



**REPUBLIC OF KENYA**

**Ministry of Labour and Social Protection**

**NATIONAL POLICY ON  
BUSINESS PROCESS  
OUTSOURCING**



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## LIST OF ABBREVIATIONS

<b>ADR</b>	Alternative Dispute Resolution
<b>AEZO</b>	Africa Economic Zones Organization
<b>AFCTA</b>	African Continental Free Trade Area
<b>AI</b>	Artificial Intelligence
<b>ARIPO</b>	African Regional Intellectual Property Organization
<b>ASP</b>	Application Service Providers
<b>ASAL</b>	Arid and Semi-arid Lands
<b>AU</b>	African Union
<b>BETA</b>	Bottom-Up Economic Transformation Agenda
<b>BFSI</b>	Banking, Financial Service and Insurance
<b>BI</b>	Business Intelligence
<b>BPO</b>	Business Process Outsourcing
<b>BPOAK</b>	Business Process Outsourcing Association of Kenya
<b>BRS</b>	Business Registration Service
<b>CBET</b>	Competency Based Education and Training
<b>COMESA</b>	Common Market for Eastern and Southern Africa
<b>CSPs</b>	Content Service Providers
<b>DDI</b>	Domestic Direct Investment
<b>DDDI</b>	Diaspora Domestic Direct Investment
<b>DSL</b>	Digital Subscriber Line
<b>DST</b>	Digital Service Tax
<b>EAC</b>	East Africa Community
<b>EASY</b>	Enterprise Application Software for You
<b>EASSy</b>	Eastern Africa Submarine Cable System
<b>EPZ</b>	Export Processing Zone
<b>EU</b>	European Union
<b>FDI</b>	Foreign Direct Investment
<b>GDP</b>	Gross Domestic Product
<b>GOK</b>	Government of Kenya
<b>HRO</b>	Human Resource Outsourcing
<b>ICT</b>	Information Computer Technology
<b>IDI</b>	ICT Development Index
<b>ILO</b>	International Labour Organisation
<b>IP</b>	Intellectual Property
<b>IPR</b>	Intellectual Property Rights
<b>ISP</b>	Internet Service Provider
<b>ITA</b>	Income Tax Act
<b>ITES</b>	Information Technology Enabled Services
<b>IT</b>	Information Technology
<b>KEPSA</b>	Kenya Private Sector Alliance
<b>KLMIS</b>	Kenya Labour Market Information System
<b>KPI</b>	Key Performance Indicators
<b>KPO</b>	Knowledge Process Outsourcing
<b>KUGWO</b>	Kenya Union of Gig Workers
<b>LION</b>	Local Integrated Online Network
<b>LMI</b>	Labour Market Information System
<b>LPO</b>	Legal Process Outsourcing

<b>M &amp; E</b>	Monitoring and Evaluation
<b>MCDA</b>	Ministries, Counties, Departments and Agencies
<b>MDA</b>	Ministries, Departments and Agencies
<b>MNC</b>	Multi National Corporation
<b>MSA</b>	Master Service Agreement
<b>MSE</b>	Micro and Small Enterprise
<b>MSME</b>	Micro, Small and Medium Enterprise
<b>NDC</b>	Nationally Determined Contribution
<b>NEET</b>	Not in Employment & Education
<b>NGO</b>	Non-Governmental Organization
<b>NOFBI</b>	National Optic Fiber Backbone Infrastructure
<b>NOS</b>	National Occupational Standards
<b>PPP</b>	Public Private Partnership
<b>R&amp;D</b>	Research and Development
<b>RPL</b>	Recognition of Prior Learning
<b>RPO</b>	Recruitment Process Outsourcing
<b>SADC</b>	Southern African Development Community
<b>SCO</b>	Supply Chain Outsourcing
<b>SDG</b>	Sustainable Development Goal
<b>SEZ</b>	Special Economic Zone
<b>SEZA</b>	Special Economic Zones Authority
<b>SME</b>	Small-Medium Enterprise
<b>TEAMS</b>	The East African Marine System
<b>TFTA</b>	Tripartite Free Trade Area
<b>TVET</b>	Technical and Vocational Education and Training
<b>UNCTAD</b>	United Nations Trade and Development
<b>USD</b>	United States Dollar
<b>VAT</b>	Value Added Tax
<b>WFZO</b>	World Free Zones Organization
<b>WIPO</b>	World Intellectual Property Organization
<b>WTO</b>	World Trade Organization

## **FOREWORD**

Kenya Vision 2030 aspires to create a globally competitive and prosperous nation with a high quality of life by the year 2030. A key part of this vision is to establish Kenya as a leading Business Process Outsourcing (BPO) destination. Although Kenya is emerging as one of the top BPO destinations on the continent, it has yet to reach the status of leading global outsourcing destinations such as India and the Philippines.

The National Policy on Business Process Outsourcing has been designed to establish Kenya as a premier global outsourcing destination. The policy aims to capitalize on the high global demand for outsourcing services while addressing the challenge of high youth unemployment facing the country. Central to the policy is the emerging digital labour force, which forms a vital component of the modern workforce in the BPO sector.

This policy focuses on five major pillars, namely: human capital, digital infrastructure, data and information management, enabling business environment, marketing, and labour market performance. The policy is aligned to a range of national, regional and international frameworks, including the Constitution of Kenya, Kenya Vision 2030, the Bottom-Up Economic Transformation Agenda (2022–2027), the Treaty for the Establishment of the East African Community, the African Union Agenda 2063, the 2030 Agenda for Sustainable Development, and relevant International Labour Organization (ILO) conventions.

The implementation of this policy will be done using a whole-of-government-approach framework. Accordingly, relevant Ministries, Departments, and Agencies (MDAs) will need to integrate the policy actions into their respective work plans. In addition to government efforts, the private sector including social partners, development partners and the youth, will play a pivotal role in ensuring the successful implementation of this policy. This collective effort calls upon all stakeholders to actively support and champion this policy.

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**Ministry of Labour and Social**  
**Protection**

**Hon. William Kabogo Gitau**  
**Cabinet Secretary**  
**Ministry of Information Communications**  
**and the Digital Economy**

## **ACKNOWLEDGEMENTS**

The National Business Process Outsourcing Policy is a product of the great commitment and concerted effort by various stakeholders in the public and private sector. It has benefitted from the invaluable input and support of Ministries, Counties, Departments and Agencies (MCDAs) and the private sector, including the BPO sector, social partners, development partners, Non-governmental Organizations (NGOs), civil society and youth groups. Stakeholder input, therefore, lies at the heart of the development of this policy.

This aligns with the principle of public participation, as enshrined in the Constitution of Kenya. Article 10 of the Constitution identifies public participation as a national value and a key principle of governance. This ensures the inclusion of diverse voices, including those of marginalized groups, in the policy-making process. Furthermore, public participation fosters the development of innovative, effective, and practical solutions.

Gratitude is thus extended to all the stakeholders for their invaluable contributions towards the development of this policy. Special gratitude goes to the Kenya Private Sector Alliance (KEPSA), for providing financial support, which was instrumental towards developing the policy. Appreciation also goes to members of the technical committee for their commitment and tireless efforts in guiding the formulation of this policy.

We look forward to continued collaboration with all relevant stakeholders as we implement this policy.

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**the Digital Economy**

## **EXECUTIVE SUMMARY**

This National Business Process Outsourcing (BPO) Policy is organized in five key chapters. The first chapter outlines the policy's overarching goal and objectives. The second chapter presents a situational analysis of the BPO sector. Based upon the situational analysis, the third chapter articulates the policy statements and actions. The fourth chapter provides the implementation framework, and chapter five deals with the monitoring and evaluation framework of the policy.

The formulation of this policy was driven by several key factors, namely: the rising global demand for BPO services, Kenya's distinct competitive advantages, and the sector's potential to generate employment, reduce youth unemployment, and foster knowledge exchange and innovation spillovers. Additionally, existing policy and legal gaps necessitated the development of a BPO policy framework.

The goal of this policy is to promote Kenya as a global leader in the BPO industry towards enhancing employment creation and economic prosperity.

The objectives of the policy are to:

- a). Strengthen human capital development for the BPO sector;
- b). Enhance digital infrastructure to support the BPO sector;
- c). Strengthen data and information management support to support informed decision-making and growth of the BPO sector;
- d). Establish an enabling business environment for the BPO sector;
- e). Improve marketing efforts to position Kenya as a competitive outsourcing destination;
- f). Strengthen labour market performance in the BPO sector;
- g). Develop an overall coordination mechanism for the BPO sector;

The policy statements, which outline the necessary actions to be undertaken, are outlined below:

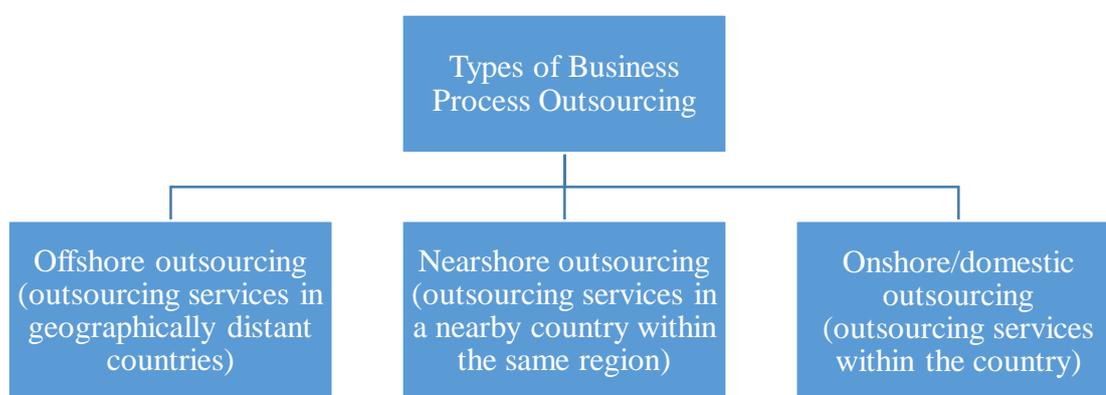
- Policy statement 1. Enhance human capital development within the BPO industry.
- Policy statement 2. Develop and enhance digital infrastructure to meet the evolving needs of the BPO sector.
- Policy statement 3. Enhance data management in the BPO sector to support informed decision-making and sector growth.
- Policy statement 4. Ensure the highest standards of data security in the BPO sector.
- Policy statement 5. Protect and safeguard intellectual property rights in the BPO sector.
- Policy statement 6. Strengthen access to financial capital for BPO startups and enterprises.
- Policy statement 7. Provide an enabling business regulatory framework that fosters the growth and competitiveness of the BPO sector.
- Policy statement 8. Provide a favorable taxation regulatory framework to support the BPO sector.
- Policy statement 9. Promote the development of environmentally sustainable BPO enterprises.
- Policy statement 10. Position Kenya as a leading global and regional outsourcing hub while strengthening domestic outsourcing capabilities.
- Policy statement 11. Establish a comprehensive legal framework to safeguard and enforce the labour rights and protections of the digital workforce.
- Policy statement 12. Promote decent working conditions in the BPO sector.
- Policy statement 13. Facilitate the transition of informal gig workers into the formal economy.

## CHAPTER ONE: POLICY OVERVIEW AND CONTEXT

### 1.1 INTRODUCTION

Business Process Outsourcing is a strategic practice where specific services or job functions are hired out, transferred, or subcontracted to an external or third party. Based on the geographical location, the practice of Business Process Outsourcing can be classified into offshore outsourcing, nearshore outsourcing and onshore outsourcing (see figure 1). Over the years, the Business Process Outsourcing industry has experienced significant expansion and comprises of multiple segments. In addition to traditional back-office and front-office operations, Business Process Outsourcing also includes tasks facilitated through digital platforms, broadening its scope and impact.

**Figure 1: Types of Business Process Outsourcing**



### 1.2 PROBLEM STATEMENT

The National Policy on Business Process Outsourcing (BPO) aims to position Kenya as a leading global outsourcing destination, leveraging its strengths in skilled labor, technological advancements, and strategic geographic location. However, Kenya faces intense competition from well-established outsourcing hubs such as India and the Philippines. Without targeted policy interventions, Kenya risks lagging behind in the rapidly expanding global BPO market. Furthermore, Kenya has yet to fully leverage the growing global demand for outsourcing services and unlock the BPO sector's potential in driving employment, reducing youth unemployment, and fostering knowledge exchange and innovation spillovers. Additionally, a recent judicial ruling has underscored the urgent need for comprehensive policy and legal reforms to safeguard the rights and working conditions of digital workers, who constitute a significant share of the BPO workforce. Therefore, a comprehensive policy framework for the BPO sector is required.

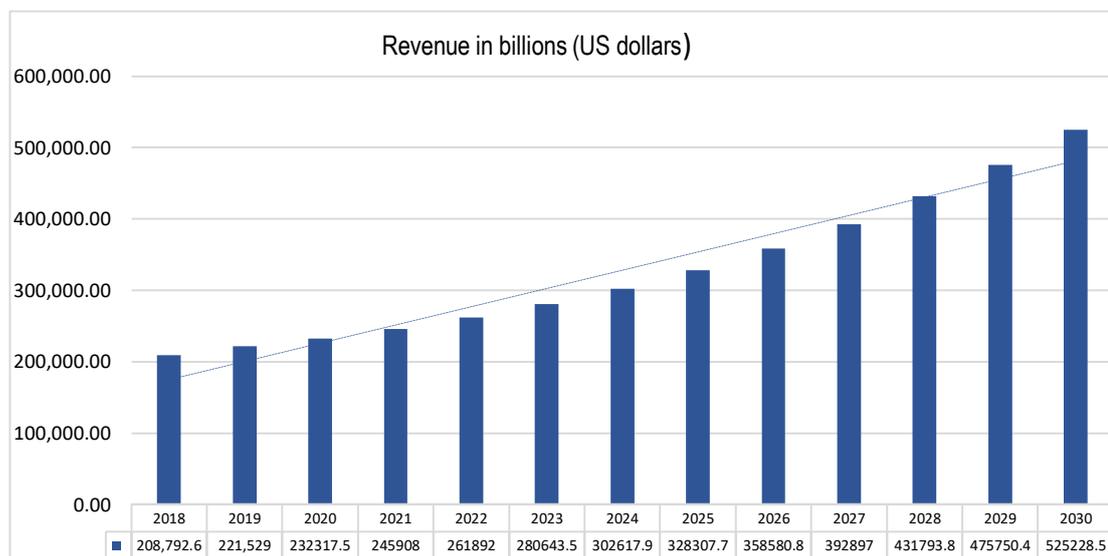
### 1.3 RATIONALE

#### a). High demand for BPO services

The high demand for Business Process Outsourcing (BPO) services is driven by globalization and intensified competition, as companies seek to enhance cost savings, value creation, and operational efficiency. This demand is supported by continuous improvements in IT infrastructure, declining costs of telecommunications and IT equipment, and enhanced internet accessibility. Moreover, the growing use of cloud computing has attracted more businesses to adopt outsourcing services.

In 2024, the global BPO market was valued at approximately US\$302,617.5 million. This market is expected to reach a projected revenue of US\$ 525,228.5 million by 2030. A compound annual growth rate of 9.6 per cent is expected of the global BPO industry from 2025 to 2030 (see figure 2). In this respect, the BPO sector presents significant opportunities for the economic development of Kenya.

**Figure 2: Global Business Process Outsourcing Market, 2018-2030**



(Horizon, 2024)

### b). Competitive advantage

Kenya's strategic time zone advantage significantly enhances its offshore outsourcing capabilities. By leveraging the time difference, BPO enterprises in Kenya can provide round-the-clock services, enabling offshore companies in distant countries to maintain a 24-hour business day. Kenya's geographic location also places it just a few hours ahead of Europe and slightly behind Asia, facilitating real-time collaboration and efficient communication with clients and partners across these regions. Additionally, Kenya has a highly educated, English-speaking workforce, and quality digital infrastructure which contribute to its attractiveness as an outsourcing destination. With advancements in both low-end and high-end BPO/ITES sectors, Kenya has diversified its outsourcing portfolio. However, Kenya faces competition from established BPO global leaders like India and the Philippines, which have decades of experience, robust digital infrastructure, and strong client relationships. To differentiate itself and secure long-term competitiveness, Kenya must leverage its strengths in high-end ITES services while promoting impact sourcing—a socially responsible approach that integrates marginalized communities into the workforce.

### c). Job creation potential

As shown in Table 1, youth unemployment—strictly defined as individuals not working, actively seeking employment within the past four weeks, and available to work—has remained high, fluctuating between 751,031 in 2022 and 820,300 in 2024. Additionally, over 2 million young people are unemployed, including those who are potentially available for work but not actively seeking employment due to a lack of job opportunities. Moreover, 2.8 million youth are classified as Not in Employment, Education, or Training (NEET), while more than 500,000 face underemployment or long-term unemployment, underscoring persistent inefficiencies in the labor market.

**Table 1: Youth unemployment in Kenya (ages 20-34), 2020 - 2024**

Indicator	2020	2021	2022	2023*	2024*
No. of unemployed	933,144	2,572,541	751,031	785,600	820,300
No. of combined unemployed & potential labour force	2,148,289	1,684,167	2,115,287	2,180,500	2,245,900
No. of unemployed & time-related underemployed	523,778	517,225	527,558	540,800	554,300
No. of long-term unemployed	370,012	527,873	499,742	515,200	530,700
No. Not in Employment & Education (NEET)	2,452,966	2,998,289	2,680,743	2,750,900	2,821,500

\*Estimates  
2021,2020)

(Source: Kenya National Bureau of Statistics, 2022,

The BPO sector has significant potential to address youth unemployment as it is a key driver of employment, creating both direct and indirect job opportunities. It also fosters inclusivity through remote work models, supporting individuals with caregiving responsibilities, mobility challenges, and those living in rural areas. Additionally, remote work helps reduce carbon emissions and ease urban congestion, reinforcing the sector's role in creating sustainable jobs.

#### **d). Knowledge management**

International firms outsourcing services in Kenya bring advanced expertise, cutting-edge technologies, and global best practices, fostering significant knowledge spill overs within the local market. These firms train local employees, equipping them with specialized skills, technical know-how, and exposure to modern business operations. In addition, local firms integrate technologies and methodologies introduced by these multinational companies, accelerating technological advancement across the industry. Furthermore, exposure to international best practices enables local firms to refine their operational models, resulting in higher efficiency, improved service quality, and global competitiveness. This knowledge diffusion has the potential to drive the development of new products and services, while enhancing existing ones, directly contributing to job creation, industry expansion, and economic development.

#### **e). Policy and legal gaps**

The BPO sector relies heavily on the digital labour force. which consists of a new category of workers that operate on digital platforms. These platforms can be categorized into three main types: (a) those that mediate work; (b) those facilitating exchanges between businesses and consumers; and (c) those providing digital services. These platforms have penetrated across a wide range of sectors such as digital support, customer service, technical support, human resource support, telemarketing, health care services, beauty services, personal services, taxi and delivery services, tutoring, online freelance and micro tasking work.

While the existing policy and legal framework in Kenya provides for traditional employment relationships, it does not cater for the emerging digital labour force. A judicial ruling delivered on September 20, 2024, has brought this issue to the forefront. In the case of Samasource EPZ Limited t/a Sama v. Meta Platforms, Incorporated &

186 others; Kenya Human Rights Commission & 8 others (Interested Parties), the court ruled in favor of reviewing the laws and policies related to the protection of employees' occupational safety and health in the sector of virtual digital work, digital workspaces, and digital workplaces.

## 1.4 GOAL, OBJECTIVES AND PRINCIPLES

### 1.4.1 Policy goal

To promote Kenya as a global leader in the Business Process Outsourcing industry towards enhancing employment creation and economic prosperity.

### 1.4.2 Policy objectives

The objectives of the policy are to:

- h). Strengthen human capital development for the BPO sector;
- i). Enhance digital infrastructure to support the BPO sector;
- j). Strengthen data and information management support to support informed decision-making and growth of the BPO sector;
- k). Establish an enabling business environment for the BPO sector;
- l). Improve marketing efforts to position Kenya as a competitive outsourcing destination;
- m). Strengthen labour market performance in the BPO sector;
- n). Develop an overall coordination mechanism for the BPO sector;
- o). Establish a monitoring, evaluation and reporting framework for the BPO sector.

### 1.4.3 Policy guiding principles

The policy guiding principles include: -

a).	Capacity building	Build human and institutional capacity required to transform the BPO sector
b).	Fair trade practices	Create a level playing field that facilitates fair competition in the global market
c).	Labour rights	Ensure that workers' and employers rights are upheld and protected
d).	Linkages	Strengthen trade partnerships and collaborations
e).	Market access	Ensure that local firms access global outsourcing markets
f).	Technology and innovation	Leverage on digital technology and innovation to enhance service delivery
g).	Transparency and accountability	Ensure that regulatory frameworks are applied in a consistent, transparent and predictable manner
h).	Social dialogue and industrial peace	Promote better working conditions, social justice, and good governance

## 1.5 SCOPE

The National Policy on Business Process Outsourcing applies to the public and private sector.

## 1.6 POLICY CONTEXT

Various laws and policies are relevant to Business Process Outsourcing, and will, therefore inform and affect the implementation of this Policy.

Legal framework	Purpose
2030 Agenda for Sustainable Development	Provides for inclusive and equitable quality education and promotion of lifelong learning opportunities for all (SDG4); sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all (SDG8); and resilient infrastructure and promotion of inclusive and sustainable industrialization and foster innovation (SDG9).
African Continental Free Trade Area Ministerial Regulations (2018)	Enhances economic integration, boost intra-African trade, and foster sustainable development.
African Union Agenda 2063	Promotes Africa as an attractive destination for foreign direct investment by providing tailored information to potential investors, highlighting the various investment opportunities across different sectors in Africa.
Bottom Up Economic Transformation Agenda, 2022–2027	Presents the key national priority areas, namely: Agriculture; Micro, Small and Medium Enterprise (MSME) economy; Housing and Settlement; Healthcare; and the Digital Superhighway and Creative Economy.
Capital Markets Act (1989)	Establishes a Capital Markets Authority for the purpose of promoting, regulating and facilitating the development of an orderly, fair and efficient capital market in Kenya.
Children Act (2020)	Provides provisions for children rights and the welfare of children.
Companies Act (2015)	Aims at consolidating and reforming the law relating to the incorporation, registration, operation, management and regulation of companies.
Competency Based Education and Training Policy (2018)	Presents a framework for the delivery and implementation of a Competence Based Education and Training (CBET) system in the TVET sector.
Competition Act (2010)	Seeks to promote and safeguard competition in the national economy; to protect consumers from unfair and misleading market conduct; to provide for the establishment, powers and functions of the Competition Authority and the Competition Tribunal.

Legal framework	Purpose
Computer Misuse and Cybercrimes Act (2018)	Enables timely and effective detection, prohibition, prevention, response, investigation and prosecution of computer and cybercrimes; to facilitate international co-operation in dealing with computer and cybercrime matters.
Constitution of Kenya	Guarantees the right to employment and relevant education in articles 54, 55 and 56; the right to fair labour practices in Article 41; the right to social security in article 43.
Consumer Protection Act (2012)	Provides for the protection of the consumer, prevent unfair trade practices in consumer transactions.
Copyright Act (2001)	Makes provision for copyright in literary, musical and artistic works, audio-visual works, sound recordings, and broadcasts.
County Licensing (Uniform Procedures) Act (2024)	Establishes standard uniform procedures for licensing by county governments.
Data Protection (Complaints Handling and Enforcement Procedures) Regulations (2021)	Facilitate a fair, impartial, just, expeditious, proportionate and affordable determination of complaints lodged with the Data Commissioner.
Data Protection Act (2019)	Provides for the establishment of the Office of the Data Protection Commissioner; regulation of the processing of personal data; and the rights of data subjects and obligations of data controllers and processors.
Data Protection (General) Regulations (2021)	Provide a framework for the processing of personal data in Kenya.
EAC Vision 2050	Focuses on development pillars and enablers that will create jobs to absorb the expected expansion of workforce during the duration of the Vision 2050.
Employment Act (2007)	Establishes the minimum terms and conditions of employment and defines the fundamental rights of employees. It also provides the basic conditions of employment of employees.
Employment and Labour relations Act of 2014	Establishes the Employment and Labour Relations Court to hear and determine disputes relating to employment and labour relations.
Excise Duty Act (2015)	Provide for the charge, assessment and collection of excise duty.

Legal framework	Purpose
Export Processing Zones Act (1990)	Provides for the promotion and facilitation of export oriented investments and the development of an enabling environment for such investment.
Foreign Investment Protection Act (2023)	Assists in safeguarding approved and eligible foreign investments.
Industrial relations Charter (1984)	Promotes good industrial relations and ensure efficient and productive undertakings through mutual consultation and cooperation.
Industrial Training Act (2012)	Provides for the regulation of the training of persons engaged in industry including industrial attachment and apprenticeship.
Industrial Property Act (2022)	Provides for the promotion of inventive and innovative activities, to facilitate the acquisition of technology through the grant and regulation of patents, utility models, technovations and industrial designs.
ILO Conclusions on Skills for Improved Productivity, Employment Growth and Development (2008)	Provides practical guidance for strengthening education, vocational training and lifelong learning as central pillars of employability for workers and sustainability for enterprises within the decent work agenda.
Investment Promotion Act (2004)	Promotes and facilitates investment by assisting investors in obtaining the licenses necessary to invest and by providing other assistance and incentives.
Kenya Information and Communications Act (2013)	Facilitates the development of the information and communications sector (including broadcasting, multimedia, telecommunications and postal services) and electronic commerce.
Kenya Vision 2030	Envisions Kenya as a leading BPO destination in Africa, recognizing the sector's strategic role in driving economic growth, creating employment opportunities for youth, and contributing to the country's GDP.
Kenyan Business Registration Services Act (2015)	Provides for the establishment of the Business Registration Service (BRS), aimed at efficiently administering laws pertaining to the incorporation, registration, operation, and management of companies, partnerships, and firms.
Kenya Youth Development Policy (2019)	Provides a framework for empowering the youth and harnessing their potential for realization of sustainable development.
Labour Institutions Act (2007)	Establishes labour institutions such as the national labour board, the committee of inquiry, labour administration and inspection, the wages councils and employment agencies.

Legal framework	Purpose
Labour Relations Act (2007)	Promotes sound labour relations through the protection and promotion of freedom of association, the encouragement of effective collective bargaining and promotion of orderly and expeditious dispute settlement.
Miscellaneous Fees and Levies Act (2016)	Provide for the imposition of duties, fees and levies on imported or exported goods.
National Curriculum Policy (2018)	Presents a framework for guiding the curriculum reform process at all levels of education and training.
National Investment Policy (2019)	Supports and stimulates the development of the private sector by attracting high value added and inclusive investment that contributes to the country's economic diversification and ultimately to sustainable development.
National Social Security Fund Act (2013)	Provides for the establishment of the National Social Security Fund, to provide for contributions to and the payment of benefits out of the Fund.
Occupational Safety and Health Act (2007)	Provides for workers' safety, health and welfare in so far as they are lawfully present at the workplace.
Persons with Disabilities Act (2003)	Provides for the rights and rehabilitation of persons with disabilities; to achieve equalization of opportunities for persons with disabilities.
Public Finance Management Act (2012)	Provide for the effective management of public finances by the national and county governments.
Public-Private Partnerships Act (2021)	Provides for the participation of the private sector in the financing, construction, development, operation, or maintenance of infrastructure or development projects of the government through concession or other contractual arrangements.
Registration of Data Controllers and Data Processors) Regulations (2021)	Establishes a framework for the registration of data controllers and data processors in Kenya.
Retirement Benefit Authority Act (2004)	Provides for the establishment of a Retirement Benefits Authority for the regulation, supervision and promotion of retirement benefits schemes, and the development of the retirement benefits sector.
Sessional Paper No. 09 of 2012 on the National Industrialization Policy Framework for Kenya, 2012-2030	Provides a framework for enabling the industrial sector to attain and sustain annual sector growth rate of 15 per cent and make Kenya the most competitive and preferred location for industrial investment in Africa leading to high employment levels and wealth creation.

Legal framework	Purpose
Sessional Paper on Reforming Education and Training for Sustainable Development in Kenya (2019)	Presents the framework for delivery of inclusive, equitable, quality and relevant education, training and research that promotes life-long opportunities for all.
Social Health Insurance Act (2023)	Provides for the establishment of a primary health care fund, to provide quality primary health care services for all residents of Kenya.
Special Economic Zones Act (2015)	Provides for an enabling environment for the development of all aspects of special economic zones.
Tax Procedures Act (2015)	Harmonizes and consolidate the procedural rules for the administration of tax laws in Kenya.
Treaty for the Establishment of the EAC (2007)	Promotes linkages among industries within the East African Community (EAC).
Value Added Tax Act (2013)	Provides for the imposition of value added tax on supplies made in, or imported into Kenya.
Work Injury Industry Benefits Act (2007)	Provides for compensation to employees for work related injuries and diseases contracted in the course of their employment.

## 1.7 POLICY FORMULATION PROCESS

The formulation of the National Policy on Business Process Outsourcing was undertaken through a consultative and participatory approach. The process involved various stakeholders both at national and county levels. These included the public sector, private sector, industry, Non-governmental Organizations, civil society, development partners, social partners and youth groups.

## CHAPTER TWO: SITUATIONAL ANALYSIS

### 2.1. INTRODUCTION

This section provides a broad sectoral overview of the critical issues that impact on Kenya's progress towards achieving a productive Business Process Outsourcing (BPO) sector. The situational analysis focuses on key development sectors that are thematically sequenced. A range of key issues have been identified in each thematic area.

### 2.2. HUMAN CAPITAL

Increasing the supply of skills at all levels will be crucial for the BPO economy. Enrollment rates across basic education, Technical and Vocational Education and Training (TVET), and university education are presented in Table 2.

**Table 2: Enrollment in the education sector 2019 - 2023**

Sector	No. of learners enrolled				
	2019	2020	2021	2022	2023
University Education	509,473	546,699	562,066	562,925	579,200
TVET	430,598	451,205	498,326	562,499	674,800
Secondary Education*	3,260.0	3,520.4	3,692.0	3,858.0	4,109
Primary Education*	10,072.0	10,170.1	10,285.1	10,364.2	10,241

\*Number '000'

(Economic Survey, 2024)

Kenya has a strong foundation for developing a skilled and semi-skilled labour force capable of driving economic value in the BPO sector. Additionally, the English language, which is highly valued in the BPO sector, serves as the primary medium of instruction. However, enhancing accent neutrality could further strengthen global competitiveness. While English proficiency is a strength, further refinement in accent neutrality could improve global competitiveness. Expanding multilingual capabilities could also diversify opportunities and extend Kenya's reach in non-English-speaking markets. Additionally, bridging the gap between the skills supply and the specific requirements of the BPO industry—particularly in digital competencies and soft skills—remains crucial for sustainable growth and competitiveness.

#### **Key issues:**

- a). Mismatch between the supply of and demand for skills in the BPO sector;
- b). Weak alignment of the curriculum to the demands of the BPO sector;
- c). Lack of national occupational standards for the BPO sector;
- d). Key gaps exist in basic and advanced digital skills, as well as soft skills;
- e). Need for improved English language proficiency and accent neutrality;
- f). Insufficient foreign language training;
- g). Inadequate teacher preparation for BPO-relevant training;
- h). Limited private sector engagement in BPO workforce development.

### 2.3. DIGITAL INFRASTRUCTURE

Digital infrastructure serves as the backbone of the BPO, IT, and IT-enabled services (ITES) economy. Kenya has made significant progress in expanding internet connectivity, strengthening its position as a regional digital hub. The country is connected to the international broadband highway through multiple undersea fiber optic cables, including SEACOM, TEAMS, EASSy, and LION, ensuring high-speed, reliable global communication. Additionally, the National Optic Fiber Backbone Infrastructure (NOFBI) links most major towns across Kenya, further enhancing domestic connectivity and accessibility. Table 3 provides a detailed overview of internet service providers and subscription rates in Kenya.

**Table 3: Internet providers and subscriptions, 2019 - 2023**

Category	2019	2020	2021	2022	2023*
Licensed Application Services Providers (ASPs)	302	366	420	471	533
Licensed Content Services Providers (CSPs)	424	481	598	682	740
<b>Total Wireless Internet Subscriptions</b>	<b>39,229,398</b>	<b>43,812,041</b>	<b>45,681,705</b>	<b>47,968,774</b>	<b>51,312,965</b>
Terrestrial Mobile Data	39,156,202	43,707,173	45,556,731	47,760,337	51,015,188
Terrestrial Wireless Data	71,725	103,598	124,114	207,707	294,844
Satellite Data	1,471	1,270	860	730	2,933
<b>Total Fixed (Wired) Internet Subscriptions</b>	<b>427,692</b>	<b>579,449</b>	<b>672,672</b>	<b>837,208</b>	<b>1,033,455</b>
- Fixed Digital Subscriber Line (DSL) Data	751	870	901	807	193
- Fixed Fibre Optic Data	268,753	400,355	477,962	642,692	834,911
- Fixed Cable Modem (Dial-Up) Data	158,188	178,224	193,809	193,709	198,351
<b>Total Fixed and Wireless Internet Subscriptions</b>	<b>39,657,090</b>	<b>44,391,490</b>	<b>46,354,377</b>	<b>48,805,982</b>	<b>52,346,420</b>

\* Provisional

Source: Economic Survey, 2024

Over the past five years, internet provision and subscriptions have consistently risen. Total fixed and wireless internet subscriptions saw a 7.3 per cent growth, climbing from 48.8 million in 2022 to 52.3 million in 2023. Licensed Application Service Providers (ASPs) experienced a 13.2 per cent increase, reaching 533 in 2023 compared to 471 in the previous year. Similarly, terrestrial mobile subscribers rose by 6.8 per cent, growing from 47.8 million in 2022 to 51.0 million in 2023. Notably, terrestrial wireless data subscriptions recorded a substantial growth of 42.0 per cent. Notwithstanding this progress, Kenya ranks 134<sup>th</sup> out of 170 economies in the 2024 ICT Development Index (IDI) with a score of 58.4 (ITU, 2024).

#### Key issues

- Relatively low level of ICT development in comparison to other countries;
- Digital disparities including unequal access to internet connectivity;
- High internet access costs that drives up the operational expenses of the BPO industry;
- Need for quality, reliable and affordable energy;
- Vandalism and destruction of digital infrastructure, poses significant risks to the BPO industry;
- Advancements in artificial intelligence and robotic process automation pose a significant risk to low-skilled jobs in the BPO industry.

## **2.4. DATA AND INFORMATION MANAGEMENT**

### **2.4.1. Data management**

The government has established various mechanisms for managing data towards ensuring informed decision-making across various sectors. The Kenya National Bureau of Statistics (KNBS) plays a central role in collecting, analyzing, and disseminating statistical data, including maintaining a comprehensive national socio-economic database. Additionally, the Kenya Labour Market Information System (KLMIS) serves as a centralized platform for gathering and distributing labour market data. Despite this progress, data related to the Business Process Outsourcing (BPO) sector remains inadequate, particularly in areas such as revenue earnings, market size, market share, and growth rates. Furthermore, BPO-related data has not been sufficiently integrated into the national statistical system, resulting in inconsistencies in standardization, accessibility, interoperability, and reusability. Additionally, up-to-date labour market information on BPO workforce trends and skill requirements is lacking.

#### **Key issues:**

- a). Lack of comprehensive statistics on revenue earnings, market size, market share, and growth rates within the BPO industry;
- b). Limited availability of market intelligence data in the BPO sector;
- c). BPO-related data has not been sufficiently incorporated into the national statistical framework;
- d). BPO sector data is not recorded in a standardized format, making it difficult to access and analyze;
- e). Lack of up-to-date Labour Market Information (LMI) related to the BPO sector;
- f). Lack of a national digital skills inventory;
- g). Weak linkage between the BPO industry, and research and development institutions.

### **2.4.2. Data protection**

BPO service providers have access to extensive personal information and sensitive data of their clients. Protecting this data is essential to prevent breaches in privacy, such as identity theft, data leaks and misuse, security lapses and financial information loss. In Kenya, data protection is governed through a robust legal framework which includes; the Kenya Information and Communications Act (2013), the Computer Misuse and Cybercrimes Act (2018), and the Data Protection Act (2019). These laws are reinforced by supplementary regulations, namely: The Data Protection (General) Regulations (2021), the Data Protection (Registration of Data Controllers and Data Processors) Regulations (2021), and the Data Protection (Complaints Handling and Enforcement Procedures) Regulations (2021). At the international level, data transfer is governed by frameworks that restrict the movement of data to countries without adequate data protection standards.

#### **Key issues:**

- a). Need for interoperability between local and foreign data protection regimes;
- b). Cybersecurity risks pose a significant threat to data security in the BPO sector;
- c). Low awareness of data protection laws and regulations within the BPO sector;
- d). Data protection laws and regulations are complex, creating compliance burdens for BPO/MSEs;
- e). Gaps in monitoring compliance to data protection regulations in the BPO sector.

### **2.4.3. Intellectual property rights**

BPO firms often handle proprietary information and processes from their clients. In this respect, protecting intellectual property rights is crucial for mitigating risks, and misuse and theft of proprietary information. The Kenya legal system protects Intellectual Property Rights (IPRs) under: The Constitution of Kenya (Articles 11, 40 and 69); Industrial Property Act (2001); and the Copyright Act (2001). Kenya is also a member state of the African Regional Intellectual Property Organization (ARIPO) and the World Intellectual Property Organization (WIPO). In addition, multiple agencies have been established to manage the protection of intellectual property, including the Anti-Counterfeit Authority, Kenya Industrial Property Institute and Kenya Copyright Board. Although the intellectual property legal framework is robust, there is limited awareness of IPRs in the BPO sector.

#### **Key issues:**

- a). Low level of awareness of intellectual property rights within the BPO sector;
- b). BPO enterprises face compliance challenges when dealing with foreign vendors, each with their own intellectual property laws and regulations;
- c). Inefficiencies and duplicity of roles among the multiple agencies managing intellectual property rights;
- d). Gaps in enforcement of intellectual property rights in the BPO sector.

## **2.5. ENABLING BUSINESS ENVIRONMENT**

### **2.5.1. Financial capital**

Establishing and expanding BPO enterprises requires substantial financial investment. The capital needed varies depending on factors such as the scale of operations, geographical location and specific services offered. While financing is not a major challenge for Multi-National Corporations (MNCs) looking to expand their BPO operations in Kenya, it remains a significant hurdle for Micro and Small Enterprises (MSEs). Despite the government's efforts through National Affirmative Action Funds to support start-ups, these funding agencies experience resource constraints, limiting their ability to meet demand. Furthermore, financial institutions provide credit services tailored to formally registered businesses that meet stringent eligibility criteria, such as possessing a solid asset base, collateral, and established credit history. As such, MSEs—particularly those in the informal sector—fail to meet these requirements. Further barriers include high lending rates, coupled with limited financial literacy. As a result, MSEs are yet to become major investors in the BPO sector compared to foreign companies.

#### **Key issues:**

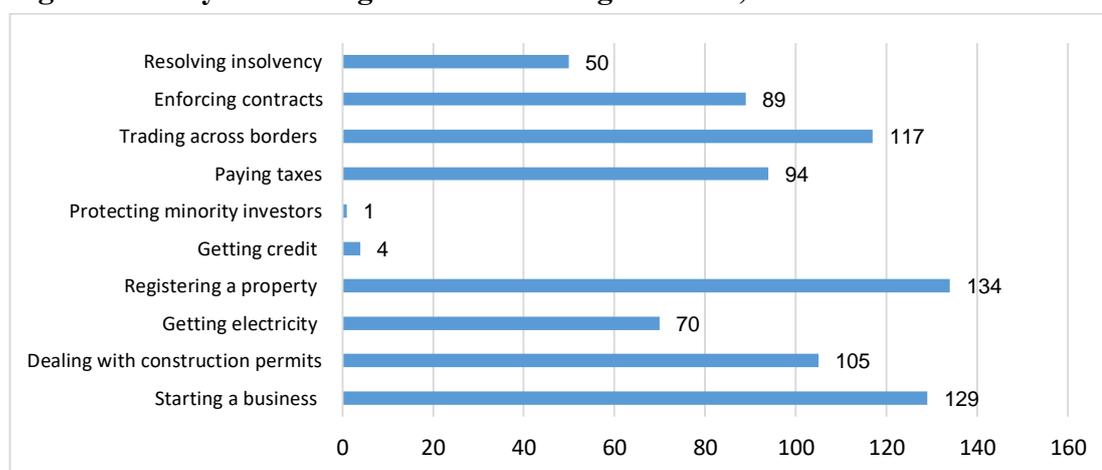
- a). Limited access to financial capital presents a major barrier for entrepreneurs seeking to establish BPO enterprises;
- b). Resource constraints in National Affirmative Action Funds restrict support for BPO startups, particularly those led by women, youth, and persons with disabilities;
- c). Strict eligibility requirements, high lending rates, and limited financial literacy make it difficult for MSEs to access credit, hindering their ability to engage in BPO operations;
- d). Micro and small BPOs have yet to fully leverage the incentives available through Export Processing Zones (EPZs) and Special Economic Zones (SEZs);

- e). Foreign companies dominate BPO investment, as MSEs have yet to establish themselves as key investors.

### 2.5.2. Business regulatory framework

Kenya has a well-developed business regulatory framework, encompassing various legislative acts such as the Foreign Investment Protection Act (2023), County Licensing (Uniform Procedures) Act (2024), Public-Private Partnerships Act (2021), Special Economic Zones Act (2015), Kenyan Business Registration Services Act (2015), Companies Act (2015), Consumer Protection Act (2012), Competition Act (2010), Investment Promotion Act (2004), Export Processing Zones Act (1990), and the Capital Markets Act (1989). These laws are designed to facilitate business operations and investment within the country. Kenya's ranking on Ease of Doing Business is presented in Figure 3.

**Figure 3: Kenya's ranking on Ease of Doing Business, 2020**



(World Bank, 2020)

The World Bank's 2020 Doing Business Report ranked Kenya 4th on Ease of Doing Business within the African region (with a score of 73.2), behind Mauritius, Rwanda, and Morocco. Globally, Kenya ranked 56th out of 190 economies. Despite this positive performance, the country faces challenges in key areas, ranking 134th in property registration, 124th in business startup processes, and 117th in cross-border trade.

The private sector in Kenya has also raised concerns about the business environment. The Kenya Association of Manufacturers (2020) highlighted inconsistencies in county-level regulations, overlapping mandates among regulatory bodies, and high compliance costs, all of which contribute to the increased cost of doing business. More recently, the Federation of Kenya Employers (2024) reported that businesses were facing regulatory inefficiencies and an increasingly challenging business environment. Likewise, the Kenya National Chamber of Commerce and Industry (2025) pointed out that unfavorable government policies could hinder job creation in the private sector.

### Key issues

- Unfavorable business regulatory framework present challenges for BPO sector growth;
- Kenya's low rankings in property registration, business startup, and cross-border trade create obstacles for BPO development;
- Inconsistencies in county-level regulations impose administrative burdens on BPO enterprises;

- d). Overlapping mandates among regulatory bodies result in inefficiencies and compliance difficulties for BPO enterprises;
- e). High compliance costs raise the cost of doing business, particularly for small BPO enterprises.

### **2.5.3. Taxation**

Kenya has established a strong taxation regulatory framework, covering various laws that govern tax procedures, value-added tax, excise duties, and investment regulations. These include: The Miscellaneous Fees and Levies Act (2016), Excise Duty Act (2015), Tax Procedures Act (2015), Value Added Tax Act (2013), Public Finance Management Act (2012), East African Community Customs Management Act (2004), and the Income Tax Act Cap 470.

The Digital Service Tax (DST) applies to BPO enterprises offering services through digital marketplaces, levying a 1.5 per cent tax on gross transaction value for both resident and non-resident providers. However, DST presents challenges, particularly for start-up firms, as it functions as an advance tax, potentially burdening businesses before they become profitable. Furthermore, inconsistent taxation codes pose risks of double taxation and arbitrary taxation, further complicating compliance. Additionally, low compliance rates stem from inadequate infrastructure for taxpayer registration, limited business motivation to comply, and weak monitoring systems (Kenya National E-Commerce Strategy, 2022).

#### **Key issues**

- a). Unfavorable tax regime which hinders the growth and competitiveness of BPO enterprises;
- b). Digital Service Tax imposes an advance tax burden on start-up BPO enterprises, potentially affecting their financial viability;
- c). Inconsistent taxation codes create risks of double taxation and arbitrary taxation, for BPO businesses;
- d). Low compliance rates to the Digital Service Tax.

### **2.5.4. Environment sustainability**

Kenya's commitment to the United Nations Framework Convention on Climate Change (Paris Agreement) is articulated through its Nationally Determined Contribution (NDC), aiming to reduce greenhouse gas emissions by 32 per cent by 2030. In this context, BPO enterprises are expected to integrate environmental sustainability into their operations, products, and services. The development of green BPO enterprises, which adopt energy-efficient practices, eco-friendly infrastructure, and digital solutions that minimize carbon footprints, will contribute significantly to Kenya's decarbonization goals. However, the transition toward sustainable BPO operations comes with challenges, including: high upfront costs, technological limitations, and limited awareness and expertise to effectively implement the green transition.

#### **Key issues:**

- a). Need for environmentally sustainable BPO enterprises;
- b). Barriers to the green transformation of BPO enterprises include high upfront costs, technological limitations, and limited awareness and expertise;
- c). Unpreparedness of the BPO sector to tap into emerging opportunities created by the green transition.

## 2.6. MARKETING

### 2.6.1. Offshore outsourcing

Kenya is emerging as a significant player in the digital offshore outsourcing economy, offering competitive services in IT and IT-enabled offshore outsourcing. Currently, there are 180 digital labour platforms in Kenya, categorized into location-based platforms (e.g., taxi, delivery, beauty services), online platforms (e.g., freelance, tutoring), and hybrid platforms offering multiple services (ILO, 2024). In addition, Kenya has a history of offshore production outsourcing. This involves international firms shifting production to affiliate industries or third-party providers in the country.

To attract foreign investors in the BPO sector, Special Economic Zones (SEZs) and Export Processing Zones (EPZs) have been established. These zones focus on providing physical infrastructure and export capabilities to foster manufacturing and export-oriented industries, while others are designed to support the growth of the BPO/ITES sector. Key incentives offered within these zones include: tax waivers, reductions, exemptions, and simplified procedures to attract investments, as illustrated in Table 4.

Despite these efforts, Kenya faces intense competition from dominant players like India and the Philippines, as well emerging offshore destinations such as the Czech Republic, Mexico, and China. Additionally, Kenya contends with protectionist policies in developed economies, fueled by concerns over domestic job losses.

**Table 4: Tax incentives for SEZs and EPZs**

Category	Tax incentives for EPZs	Tax incentives for SEZs
1. Imported goods	Exemption of import duty and VAT on raw materials and machinery	Fully exempt VAT, excise duty, import duty, import declaration fees
2. Corporate tax	Preferential rates: 10 year corporate tax holiday; Next 10 years: 25 per cent; Subsequent years: 30 per cent.	Preferential rates: First 10 years: 10 per cent; Next 10 years: 15 per cent; Subsequent years: 30 per cent.
3. Local government fee	Exempt from advertisement fees; Business permit fees	Exempt from advertisement fees; Business permit fees
4. Withholding tax	10 year withholding tax holiday	Dividends exempt; Royalties exempt for first 10 years; Gains on transfer of property exempt; Other payments (commission and rent): exempt for first 10 years
5. Investment deduction allowance	100 per cent allowance on capital expenditure on building and machinery; 100 per cent foreign ownership allowed	100 per cent allowance on capital expenditure on building and machinery; 100 per cent foreign ownership allowed
6. Stamp duty	Perpetual exemption	Perpetual exemption
7. Local supplies	-	Zero rated VAT

Ministry of Investment, Trade and Industry, 2024

**Key issues:**

- a). Kenya has yet to position itself effectively as a leading global destination for offshore outsourcing services;
- b). Strong competition from established players like India and the Philippines, along with emerging destinations such as the Czech Republic, Mexico, and China, presents challenges;
- c). Kenya holds significant potential to attract increased international business in IT and IT-enabled offshore outsourcing;
- d). Special Economic Zones (SEZs) and Export Processing Zones (EPZs) designed to support the BPO/ITES sector have not sufficiently tapped into the BPO market;
- e). Conflicts between income tax regulations and SEZ tax incentives create investment barriers in the BPO sector;
- f). Enhanced incentives provided by SEZs, in comparison to EPZs, have led to unnecessary competition between the two entities;
- g). The potential of Kenyan diaspora networks remains largely untapped in driving BPO investment and partnerships;
- h). Weak linkages between small and micro BPO enterprises and foreign vendors limit business growth and competitiveness;
- i). Unfair trade practices, including algorithmic biases, exist in the global BPO market;
- j). Market access restrictions driven by protectionist policies in developed economies, could threaten the growth of offshore outsourcing.

**2.6.2. Nearshore Outsourcing**

Kenya is a member state of the East African Community (EAC), Common Market for Eastern and Southern Africa (COMESA); Tripartite Free Trade Area (TFTA) which combines three regional economic communities—COMESA, EAC, and SADC; African Continental Free Trade Area (AfCFTA), Africa Economic Zones Organization (AEZO). The trade agreements within these blocs contain provisions for the digital economy, trade and e-commerce. Therefore, this enables Kenya to capitalize on these agreements to foster the growth of its BPO sector. By leveraging its membership in these organizations, Kenya can enhance market access and attract investment in the BPO sector towards positioning itself as a regional hub for outsourcing services. However, the potential of these trade bloc memberships to advance the BPO sector remains underexploited.

**Key issues:**

- a). Kenya has yet to solidify its position as a leading outsourcing hub in the region despite its strategic advantages;
- b). Underutilization of regional trade bloc memberships to foster BPO growth;
- c). Insufficient capacity among BPO/MSEs to fully capitalize on the opportunities presented by the regional trade agreements;
- d). Provisions related to emerging technologies such as blockchain, artificial intelligence, cloud computing, and cybersecurity—critical components of IT outsourcing—are not comprehensively included in regional trade agreements.

**2.6.3. Onshore Outsourcing**

The Public Procurement and Asset Disposal Act (2022) and Public Procurement and Asset Disposal Regulations (2020) allow public entities to outsource services as part of the procurement process when it offers better efficiency, quality of cost effectiveness than performing the same services in-house. The regulations also offer a detailed

framework for evaluating the cost effectiveness of outsourcing, including an analysis of value for money and ensuring that outsourcing does not compromise public interest or service delivery. As a result, various public entities outsource non-core services so that they can focus on their primary mandates towards attaining operational efficiency. Commonly outsourced services include: cleaning, waste management, fumigation, security services, catering and hospitality, transport and logistics, insurance services and legal services for specialised cases. The private sector in Kenya has also embraced outsourcing as an integral part of business process optimization, driving operational agility and cost management. Firms across various industries outsource non-core activities such as IT services, human resource management, customer support, marketing, and specialized technical services to third-party providers.

**Key issues:**

- a). Lack of sufficient awareness of the compelling business case and significant benefits associated with onshore outsourcing;
- b). Some local enterprises prioritize outsourcing services to providers outside Kenya, rather than supporting and collaborating with domestic operators;
- c). Outsourcing citizen-focused services to domestic BPO operators offers a valuable opportunity to grow and expand Kenya's onshore outsourcing sector.

## **2.7. LABOUR MARKET PERFORMANCE**

### **2.7.1. Digital labour force**

The emergence of the digital labour force is a relatively recent phenomenon, and existing labour laws in Kenya have not kept pace with these changes. The Employment Act (2007) sets forth the relationship between an employer and a worker as it defines the benefits, duties and obligations of the employer and the worker. This Act was designed with traditional employment relationships in mind, primarily covering individuals working under a *contract of service*.

However, some digital workers operate under a *contract for service*, which falls outside the scope of this definition. Hence, the Act has not adequately classified the digital labour force within the employment relationships. As independent contractors, digital workers are therefore not entitled to labour rights and protections under the Constitution of Kenya, Employment Act (2007); Labour Relations Act (2007); Work Injury Benefits Act (2007); and Occupational Safety and Health Act (2007).

The landmark ruling in the case of Samasource EPZ Limited t/a Sama v. Meta Platforms, Incorporated & 186 others; Kenya Human Rights Commission & 8 others (Interested Parties) highlights the necessity of granting labour rights to the digital workforce in Kenya. This development aligns Kenya with global trends, such as those in the UK and the Philippines, where gig workers have been recognized as employees. Furthermore, it places Kenya ahead of countries like South Africa and Nigeria, where courts have ruled that gig workers are not considered employees (see table 6).

**Table 5: Comparative analysis of the digital labour force**

Country	Legal framework	Digital workers classified	Digital workers with labour rights and protections	Legal developments
Kenya	Employment Act, 2007	x	x	On September 20, 2024, a court ruled in the case of Samasource EPZ Limited t/a Sama v. Meta Platforms, Incorporated & 186 others; Kenya Human Rights Commission & 8 others (Interested Parties) that digital workers must be granted labour rights and protections.
South Africa	Labour Relations Act, 1995 Code of good practice for regulation of platform work, 2022	x	x	On July 7, 2017, a court in the case of Uber South Africa Technology Services (Pty) Ltd v National Union of Public Service and Allied Workers (NUPSAW), ruled that Uber drivers were not employees.
Nigeria	Labour Act, 1971 (Revised in 2004)	x	x	On December 4, 2018, a court ruled in the case of Oladapo Olatunji & Anor (Representing themselves and other Uber and Taxify Drivers in Nigeria in a Class Action) v. Uber Technologies System Nigeria Limited & 2 Ors. that the Uber and Taxify drivers were not employees.
Philippines	Labour Advisory No. 14 Series of 2021	√	√	On September 21, 2022, the Supreme Court ruled that Lazada riders were employees; and entitled to legal protections and employee benefits.
India	Code on Social Security (2020)	√	√	In 2021, the Union of India filed a case against the Indian Federation of App-Based Transport Workers (IFAT) to have gig workers recognized as 'unorganized workers' under the Unorganized Workers' Social Security Act, 2008, entitling them to social security benefits. Final ruling pending.
UK	Employment Rights Act (1996)	√	√	On February 19, 2021, the UK Supreme Court ruled that Uber drivers are classified as 'workers' and are entitled to minimum wage and paid holiday.

**Key issues:**

- a). Certain digital workers are not classified as workers making it challenging for them to access employment-related rights and benefits;
- b). Some digital workers operate under a *contract for service* rather than a *contract of service*, thus excluding them from formal employment protections;
- c). Some digital workers are not entitled to protections under key labour laws, including the Employment Act, Labour Relations Act, Work Injury Benefits Act, and Occupational Safety and Health Act;
- d). Recent court rulings highlight the need to grant labour rights to digital workers;
- e). Kenya lags behind countries like the UK and the Philippines, which legally recognize gig workers as employees.

**2.7.2. Decent working conditions**

According to the International Labour Organization (2024), workers in Kenya’s BPO sector face considerable challenges that negatively affect their working conditions and livelihoods (see table 5).

**Table 6: Trends in working conditions of outsourced workers**

Category	Employment status of the target group studied	Average hourly earnings trend (Kshs)	Hours of paid and unpaid work (per week)	Access to social protection	Occupational safety and health	Access to trade unions
1. Domestic-workers platform	Temporary workers	80 – 100	35	Low access	High level of stress	Low access
2. Beauty workers	Self-employed	252 - 332	27	Not eligible	Low safety concerns	Low access
3. Health care workers platform	Temporary workers	203 - 289	39	High access	High level of stress	Low access
4. Tutors platforms	Independent contractors	194 - 220	49	Not eligible	High level of stress	Low access
5. Personal services*	Independent contractors	234 - 295	40	High access	High level of stress	Low access
6. Taxi drivers & delivery workers	Self-employed	158-209	63-66	Low access	High level of stress	Low access
7. Online freelance & micro task platforms	Self-employed	231-278	38-46	High access	High level of stress	Non-existent

\*Home-based repair/ maintenance services

(ILO study on Digital Labour Platforms in Kenya, 2024)

The decent work deficits emerging from the data in table 5 include:

- Wage disparities – Domestic workers (Kshs 80 – 100) and taxi drivers and delivery workers (Kshs 158 – 209) have relatively lower wages.
- Long working hours and unpaid labour – Taxi drivers and delivery workers put in the longest hours (63 – 66 per week), facing high fatigue and job strain. Tutors work 49 hours weekly, while online freelancers, personal service providers, and health care workers balance paid and unpaid tasks (38 – 46 hours).
- Limited access to social protection – Health care workers, personal service providers, and online freelancers have high social protection access, while domestic workers, taxi drivers, and delivery workers struggle with low access. Beauty workers and tutors are not eligible, leaving them vulnerable.
- Occupational safety – High stress levels were reported across most outsourced job categories, especially for domestic workers, health care workers, tutors, taxi drivers, delivery workers, and online freelancers.
- Weak trade union representation – Trade union access remains low across the outsourced worker categories, making negotiation for fair wages and better conditions difficult. Online freelancers lack union representation entirely, limiting their ability to advocate collectively.

These deficits in decent work standards have contributed to an increase in strikes and legal disputes initiated by BPO workers, as they seek improved wages, fair treatment, and enhanced labour protections.

**Key issues:**

- a). Low hourly earnings, with some workers receiving wages below the statutory minimum;
- b). Excessive working hours, often exceeding the standard 40-hour workweek;
- c). Women work life and domestic responsibilities affects the number of hours they have available to perform paid work in the BPO sector;
- d). Unpaid labour, as workers spend substantial time on tasks that are not financially compensated;
- e). Limited access to social protection, leaving workers vulnerable to economic uncertainties, healthcare costs, and job insecurity;
- f). High levels of stress and workplace safety concerns, exacerbated by demanding schedules and inadequate occupational health and safety measures;
- g). Restricted access to unionization, preventing collective bargaining opportunities and limiting workers' ability to negotiate for fair wages and better conditions;
- h). Recurrent workers' protests and legal disputes, attributed to decent work deficits in the BPO sector;
- i). Unfair supervision practices and performance monitoring mechanisms.

**2.7.3. Informal digital gig workers**

Informality heightens worker vulnerability, undermines occupational safety and health, and contributes to poor working conditions. Yet, the informal sector remains the largest source of employment, expanding from 15.0 million jobs in 2019 to 17.2 million in 2024—a 14.67 per cent increase, equivalent to 2.2 million additional jobs. Over this six-year period, informal employment has consistently accounted for more than 80 per cent of total jobs in the economy (Economic Survey, 2024). Within this landscape, the digital gig sector employs approximately 1.2 million workers, primarily young individuals aged 18 to 35. Notably, 82 per cent of these gig workers operate in the

informal sector (Africa Practice, MasterCard Foundation, and eMobilis Technology Institute, 2024).

**Key issues:**

- a). High levels of informality, with over 80 per cent of gig workers operating in the informal sector;
- b). Informal gig workers face precarious working conditions and lack access to labor rights, and social protections and benefits available to formal sector employees;
- c). Cooperatives offer a viable pathway to formalizing gig work, transforming informal employment into legally protected and economically stable opportunities;
- d). Exclusion of informal gig workers from the tax system leads to revenue losses for the government.

## CHAPTER THREE: POLICY PRIORITY ACTIONS

### 3.1 INTRODUCTION

This chapter outlines the policy priority areas of the National Policy on Business Process Outsourcing (BPO). The policy commitments are anchored on the situational analysis outlined in the previous chapter. Policy actions taken on each priority area are expected to guide skills development. This chapter therefore outlines the specific policy priority areas and the policy actions.

### 3.2 HUMAN CAPITAL

#### Policy statement

Enhance human capital development within the BPO industry.

#### Policy actions:

- a). Ensure that skills development is aligned with the specific needs of the BPO industry;
- b). Review and update the curriculum to reflect the demands of the BPO sector;
- c). Develop National Occupational Standards (NOS) for the BPO sector;
- d). Ensure access to basic and advanced digital skills, as well as soft skills;
- e). Enhance English language proficiency and achieving accent neutrality;
- f). Expand foreign language training to support BPO market penetration into non-English-speaking countries;
- g). Provide continuous professional development for teachers to ensure they are equipped to deliver skills required for the BPO sector;
- h). Strengthen public-private collaboration in the provision of reskilling and upskilling tailored to the needs of the BPO industry.

### 3.3 DIGITAL INFRASTRUCTURE

#### Policy statement

Develop and enhance digital infrastructure to meet the evolving needs of the Business Process Outsourcing (BPO) sector.

#### Policy actions:

- a). Prioritize investments in digital infrastructure for the BPO sector;
- b). Strengthen the National Optic Fiber Backbone Infrastructure (NOFBI) to improve nationwide connectivity;
- c). Invest in last-mile internet solutions to extend coverage to rural areas and Arid and Semi-Arid Lands (ASALs);
- d). Promote competition among Internet Service Providers (ISPs) to enhance service quality and affordability;
- e). Promote sharing of digital infrastructure to minimize costs;
- f). Promote assembling of digital equipment locally;
- g). Enhance provision of quality, reliable and affordable energy;
- h). Strengthen the security of digital infrastructure;

- i). Enhance reskilling and upskilling to facilitate the transition into higher-value occupations in the BPO sector to mitigate the risks posed by artificial intelligence and robotic process automation.

### **3.4 DATA MANAGEMENT**

#### **Policy statement**

Enhance data management in the BPO sector to support informed decision-making and sector growth.

#### **Policy actions:**

- a). Ensure that periodic BPO industry surveys and reports are undertaken;
- b). Develop a centralized database for BPO market intelligence;
- c). Ensure that BPO sector data is recorded in a standardized format and integrated into the national statistical system;
- d). Enhance the provision of up-to-date Labour Market Information (LMI) specific to the BPO industry;
- e). Create and maintain a national digital skills inventory;
- f). Strengthen the linkage between the BPO industry, and Research and Development (R&D) institutions.

### **3.5 DATA PROTECTION**

#### **Policy statement**

Ensure the highest standards of data security in the BPO sector.

#### **Policy actions:**

- a). Align local data protection frameworks with international best practices to ensure global compliance and facilitate cross-border operations;
- b). Establish a dedicated cybersecurity oversight agency to coordinate national efforts in safeguarding digital assets and responding to cyber threats;
- c). Develop a data protection toolkit for the BPO sector to provide clear guidelines, best practices, and compliance checklists;
- d). Strengthen the capacity of BPO stakeholders on data protection laws and regulations;
- e). Simplify data protection regulations to make compliance more accessible for Micro, Small, and Medium BPO Enterprises;
- f). Enhance enforcement mechanisms to improve adherence to data protection laws and minimize risks of breaches and non-compliance;
- g). Promote Kenya's data protection framework to international investors to build confidence and attract global partnerships in the BPO sector.

### **3.6 INTELLECTUAL PROPERTY RIGHTS**

#### **Policy statement**

Protect and safeguard intellectual property rights in the BPO sector.

#### **Policy actions:**

- a). Increase awareness of intellectual property rights in the BPO sector;
- b). Align national intellectual property laws with global standards;
- c). Streamline the mandates of multiple intellectual property agencies to strengthen coordination in IP management;

- d). Enforce compliance with intellectual property rights in the BPO sector.

### **3.7 FINANCIAL CAPITAL**

#### **Policy statement**

Strengthen access to financial capital for BPO startups and enterprises.

#### **Policy actions:**

- a). Expand financial accessibility for entrepreneurs seeking to establish BPO enterprises;
- b). Increase resource allocation for National Affirmative Action Funds to enhance support for BPO startups, particularly those led by women, youth, and persons with disabilities;
- c). Develop and promote affordable credit solutions tailored for micro and small BPO enterprises;
- d). Strengthen awareness and utilization of Export Processing Zones (EPZs) and Special Economic Zones (SEZs) to drive BPO business sustainability;
- e). Promote local investment in the BPO sector to encourage domestic enterprise development.

### **3.8 BUSINESS REGULATORY FRAMEWORK**

#### **Policy statement**

Provide an enabling business regulatory framework that fosters the growth and competitiveness of the BPO sector.

#### **Policy actions:**

- a). Streamline business regulations to create a more favorable environment for BPO enterprises;
- b). Harmonize regulatory requirements across counties to improve operational efficiency and consistency for BPO businesses;
- c). Clarify and harmonize regulatory mandates to eliminate inefficiencies and simplify compliance processes;
- d). Reduce compliance costs to make business operations more viable, particularly for micro and small BPO enterprises;
- e). Simplify business registration by minimizing procedures, shortening timelines, and reducing associated costs;
- f). Streamline property registration processes to improve accessibility and efficiency;
- g). Enhance land administration services to ensure transparency, reliability, and efficiency;
- h). Lower the time and cost involved in importing goods to facilitate smooth business operations;
- i). Expedite business dispute resolution mechanisms to minimize disruptions and improve investor confidence;
- j). Develop and integrate digital systems to optimize business processes and enhance regulatory efficiency.

### **3.9 TAXATION**

#### **Policy statement**

Provide a favorable taxation regulatory framework to support the BPO sector.

#### **Policy actions:**

- a). Reform the taxation framework to create a more favorable environment for BPO enterprises;
- b). Revise the Digital Service Tax structure to reduce the burden on start-up BPO enterprises;
- c). Standardize taxation codes to eliminate risks of double taxation and arbitrary levies, for BPO businesses;
- d). Improve taxpayer registration infrastructure to facilitate compliance with the Digital Service Tax;
- e). Enhance dialogue between tax authorities and BPO enterprises to promote voluntary compliance to the Digital Service Tax;
- f). Strengthen enforcement mechanisms of the Digital Service Tax regulations to minimize non-compliance.

### **3.10 ENVIRONMENT SUSTAINABILITY**

#### **Policy statement**

Promote the development of environmentally sustainable BPO enterprises.

#### **Policy actions:**

- a). Promote the integration of environmental sustainability in BPO enterprises;
- b). Develop financial incentives for adoption of sustainable infrastructure and technologies;
- c). Enhance green technology transfer to enable the adoption of energy-efficient and low-carbon technologies;
- d). Strengthen awareness and expertise in green practices in the BPO sector;
- e). Enhance the BPO sector's readiness to capitalize on green transition opportunities.

### **3.11 MARKETING**

#### **Policy statement**

Position Kenya as a leading global and regional outsourcing hub while strengthening domestic outsourcing capabilities.

#### **Policy actions:**

##### **3.11.1. Offshore outsourcing**

- a). Establish Kenya as a leading, high-quality offshore outsourcing destination;
- b). Leverage the potential of IT and IT-enabled services as a cornerstone of Kenya's global marketing strategy for the BPO sector;
- c). Enhance the efficiency and competitiveness of SEZs and EPZs by tailoring infrastructure and incentives to better attract and support the BPO/ITES sector;
- d). Address and resolve conflicts between income tax laws and SEZ tax incentives to create a seamless, investor-friendly environment for the BPO industry;
- e). Align the incentives offered by SEZs and EPZs to present a unified and cohesive value proposition in marketing efforts;
- f). Engage the Kenyan diaspora as key investors for the BPO sector;
- g). Strengthen the linkage between micro and small BPO enterprises and foreign vendors;

- h). Leverage Kenya’s membership in the World Trade Organization (WTO) to push for transparent policies that regulate algorithmic decision-making on digital platforms, ensuring fairness, accountability, and the prevention of discriminatory trade practices;
- i). Expand the client base by targeting a diverse range of offshore BPO clients from emerging markets, reducing reliance on specific regions.

### **3.11.2. Nearby outsourcing**

- a). Establish Kenya as a leading regional outsourcing hub;
- b). Leverage Kenya’s geopolitical stability to attract neighboring countries to outsource services in Kenya;
- c). Leverage trade agreements such as the East African Community (EAC), the Common Market for Eastern and Southern Africa (COMESA), and the African Continental Free Trade Area (AfCFTA) to promote nearby outsourcing and enhance market access;
- d). Build the capacity of micro and small BPO enterprises to fully capitalize on the opportunities presented by regional trade agreements;
- e). Advocate for inclusion of emerging technologies, such as block chain, AI, and cloud computing, and cybersecurity in regional trade agreements.

### **3.11.3. Onshore outsourcing**

- a). Build awareness of onshore outsourcing benefits, emphasizing its efficiency, cost-effectiveness, and positive economic impact;
- b). Provide financial and non-financial incentives to encourage the adoption of onshore outsourcing practices;
- c). Prioritize local outsourcing in public procurement processes to support domestic BPO providers;
- d). Promote outsourcing of digital citizen-centric services to Kenyan BPO operators.

## **3.12 DIGITAL LABOUR FORCE**

### **Policy statement**

Establish a comprehensive legal framework to safeguard and enforce the labour rights and protections of the digital workforce.

### **Policy actions:**

- a). Update labour laws to explicitly recognize and protect digital workers, ensuring their classification within formal employment frameworks;
- b). Redefine employment relationships to include digital workers operating under contracts for service, granting them access to necessary labour protections;
- c). Extend labour rights and protections to digital workers under key labour laws, such as the Employment Act, Labour Relations Act, Work Injury Benefits Act, and Occupational Safety and Health Act;
- d). Implement legal reforms based on judicial precedents to align legislative provisions with recent court rulings that recognize digital workers’ rights;
- e). Adopt global best practices in countries like the UK and the Philippines to ensure fair labour standards for digital workers.

### **3.13 DECENT WORKING CONDITIONS**

#### **Policy statement**

Promote decent working conditions in the BPO sector.

#### **Policy actions:**

- a). Establish wage councils to regulate minimum wages and working conditions in the BPO sector.
- b). Establish a Digital Worker's Social Protection Fund;
- c). Enforce occupational safety standards in the BPO sector;
- d). Develop mental health and work-life balance programs tailored to BPO workers;
- e). Facilitate trade union access for BPO workers to enhance collective bargaining;
- f). Promote alternative dispute resolution mechanisms for labour dispute resolution in the BPO sector;
- g). Conduct periodic audits and reviews of supervision practices in the BPO sector;
- h). Strengthen multi-stakeholder dialogue, including with social partners, to advance decent work principles in the BPO sector;
- i). Position Kenya as a model for decent work in the BPO industry.

### **3.14 INFORMAL GIG WORKERS**

#### **Policy statement**

Facilitate the transition of informal gig workers into the formal economy.

#### **Policy actions:**

- a). Simplify business entry regulations to enable informal gig enterprises to register and transition into the formal economy;
- b). Establish simplified tax and contribution assessment frameworks to enhance compliance and reduce administrative burdens for informal gig workers;
- c). Guarantee labor rights and expand access to social security coverage for workers in the digital informal economy;
- d). Utilize cooperatives as a strategic tool to integrate gig workers into formal employment;
- e). Create awareness among informal gig workers on their labor rights, protections, and the advantages of formalization.

## CHAPTER FOUR: IMPLEMENTATION FRAMEWORK

### 4.1 INTRODUCTION

This chapter presents the implementation framework for the National BPO Policy. A multi-sectoral approach will be used in the implementation of this policy. Hence, various institutions have been identified to facilitate implementation of BPO initiatives within the existing legal frameworks.

### 4.2 THE NATIONAL BPO COUNCIL

The Business Process Outsourcing (BPO) sector is managed by various public and private entities. In this respect, a National BPO Council shall be established to facilitate coordination, strengthen stakeholder participation and mobilize resources for implementation of this policy. Its membership shall include representatives of MCDAs, private sector entities including Kenya Private Sector Alliance (KEPSA) - the body which represents the largest private business sector, BPO associations, cooperatives and trade unions, social and development partners, organizations for persons with disabilities, civil society and youth organizations. In addition, the BPO Council shall create a labour and decent work committee to promote the interests of the digital labour force.

### 4.3 NATIONAL BPO PLAN

To operationalize the National BPO Policy, a five-year National BPO Policy Plan shall be developed. This plan shall guide the annual costed work plans of the various implementing entities. It will cover the period 2025/26 – 2029/30.

### 4.4 IMPLEMENTATION FRAMEWORK

This policy will be implemented by various actors including Ministries, Counties, Departments and Agencies (MCDAs), constitutional commissions, private sector, development partners, civil society organizations among other key actors as indicated below:

- 4.4.1 Ministry of Labour and Social Protection** - Shall provide technical support on matters related to labour, employment, industrial relations, occupational safety and health, skills development and social protection within this policy.
- 4.4.2 Ministry of Information, Communication and the Digital Economy** - Shall provide technical support on matters related to information, communication and the digital economy within this policy.
- 4.4.3 Ministry of Investments, Trade and Industry;** Shall provide technical support on matters related to investment, trade and industry within this policy.
- 4.4.4 Ministry of Education** - Shall provide technical support on matters related to human capital development within this policy.

- 4.4.5 Ministry of Foreign and Diaspora Affairs;** - Shall provide technical support on matters related to liaising and coordinating with world trade bodies and harnessing diaspora investment in enterprise development
- 4.4.6 Ministry of East African Community, the ASALs and Regional Development** – Shall provide technical support for domestication of regional agreements in all areas within this policy.
- 4.4.7 Ministry of Health** - Shall provide technical support on matters related to health within this policy.
- 4.4.8 Ministry of Youth Affairs, Sports and the Arts** - Shall provide technical support on matters related to youth empowerment within this policy.
- 4.4.9 Ministry of Gender, Culture, The Arts & Heritage** - Shall provide technical support on matters related to gender and affirmative action within this policy.
- 4.4.10 Ministry of Co-operatives and Micro, Small and Medium Enterprises (MSME) Development** - Shall provide technical support on matters related to MSMEs within this policy.
- 4.4.11 Ministry of Public Service, Performance and Delivery Management** - Shall provide technical support on matters related to the public service within this policy.
- 4.4.12 State Department for Devolution** - Shall provide technical support on matters related to the county governments within this policy.
- 4.4.13 Commissions: Public Service Commission; Teachers Service Commission; Commission for University Education** - Shall provide technical support on human capital development within this policy.
- 4.4.14 National Treasury and Economic Planning** - Shall avail adequate budgetary resources for implementation of this policy.
- 4.4.15 State Law Office and Kenya Law Reform Commission** - Shall provide technical support on all matters related to drafting and amending legislation required to implement this policy.
- 4.4.16 Council of Governors** - Shall provide technical support on all matters that are relevant to the County governments within this policy.
- 4.4.17 Research, education and training institutions** - Shall provide technical support on matters related to research, education and training within this policy.
- 4.4.18 Development partners** - Shall provide technical and financial support at various levels to support the implementation of this policy.
- 4.4.19 Private sector/industry/social partners** – Shall provide technical and financial support for all aspects of BPO within this policy.

**4.4.20 Kenya Private Sector Alliance** – Shall provide Shall provide technical and financial support at various levels to support the implementation of this policy.

**4.4.21 BPO and diaspora associations** - Shall provide technical and financial support for all aspects of BPO within this policy.

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

**4.4.23 Youth organizations** - Shall participate in providing relevant support for designing, implementing and monitoring the policy.

**4.4.24 Media** - Shall provide support to enhance awareness about this policy.

**4.4.25 Individual citizens** - Shall participate in providing relevant support for designing, implementing and monitoring the policy.

#### **4.5 RESOURCE MOBILIZATION**

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

- a). Budgetary allocation from the National Treasury;
- b). Support from the private sector, development partners, industry, civil society, philanthropic bodies, individuals and other funding agencies;
- c). Public-Private sector partnerships;
- d). Fundraising activities.

## CHAPTER FIVE: MONITORING AND EVALUATION

### 5.1 INTRODUCTION

A monitoring and evaluation framework shall be developed to ensure that this policy is implemented effectively. This framework shall be anchored on Results Based Management and aligned to the National Performance Management System. It will form the basis for continuous improvement and act as an important accountability mechanism for funding agencies and stakeholders.

### 5.2 MONITORING AND EVALUATION

#### **Policy statement:**

The government will establish a monitoring and evaluation framework to ensure that the policy interventions are monitored, tracked and evaluated.

#### **Policy actions**

- a). Develop a national monitoring and evaluation framework;
- b). Develop a risk management framework;
- c). Establish baselines upon which to measure outputs and outcomes;
- d). Develop and implement a score card system on key targets;
- e). Develop a budget for monitoring and evaluation;
- f). Build capacity to undertake monitoring and evaluation;
- g). Conduct mid-term and end-term evaluation;
- h). Conduct rapid annual assessments.

### 5.3 POLICY REVIEW

This Policy shall be reviewed within five years to assess its effectiveness and relevance in dealing with national, regional and global BPO issues.

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## APPENDICES

### Appendix 1: Definition of key terms

Term	Definition
Algorithm	Defined sequence of steps, taken to solve a problem or obtain a result.
Back office operations	Consists of operations that do not require interaction with clients.
BPO Industry	It includes entities operating in Kenya as BPO, and all other forms of back office operations outsourced either in entirety or partially, irrespective of services being rendered in Kenya or outside Kenya.
Business Process Outsourcing	This is a general term used to describe outsourcing of critical, but non-core, business processes of an organization.
Call Centre	A centralized office used for the purpose of receiving and transmitting a large volume of requests by telephone.
Competitiveness	Ability of an economy or a company to perform at par with similar foreign offerings in a given market.
Data	Grouped information that is obtained, recorded, held or used in a particular way or by a particular body.
Digital economy	The global network of economic activities, commercial transactions, and professional interactions enabled by ICT.
Digital labour	This represents an emergent form of labour characterized by the production of value through interaction with information and communication technologies such as digital platforms.
Digital trade	Trade in goods and services that is digitally enabled, including cross-border data flows, e-commerce, and other online services.
External service provider	An entity having any legal form providing outsourced services to a client in Kenya or abroad.
Front office operations	Consists of operations that require interaction directly with clients and customers.
Gig workers	A person who is matched to clients on a per-task (gig) basis through platforms enabled by digital technologies.
Off-shoring	Outsourced business functions done in another country.
Multi-sourcing	Framework in which different parts of the client business are to be sourced from different external service providers.
Off-shoring	Outsourced business functions done in another country.
Outsourcing	Outsourcing is the process of sourcing ‘from outside the purview of the firm’, where an organization transfers ownership of a process to an external service provider.

## Appendix 2: Policy Coordination Action Plan

	Component	Activity	Indicator	Responsible	Timeline				
					2025/26	2026/27	2027/28	2028/29	2029/30
1.	Public awareness of the National BPO Policy	Undertake public education and sensitization of the Policy	Capacity Building Report	Relevant MDAs and the private sector	√				
2.	National and County BPO Action Plan	Develop the National BPO Action Plan	National BPO Action Plan	Relevant MDAs and the private sector Council of Governors	√				
		Develop the M&E framework	M&E framework	Relevant MDAs and the private sector	√				
		Implement and monitor the BPO Action Plan	Quarterly & annual progress and M&E reports	Relevant MDAs and the private sector	√	√	√	√	√
3.	BPO Act	Develop the BPO Bill and table it in Parliament	National BPO Act	Relevant MDAs and the private sector	√	√			
4.	Review the National BPO Policy and Action Plan	Review the National BPO Policy	National BPO Policy	Relevant MCDAs and private sector					√
		Review the National & County BPO Action Plan	Reviewed National BPO Action Plan	Relevant MDAs and the private sector Council of Governors					√
		Review the M&E framework	Reviewed M&E framework	Relevant MDAs and the private sector					√