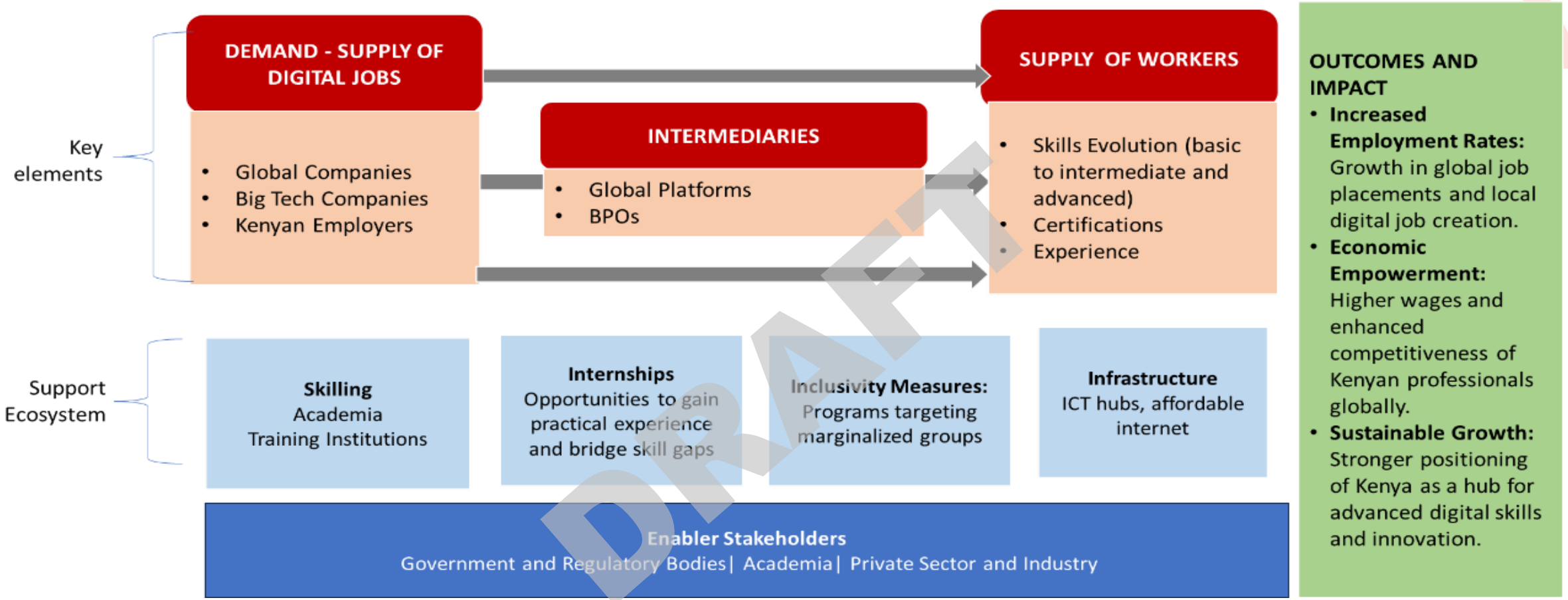
- ❑ Develop metrics to evaluate long-term program success and sustainability.

Enhancing Collaboration and Interoperability:

- ❑ Identify strategies to foster cross-sector collaboration, promote interoperability across digital platforms, and establish frameworks that ensure the long-term sustainability of Kenya's digital economy.

Study Conceptual Framework

The conceptual framework illustrates the ecosystem driving digital job creation and economic inclusion in Kenya. It highlights the interaction between the demand for digital jobs, intermediaries, worker supply, and key stakeholder roles.



Overview of Our Approach

Data Collection Methodology

Desk Research:

- Global and local reports on the digital economy (World Economic Forum, World Bank, ILO, KEPSA, Microsoft, Genetics Analytics & the Communications Authority)

Data Science-Based Methods:

- Aggregated job postings using automated data extraction & analytical techniques
- Sourced from leading job platforms (Indeed, LinkedIn, ZipRecruiter, GoogleForJobs, Upwork, Fiverr) and freelancing platforms (Fiverr & Upwork)

Primary Research

- **Qualitative Research:** One-on-one interviews with 65 stakeholders broken down as follows - 30 Corporate Representatives: Large, medium, and small enterprises, 2 Global BPOs, 11 Technology Firms, 10 Skilling/Training Companies, 9 Distributors of Technology, 3 KEPSA Ajira and eMobilis Implementation Team Members.

- **Quantitative Research:** Telephonic and face-to-face interviews with 301 digital workers, including both beneficiaries and non-beneficiaries of digital work programs like Ajira.

Outputs

- Data, insights, trends, current initiatives, projections, and case studies in digital skills, job demand, and emerging skills

- A comprehensive view of Kenya's digital skills ecosystem, highlighting employer perspectives on skill demand, digital workers' challenges in shaping workforce and opportunities, and the impact of training programs and platforms readiness and inclusivity.

- Comprehensive dataset on the experiences, challenges, and opportunities of 301 digital workers in Kenya, highlighting trends in digital work participation, access disparities, and the impact of digital programs.

Digital Jobs Focus

Intermediate Skills

- Digital Marketing
- Social Media Marketing
- Search Engine Optimization (SEO)
- Graphic Design
- Data Visualization
- Project Management and Coordination

Advanced Skills

- AI/Machine Learning
- UX/UI Design
- Data Science & Analytics
- Cloud Computing
- Cybersecurity
- Web 3.0 Development
- Blockchain Development
- Internet of Things (IoT)
- DevOps & CI/CD Developers
- AR&VR
- Robotics & Automation
- App & Game Development

Source: WEF

Study Highlights

Key Insights

Recommendations

01

Global Context: Trends Influencing Digital Jobs :

- Emerging technologies are changing global demand for digital Skills

Align digital skills training and certification to meet global demand

02

Employers: Global demand for Digital Workers

- Global employers are demanding advanced skills, certifications, experience and competencies

Provide access to global certifications, technical specialization & work experience to compete globally

03

Intermediaries: Platforms

Global platforms are facilitating access to global digital job markets

Upskill Kenyan freelancers and partner with digital work platforms to diversify opportunities

04

Intermediaries: BPOs

Kenya's BPO sector is expanding, driven by technological advancements and increasing demand for outsourced services

Address BPO regulatory & infrastructure challenges and strengthen Kenya's BPO sector for global competitiveness

05

Employers: Kenya Demand for Digital Workers

- Kenya's rapidly growing digital economy is driving high demand for digital skills, automation, and outsourcing

Establish direct employer partnerships, improve digital work governance, partner with tech companies, and leverage remote work and employment models

Study Highlights (Cont'd)

Key Insights	Recommendations
06 Supply of Digital Workers • Kenya has achieved remarkable growth in its digital workforce but still faces challenges competing globally, with a significant gap between the skills possessed & those demanded globally	Provide mentorship, project-based training & international internships for global work readiness
07 Support Ecosystem • Investments in ICT hubs, training institutions, internships and infrastructure is empowering Kenyan workers to access digital jobs.	Expand digital infrastructure, practical learning, internship opportunities and global visibility to position Kenya as a top outsourcing hub.
08 Inclusivity • Digital work offers opportunities for women, youth, and marginalized groups, but challenges such as gender disparities and limited resources persist.	Scale up digital work programs targeting underserved communities & women-focused digital work initiatives to address the existing access gaps
09 Enabler Stakeholders • Governments and private sector partners contributions and initiatives are shaping the digital economy.	Establish a national digital workforce development strategy and expand stakeholder-supported digital job marketplaces & freelancing infrastructure

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Global Context: Trends Influencing Digital Jobs

Global trends influencing digital jobs, technological advancements, shifting employer demands & the evolving digital economy

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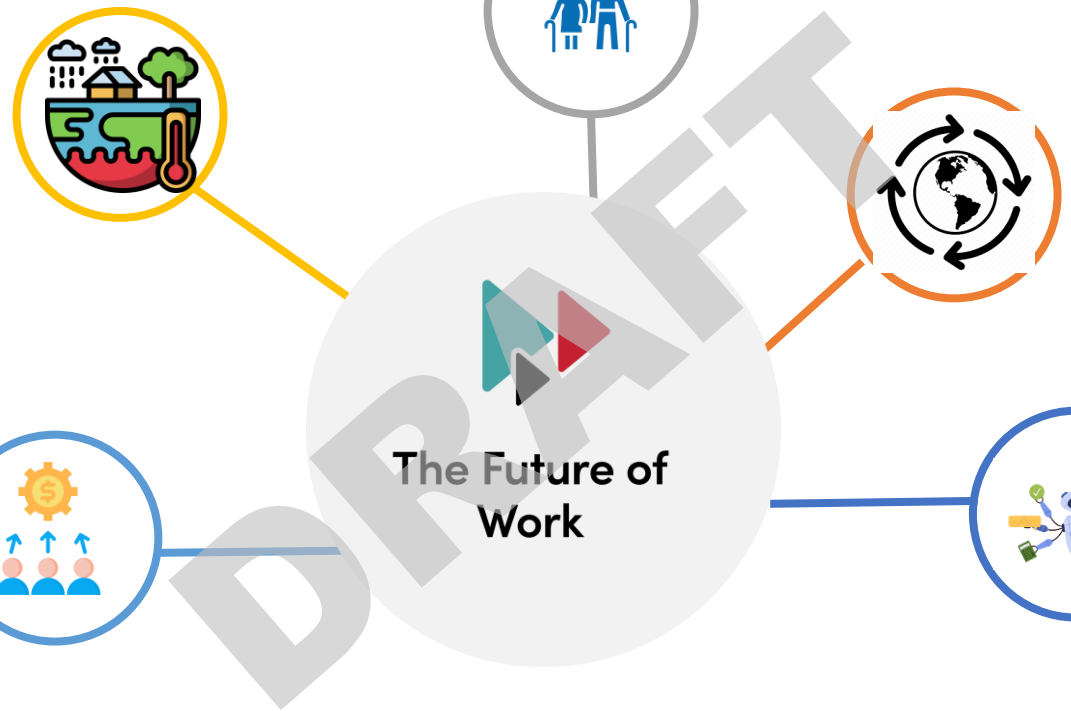
Key Trends Shaping the Future of Work

Demographic Shifts

Aging & Shrinking working age population in developed economies vs. young, educated & skilled youth in developing economies

Climate Change Mitigation and Adaptation

Opportunities in renewable energy, sustainability & environmental management



Geo-Economic Fragmentation

Rising geopolitical tensions & trade restrictions reshaping global supply chains and labor markets.

Economic Uncertainty and Cost of Living

Influences adaptive skills &innovation problem-solving

Technological Advancements

Emerging technologies like AI, Artificial Intelligence (AI), Machine Learning (ML), Cybersecurity, Cloud Computing, and Blockchain driving the creation of new digital jobs & transforming others

Impact of Global Tech Trends on Digital Jobs

Gig Economic Growth

The gig economy is projected to grow by 25%, with digital jobs expanding from **73 million in 2024** to **92 million by 2030.**

Technological Disruption and Adaptation

Emerging technologies such as **AI, automation, and robotics** are reshaping job roles globally.

Influence of Big Tech Investments

Big Tech companies are driving demand for specialized skills in AI, cloud computing, and cybersecurity.

Their investments in AI hardware, automation tools, and global research collaborations significantly influence workforce trends.

Source: WEF, 2025

Growing and Declining Jobs Due to AI Impact

Jobs that will Grow

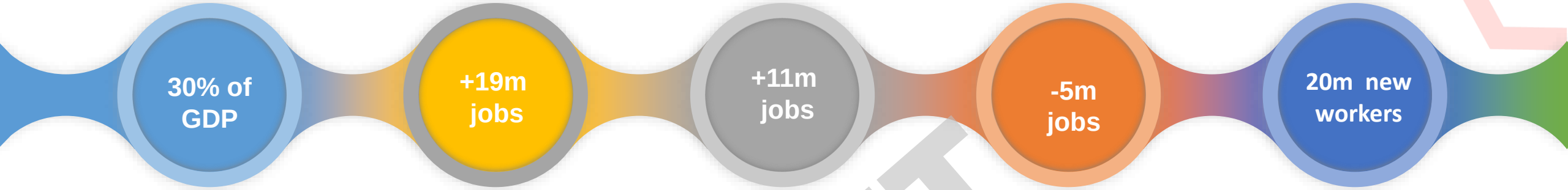
- AI and Machine Learning Specialists
- Big Data Specialists
- Software and Applications Developers
- Data Analysts and Scientists
- Robotics Engineering
- FinTech Engineering,
- Digital transformation roles

Jobs that will Decline

- Data Entry Clerks
- Bank Tellers
- Postal Service Clerks
- Telemarketers
- Clerical and secretarial positions (e.g. Administrative Assistants, Executive Secretaries, Cashiers, and Ticket Clerks)

AI to **create 11 million** jobs by 2030
AI to displace 9 million by 2030

Key Projections for Year 2030



Digital economy to contribute to 30% of the world's GDP by 2030.

Digital jobs to growth 73million in 2024 to 92 million in 2030

AI to generate 11 million jobs and displace 9 million jobs

Robotics to cause a net decline of 5 million jobs

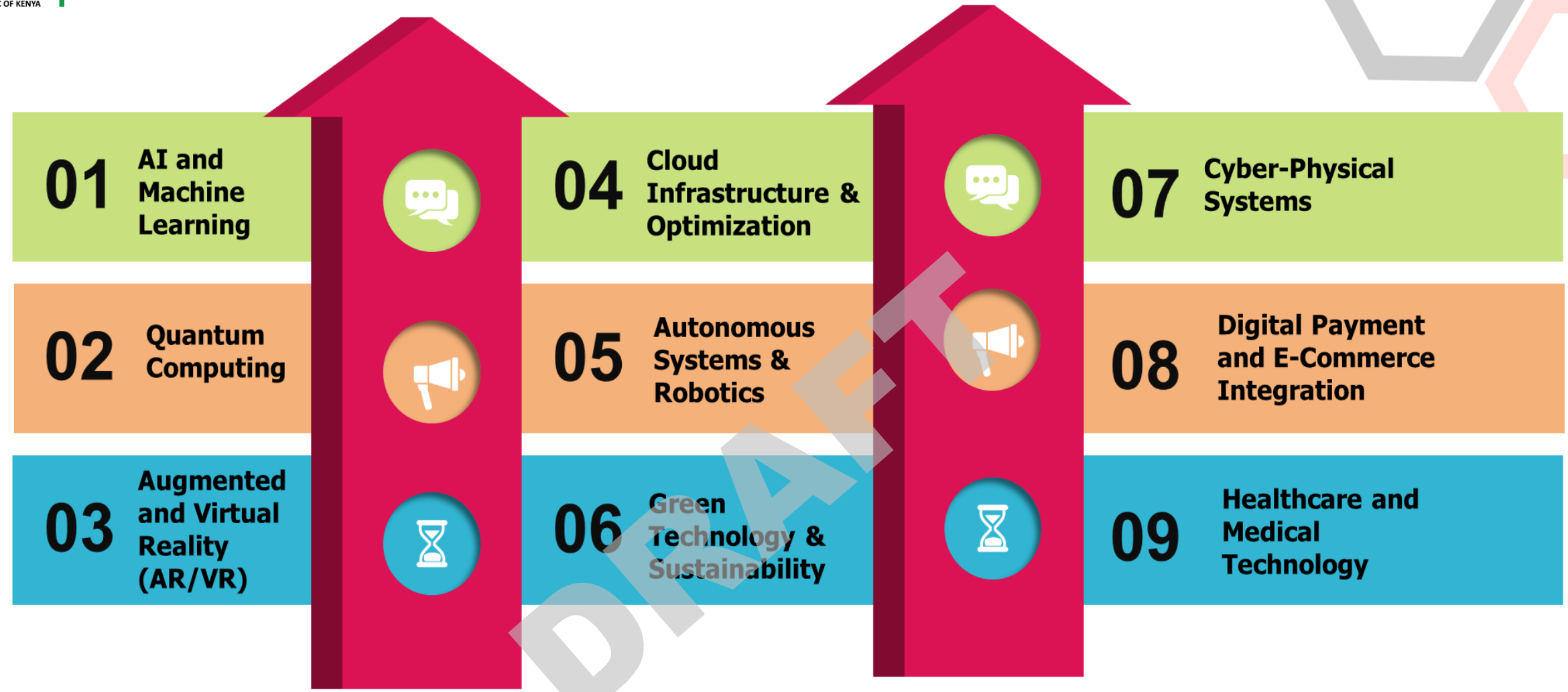
Working population to increase by 20million and 60% of these to live in lower income countries

Source: World Economic Forum, 2025

Big Tech Companies' Initiatives and Their Impact on Skills Demand

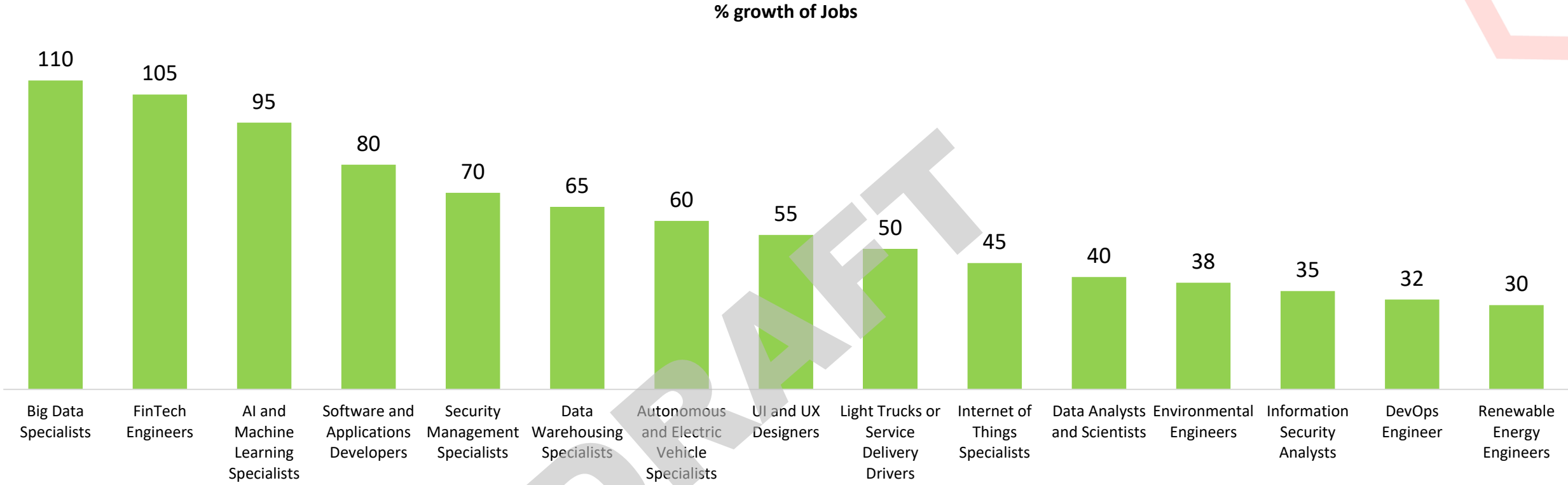
Big Tech Company	Initiative	Remote Jobs Required	Required Skills
Microsoft	**Copilot Integration** Integration of AI capabilities into Microsoft products to enhance user productivity. YourStory.com	- AI Developer - Machine Learning Engineer - Data Scientist	- Python - Azure development - Natural Language Processing (NLP)
X Corp (parent company of what was formerly Twitter)	**X: The Everything App** Elon Musk's vision to transform Twitter into an all-encompassing platform, integrating social media, messaging, payments, and more, similar to China's WeChat. (arstechnica.com)	- Full-Stack Developer - Mobile Application Developer - Payment Systems Analyst	- JavaScript - React Native - Mobile Payment Integration - API Development - AI Integration and Automation
Meta (formerly Facebook)	**Orion Smart Glasses** Development of augmented reality glasses to create a new computing platform integrating AI and AR technologies. PYMNTS.com	- AR/VR Developer - Embedded Systems Engineer - Software Developer	- C++ - Augmented Reality (AR) development - Hardware-Software Integration
AMD (Advanced Micro Devices)	**MI300 AI Chip** Introduction of advanced AI chips designed to enhance high-performance computing capabilities. IBM - United States	- Hardware Design Engineer - AI Hardware Specialist - Semiconductor Engineer	- VHDL/Verilog - AI Hardware Acceleration - Semiconductor Fabrication Processes
Amazon, Microsoft, and Google	**AI Research Resource Partnership** Collaboration with the National Science Foundation to develop a national artificial intelligence research resource. Yahoo Finance	- Cloud Infrastructure Engineer - Data Center Engineer - Sustainability Analyst	- Energy Systems Engineering - Data Center Infrastructure Management - Cloud Services

Potential Skills Demand from Big Tech Companies

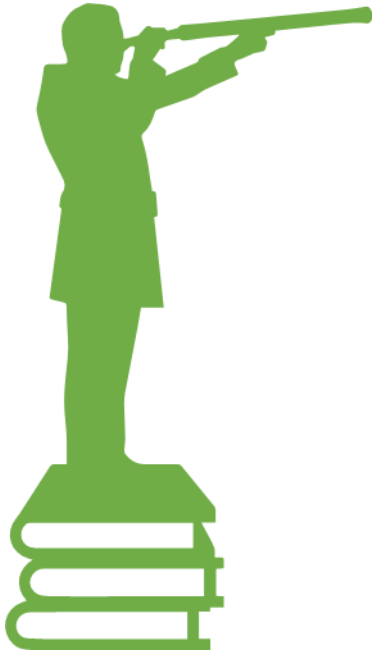


Fastest-growing Job Roles 2025-2030

- The fastest-growing careers are predominantly tech-based and digital, with Big Data Specialists, FinTech Engineers, and AI & Machine Learning Specialists leading the demand due to advancements in automation and data-driven decision-making.



Source: World Economic Forum, 2025



1. Alignment with Global Skill Trends

- Workforce training programs with global trends, focusing on high-demand skills
- Establish partnerships with leading tech firms like Microsoft, Google, and Nvidia can facilitate access to specialized training, certifications, and resources for Kenyan youth.

2. Development of Specialized Training Programs

- Promote global certifications, such as AWS, Azure, and Python-based machine learning, will make Kenyan talent more competitive internationally.
- Universities and training institutions in Kenya should incorporate emerging technologies into their curricula, offering practical, hands-on experience in areas like GPU programming, quantum algorithms, and cloud services.

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Employers: Global Demand for Digital Workers

Demand from global employers in terms of the skills, certifications, experience and competencies

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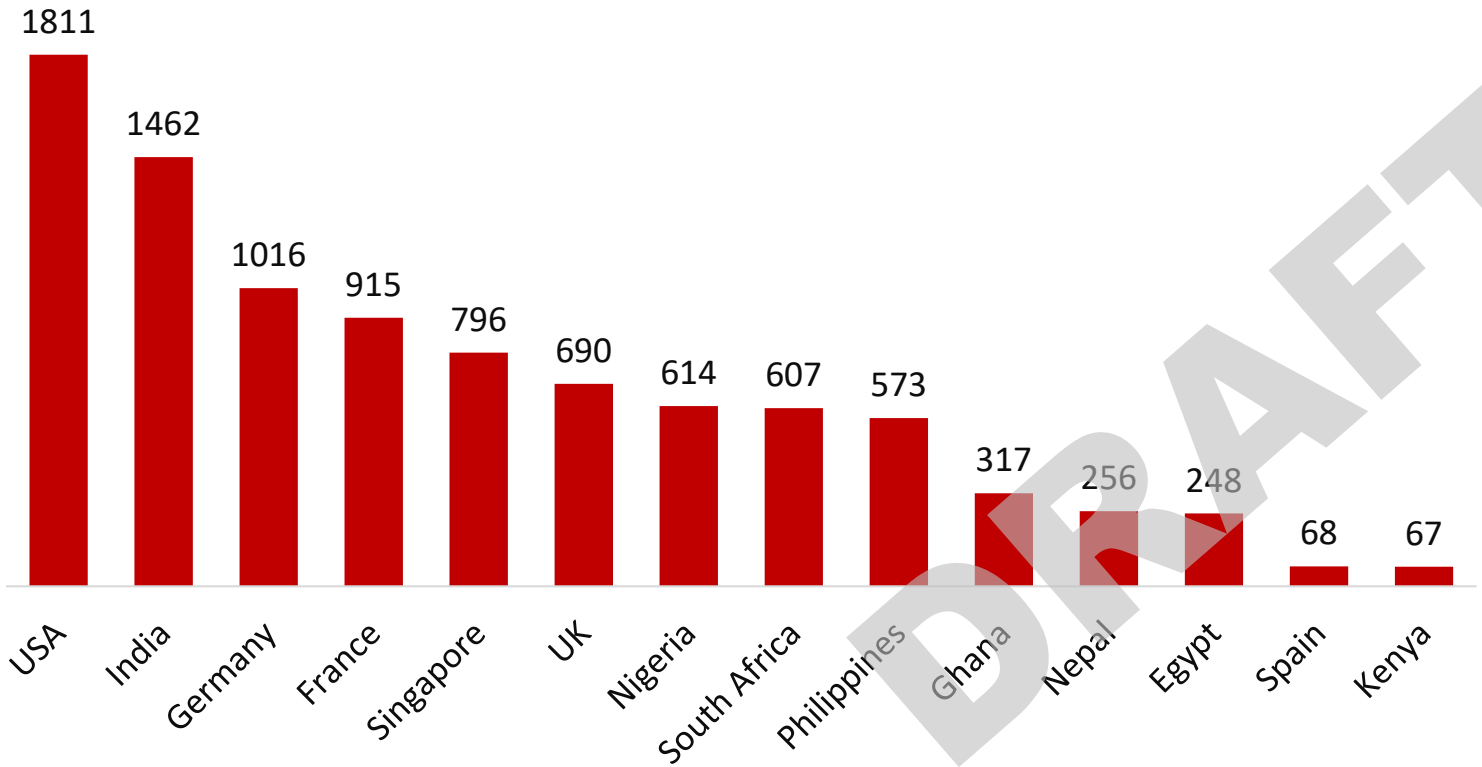
Top Countries with the Highest Demand for Digital Jobs

- The United States leads with the highest demand, posting 1,811 digital job opportunities, indicating its position as a global tech hub.
- India follows with 1,462 postings, reflecting its thriving IT sector and outsourcing industry.

Number of Postings per Country



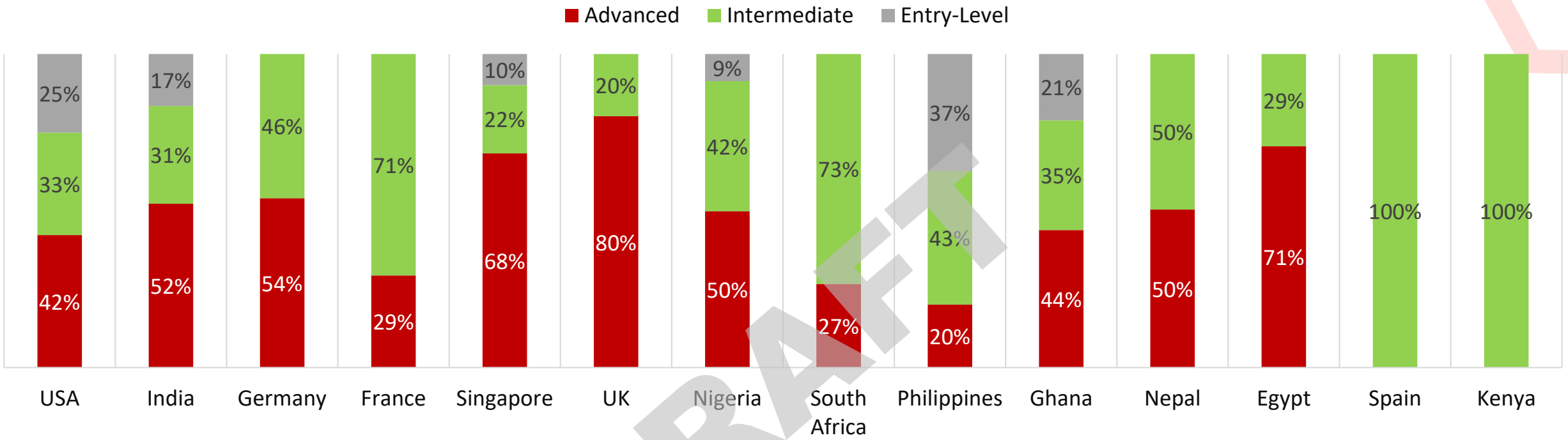
Source: Data Science Analysis from Job Platforms (from Indeed, LinkedIn, ZipRecruiter, Google Jobs) - November 2024

Country-Specific In-Demand Digital Roles

Country	In demand roles
USA	Software Developer, Data Specialists and Digital Marketing Specialists
India	IT Support Specialists, Advanced Graphic Designers, Software Developer.
Germany	Cybersecurity Analysts, Cloud Computing Engineers, Blockchain Developers.
France	Mobile App Developers, SEO Specialists, UX/UI Designers
Nigeria	UX/UI Designers, Digital Financial Analysts
Singapore	Blockchain Developers, Artificial Intelligence Specialists, Digital Product Managers
South Africa	E-commerce Managers, Advanced Graphic Designers, Data Specialists.
United Kingdom	Data Scientist, Cybersecurity Consultants, Digital Project Managers
Egypt	Web Developers, IT Support Specialists, Digital Marketing Coordinators.

Number of Postings per Country and Skills Level

- Countries like the USA, Germany, and the UK show strong demand for advanced digital skills, reflecting their mature digital economies.
- Kenya's demand is focused entirely on intermediate-level skills, indicating a lag in opportunities for advanced roles.



Source: Data Science Analysis from Job Platforms (from Indeed, LinkedIn, ZipRecruiter, Google Jobs) - November 2024

Insight:

- Advanced roles dominate in high-demand countries, signaling the importance of specialized skills for global competitiveness. Kenyan workers currently cater to a narrow segment of the job market (intermediate level), limiting their potential to tap into higher-paying advanced roles abroad.

Employers: Global Employers' Expectations for Digital Workers

Formal Education (Academic Qualifications)

❑ 70% of digital job postings require a bachelor's degree for intermediate and advanced roles.

Soft Skills

Employers prioritize analytical thinking, resilience and flexibility, and leadership, alongside creativity, empathy, adaptability, and emotional intelligence.

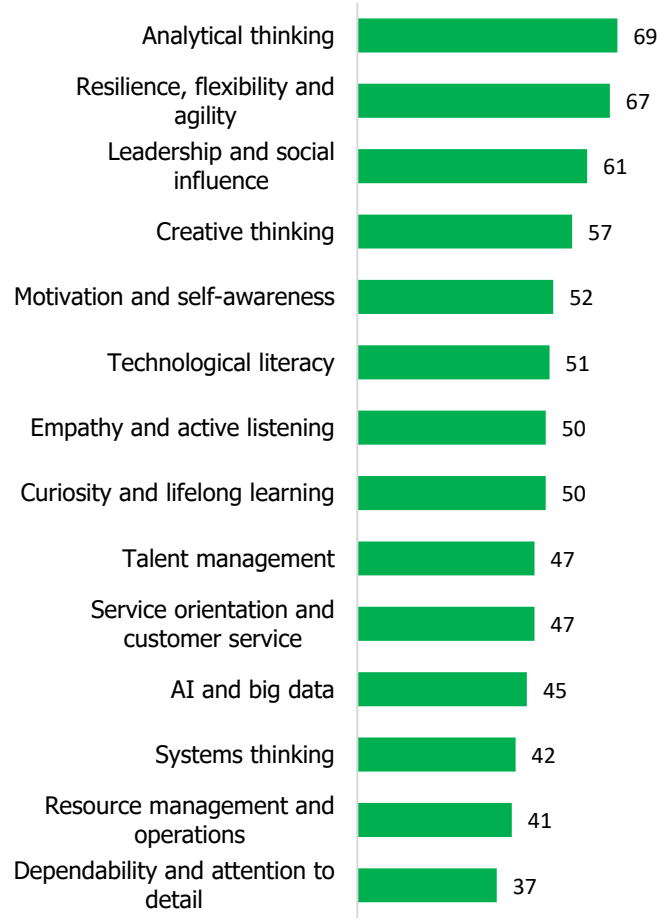
Certifications

Certifications in cloud computing, cybersecurity, DevOps, blockchain, IoT, and robotics are increasingly valuable.

Work Experience

Entry-level roles require **1–2 years** of experience, while advanced demand **3–5 years**, emphasizing hands-on experience and continuous skill development.

Core Skills Employers Value Most in the Workforce (%)



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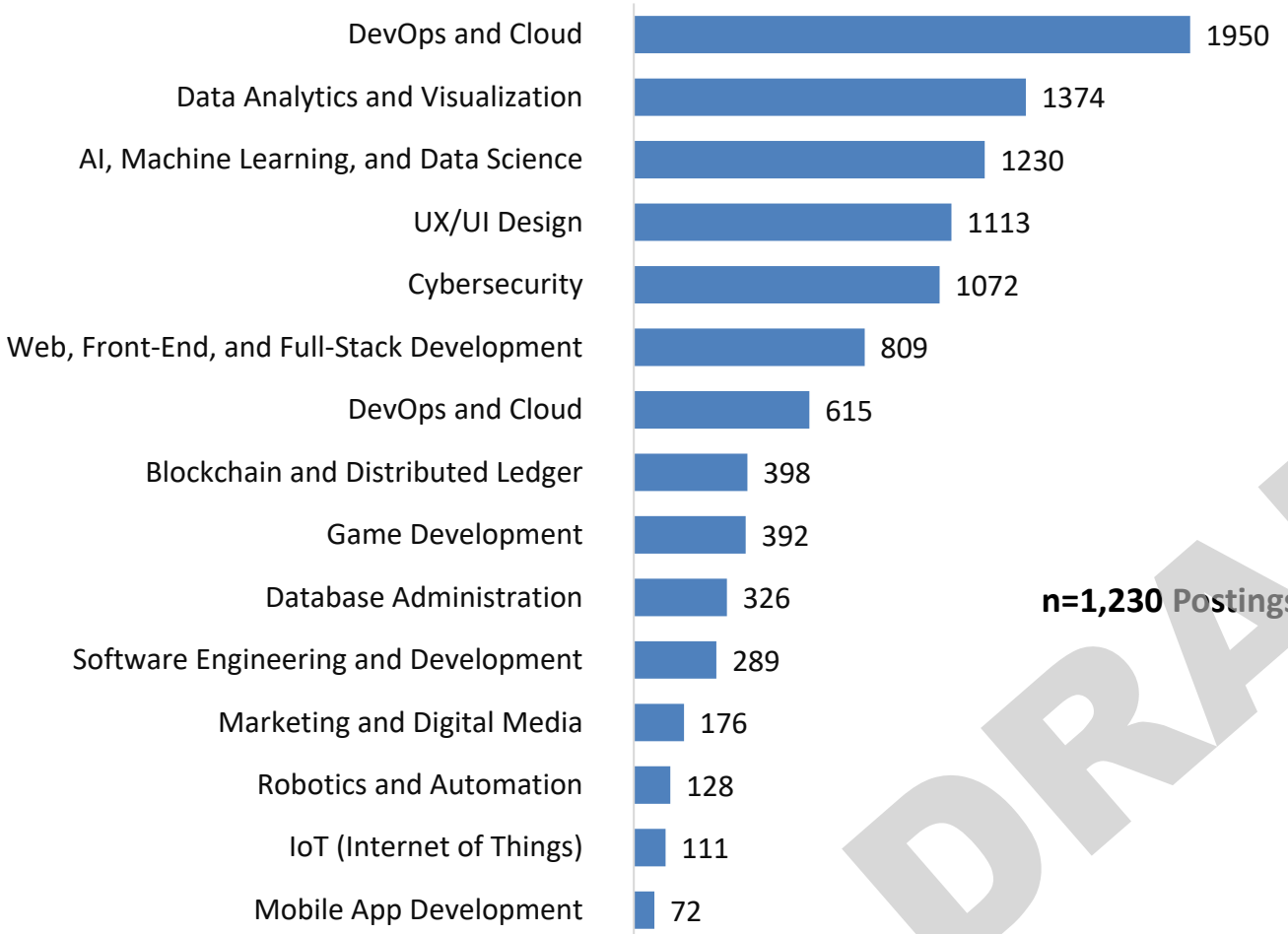
Top Certifications Required for Digital Job Roles

Certifications Demanded



n=1,230 Postings

Source: Data Science Analysis from Job Platforms (from Indeed, LinkedIn, ZipRecruiter, Google Jobs) - November 2024

DevOps and Cloud Certifications

AWS Certified Solutions Architect, Microsoft Certified Azure Solutions Architect	19%
AWS Certified Solutions Architect, Google Cloud Certified - Professional Cloud Developer	14%
AWS Certified Solutions Architect and Google Cloud Certified Professional Cloud Developer	11%
AWS Certified Solutions Architect, Certified Data Professional	10%
AWS Certified Cloud Practitioner, Microsoft Certified Azure Developer	10%

Data Analytics & Visualization Certifications

Google Analytics Certification, HubSpot Inbound Marketing Certification	32%
Certified Data Scientist, Certified Analytics Professional	28%
Certified Data Analyst, Certified Analytics Professional	16%
Certified Data Analyst	7%
Certified Data Analyst, Certified Business Analyst	6%

AI, Machine Learning, and Data Science Certifications

Certified AI Engineer, Certified Machine Learning Engineer	33%
Certified AI Engineer	18%
Certified Data Scientist	17%
Google Certified Professional Machine Learning Engineer, Certified Data Scientist	13%
Certified Data Scientist (CDS) by Data Science Council of America (DASCA)	10%

Employment Models in Demand

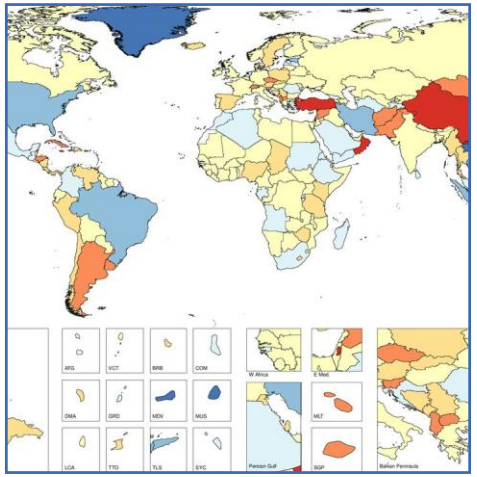
The table presents the results of web data extraction and aggregation of 9,440 job listings across four major job platforms. The key insights on employment models in demand include:

- **Remote jobs are in high demand:** High demand across major job boards, reflecting the shift toward digital and hybrid workplaces.
- **LinkedIn & Indeed –** Leading platforms for job postings, especially in professional and tech hiring.
- **Hybrid & Contract Roles –** Growing in popularity but still less common than full-time and remote jobs.

Source	Contract-Based	Full-Time	Hybrid	Part-Time	Remote	Total
Glassdoor	571	376	155	274	1,296	**2,672**
Google Jobs	119	23	13	260	710	**1,125**
Indeed	699	452	97	153	2,049	**3,450**
LinkedIn	94	137	266	0	1696	**2,193**
Total	**1,483**	**988**	**531**	**687**	**5,751**	**9,440**

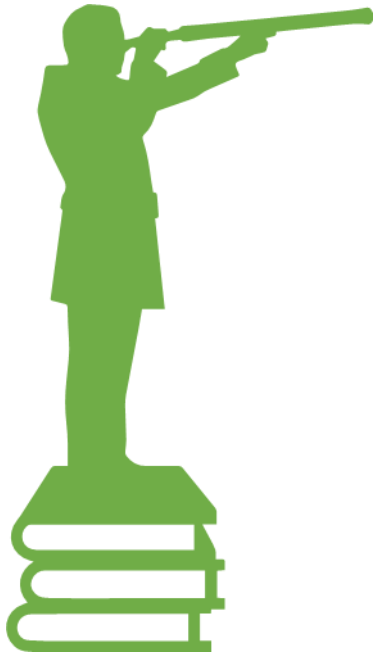
Source: Data Science Analysis from Job Platforms (from Indeed, LinkedIn, Glassdoor, Google Jobs) - November 2024

Insights



Expand Kenya's Digital Job Market Globally

- Create a global talent database
- Establish direct employer partnerships
- Align training with international job demands
- Promote certifications in high-demand areas to align with global employer expectations



Enhance Digital Workforce Training & Certifications:

- Expand certification programs
- Embed AI and DevOps training
- Partner with tech giants
- Introduce work-simulated learning
- Build a job-matching platform to equip Kenyan with globally competitive digital skills.

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Intermediaries: Platforms

The role of intermediaries in facilitating access to global digital job markets

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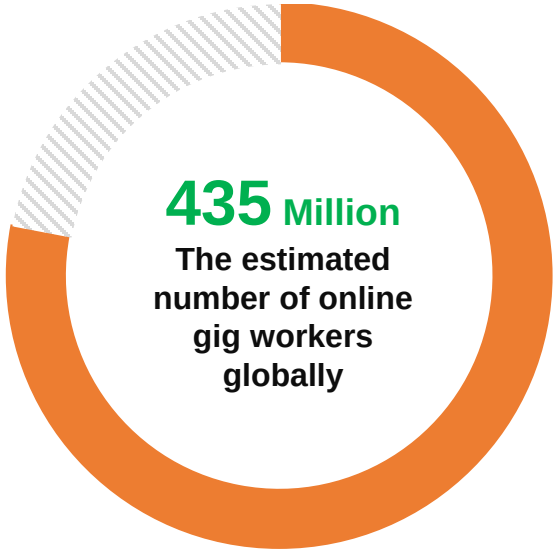
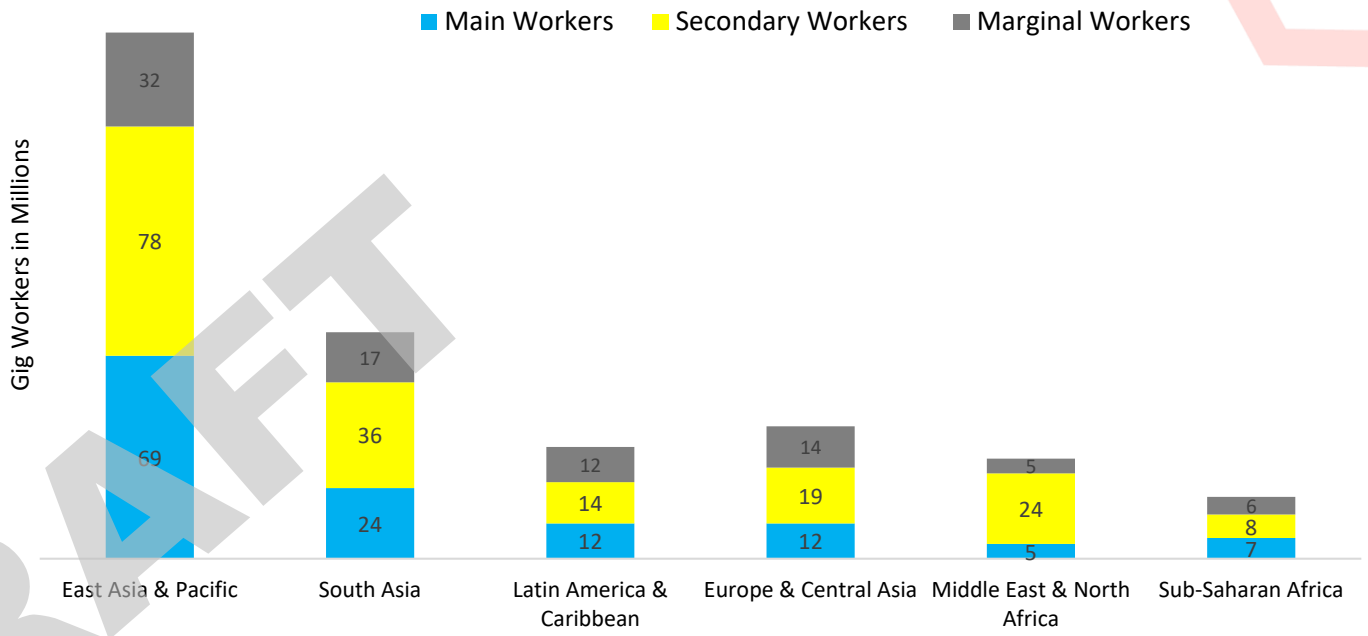
Global Platforms and Online Gig Workers Population

- According to the World Bank (2023), it is estimated that there are between 154 million and 435 million gig workers globally,
- The share of online gig workers in the global labor force ranges between 4.4% and 12.5%.
- The East Asia and Pacific region account for 51% of online gig workers, followed by South Asia and Sub-Saharan Africa.
- Secondary and marginal gig workers make up 42% and 26% of the workforce, respectively



Estimated Number of Online Gig Workers by Category

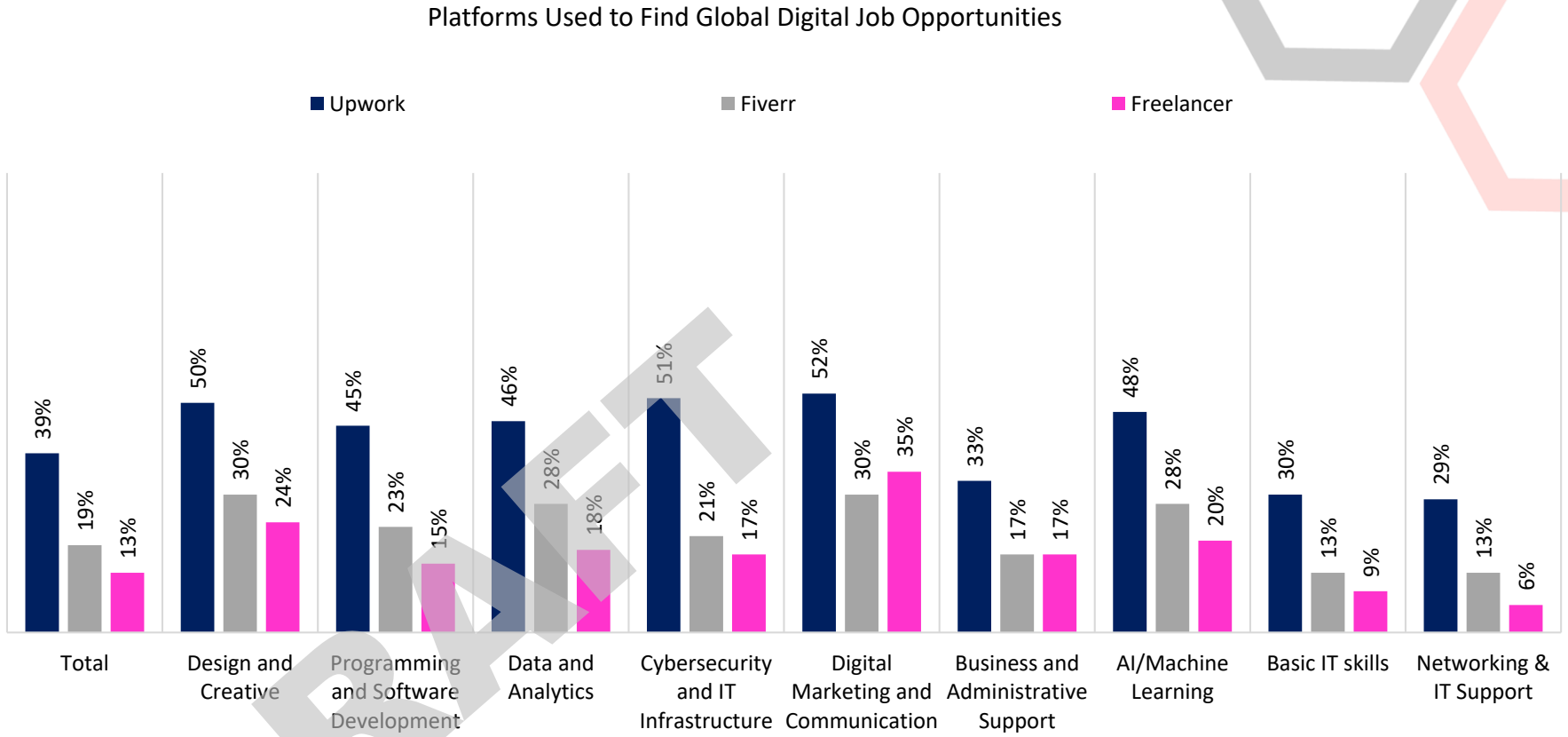


Source: World Bank, 2023

- ***Main online gig workers**:* Individuals who rely on gig work as their primary source of income and engage in it full-time.
- ***Secondary online gig workers**:* Those who participate in gig work alongside another main job, using it as a supplementary income source.
- ***Marginal online gig workers***: Individuals who engage in gig work occasionally or irregularly, often for extra income or flexibility rather than as a stable job

Platforms Kenyan Workers Use to Get Work vs Top Ranked

- **Upwork** is the most used platform across all categories, with consistent dominance in fields like Digital Marketing and Communication (52%), Cybersecurity and Infrastructure (51%), and Design and Creative (50%).
- **Fiverr** is widely utilized for both Design and Creative (30%) and Digital Marketing and Communication (30%), reflecting its strong position in gig-based and project-specific roles.



Q. What platforms do you use to find global digital job opportunities?
Source: Primary Research with digital workers in Kenya
Base: 301 (All respondents)

Platform Case Study: Fiverr

Concentration of Workers by Region

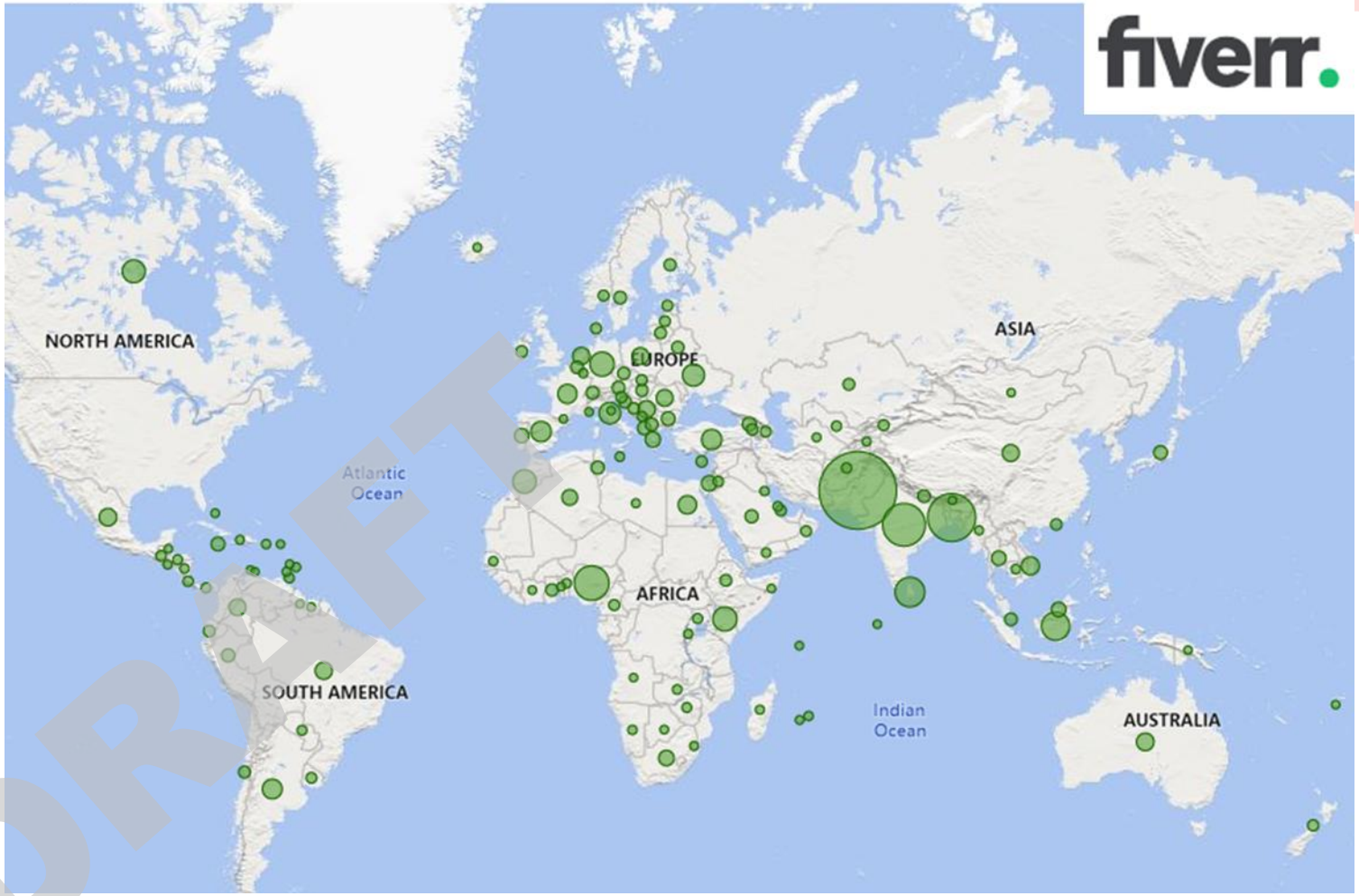
Bubble Size Represents Seller Count - The size of each green circle indicates the number of sellers in that specific country. Larger circles correspond to a higher number of sellers.

Concentration of Sellers:

- Regions like Europe, North America, and Asia seem to dominate in terms of seller presence. Australia also shows notable activity relative to its population size.

- **Dominance in South Asia:** The larger bubbles in India and neighboring countries may reflect a higher participation of freelancers or digital workers in these regions.

- **Opportunities in Emerging Markets:** The relatively smaller circles in Africa and South America might indicate potential areas for growth and investment in digital work infrastructure and training.

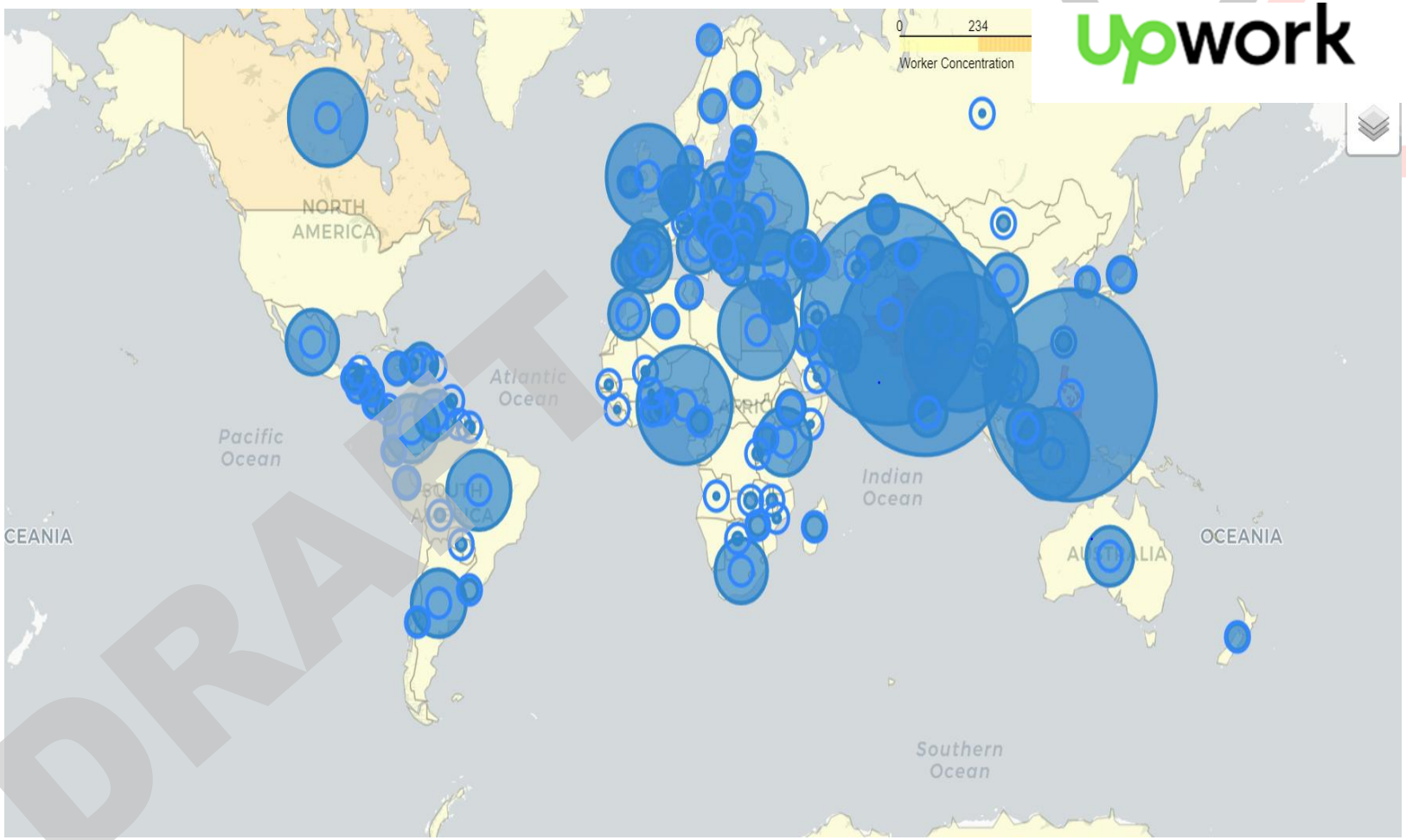


Source: Fiverr

Platform Case Study: Upwork

Concentration of Workers by Region

- **Asia Leads in Gig Work:** The highest concentration of gig workers is in South Asia and East Asia, particularly in India, Pakistan, Bangladesh, and the Philippines.
- **Africa Shows Emerging Presence:** Significant gig worker hubs appear in Nigeria, Kenya, South Africa, and Egypt, indicating growing participation.
- **Latin America Has Distributed Activity:** Brazil, Argentina, and Colombia stand out as major gig work hubs in the region
- **Opportunities in Emerging Markets:** Emerging markets like South Asia, Africa (Nigeria, Kenya, South Africa, Egypt), and Latin America are seeing rapid gig workforce growth.



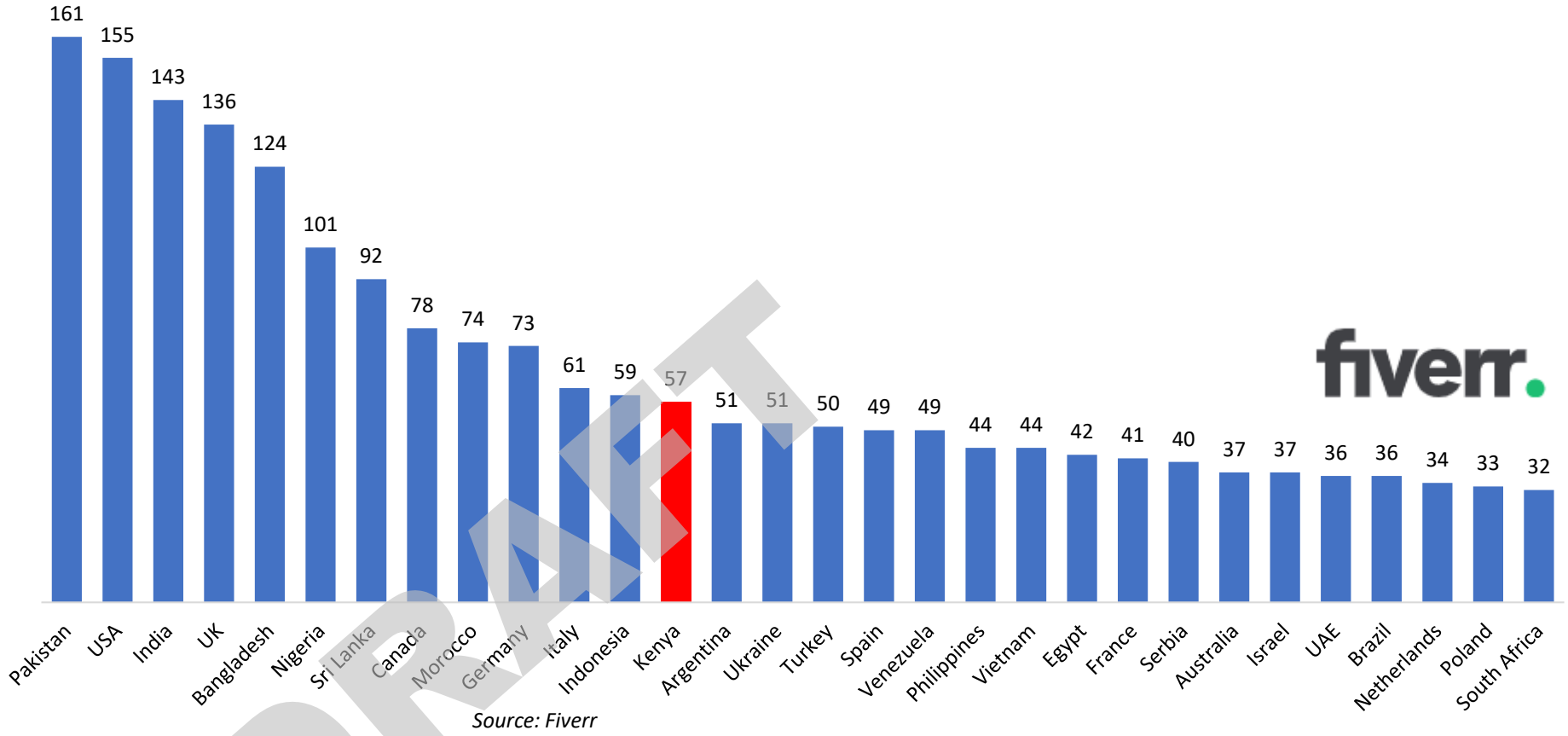
Source: Upwork

Distinct Skills: Fiverr

Key Observations for Kenya

- **Distinct Skills Count**: Kenya has **57 distinct digital skills**, placing it in the **middle tier** globally.
- **Competitive Position**: Kenya is ahead of several African countries, including **South Africa (33)** and **Nigeria (101)**, but lags behind major players like **Pakistan (161)** and **India (143)**.

Skills Per country on Fiverr



Source: Fiverr

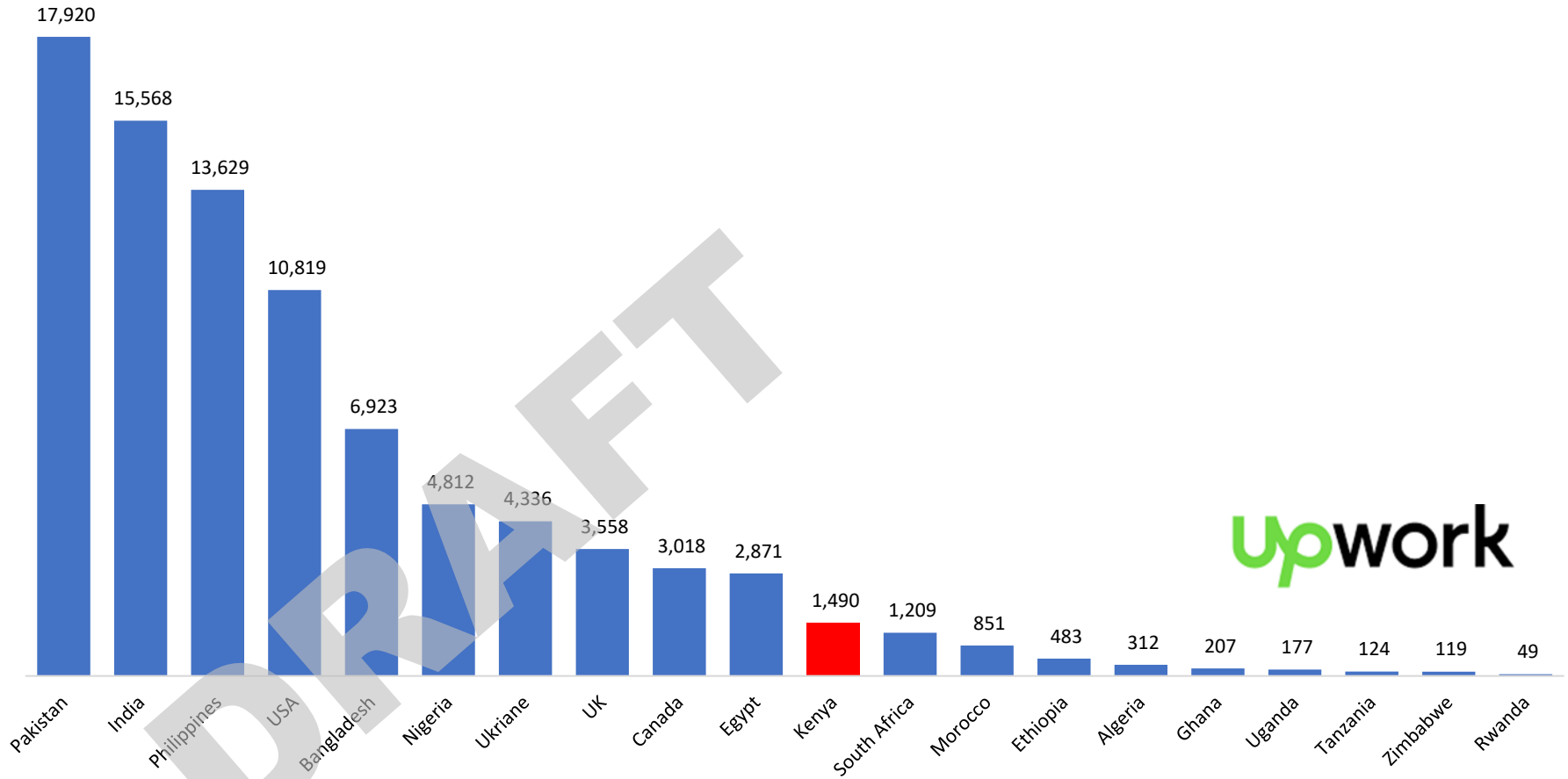
Distinct skill: The distinction in skill depends on **specialization volume, recognition** & **market positioning.** Distinct skills are classified based on the sheer number of successful freelancers offering that service and dominating the global market in that category and may be determined by search trends, client preferences, and country-specific specialization data.

Distinct Skills: Upwork

Key Observations for Kenya

- **Kenya (1,490 skills) ranks mid-tier globally** – Among Africa's top performers but still behind key competitors.
- **In Africa, Kenya lags Nigeria** (4,812) and Egypt (2,971) – Indicates a need for greater investment in digital skills.

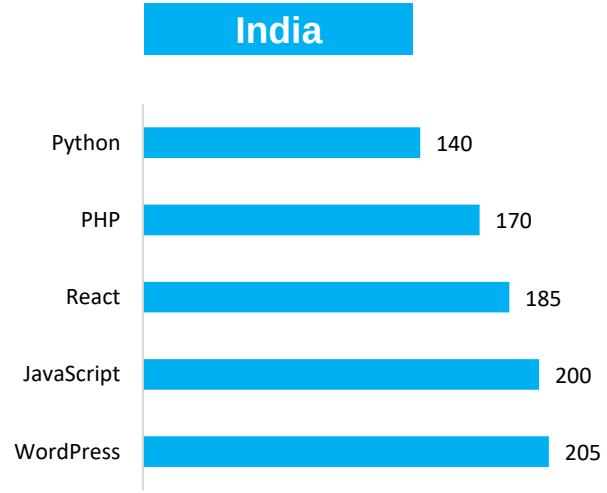
Skills Per Country on Upwork

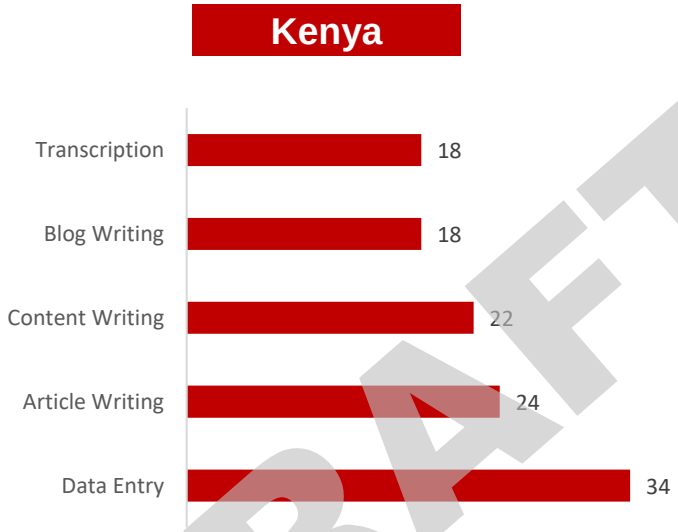


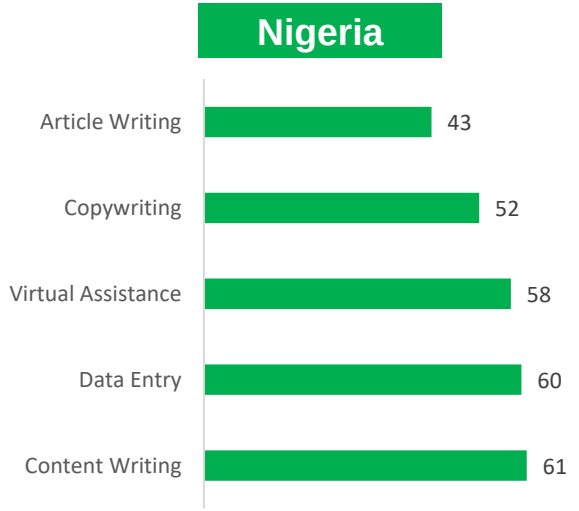
Source: Upwork

Country Distinct Skills Comparison: Upwork

- **India Leads in Technical Skills**: India dominates WordPress, JavaScript, React, PHP, and Python, reinforcing its dominance in software development and IT outsourcing.
- **Kenya Specializes in Writing and Transcription:** Kenya's top skills—Data Entry, Article Writing, Blog Writing, and Transcription—are more basic compared to Nigeria's stronger business and content expertise.
- **Overall:** India leads with advanced digital and IT skills, Nigeria is strong in intermediate-level business support and content, while Kenya excels in basic digital services.







Source: Upwork

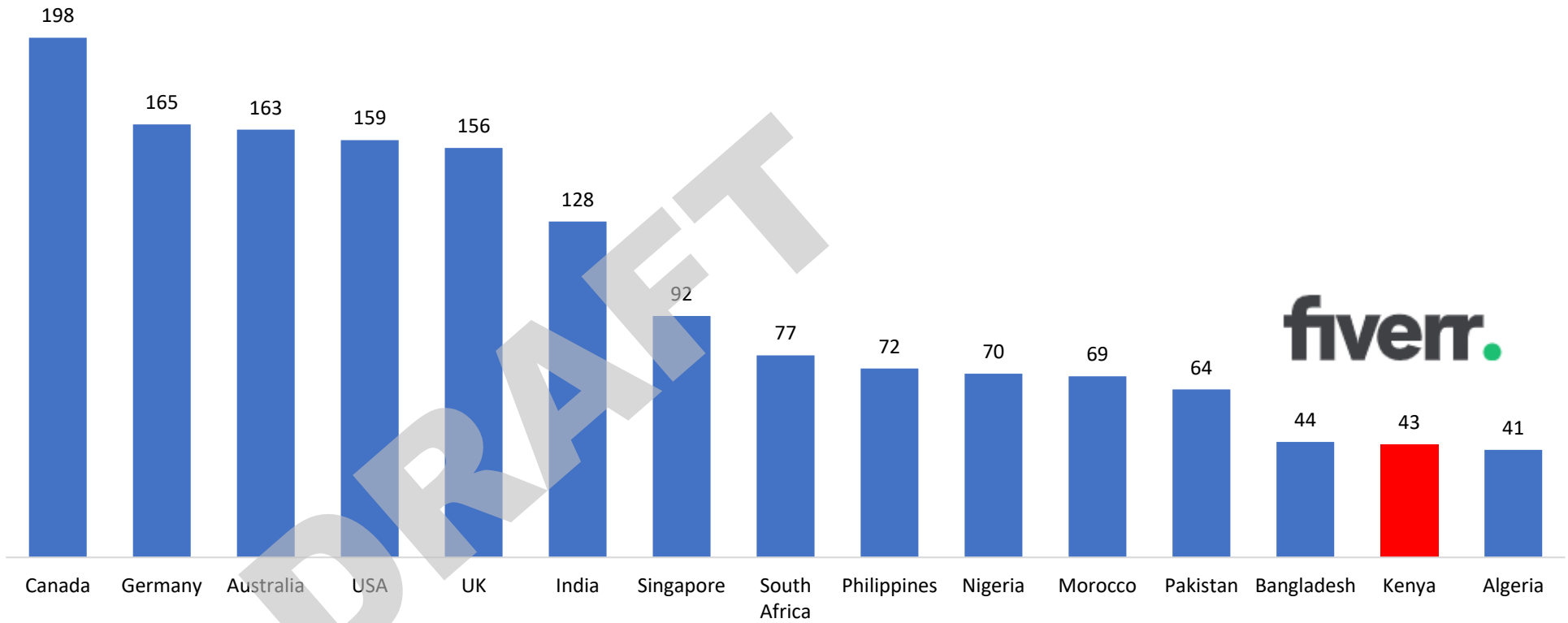
Insight:

- Kenyan freelancers should focus on building strong portfolios in high-demand fields, participate in global competitions, and leverage platforms that highlight their unique capabilities.

Average Price Charged By Country

Fiverr

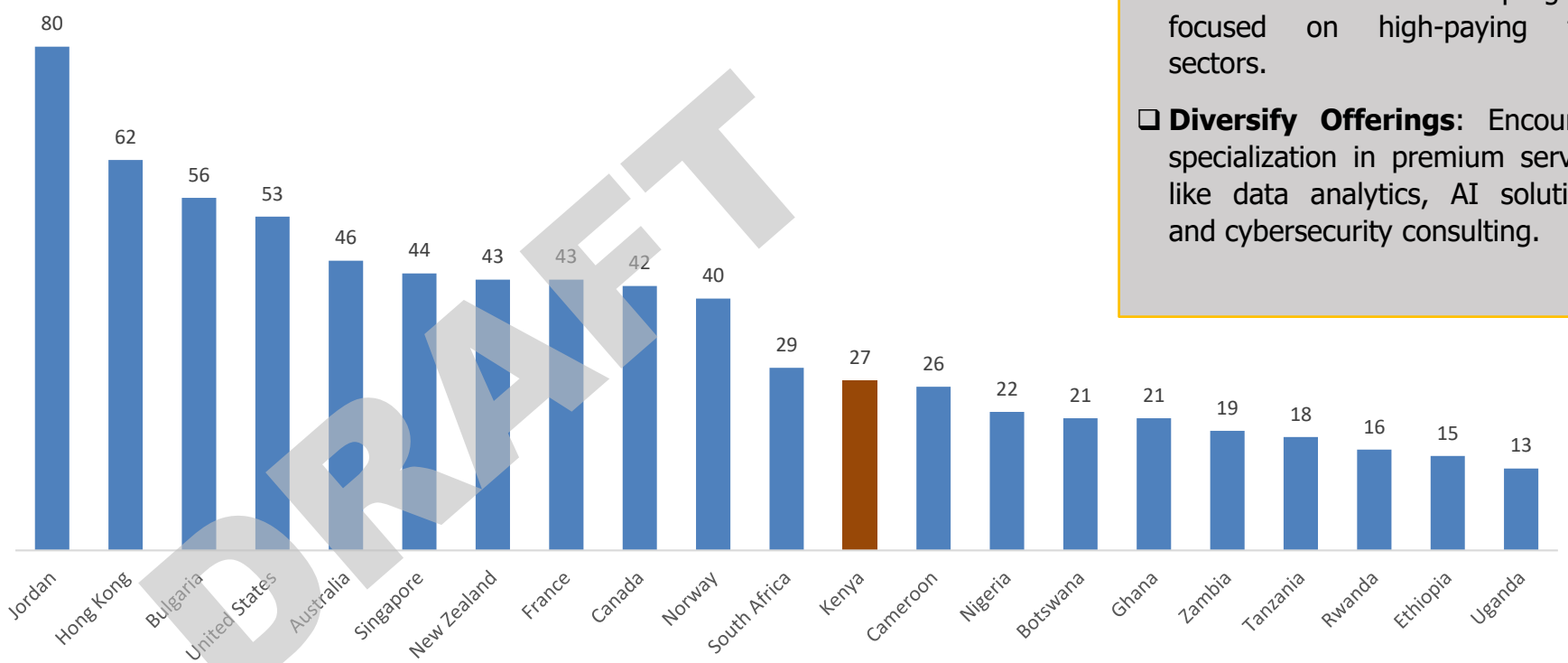
- Data from Fiverr shows that Kenya has an average freelancer price of $43, placing it among the **lower-tier** pricing markets.
- Kenyan freelancers are priced **lower** compared to countries like Canada ($198), and Germany ($165), India ($128) and South Africa ($77)



Source: Fiverr

Average Price Charged By Country
Upwork

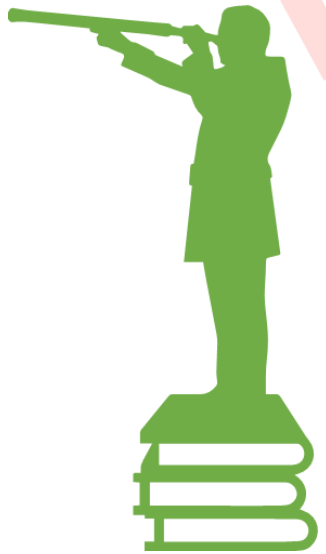
- Kenya offers cost-effective services, making it attractive for outsourcing and global clients looking for affordable talent.
- However, the lower average pricing suggests reduced earning potential per freelancer, which may limit the ability to invest in upskilling or advanced certifications. It reflects the need **for specialization** in high-demand skills.



Source: Upwork

Insights:

- **Training and Upskilling**: Introduce certification programs focused on high-paying tech sectors.
- **Diversify Offerings**: Encourage specialization in premium services like data analytics, AI solutions, and cybersecurity consulting.



Improve Digital Freelancer Market Positioning

- Upskill Kenyan freelancers in high-demand fields
- Provide subsidized global certifications,
- Offer project-based learning opportunities to increase competitiveness in the global digital job market.

Expand Kenya's Digital Work Access through Platforms

- Partner with global freelancing platforms for priority listings, lobby for local gig marketplaces.
- Position Kenyan freelancers as top-tier digital professionals.

Leverage Outsourcing Trends to Diversify Work Opportunities

- Educate Kenyan businesses on the benefits of digital outsourcing,
- Develop sector-specific digital solutions,
- Encourage government procurement from local freelancers and BPOs

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Intermediaries: Business Processing Outsourcing (BPOs)

Global BPO Market, BPO Confidence Index & Driving Forces in BPO Sector Growth

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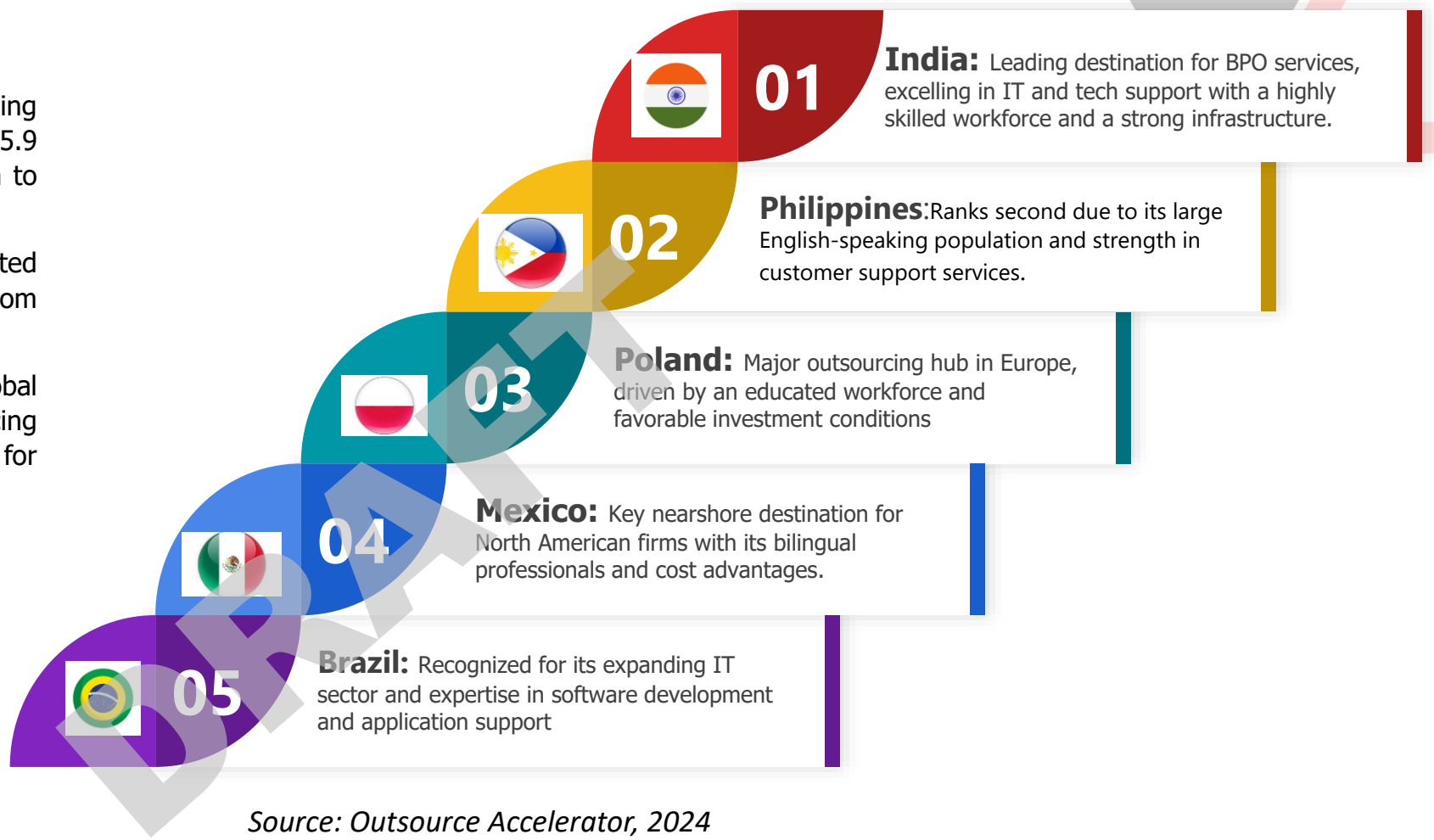
Business Process Outsourcing

Global BPO Market

- In 2022, the global business process outsourcing (BPO) market exhibited a valuation of USD 245.9 billion, with projections indicating robust growth to reach USD 544.8 billion by 2032.
- This anticipated trajectory reflects an estimated compound annual growth rate (CAGR) ranging from 8.5% to 9.4% between 2023 and 2032.
- **Africa**: South Africa ranks among the top global BPO destinations, offering a robust outsourcing infrastructure and favorable time zones for European and US-based clients.

2024 Global BPO Rankings

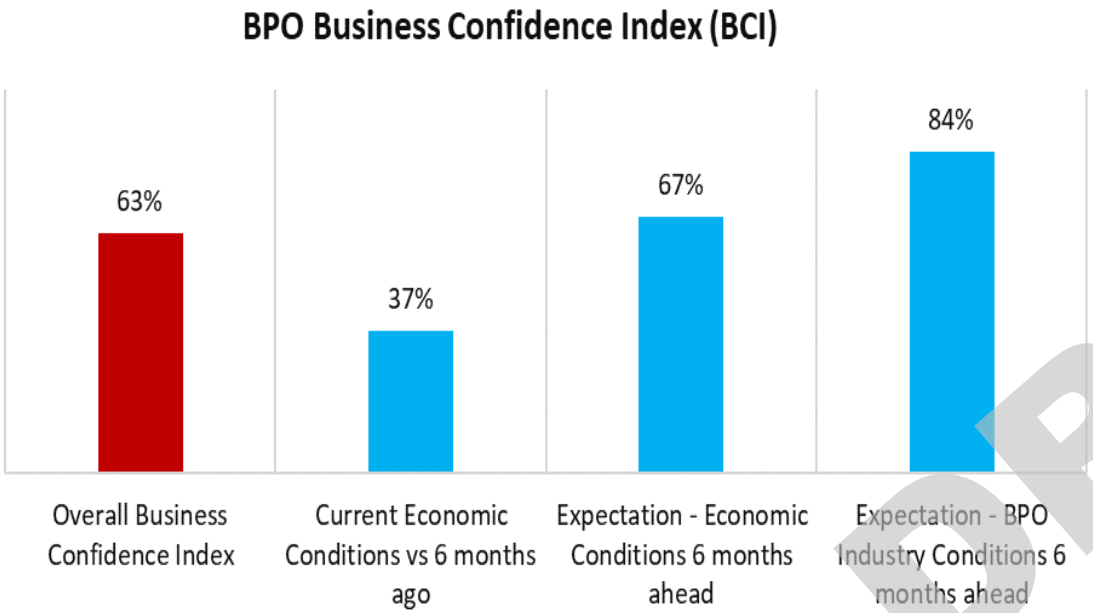


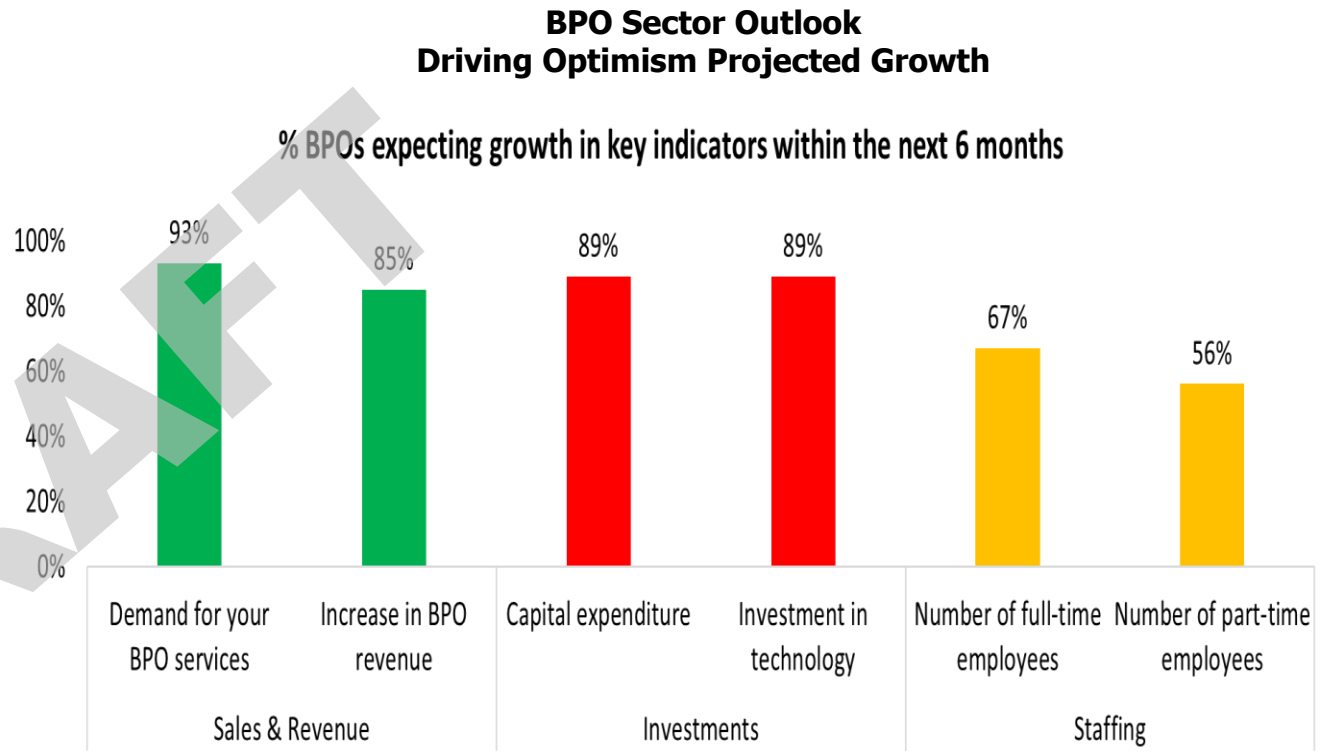
Source: Outsource Accelerator, 2024

Kenya's BPO Outlook

BPO Business Confidence Index

- **The BPO Business Confidence Index (BCI)** currently stands at 63%, indicating moderate confidence in the current business environment.
- **Outsourcing opportunities:** Over 70% of firms report heightened demand and sales, signaling robust outsourcing opportunities across various industries.





Source: KEPSA BPO Industry Survey Report, 2023

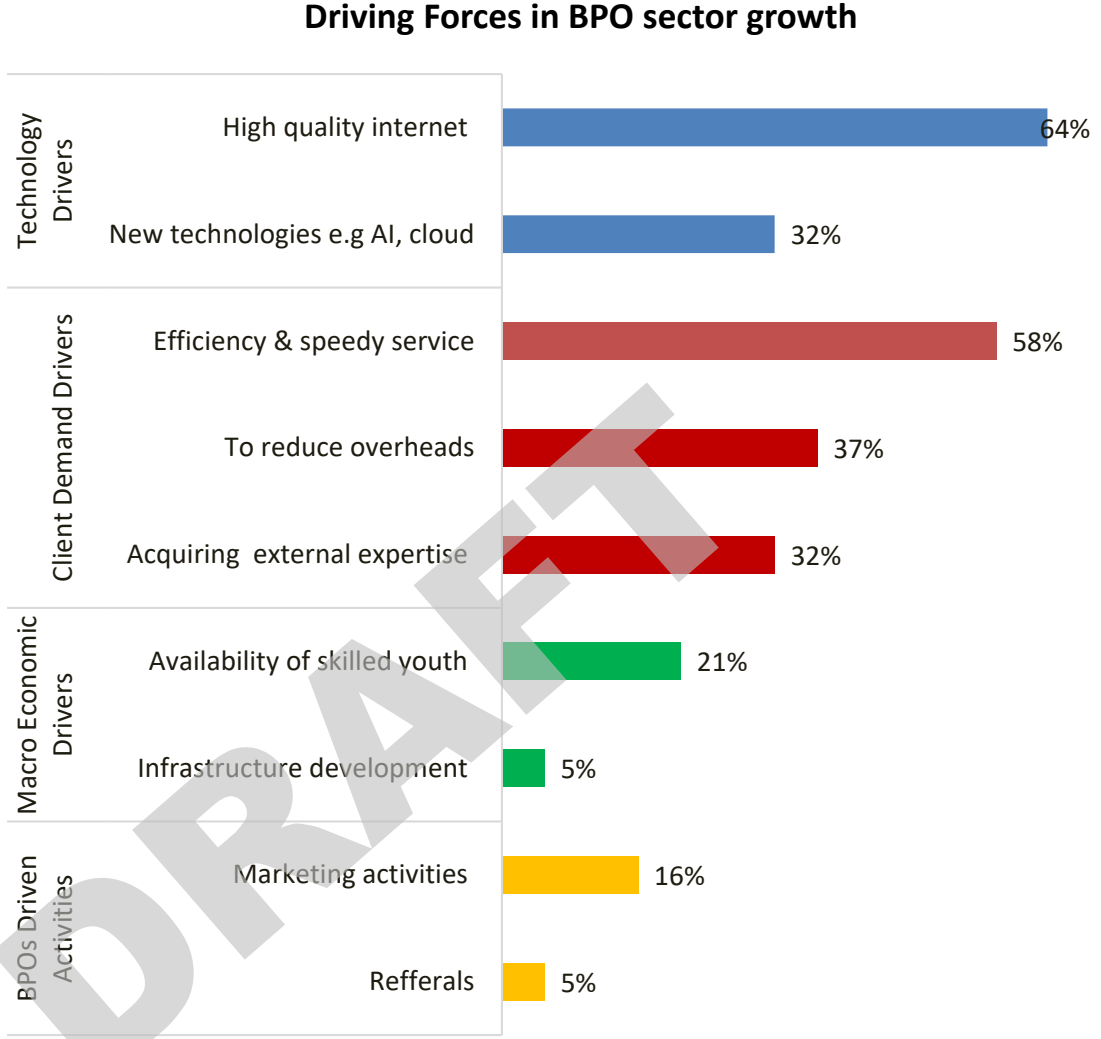
Driving forces in BPO Sector Growth

- The BPO sector is growing due to technology and client demand, with high-quality internet (64%) being the most important factor. AI and cloud computing (32%) are transforming operations, while clients prioritize efficiency (58%), cost savings (37%), and specialized skills (32%).This shows a rising dependence on digital solutions and the need for skilled workers to meet changing business needs.

"We have seen a shift where global businesses prefer outsourcing to Kenyan firms due to cost-effectiveness and talent availability."

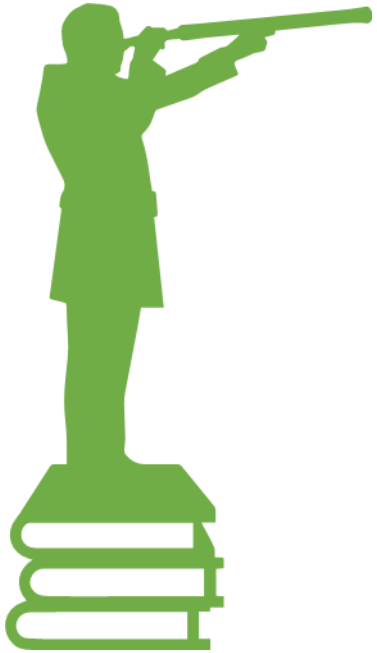
– Key Informant, Global BPOs

*"Soft skills, especially sympathy and empathy, are crucial in AI-driven roles where robots interact with people. AI cannot predict when someone feels lonely, frustrated, or stressed, so human interaction is essential." – **Key Informant, Global BPOs***



Source: KEPSA BPO Industry Survey Report, 2023

Insights



1. Address BPO Regulatory & Infrastructure Challenges

- Fast-track SEZ and EPZ licensing for BPO startups
- Lobby for broadband access in rural areas
- Advocate for tax incentives to attract investors
- Promote AI-driven customer support centers
- Establish digital co-working spaces to enhance Kenya's BPO ecosystem.

2. Strengthen Kenya's BPO Sector for Global Competitiveness

- Expand BPO policy reforms to include nationwide SEZ incentives and faster license approvals
- Increase investment in AI, cloud computing, and cybersecurity training to align with BPO workforce needs.

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Employers: Kenya Demand for Digital Workers

Private sector outsourcing, High demand sectors, Skills in Demand

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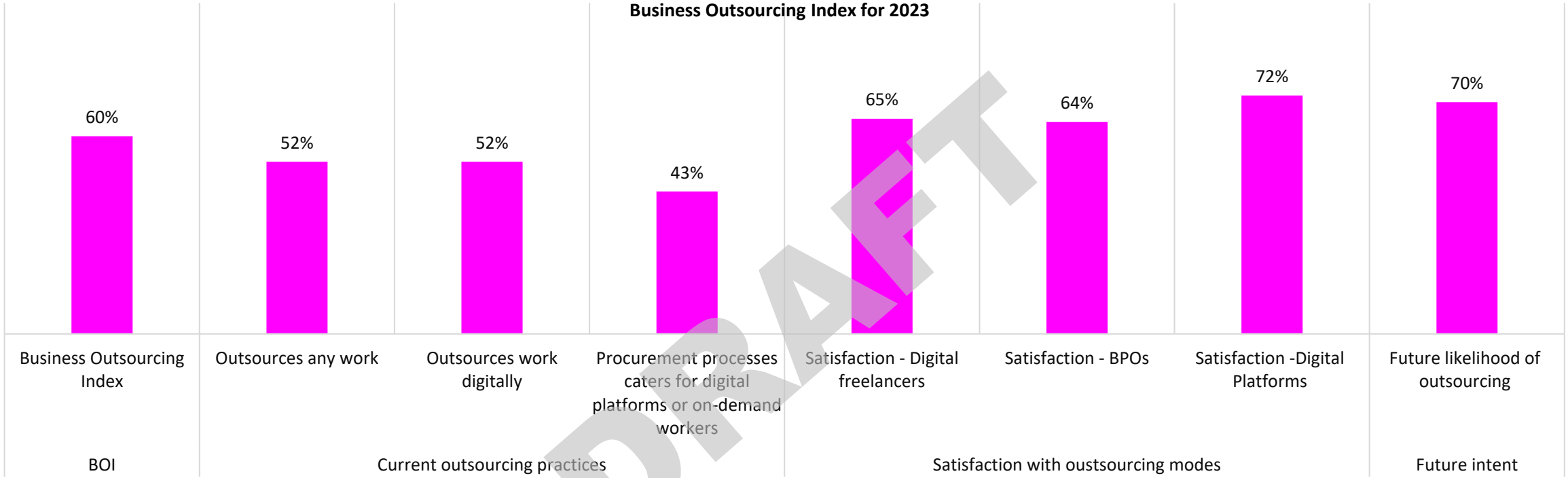
Private Sector Business Outsourcing

Business Outsourcing Index

- The BOI measures trends and performance in business outsourcing. High satisfaction levels with digital freelancers, BPOs, and platforms highlight the growing acceptance of diverse outsourcing models in Kenya's private sector.

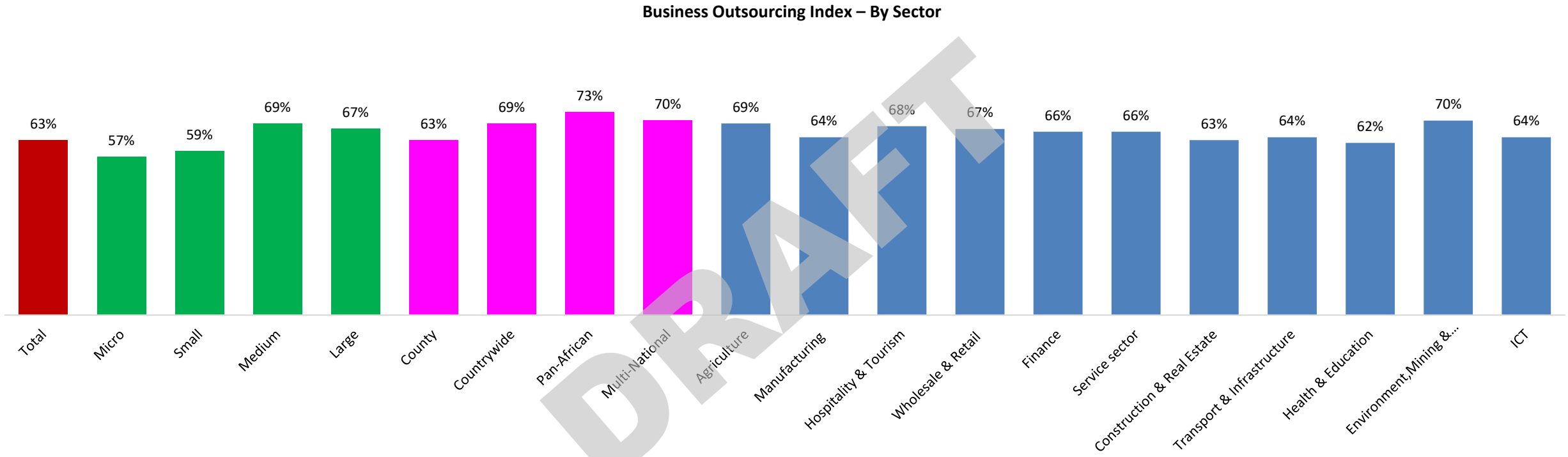


Source: KEPSA Private Sector Outsourcing Survey, 2023

Private Sector Business Outsourcing

Business Outsourcing Index-By Sector

- The BOI by sector shows high outsourcing rates in medium (69%) and larger businesses (67%) compared to small and micro enterprises. Pan-African businesses (73%) are also highest in outsourcing compared to countrywide and multinationals.
- Environment, Mining & Natural Resources (70%) and agriculture (69%) sectors lead in outsourcing, indicating a high reliance on external expertise, while Health & Education (62%) has the lowest outsourcing rate.

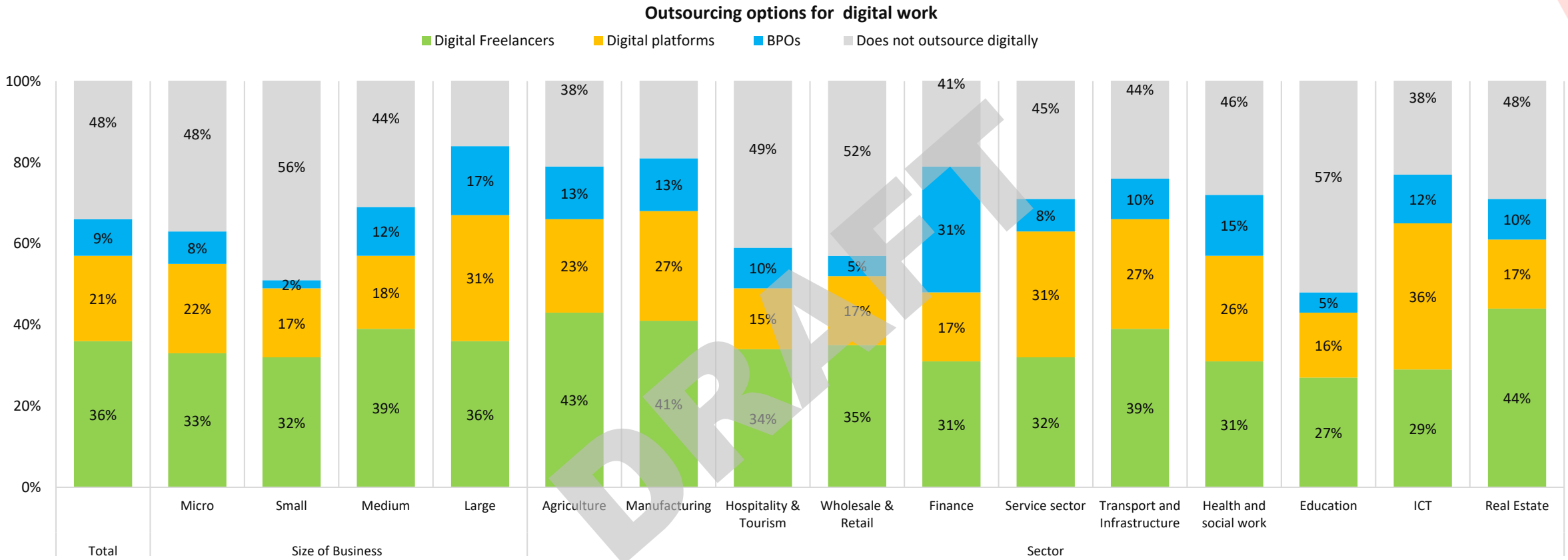


Source: KEPSA Private Sector Outsourcing Survey, 2023

Private Sector Business Outsourcing

Mode of Outsourcing

- In terms of business size, large businesses outsource the most digitally, outsourcing the most from digital freelancers.
- The manufacturing sector (81%) outsources digitally the most, relying primarily on digital freelancers (41%) as the outsourcing platform for digital work. The ICT sector (62%) outsources significantly, relying primarily on digital platforms (36%).

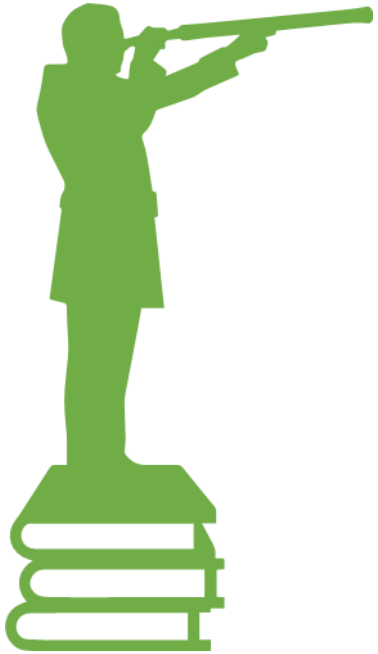


Source KEPSA Private Sector Outsourcing Practices in Kenya Report, 2023

Sectors Experiencing the Highest Demand for Digital Skills in Kenya

Technology-Driven Transformation	Financial and Operational Automation
Industries are increasingly adopting cutting-edge technologies to enhance operations and efficiency. • **Healthcare**: Digital tools for research, management, and patient care are central to advancements in the sector. • **IT and Technology Services**: Core fields like AI, machine learning, and natural language processing dominate the demand for digital innovation.	Automation and digitalization are redefining traditional processes: • **Finance and Banking**: Mobile banking, fintech, and automation are revolutionizing how financial institutions operate. • **Manufacturing**: Robotics and digital systems are driving efficiency, requiring upskilling to manage these technologies.
Educational and Knowledge-Based Platforms	**Enhancing Accessibility and Service Delivery**
Digital platforms are enhancing learning and creativity: • **Education and EdTech**: Private institutions are embracing digital teaching platforms, while public schools face hurdles in adoption. • **Creative and Technical Occupations**: Young professionals are leveraging digital tools to innovate and thrive in creative industries.	Digital skills are improving access to essential services and public goods: • **Government and Public Services**: E-portals and online platforms are streamlining public service delivery. • **Transportation and Logistics**: Automation is reducing manual work while enhancing efficiency across the sector.
Market Expansion and Customer-Centric Innovations	
Digital technologies are fueling growth and innovation across market-oriented industries: • **Telecommunication and Media**: Growth in digital marketing and content creation is transforming communication. • **E-commerce and Retail**: Customer interaction technologies and retail innovations are at the forefront of this sector. • **Agriculture and Forestry**: Digital platforms optimize processes such as monitoring and resource management.	

Source: KIIs with key stakeholders



1. **Promote Kenyan workers proficiency in basic and intermediate skills**
   - Build expertise through certification and real-world projects.
   - Address the gap in advanced skills for accessing higher-paying, long-term roles

2. **Support Kenyan digital workers in accessing global opportunities**

Develop a comprehensive career advancement initiative which includes:

- **Mentorship Programs** connecting workers with experienced professionals who can guide them on global career pathways.
- **Global Job Board Access** through partnerships with international platforms.
- **Financial Assistance and Subsidized Certification Programs** to help workers acquire critical technical and soft skills.

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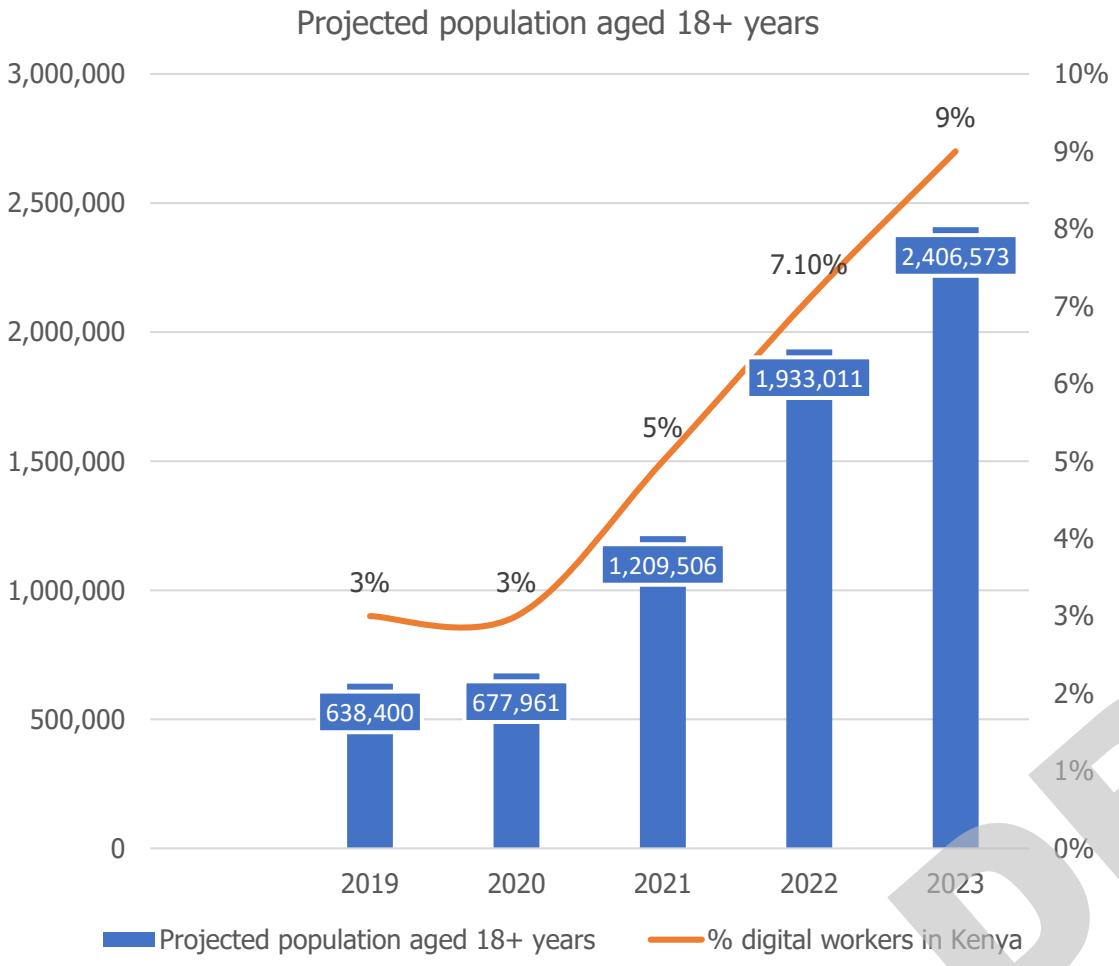
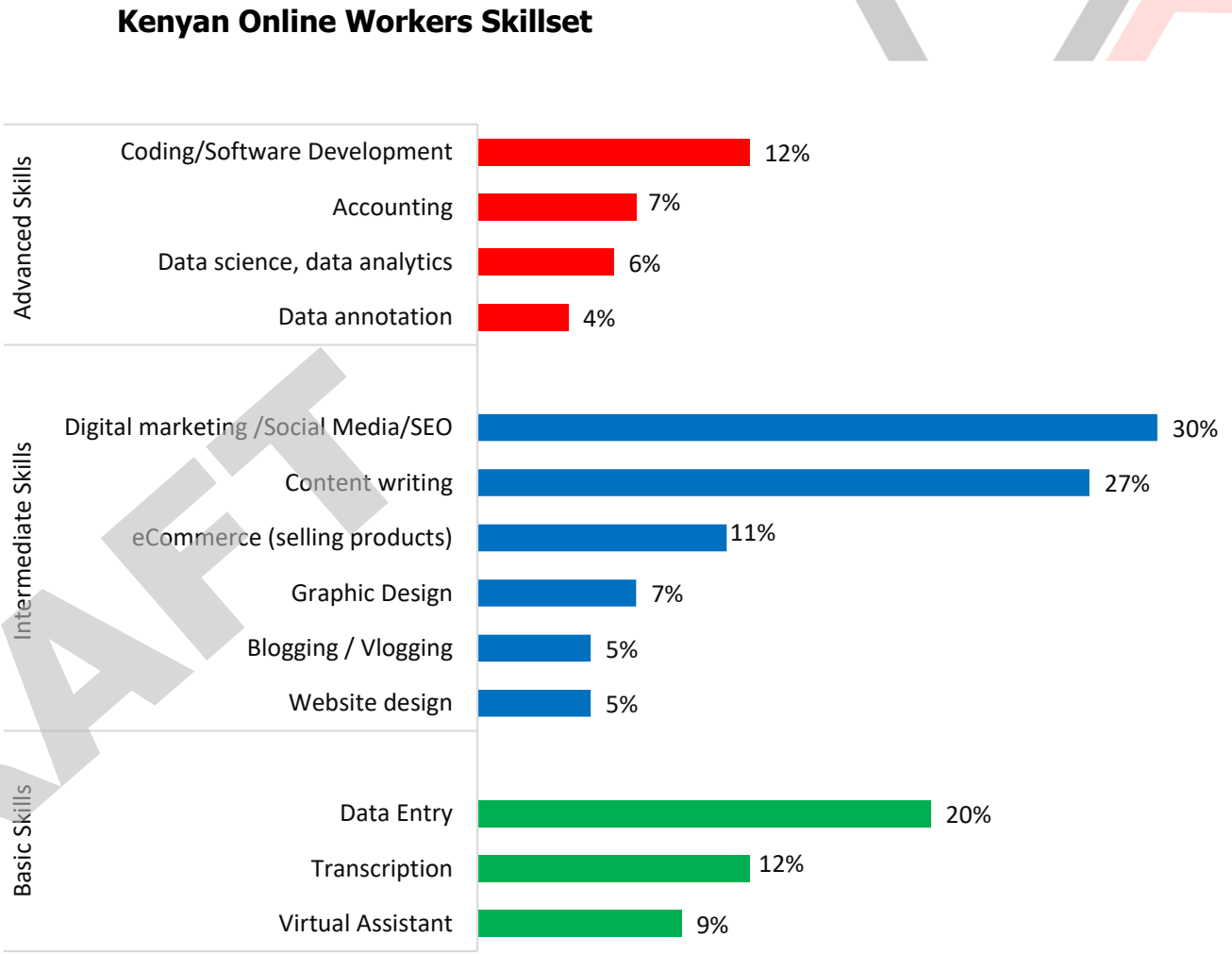
Supply of Digital Workers

Skills, challenges, global competitiveness, and opportunities to meet global demands

Skills' Profile of Kenyan Online Workers

Kenyan Online Workers Skillset



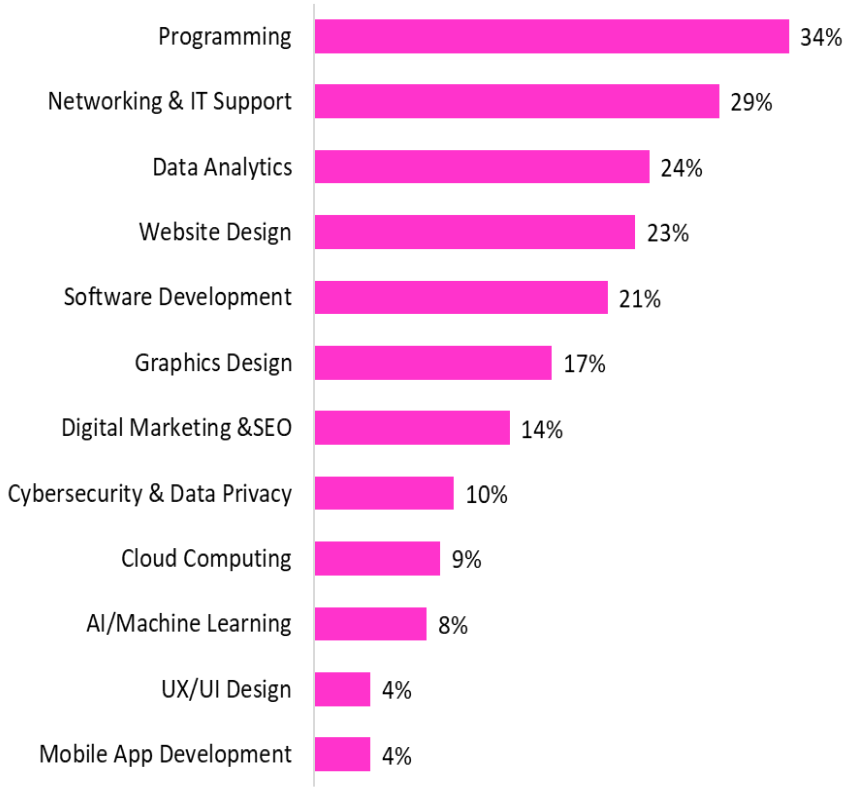


Source: KEPSA National Survey Report, 2023

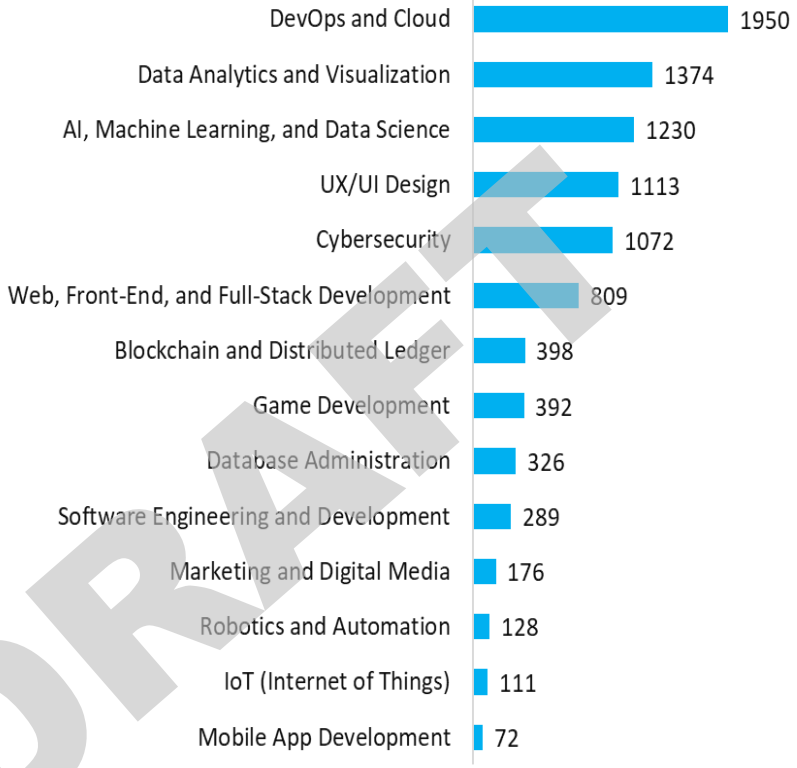
Kenyan Workers' Skills vs. Global Jobs Skills Demand

- There is a significant gap between the skills possessed by many Kenyan workers and the global demand for advanced digital skills such as DevOps, cloud infrastructure, AI, and data analytics. This indicates the need for targeted upskilling initiatives.

Current Digital Skills Kenyans Hold (%)



Mention of Digital Skills In Global Digital Job Adverts November 2024



Insight

- Workers proficient in basic and intermediate skills may benefit from transitioning to high-demand areas by building expertise through certification and real-world projects.
- Addressing the gap in advanced skills is crucial for accessing higher-paying, long-term roles.

Q. What ICT skills do you currently have?
Base: 301 (All respondents) / Source: Primary Research with digital workers in Kenya

Securing Global Digital Roles

Challenges Faced by Kenyan Digital Workers

- Difficulty competing on a global scale (29%) emerges as the most significant barrier.
- The absence of globally recognized certifications is a major obstacle, tying with limited international experience (27%).

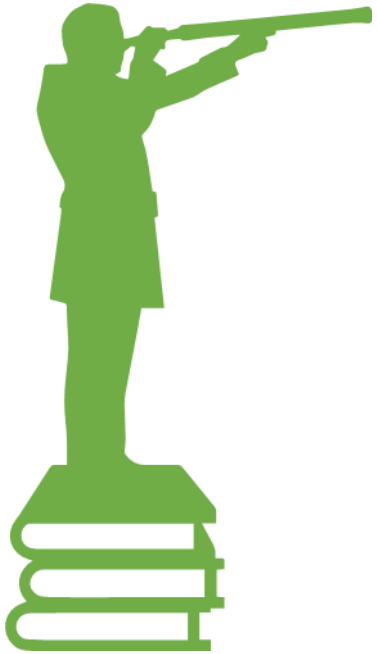
Challenges Faced by Kenyan Digital Workers in Getting Global jobs

Q. What were the barriers to securing global digital roles?
Base: 150 (Those who have not been successful in getting a global digital job)
Source: Primary Research with Digital Workers in Kenya, 2024

Barriers to certification

- Kenyan youth face significant challenges in obtaining globally recognized certifications, with high costs (70%) emerging as the most critical barrier, highlighting the financial inaccessibility of certification programs for many.

Insights



1. Expand Access to Advanced Skills and Certifications

- Collaborate with global and local tech partners to provide subsidized certifications.
- Introduce scholarship funds for high-potential individuals.
- Expand advanced training programs to enhance global employability.

2. Develop Global Work Readiness Programs

- Implement mentorship programs, project-based training, and international internships
- Establish direct partnerships with global freelancing platforms and remote job providers, and equip Kenyan youths with the soft skills and technical expertise needed to compete in global markets.

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Support Ecosystem

The infrastructure and systems supporting digital work.

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Support System Components Overview

Infrastructure: Enabling Access to Digital Resources

Indicator	Total	Male	Female	18-34	35+
❑ % With access to the internet	97%	97%	97%	98%	93%
❑ % whose ability to use the internet is excellent/Good	84%	85%	83%	86%	77%
❑ % with access to a computer or laptop	22%	25%	18%	28%	16%
❑ % of that have used ICT hubs *	12%	14%	10%	13%	11%
❑ % of digital workers that have used ICT hubs Hubs*	23%	30%	15%	22%	29%

Source: KEPSA National Survey, 2024
** Base is the digital workers*

The key infrastructure and access indicators include:

- ❑ **Access to the Internet:** While internet access is high at 97%, only 22% of individuals have access to a computer or laptop.
- ❑ **Good Internet Skills but Age-Related Gaps Exist:** While 84% report good internet skills, proficiency drops to 77% for those aged 35+, highlighting a need for digital literacy programs.
- ❑ **Gender Disparities in Digital Inclusion:** Men (25%) are more likely to own laptops than women (18%), limiting women's digital opportunities.
- ❑ **Underutilization of ICT Hubs:** Despite 101 Ajira Digital hubs offering free Wi-Fi and training, only 12% of the population and 23% of digital workers use them.

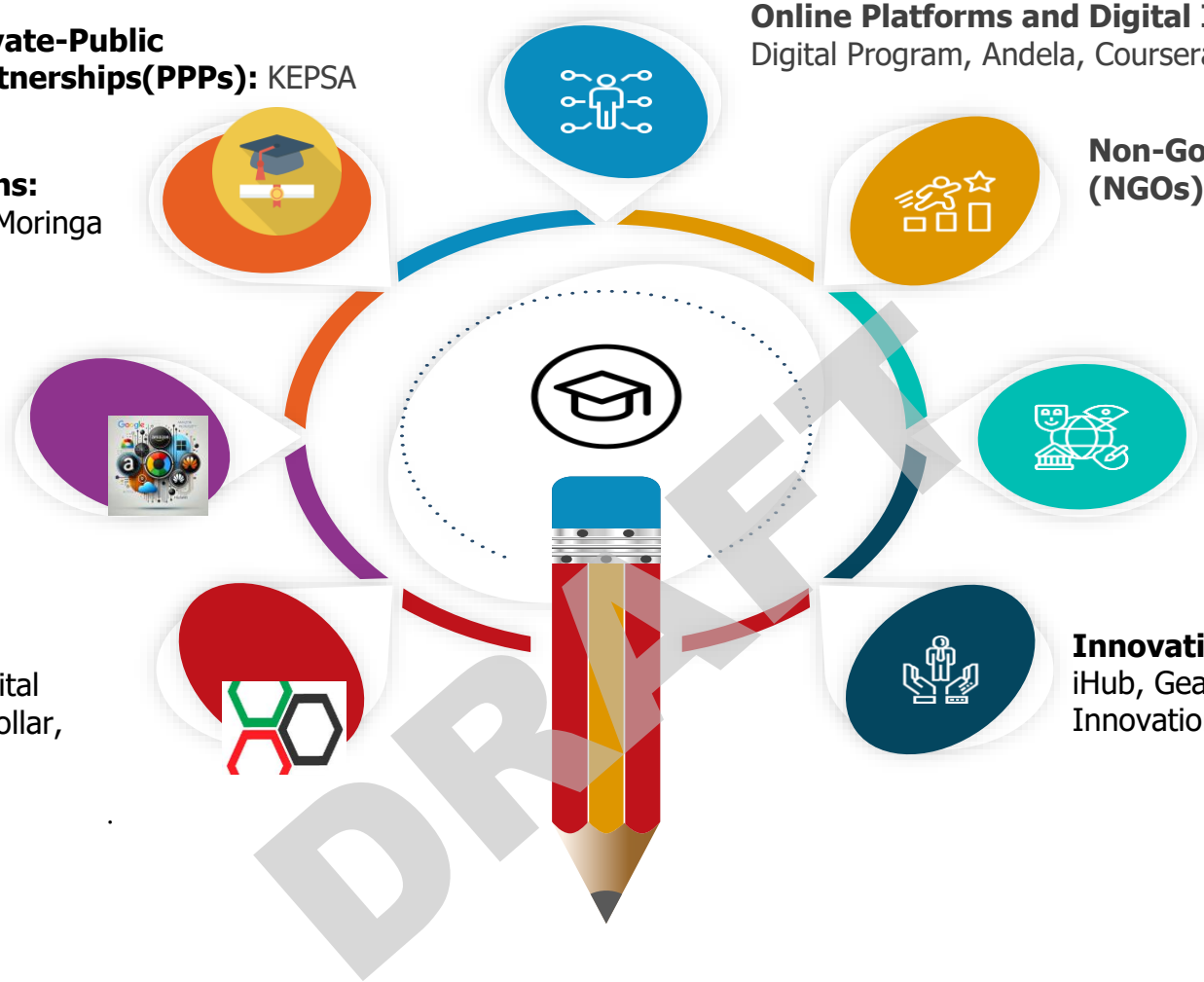
Skilling - Key Actors in Skilling

Private-Public Partnerships(PPPs): KEPSA

Online Platforms and Digital Initiatives: Ajira Digital Program, Andela, Coursera, EdX

Academic & Training Institutions: Universities, TVETS (KTTC, RVTI), Moringa School, eMobilis, ADMI, Akira Chix

Non-Governmental Organizations (NGOs): DoT Kenya, RefuSHE, Afrilabs



Big Tech Companies in Kenya: Amazon Web Services, Google, Microsoft & Huawei ICT Academy

Development Partners & International Organizations: UNDP, World Bank, GIZ, Mastercard Foundation

Government of Kenya: Ajira Digital Program, Finya Computer Itoe Dollar, Huduma Kenya and NITA

Innovation Hubs and Incubation Centers: iHub, GearBox, Nailab, Chandaria Business Innovation and Incubation Centre (KU)

Skilling
Role of Academic Institutions in Developing Intermediate and Advanced Skills

Role 1 — **Implement Programs that Integrate Real-World Practice & Practical Environment:** Collaborate with industries to provide practical learning environments

Role 2 — **Promote Self-Learning and Certification Programs:** Offer rrecognized certifications, such as AWS (Amazon Web Services), ensure that skills are validated and recognized globally

Role 3 — **Focusing on Industry-Recognized Certifications**: Partnering with global certification providers ensures students gain certifications that make them employable internationally

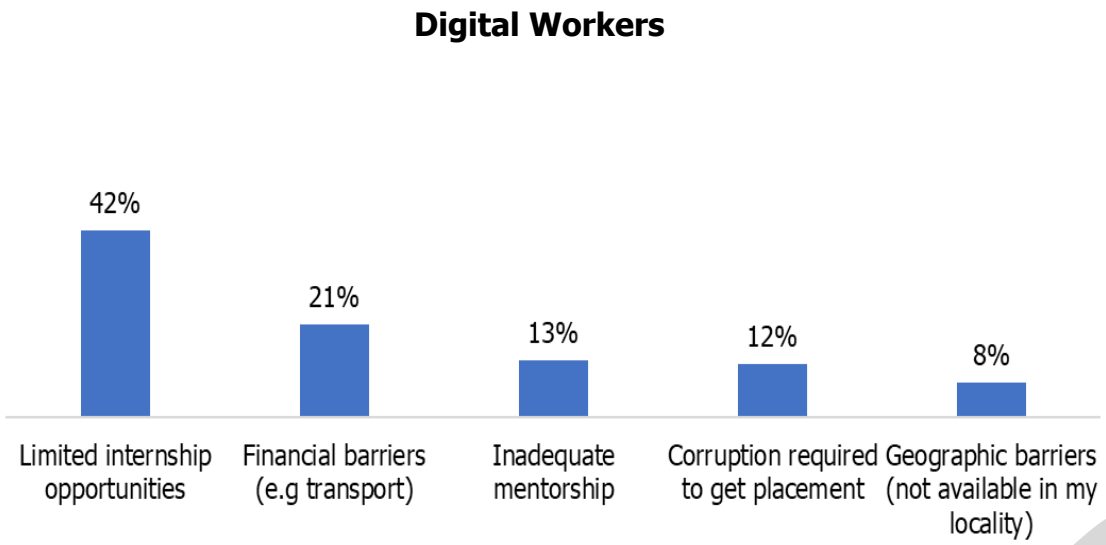
Role 4 — **Offer Current & Up-to-Date Curriculum:** Regularly updated curricula are essential to keeping up with the fast-evolving tech and professional environments

Role 5 — **Integration of International Standards:** Aligning local training programs with international certifications and standards helps Kenyan professionals compete globally

Role 6 — **Offer Programs that Integrate Comprehensive Skill Development:** Advanced curricula that include frameworks like React, Node.js, and AI tools help students stay relevant.

Internships: Challenges Digital Workers Face in Accessing Internships

Digital Workers' vs Employers' Perception



Q. What challenges do ICT skilled youth face in accessing ICT Internships
Base: 301 (All respondents)
Source: Primary Research with digital workers in Kenya

Source: Primary research from digital workers

Infrastructure: Enabling Access to Digital Resources

Mismatch Between Skill Levels and Job Market Requirements

Many internships require intermediate to advanced skills, leaving beginners with fewer opportunities. Companies are often hesitant to invest in training beginner-level candidates.

Weak internship preparation

There is a need for structured mentorship programs, alumni networks, and career guidance to help youth navigate internship opportunities and improve their chances of success.

Lack of Alignment Between Educational Institutions and Market Needs

Some educational programs do not adequately prepare students for competitive internship markets, leaving them at a disadvantage compared to graduates from other institutions.

Oversupply of Talented Youth vs. Limited Opportunities

There are far more young people seeking internships than there are opportunities available. Businesses, especially small ones, cannot accommodate the sheer number of candidates.

Practical Experience: Credible Platforms For Experience

Leetcode

Platform designed to prepare individuals for technical interviews by offering coding challenges and competitions. It features an extensive library of algorithm and data structure problems, mock interview environments, and peer-reviewed solutions for best practices.

GitHub

Collaborative platform for hosting, sharing, and managing code repositories. It allows learners to work on open-source projects, showcase projects via GitHub Pages, and utilize workflows for software development automation

HackerRank

Coding platform designed to enhance coding skills and facilitate participation in coding competitions. It covers a range of domains, including algorithms, databases, and artificial intelligence, and offers employer-branded challenges linked to job opportunities.

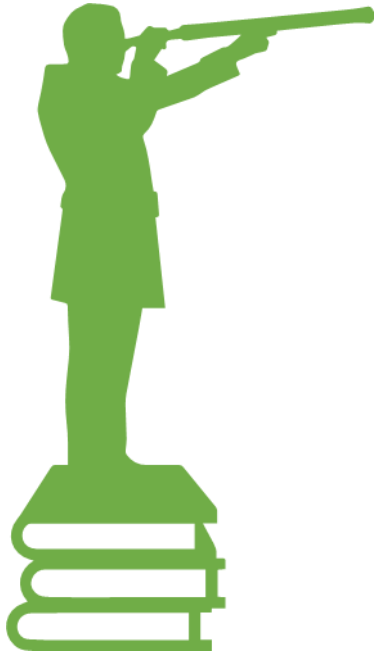
Coursera and EdX

Offer specialized courses with practical assignments to bridge the gap between theoretical knowledge and real-world application. These platforms feature industry-aligned projects and courses developed in collaboration with companies like IBM, Google, and Microsoft.

Kaggle

A platform for data science and machine learning enthusiasts to participate in competitions and showcase their skills. It provides access to real-world datasets for experimentation and community forums for networking and learning

Insights



1. Expand ICT Hubs & Affordable Internet for Digital Workers

- Promote Ajira ICT hubs.
- Partner with ISPs to offer affordable internet packages.
- Introduce subsidized laptop financing to increase accessibility.

2. Strengthen Public-Private Partnerships for Advanced Digital Training

- Partner with global tech firms to expand subsidized certification programs.
- Collaborate with universities and TVETs to integrate industry-relevant skills.
- Offer structured apprenticeship programs to provide real-world training with private sector employers.

3. Enhance Access to Practical Learning & Internship Opportunities

- Partner with freelancing platforms, BPO firms, and tech companies to offer virtual and in-person internships.
- Offer mentorship programs to connect trainees with industry experts.
- Engage youths in coding challenges, open-source projects, and industry-aligned courses.

4. Improve Digital Freelancer Market Positioning & Global Visibility

- Develop a national freelancer certification system.
- Partner with global digital work platforms to boost Kenyan freelancer visibility.
- Launch a global marketing campaign branding Kenya as a top remote work destination.
- Engage youths in Engage in competitions and projects that provide international visibility.

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Inclusivity

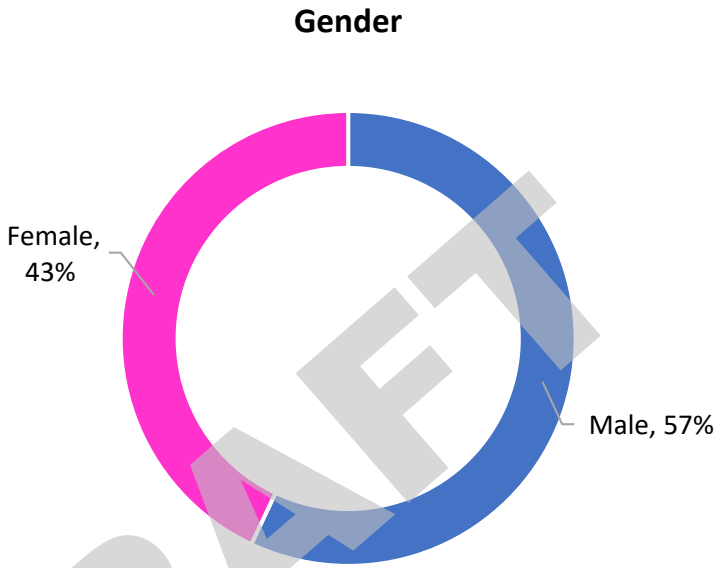
Inclusiveness in the digital economy, focusing on barriers and targeted initiatives

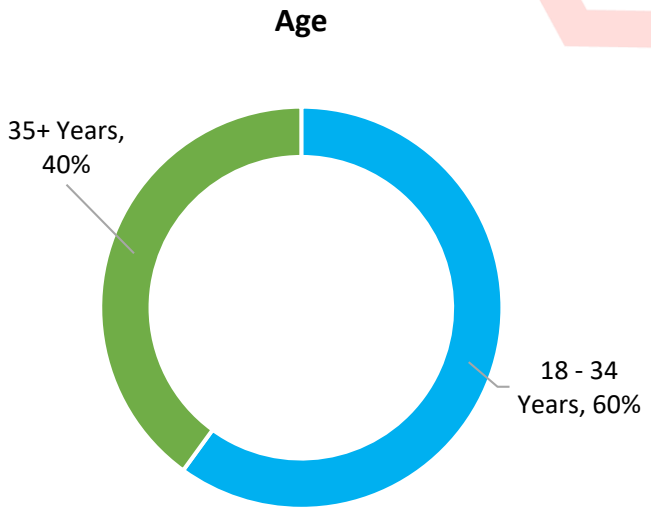
Demographic Profile of Kenyan Digital Workers

Age and Gender Distribution of Gig Workers in Kenya

- The profile of online and digital workers in Kenya reveals a dynamic and youthful demographic. The majority of these workers, approximately 57%, are male, while 43% are female, highlighting a slight gender disparity in the sector.

- The age distribution further emphasizes the youthful nature of this workforce, with a significant 60% falling within the 18–34 age bracket. In contrast, only 40% of the online workers are aged 35 and above.

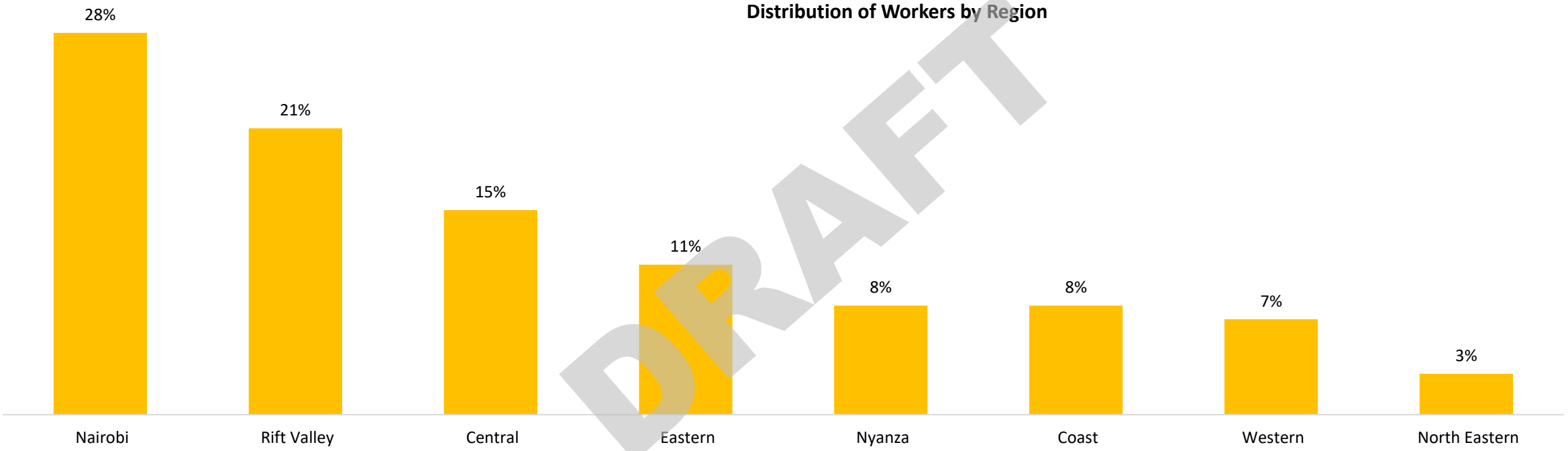




Source: Ajira Digital Programme National Survey 2022

Distribution of Digital Workers by Region

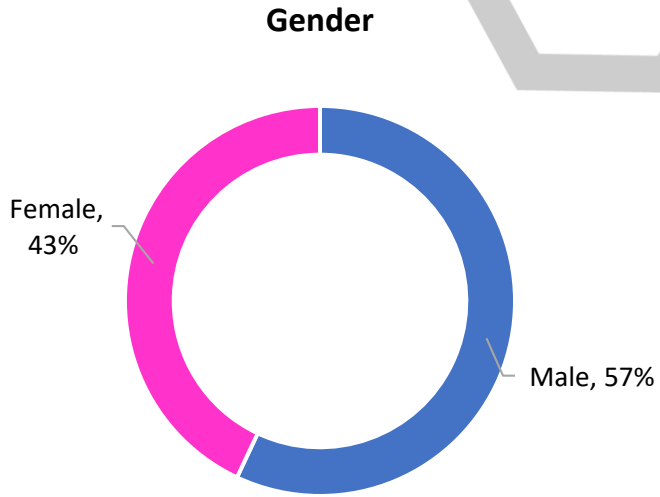
- Geographically, the workforce is concentrated in key regions of the country. Nairobi emerges as the dominant hub, hosting 28% of the online workforce, followed by the Rift Valley region with 21%.
- Central Kenya contributes 15% of the workers, while Eastern and Nyanza each account for 11% and 8% respectively. These findings underscore the central role of Nairobi and the Rift Valley in Kenya's digital economy.

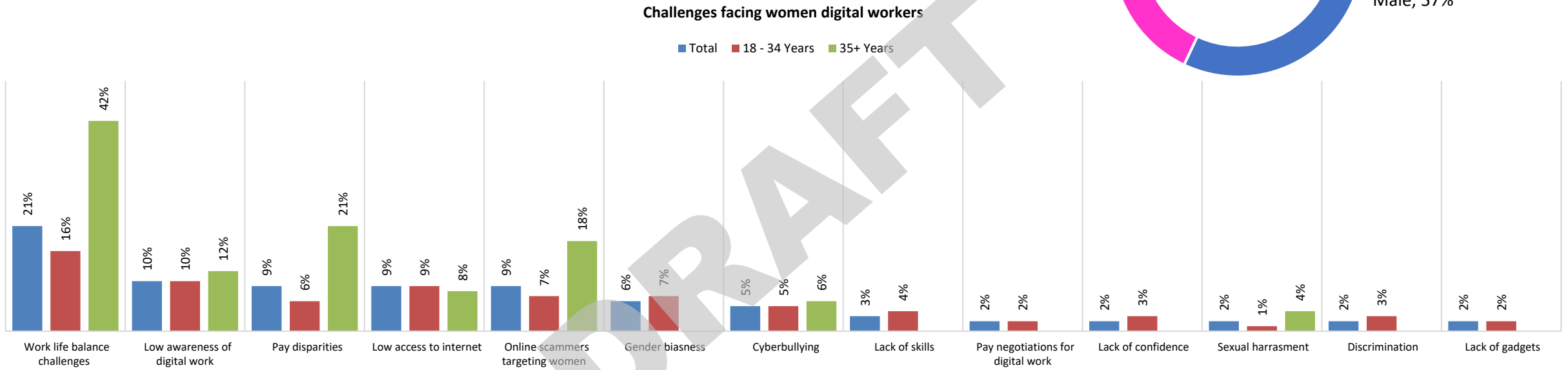


Source: KEPSA National Survey Report, 2023

Challenges Faced by Women Digital Workers

- The top key barrier women digital workers face is work-life balance between family and work, followed by low awareness of Ajira digital work.
- Among the older generation, work-life balance was highly mentioned while the younger generation mentioned low internet access.





Source: KEPSA National Survey Report, 2023

Gender Disparities in Digital Access and Participation

- The data reveals that while men have better access to infrastructure and greater awareness of the gig economy, both genders possess similar internet skills and face comparable challenges regarding device ownership and access to ICT hubs.

Indicator	Total Sample	Male	Female	Significant Tests	Conclusion
Awareness of the gig economy	54%	58%	51%	0.042	Males are more aware than female
Ability to use the Internet	63%	62%	64%	0.601	Proportions are not significantly different
Access to internet infrastructure	65%	72%	59%	0.000	Males have more access than female
Owns a laptop/ computer	22%	25%	19%	0.184	Proportions are not significantly different
Access to ICT hubs/ CIHs (national population)	43%	47%	39%	0.194	Proportions are not significantly different

Source: KEPSA National Survey Report, 2023

Income Disparities by Gender

- In Kenya, survey data suggests an imbalance in pay structures based on the type of work performed. While women benefit from hourly pay, they may face limited access to high-value task-based roles.

Type of pay	Total Sample	Male	Female	Male	Female	Significant Tests	Conclusion
Hourly (KES)	1,259	1,205	1,312	28	30	0.027	Female earn more than male
Per task (KES)	9,692	12,249	5,530	110	72	0.031	Male earn more than female

Source: KEPSA National Survey Report, 2023

Insight
Programs aimed at reducing gender pay gaps should focus on providing women with access to high-paying task-based roles and enhancing their participation in specialized digital work. Additionally, measures to track and balance task allocation can help promote pay equity in the digital economy.

Refugees' Participation of in Digital Work

774,370

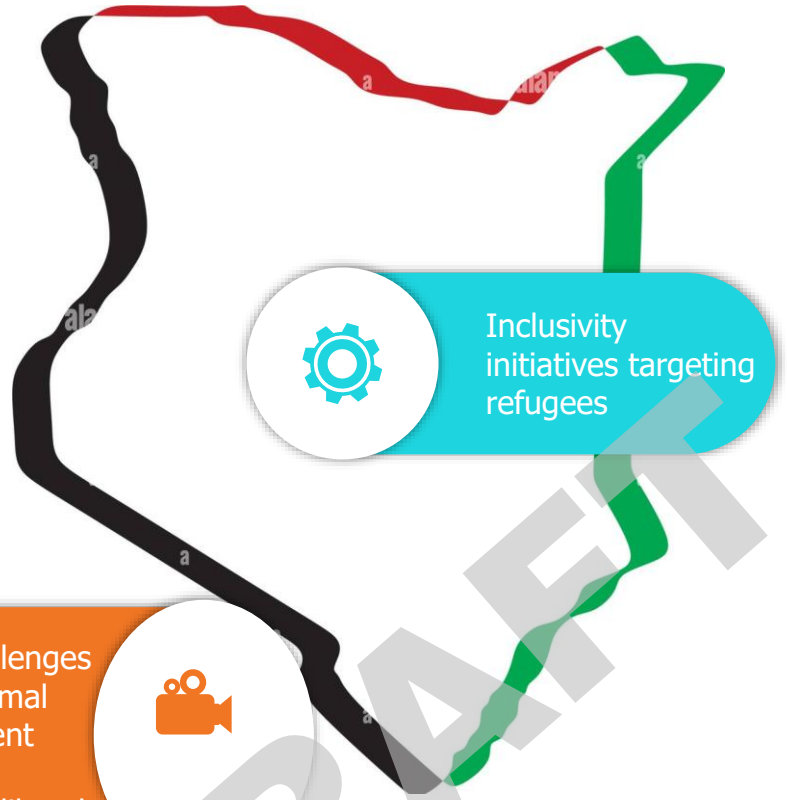
The Estimated number of refugees hosted in Kenya (World Bank, 2023)

408,985

Approximated refugees hosted in Dadaab Camp

296,152

Approximate refugees hosted in Kakuma Camp



Inclusivity initiatives targeting refugees

Digital work challenges
- Limited formal employment
- Hindrances to sustainable livelihoods

Initiatives

- ❑ Dadaab Collective
- ❑ Ajira Digital Program in Collaboration with Amahoro Coalition

Equipping refugees with digital skills

Provide refugees with

- ❑ Free digital skills training
- ❑ Mentorship
- ❑ Support

UNHCR's Connectivity for Refugees Initiative: Provides subsidized devices and connectivity for refugees, ensuring they can access online learning and employment opportunities.

Insights:

- ❑ **Economic Empowerment:** Refugees are gaining access to income-generating opportunities through remote work, reducing dependency on humanitarian aid.
- ❑ **Skills Development:** Training programs focus on equipping refugees with technical and soft skills, enhancing their competitiveness in the global digital market.
- ❑ **Integration into the Digital Economy: G**reater economic inclusion and social integration within Kenya's rapidly growing digital sector.

Programs/Initiatives Targeting Marginalized Groups (Youth, Women, Refugees)

Ajira Digital Program in Partnership with Amahoro Coalition: This collaboration explores ways to enable Kenya's refugee population to work online and deliver business solutions for the private sector.

Digital Inclusion Program (DIP) by Jesuit Refugee Service (JRS) and Konexio: The program offers digital and business skills training, along with job placement support, to refugees with limited income opportunities

Kenya Digital Economy Acceleration Project (KDEAP): Program seeks to expand access to high-speed internet, improve the efficiency of education and government services, and build digital skills for the economy.

Digital Bridge Project by Digital Opportunity Trust (DOT) Kenya: The project aims to tackle barriers to digital inclusion, including access to digital tools, skills, and safe online experiences

Low-Cost Internet Access

- **Free Wi-Fi Zones:** Programs like Kenya's Digital Literacy Program (DLP) and partnerships with telecommunication companies have established free Wi-Fi zones in rural and urban low-income areas to improve internet access.
- **Subsidized Internet Packages:** Telecom providers such as Safaricom and Airtel offer discounted data bundles tailored for students and low-income users to access educational and work-related platforms.

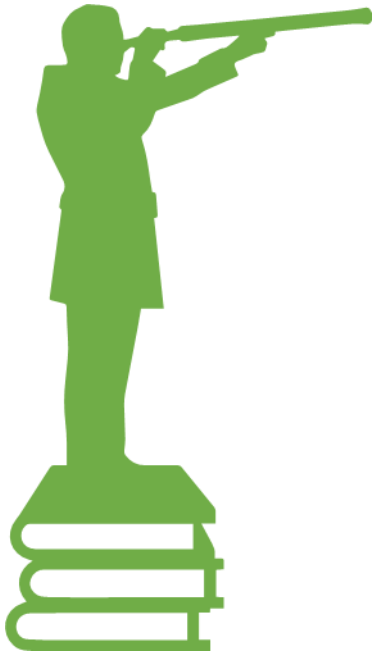
Public Digital Access Centers

- **Pasha Centers (Kenya):** Established by the Kenyan government as digital hubs offering low-cost access to computers, internet, and training for residents in rural areas.
- **Community Libraries with ICT Centers:** Many public libraries now incorporate affordable ICT resources, including computers and the internet, to ensure access for low-income communities.
- **Ajira Youth Empowerment Centers:** This is part of the Ajira Digital Program, a flagship initiative by the Government of Kenya under the Ministry of ICT, Innovation, and Youth Affairs. These centers are equipped with computers, high-speed internet, and other digital tools to facilitate training and access to online work opportunities. The initiative has helped reduce barriers to entry into the gig economy, particularly for individuals from low-income and underserved communities.

Partnerships for Subsidized Tools

- **Huawei DigiTruck:** A mobile digital classroom offering affordable ICT training and access to technology for marginalized groups in Kenya.

Insights



1. Strengthen Digital Inclusion for Refugees & Marginalized Groups

- Scale up digital work programs targeting refugees and underserved communities.
- Partner with global NGOs and private sector players to facilitate affordable internet and subsidized laptops for these communities.
- Develop a Refugee Digital Talent Marketplace linking trained refugees to remote freelance opportunities.

2. Increase Gender Inclusion in Digital Work Through Targeted Programs

- Establish structured women-focused digital work initiatives that address the existing gender gap.
- Implement mentorship initiatives pairing women with experienced professionals.
- Develop virtual training and work programs to accommodate women with caregiving responsibilities.

3. Address Gender Pay Disparities & Increase Women's Access to High-Paying Digital Roles

- Prioritize women's access to high-value digital skills training.
- Develop a national "Women in High-Value Digital Work" program.

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Enabler Stakeholders

Government & private sector partners' contributions and initiatives

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Role of the Private Sector in Building Workforce Skills and Creating Opportunities

- **Involvement in Curriculum Development:** Local industry players should be actively involved in curriculum development to ensure alignment with market trends and skill requirements.
- **Internships and Industry Exposure:** Structured internships, attachments, and industry visits help equip students with workplace-relevant skills.
- **Feedback Mechanisms**: Establishing regular feedback channels between academia and industry ensures that emerging skill gaps and market needs are addressed.
- **Collaboration with Professional Associations and Tech Hubs: Partnerships** with local tech hubs and professional bodies enhance the relevance of academic programs.

- **Affordable Upskilling Platforms:** Providing accessible technology training to youth at minimal costs.
- **Collaborative Sponsorships:** Co-sponsoring youth-focused programs with local organizations to eliminate financial barriers.
- **Engagement with Academia:** Supporting academic institutions in enhancing curricula and aligning training with industry standards.
- **Direct Student Engagement:** Organizing career talks and mentorship programs to provide insights into global industry trends.
- **Networking Opportunities:** Facilitating connections between students and global industry professionals to foster career growth.

Local Stakeholders

Global Stakeholders

Collaborations with Global Tech Companies (Google, Microsoft, AWS)

01

Affordable and Accessible Upskilling
- Multinational tech companies can provide affordable and accessible technology upskilling platforms, enabling youth to gain essential digital skills without high costs.

02

Collaborative Sponsorships
- These companies could collaborate with local organizations and CBOs to co-sponsor programs for youth, helping to alleviate financial barriers and provide more opportunities.

03

Engagement with Academia
- Multinationals can support academic institutions by working closely with universities to enhance curricula and promote better alignment between academic training and industry needs.

04

Direct Engagement with Students
- Tech companies can engage with IT students by offering training and career talks, providing insights into global industry trends and guiding students on how to align their skills with market demands.

05

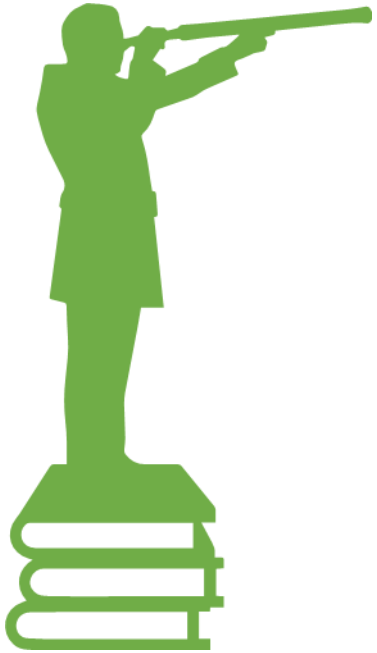
Career Coaching and Networking
- Mentorship and networking opportunities could be a crucial aspect, with multinational tech companies offering career coaching and networking opportunities to help youth connect with industry professionals.

Career Coaching and Networking
"They should offer career coaching, engage with the youth, and provide more financial support for their start-ups. Additionally, they should offer networking opportunities."
Big Tech Company

Collaborative Sponsorships
"As I mentioned regarding the CBOs and organizations, they need to be contacted because a lot of sponsorship is required. By working with these technology companies, I'm sure they can also co-sponsor the youth, which I believe they already do."
Corporate

Affordable and Accessible Upskilling
"Actually, most of these companies also conduct their own training programs. Sometimes, you can find free training sessions listed on their websites, where they describe their products and how they work. These companies could potentially partner with other institutions, allowing them to subscribe to these programs and form collaborations."
Global BPO

Insights



1. **Establish a National Digital Workforce Development Strategy:**
   - Collaborate with stakeholders to align training, certifications, and job placement with industry needs.
   - Launch a national digital talent database to link trained youth to employers
   - Expand ICT hubs and regional training centers to improve access.
   - Partner with BPOs and outsourcing firms to create structured job pathways
   - Promote SEZ-based digital incubators can support youth-led businesses.

2. **Expand Stakeholder-Supported Digital Job Marketplaces & Freelancing Infrastructure:**
   - Partner with tech firms, and local businesses to increase youth access to high-paying digital jobs.
   - Provide Incentives for local businesses to hire Kenyan freelancers
   - Establish freelancer support hub offering financial assistance, legal guidance, and payment facilitation to strengthen job security.

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RECOMMENDATION

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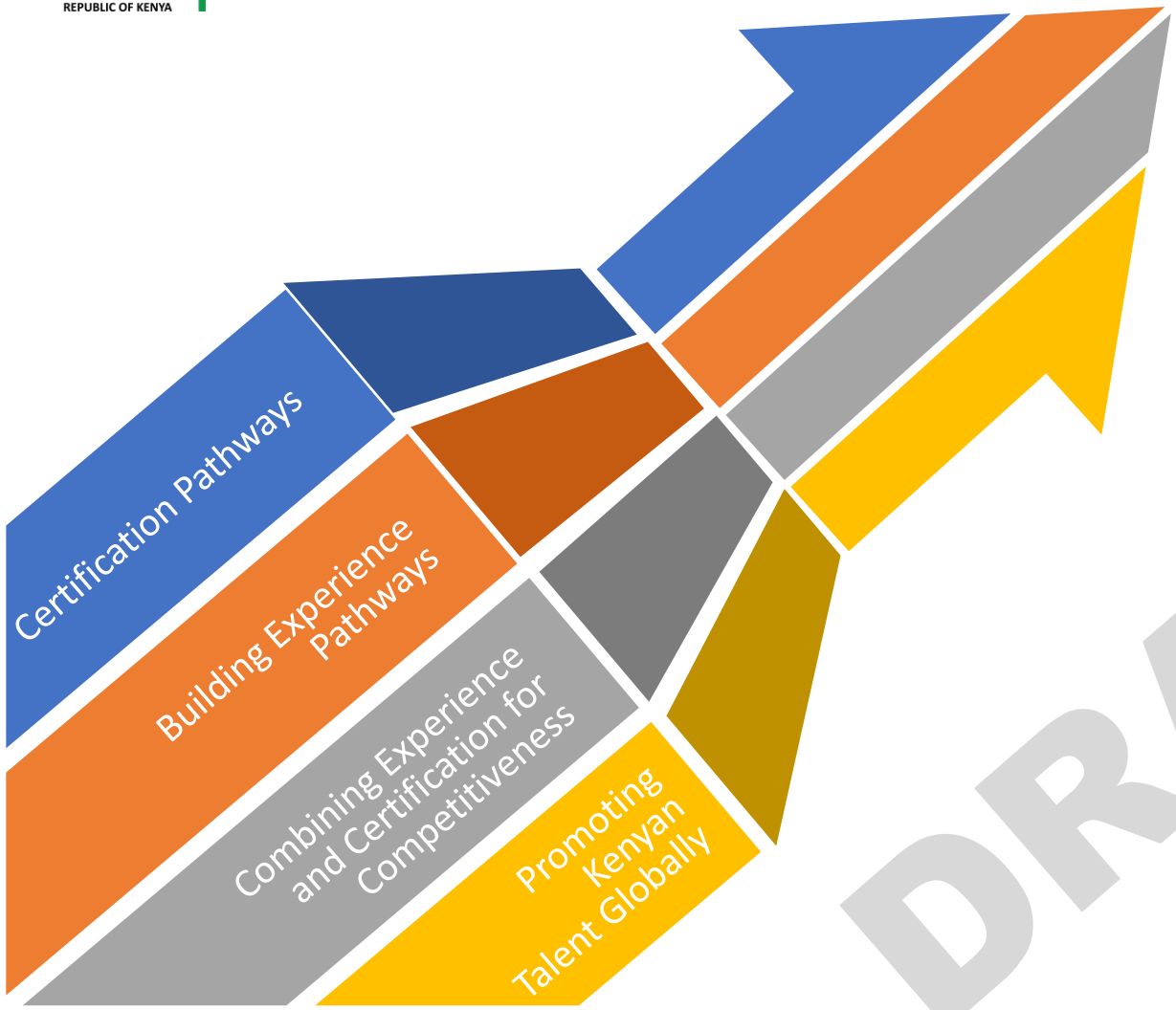
AJIRA Recommendations



Certification Pathways

- ✓ Targeted certifications
- ✓ Affordable access
- ✓ Stackable certifications

Building Experience Pathways

- ✓ Internship and apprenticeship programs
- ✓ Coding competitions and platforms
- ✓ Portfolio development on GitHub
- ✓ Freelancing projects

.

Combining Experience & Certification for Competitiveness

- ✓ Project-based learning
- ✓ Mentorship & networking
- ✓ Skill showcases

Promoting Kenyan Talent Globally

- ✓ Launch a digital talent branding campaign
- ✓ Create a digital showcase portal

BPO Expansion Programs

- ✓ Encourage local BPOs to diversify services
- ✓ Offer incentives to global BPOs to establish operations in Kenya

Recommendations (Cont'd)

01

ICT Infrastructure Development

Expand ICT hubs in counties with limited access to digital resources.

Provide affordable internet packages to students and early-career professionals through telecom partnerships.

02

Digital Inclusion Programs

Launch targeted programs for women, PWDs, and refugees to provide access to digital tools and training.

Offer scholarships and device grants to marginalized groups, ensuring participation in digital work opportunities.

03

Public-Private Partnerships (PPP) Development

Convene annual stakeholder forums involving government, academia, and industry to design and fund national skilling initiatives.

Collaborate with development partners to secure long-term investments in training infrastructure and talent development.

.

04

Academic-Industry Collaboration

Create university-led centers of excellence for emerging technologies such as AI, cybersecurity, and blockchain.

Develop internship programs where students work on real-world projects for tech companies, BPOs, and public sector entities.

05

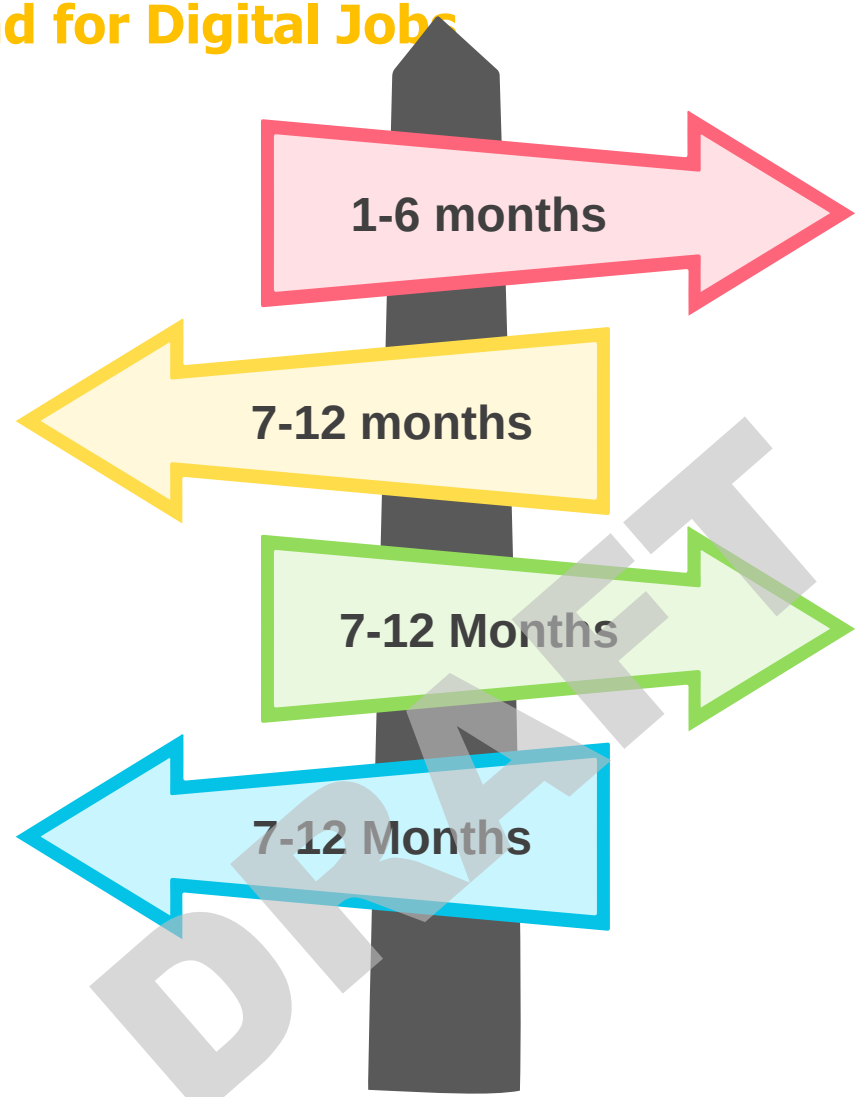
Monitoring and Evaluation (M&E)

Implement a centralized system to track skilling program outcomes, job placement rates, and certification attainment.

Regularly update curricula and training content based on M&E data and global job market trends.

Practical Programmatic Activities For The First 12 Months

Demand for Digital Jobs



Launch foundational training programs:
- Initiate partnerships with AWS, Microsoft, and Google
- Deliver at least three boot camps

Identify certification providers:
- Collaborate with platforms like Coursera and edX.

Certification and Recognition:
- Develop nationally recognized coding certification programs.
- Align these certifications with the needs of local BPOs, tech companies, and global job markets.

Roll out certification subsidy program:
- Provide financial aid for the first cohort of learners.
- Conduct awareness campaigns.

Pilot industry-focused specialization tracks:
- Start a blockchain specialization track for finance professionals and AI-based analytics track for healthcare data specialists.

Launch mentorship programs:
- Pair at least 200 young professionals with experienced mentors in high-demand fields.

Establish internship pipelines:
- Secure partnerships with 20 companies to provide internship
- Initiate an apprenticeship program targeting 100 trainees in collaboration with BPOs and digital platforms.

Expand soft skills training:
- Conduct quarterly workshops on leadership, client management, and communication skills for digital workers.

Practical Programmatic Activities For The First 12 Months

Intermediaries and Supporting Measures

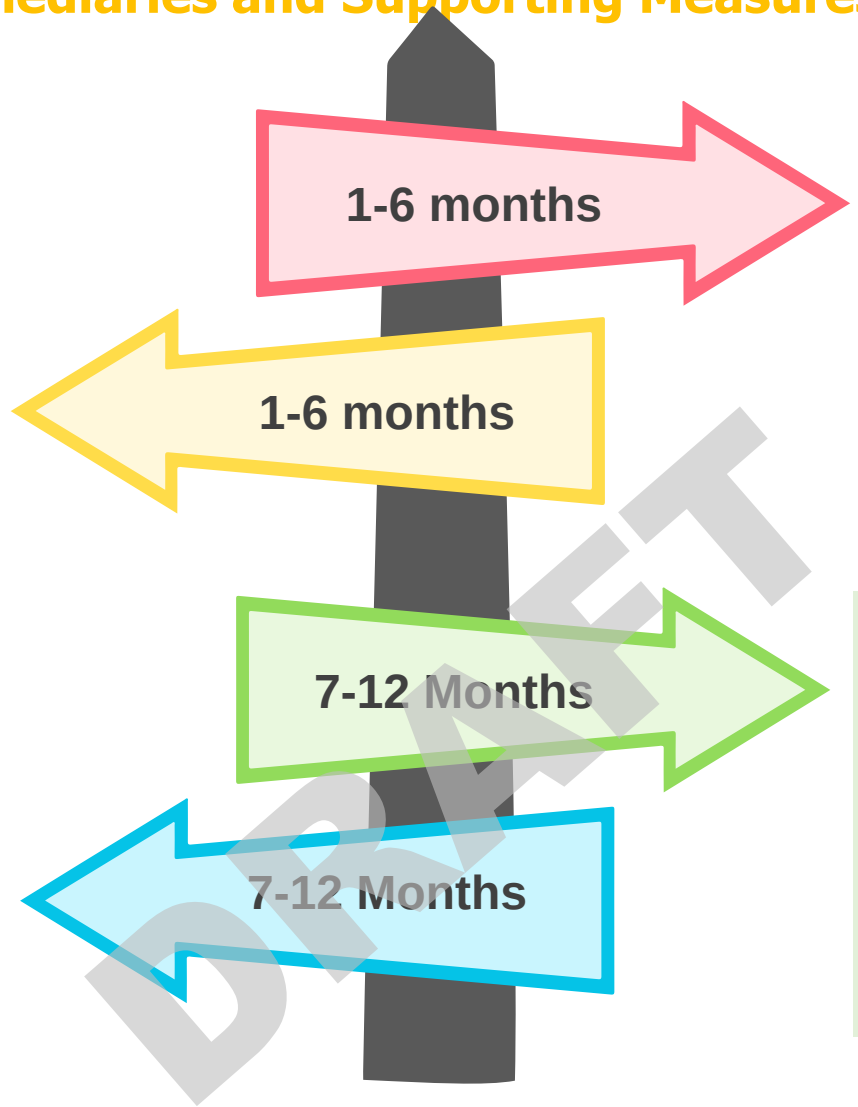
Intermediaries

Organize a national digital job summit:
- Bring together platforms like Upwork, Fiverr, and BPOs to showcase digital job opportunities and offer support sessions for freelancers.

Develop partnerships with platforms:
- To provide exclusive training and job listings for Kenyan workers.

Launch a global talent branding campaign:
- Collaborate with LinkedIn to feature success stories
- Develop a national talent showcase website.

Support BPO growth:
- Offer tax incentives and funding for local BPOs to diversify services.



Supporting Measures

Expand ICT infrastructure:
- Open 10 new ICT hubs under the Ajira Digital program.
- Partner with telecom providers to offer affordable internet packages.

Establish multi-stakeholder steering committee:
- Include representatives from government, academia, industry, and development partners.

Roll out digital inclusion program:
- Provide device grants and scholarships to 500 women, refugees, and rural youth for participation in skilling programs.

Initiate public-private partnerships:
- Convene a national forum to secure commitments from global tech firms for funding and resource sharing.
- Launch university-industry collaboration projects
- Develop partnerships with local colleges and TVETs.

Implement a centralized monitoring system:
- Develop an online platform to track training outcomes, certification progress, and job placements.
- Collect feedback from participants and employers to refine training programs.

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