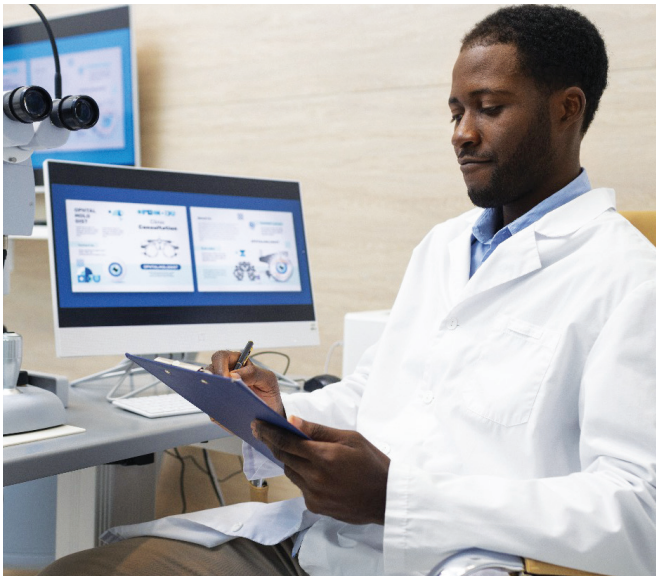
REPUBLIC OF KENYA

KENAS
Delivering Trust

KENYA ACCREDITATION SERVICE









ilac-MRA

INTERNATIONAL ACCREDITATION FORUM IAF

AFRAC
AFRICAN ACCREDITATION COOPERATION

STRATEGIC PLAN

Popular Version | 2024-2028

KENYA ACCREDITATION SERVICE (KENAS)

STRATEGIC PLAN 2024 - 2028

June 2025

- **Purpose Statement**
  To drive quality and reliability of services and products by providing internationally recognized accreditation, thereby fostering trust and economic growth.

- **Our Vision**
  An accreditation driven economy

- **Our Mission**
  To provide accreditation services through comprehensive assessment for acceptability, quality and safety.

- **Our Value Proposition**
  ...Delivering Trust!

Core Values

Our core values represent our commitment, behavior, and passion as engraved in the acronym iPace – Integrity, Professionalism, Accountability, Customer-focused and Excellence.



Integrity – we are honest, impartial and trustworthy at all times with our colleagues, with our customers and all stakeholders in delivering accreditation services in a fair manner and free of discrimination or preferential treatment

Professionalism – we value our work, deliver as a team, act in a reliable manner that depicts our expertise and competences, and we take pride in our accomplishments

Accountability – we remain accountable to our stakeholders, exercise prudence in managing resources entrusted to us, always acknowledge responsibility for our actions and act in a transparent manner

Customer-focused – we value and cultivate lasting relationships with our customers and are committed to continuously meet their needs and exceed expectations in delivering accreditation services

Excellence – we consistently follow the highest quality standards, apply new technologies, objectively challenge existing practices and innovation in improving our services



Foreword

The Kenya Accreditation Service (KENAS) Strategic Plan 2024–2028 marks a defining milestone in our evolution as the national accreditation body. KENAS has become a cornerstone of Kenya's quality infrastructure, vital in protecting consumers, enhancing industrial competitiveness, facilitating trade and supporting socio-economic development.

The Strategy aligns with national priorities, including Vision 2030 and the Bottom-Up Economic Transformation Agenda (BETA), as well as regional and global frameworks such as the African Continental Free Trade Area (AfCFTA) and Sustainable Development Goals (SDGs). It affirms our commitment to Kenya's development and our relevance within the global quality infrastructure landscape.

The Board is proud of the consultative and inclusive process that shaped this Strategy, which reflects the shared ambition of our partners and stakeholders. We commit to provide a strong oversight, strategic guidance and champion reforms and resource mobilisation to support successful implementation.

I sincerely thank the management, staff and stakeholders for their dedication and insight. Together, let us move forward with unity and resolve to translate this Strategy into tangible impact for Kenya, and for a more quality-assured world.

Mr. ngeny Biwott
Chairperson, Board of Directors



Preface and Acknowledgement

This Strategic Plan (2024–2028) is the result of deep reflection, collaboration and strategic foresight. It marks a pivotal moment in the institutional growth of the Kenya Accreditation Service (KENAS) and charts a course towards a more innovative, resilient and impactful organisation.

The environment in which KENAS operates is rapidly evolving. Technological advancements, shifting regulatory landscapes, expanding cross-border trade and rising stakeholder expectations are all reshaping the accreditation ecosystem. This Strategy positions KENAS to respond to these dynamics with agility and vision, anchored in five thematic pillars that will guide our decisions, investments and partnerships over the next five years.

Our commitment to *Dominion in Trust* ensures the expansion of accreditation coverage in an inclusive, demand-driven manner aligned with national development priorities. *Financial Stability and Sovereignty* underscores our resolve to reduce dependency on external funding and establish a sustainable financial base. *Organisational Growth and Dynamic Capabilities* will modernise systems, build talent and foster a culture of continuous learning and innovation. Through *Business Development (Radiating Purpose)*, we will strengthen visibility and stakeholder engagement, while *Corporate Governance and Culture* will reinforce internal transformation, accountability, and ethical leadership.

I would like to extend my sincere gratitude to the Government of Kenya, the President, the Ministry of Investments, Trade and Industry, the State Department for Industry, and our Board of Directors for their strategic leadership. To our dedicated staff, I appreciate your tireless commitment and passion. To our valued stakeholders, clients, and partners, thank you for your trust and collaboration. Let us embrace this strategy as a living framework that drives performance, inspires innovation, and advances Kenya's global competitiveness.

Dr. Walter Ongeti

CHIEF EXECUTIVE OFFICER

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Definition of Concepts and Terminologies

Accreditation: A third-party attestation related to a conformity assessment body conveying a formal demonstration of its competence to carry out specific conformity assessment tasks (such as certification, inspection and testing), consistent operation and impartiality in performing specific conformity assessment activities.

Accredited Organisation: An entity that has been formally recognised by an authoritative body for meeting specific standards or criteria. This accreditation signifies that the organisation adheres to established quality and performance benchmarks, ensuring reliability, competence and compliance with relevant regulations and standards.

Assessment: The process undertaken by an accreditation body to determine the competence of a conformity assessment body based on standard(s) and/or other normative documents for a defined scope of accreditation.

Assessor: This is a person assigned by KENAS to perform, alone or as part of an assessment team, an assessment of a conformity assessment body.

Conformity assessment: An activity undertaken, or service provided by a conformity assessment body when evaluating the conformity of a product or service, which includes, but is not limited to, testing, calibration, inspection, certification of management systems, persons, products, processes and services, provision of proficiency testing, production of reference materials, validation and validation verification.

Conformity Assessment Body: An outfit that carries out conformity assessment services, including calibration, certification, testing, inspection, medical testing, proficiency testing and production of reference materials and verification.

Team Leader: An assessor who is given the overall responsibility for the management of an assessment

Acronyms and Abbreviations

AB	Accreditation Body
AfCFTA	African Continental Free Trade Area
BETA	Bottom-Up Economic Transformation Agenda
BSI	British Standards Institution
CABs	Conformity Assessment Bodies
CEO	Chief Executive Officer
CRM	Customer Relationship Management
EAC	East Africa Community
IAF	International Accreditation Forum
ICT	Information Communication Technology
MDAs	Ministries, Departments, and Agencies
ILAC	International Laboratory Accreditation Cooperation
IEC	International Electrotechnical Commission
IPACE	Integrity, Professionalism, Accountability, Customer-focused, Excellence
ISO	International Organization for Standardization
KENAS	Kenya Accreditation Service
KEBS	Kenya Bureau of Standards
KPI	Key Performance Indicator
KEPSA	Kenya Private Sector Alliance

MTP	Medium Term Plan
MSMEs	Micro, Small and Medium Enterprises
PESTEL	Political, Economic, Social, Technological, Environmental, Legal framework
SDGs	Sustainable Development Goals
UN	United Nations



Executive Summary

The Kenya Accreditation Service (KENAS) Strategic Plan 2024–2028 sets out a bold and forward-looking agenda to strengthen the country's quality infrastructure and enhance its global competitiveness. Developed through an inclusive and consultative process, the Strategy reflects a shared commitment by the Board, management, staff, stakeholders and partners to position KENAS as a leader in accreditation, innovation, and institutional excellence.

As the national accreditation body, KENAS plays a pivotal role in protecting consumers, enabling trade, promoting compliance and supporting socio-economic transformation. The five-year Strategy responds to emerging trends and challenges in a rapidly evolving accreditation landscape, characterised by technological change, shifting regulatory expectations and increased demand for credible conformity assessment systems.

Anchored on five thematic pillars, the Strategic Plan provides a structured approach to growth and transformation:

1. Dominion in Trust: Expanding accreditation coverage inclusively and responsively, aligned with national priorities.
2. Financial Stability and Sovereignty: Reducing reliance on external support and building long-term sustainability.
3. Organisational Growth and Dynamic Capabilities: Strengthening systems, developing talent and fostering a culture of innovation.
4. Business Development (Radiating Purpose): Enhancing brand visibility, client engagement and service accessibility.
5. Corporate Governance and Culture: Driving ethical leadership, internal accountability and institutional integrity.

The Strategy is aligned with Kenya's Vision 2030, BETA, AfCFTA and SDGs, ensuring its relevance at national, regional and global levels.

Implementation of this Strategy will require robust governance, clear performance metrics and strong partnerships. With disciplined execution and a shared sense of purpose, KENAS is poised not only to fulfil its mandate, but also to emerge as a continental leader in accreditation, supporting inclusive development and building trust in quality systems across sectors.

Dr. Walter Ongeti

Chief Executive Officer

“

Implementation of this Strategy will require robust governance, clear performance metrics and strong partnerships. With disciplined execution and a shared sense of purpose

Dr. Walter Ongeti
Chief Executive Officer

1 Chapter One: Introduction

1.0 Overview

This chapter highlights the role of strategic planning in KENAS's success, reviews relevant policies, presents its history, and outlines the approach used in developing the plan.

1.1 Strategy as an Imperative for Organisational Success

A sound strategy is essential to KENAS's success. It provides direction, aligns efforts and empowers the organisation to respond effectively to a fast-changing environment marked by new technologies, evolving regulations and rising quality demands.

This Strategic Plan equips KENAS to meet national goals like Vision 2030 and BETA, while also supporting regional and global priorities such as AfCFTA and the SDGs. It clarifies our priorities, guides resource use and builds internal and external alignment.

The Strategy also drives performance and accountability. It helps us focus on results, manage risks and foster innovation. Most importantly, it connects our everyday work with a bigger purpose, building a strong, competitive, and quality-assured Kenya.

1.2 The Context of Strategic Planning

This Strategic Plan 2024–2028 was developed in alignment with national development blueprints and regional and international development frameworks. These include BETA, United Nations 2030 Agenda for Sustainable Development, African Union Agenda 2063, East African Community Vision 2050, Constitution of Kenya, Vision

2030, the Fourth Medium Term Plan, Budget Policy Statements, sector policies and laws, Government Circulars and Executive Orders.

1.3 History of KENAS

The Kenya Accreditation Service (KENAS) has evolved from modest beginnings in 1984 as the National Calibration Service into Kenya's sole national accreditation body. Initially mandated under Legal Notice No. 8 of the Standards Act, KENAS began by accrediting independent calibration centres.

In 1995, the establishment of the Quality Systems Assessment Committee (QSAC) introduced quasi-accreditation for certification bodies. A landmark came in 1999 with Kenya's first pre-peer evaluation by the International Accreditation Forum (IAF), signalling growing alignment with global accreditation standards.

The name 'KENAS' was coined in 2004 during an EAC meeting and formalised in 2005. KENAS became independent from KEBS in 2007 and was officially established in 2009 through Legal Notice No. 55 under the State Corporations Act.
Institutional growth accelerated from 2010 with the appointment of the first Board and the recruitment of staff in 2011. Relocation to Upper Hill in 2012 marked a permanent operational base. In 2017, KENAS became a signatory to the ILAC MRA and IAF MLA and later joined the AFRAC MRA.

The Kenya Accreditation Service Act, 2019, and its 2024 amendment under Cap. 496A strengthened the mandate of KENAS, now with expanded schemes and authority over both domestic and foreign conformity assessment bodies. KENAS remains committed to supporting national development and global competitiveness.

1.4 Methodology of Developing the Strategic Plan.

The Strategic Plan was developed through a participatory and evidence-based process, led by a Strategic Plan Review Committee comprising representatives from key departments. The process began with collecting feedback from staff, management and the Board through surveys and interviews. A review of organisational performance and a PESTEL analysis provided insight into internal and external factors affecting KENAS. The committee prepared a review report highlighting achievements and areas for improvement, which informed development of the new Strategic Plan. Following management input and final revisions, the Strategic Plan 2024–2028 was formally submitted to and approved by the KENAS Board of Directors.

2 Chapter Two: Strategic Direction

2.0 Overview

This chapter describes KENAS strategic direction over the next five-year horizon. It entails the set of goals and objectives that the Service aims to achieve over the plan period.

2.1 Mandate

KENAS derives its mandate from the Kenya Accreditation Service Act Cap. 496A Laws of Kenya on accreditation of conformity of assessment services, which include calibration, product, material and component testing laboratories, medical testing (pathology) laboratories, proficiency test providers, biobanking facilities, inspection, verification and certification bodies in all the economic sectors.

2.2 Purpose Statement

To drive quality and reliability of services and products by providing internationally recognized accreditation thereby fostering trust and economic growth.

2.3 Vision Statement

An accreditation driven economy

2.4 Mission Statement

To provide confidence in accredited services to businesses, government, regulators, consumers, and the public.

2.5 Strategic Goals

i. Accelerate accreditation penetration
ii. Attain financial stability
iii. Improve operational efficiency
iv. Grow KENAS brand
v. Review KENAS Legal Framework
vi. Establish a dynamic organizational culture

2.6 Core Values (iPACE)

KENAS is guided by the following core values

i. Integrity
ii. Professionalism
iii. Accountability
iv. Customer-focused
v. Excellence

2.7 Quality Policy Statement

KENAS is committed to providing competent and cost-effective accreditation services that meet and exceed the expectations of Conformity assessment bodies (CABs). In order to attain and maintain international recognition and to have its results accepted globally, KENAS shall involve its customers, stakeholders and society in its accreditation activities.

3 Chapter Three: Situational and Stakeholder analyses

3.0 Overview

This section represents the operating environment, which includes internal and external influences that provide opportunities or pose challenges to the realisation of KENAS's overall mandate. It deals with the achievements, challenges, recommendations and lessons learnt, and highlight's the organisaion's performance over the last 15 years.

3.1 Situational Analysis

3.1.1 External Environment

Understanding the external environment is paramount for KENAS' success. It involved analysing factors outside KENAS' immediate control, but which significantly impact its operations and strategic decisions. From economic fluctuations to regulatory changes and socio-cultural shifts, the external environment presents both opportunities and threats that must be carefully assessed and navigated.

3.1.1.1 Macro-environment

The PESTEL analysis looked at all factors in the operating environment that may directly or indirectly impact decisions and operations of the Service.

3.1.2 Summary of Opportunities and Threats

The analysis of the external environment is as summarised in **Table 3.1**

Table 3.1: Summary of Opportunities and Threats

Environmental factor	Opportunities	Threats
Political	1. Government goodwill and support in finalization of the Kenya Quality Policy 2. Establishment of Accreditation and Standardization Programme in MTP IV of the Kenya Vision 2030 and the BETA Value Chain 3. Relative stability in most of the Eastern Africa Countries. 4. Kenya Accreditation Service Act Cap 496A	1. Multiple regional affiliations among Eastern African economies 2. Overreliance on government-employed assessors and technical experts. 3. Arbitrary designation of CABs by regulators 4. As a result of misclassification, KENAS may be perceived to have duplicating roles with other regulators
Economic	1. Ready and unexploited accreditation market especially in Kenya, and the continent at large. 2. Existence of conformity assessment standards addressing emerging needs. 3. Untapped potential from business associations 4. Available capacity-building funding support from development partners. 5. Recognition and positioning of accreditation under AfCFTA. 6. Investment in Agriculture, Manufacturing, Technology, and Infrastructure by the Kenyan government. 7. Accreditation as an enabler to enhance Trade and Investments 8. Establishment of assessor associations 9. An untapped pool of qualified assessors trained by other AFRAC ABs within EAC.	1. Inability to sustain accreditation by MSME's caused by cost containment. 2. Existence of a parallel mechanism for designation of CABs by EAC Partner States NSBs without reference to accreditation. 3. Competitive pressure in countries with multiple economic affiliations. 4. Establishment of AB(s) within the countries/ economies where KENAS offers accreditation. 5. Establishment of other players offering training services. 6. Limited understanding of the role of accreditation in bilateral trade agreements. 7. Lack of acceptance/recognition of accredited conformity assessments by sector regulators.

Table 3.1: Summary of Opportunities and Threats (Continued)

Environmental factor	Opportunities	Threats
	10. Use of assessors as a training resource 11. Use of assessors as a marketing resource 12. Establishment of an association for conformity assessment bodies	8. Availability of AfCTA quality assurance schemes that do not necessarily recognize accreditation. 9. Overreliance on external assessors 10. Establishment of an association for conformity assessment bodies
Social	1. Existence of a society that needs/ demands quality goods and services, hence the need for greater assurance. 2. Availability of communication platforms. 3. Unexplored partnership with Academia and research. 4. Unexploited social responsibility benefits. 5. Diversity and inclusiveness in regional balance leading to regional collaborations, hence the establishment of new schemes/scopes 6. Identification of potential gaps in the market	1. Potential misuse of KENAS accreditation certificates, schedules, Logo and Marks 2. Potential threats to impartiality emanating from assessment personnel. 3. Language barriers 4. High mobility among technical staff in accredited CABs. 5. Cultural diversity and beliefs in the Eastern African region 6. Creation of barriers to entry
Technological	1. Leveraging on digital platforms and technologies to enhance assessments and training 2. Access to disruptive technologies 3. Exploration of open data for decision making 4. Seamless collaboration 5. Enhanced digital literacy, connectivity & devices 6. Adoption of virtual workspaces	1. Rapid technological change and systems obsolescence 2. Cybersecurity Threat Landscape and Trends 3. Data Protection 4. Software Licensing and Vendor Dependence 5. Cost of implementing new technologies 6. Legacy System Compatibility and Integration Challenges

Table 3.1: Summary of Opportunities and Threats (Continued)

Environmental factor	Opportunities	Threats
Environmental	1. Accelerated speed towards Net Zero 2. Emerging opportunities in the circular economy 3. Collaboration with environmental agencies	1. Extreme weather events disrupt the provision of services 2. Lack of an established mechanism for the disposal of various types of waste
Legal	1. Emerging regulatory frameworks supporting accredited conformity assessments through partnerships 2. KENAS Act Cap 496A	1. Duality of conformity assessment and regulation within regulators' roles as cast in their legal instruments 2. Inability to establish Accreditation Advisory Committees 3. Conformity assessment is misconstrued as a regulatory activity, as it is closely linked to regulation and regulatory frameworks. 4. Poor understanding of the need for accredited conformity assessments among regulators

3.1.3 Internal Environment

The Plan analysed KENAS internal environment across three key dimensions: Governance and Administrative Structures; Internal Business Processes and Resources and Capabilities.

3.1.4 Summary of Strengths and Weaknesses

The summary KENAS strengths and weaknesses are as shown below

Table 3.2: Summary of Strengths and Weaknesses

Factor	Strengths	Weaknesses
Governance and Administrative structures	1. KENAS is positioned as the sole National Accreditation body. 2. Internationally recognized accreditation system by ILAC and IAF. 3. Legal statute Kenya Accreditation Service Act 2019. 4. Competent Board of Directors. 5. Independent Accreditation Appeals Tribunal.	1. Non-adherence to set turnaround time. 2. Weak organization culture. 3. Failure to finalize governance documents and frameworks. 4. One size fit-all fees structure. 5. In ability to operationalize the Accreditation Advisory Committees to high costs and sustainability 6. Delay in appointment of Accreditation Appeals Tribunal
Internal Business Process	1. Well-documented policies and procedures. 2. Development of new accreditation schemes and training services.	1. Lack of an innovative culture. 2. Manual processing of core services. 3. Weak customer management processes. 4. Non-availability of competent technical assessors and experts, especially in emerging sectors.
Resources and capabilities	1. Adequate, modern, and flexible workspace. 2. Modernized ICT infrastructure.	1. Insufficient funding of staff development programmes. 2. Lack of an employee retention strategy. 3. Lack of a full recovery costing framework 4. Lack of vibrant CRM system and other operational systems for efficiency. 5. Unexploited marketing and communication capabilities 6. Software changes and high maintenance costs

3.1.5 Analysis of past performance

This section provides an analysis of the key achievements, challenges, emerging issues and lessons learnt during the implementation of the previous Strategic Plan period (2020–2024).

3.1.5.1 Key Achievements

The Strategic Plan was executed through six Key Result Areas (KRAs), namely: Accreditation and Assessment, Knowledge Transfer and Advisory, Marketing, Communication and Advocacy, Financial Sustainability, Internal Business Processes and Institutional Capacity and Governance. A summary of key achievements is as shown in the table **below:**

Table 3.3 Summary of Key Achievements 2020 - 2024

Key Priority Area	KPI	UoM	Projection	Actual	% Achievement
Accreditation & Assessment	Schemes/Sub-Schemes	No.	20	16	80%
	Schemes Peer Evaluated	No.	8	14	175%
	MoUs Signed	No.	20	3	15%
Knowledge Transfer & Advisory	Online Courses Offered	No.	40	7	18%
	Existing Courses Redesigned	No.	12	12	100%
	Revamped Courses Delivered	No.	17	17	100%
Marketing, Communication and Advocacy	Annual Revenue	Kshs.	300	163	54%
	Customer Count	No.	610	281	46%
Financial Sustainability	Total A-in-A	Kshs.	628.9	551.5	88%
Internal Business Processes	Turn Around Time	Months	3	5.2	58%
	Automation of Services	%	100	75	75%
Institutional Capacity Development and Governance	Staff Appraised	%	100	75	75%
	Staff Training and Developed	%	100	41	41%

3.1.5.2 Challenges, Mitigation Measures and Lessons Learnt

During the implementation of the 3rd Strategic Plan (2020–2024), KENAS encountered several challenges that impacted the delivery of its commitments. Through targeted mitigation measures, KENAS addressed these issues while drawing key lessons to inform future strategies and strengthen institutional resilience. The summary below outlines the challenges, actions taken and lessons learnt.

Table 3.4: Challenges, Mitigation Measures and Lessons Learnt

Challenge	Mitigation Measures	Lessons Learnt
Limited awareness of the value of accreditation in the economy	Conduct nationwide awareness campaigns, stakeholder forums, and training programs to educate industry and policymakers	Consistent, multi-channel messaging builds demand; partnering with industry associations and the media accelerates reach and credibility
Perceived high cost of accreditation, especially for MSMEs	Advocate for government grants or subsidies; streamline accreditation processes to lower operational costs	Cost-sharing and process efficiencies make accreditation attainable for small businesses and shorten turnaround times
Belief that accreditation is the same as certification or designation	Deliver targeted workshops, publish explanatory materials, and use digital content to clarify differences	Clear definitions, real-world examples, and regular engagement dispel misconceptions and improve stakeholder confidence
Lack of coordination and synergy among Quality Infrastructure (QI) institutions	Create a national QI coordination framework and convene technical committees and working groups	Formal collaboration platforms reduce duplication, optimise resources, and foster unified national positions
Inconsistent policies, legal, and regulatory frameworks versus international best practice	Advocate policy reforms, engage regulators, and strengthen participation in global accreditation forums	Early, continuous policy engagement ensures coherence with global standards, enhancing credibility and trade acceptance

Challenge	Mitigation Measures	Lessons Learnt
Growing market-specific conformity assessment requirements in export markets	Invest in capacity-building for accredited bodies, train assessors, and develop sector-specific schemes	Proactive skills development and tailored schemes maintain market access and position KENAS as a responsive service provider
Limited participation in global conformity assessment discourse, leading to private schemes	Increase KENAS representation in international forums and build partnerships with global accreditation bodies	Active global engagement shapes international policy, prevents market fragmentation, and facilitates knowledge transfer

3.2 Stakeholder Analysis

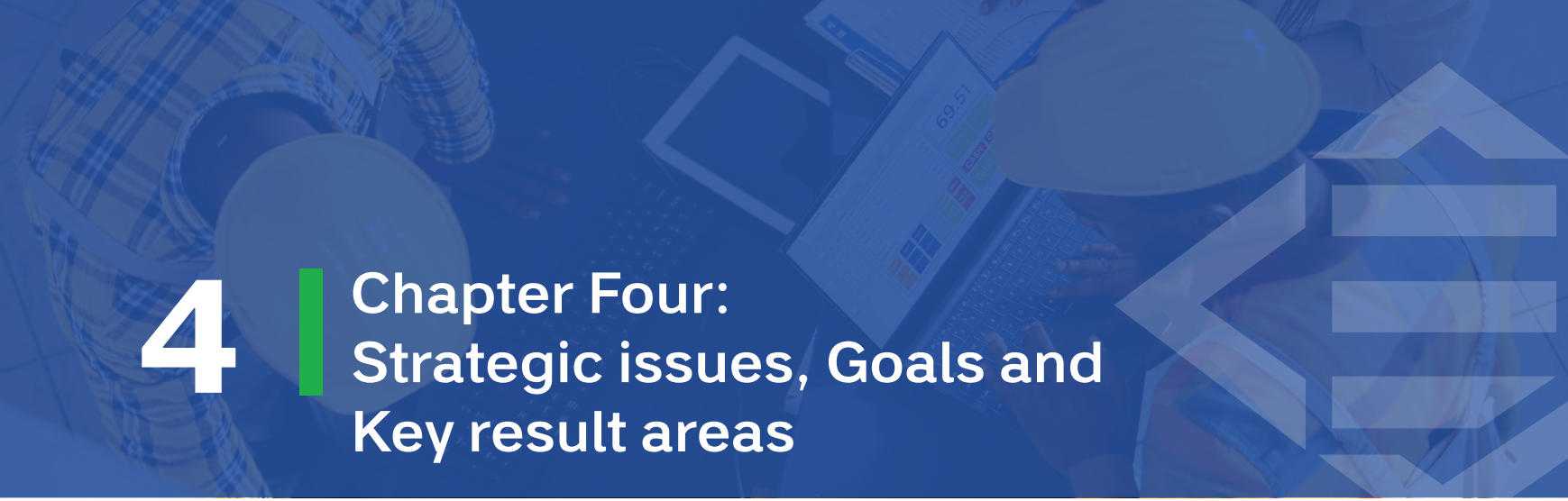
KENAS conducted a stakeholder analysis to identify key actors, assess their interests and influence and inform strategies for effective engagement and collaboration in the implementation of the Strategic Plan 2024–2028 as highlighted in the **table below:**

Table 3.5: KENAS Stakeholder Analysis

S/No.	Stakeholder	Role	Expectation of Stakeholder	Expectation of KENAS
1	National and County Governments (MDAs)	Provide financial and infrastructural support; establish legal frameworks	Establishment and maintenance of a national accreditation system; regulation of quality, health, safety, environmental protection; value-added accreditation services; global and local representation; collaborations and partnerships	Budgetary allocation, policy and legislation advocacy, promotion of accreditation services in counties, collaborative promotion and use of accreditation
2	Government Regulators	Formulate and enforce standards and regulations	Provision of accreditation info; collaboration on best practices; scheme development participation	Referencing accreditation in regulations; provision of technical expertise; collaboration in services

Table 3.5: KENAS Stakeholder Analysis (Continued)

S/ No.	Stakeholder	Role	Expectation of Stakeholder	Expectation of KENAS
3	KENAS Direct Clients (CABs)	Provide accredited assessment services	Timely accreditation services and publication; issue resolution; relevant service provision; communication of changes	Compliance with agreement; feedback provision; timely payments; provision of expertise
4	KENAS Indirect Clients	Use accredited services	Competent services; access to info; feedback channels	Use of accredited services; feedback; provision of expertise
5	General Public	Consumers of certified services/products	Assurance on quality, health, safety; access to information	Use of accredited services; feedback provision
6	Business & Industry Bodies	Advocate for members' interests	Scheme development participation; feedback avenues; quality assurance	Provision of expertise; promotion of services; feedback and reports; info sharing on best practices
7	Academia & Research Bodies	Provide training and research	Access to data and partnerships; consultancy opportunities; knowledge exchange	R&D on accreditation systems; scientific data; expertise provision; capacity building; industry-ready graduates
8	Global/Regional Accreditation Bodies (ILAC, IAF, AFRAC)	Mutual recognition of systems	Compliance with standards; ethical services; participation in meetings; timely dues; contribution to peer reviews; policy collaboration	Guidelines on accreditation; harmonization; issue resolution forums; peer review outcomes; utilization of experts; capacity building



4 Chapter Four: Strategic issues, Goals and Key result areas

4.0 Overview

This chapter identifies strategic issues arising from the situational and stakeholder analysis that affect the implementation of the mandate and are the basis for the development of strategic goals and key result areas.

4.1 Strategic Issues

KENAS identified Strategic Issues (SI) affecting its mission, services and sustainability. Addressing these requires collaboration with the Government, the private sector, civil society and international partners. These are:

i. Dominion in Trust
ii. Financial Stability and Sovereignty
iii. Organisational Growth and Dynamic Capabilities
iv. Business Development (Radiating Purpose)
v. Corporate Governance and Culture

By addressing these strategic issues, KENAS strengthens its role as a national and international accreditation leader, ensuring sustainable growth, enhanced service delivery and greater global recognition.

4.2 Strategic Goals

The Strategic Plan has identified Strategic Goals to address the strategic issues identified above are to:

i. Accelerate Accreditation Penetration

ii. Attain Financial Stability
iii. Improve Operational Efficiency
iv. Grow KENAS Brand
v. Review KENAS Legal Framework
vi. Establish a Dynamic Organisational Culture

4.3 Key Results Areas

The Key Result Areas that will yield the attainment of the six Strategic Goals during the Plan period were determined. These were placed further into the four perspectives of the Balanced Scorecard (BSC) framework as tabulated in Table 4.1.

Table 4.1 Strategic Issues, Goals and KRAs

Strategic Issue	Goal	KRAs
Dominion In Trust	Accelerate accreditation penetration	Growth and sustenance of mutual recognition
		Growth in the number of clienteles
Financial Stability and Sovereignty	Attain financial stability	Growth in own-generated funds
		Prudent resource management
Organizational Growth and Dynamic Capabilities	Improve operational efficiency	HR Best Practices
		Digitalization
		Innovation
Business Development (Radiating Purpose)	Grow KENAS brand	Strategic partnerships (local and international)
		Customer experience
Corporate Governance and Culture	Review KENAS Legal Framework	Broadened and streamlined mandate
	Establish a dynamic organizational culture	Efficiency, compliance and productivity

5 Chapter Five: Strategic Objectives and Strategies

5.0 Overview

This chapter outlines the strategic objectives and strategies that will drive the achievement of the Strategic Goals during the Plan period. Over this Plan period, the Service is expected to generate approximately Ksh 1.33 billion.

5.1 Strategic Objectives

To achieve the set Strategic Goals, KENAS will focus on 14 Strategic Objectives. The outcomes and outcome indicators for each of the strategic objectives were identified to enable the Service to monitor the implementation of this Plan. Table 5.1 presents the strategic objectives, outcomes and annual projections.

Table 5.1: Outcomes Annual Projections

Strategic Ojective	Outcome	Outcome Indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
KRA1: Growth and Sustenance of Mutual Recognition							
To enhance bilateral and multilateral cooperation for mutual recognition agreements	Increased Signatory Status in ILAC, IAF and AFRAC	% of schemes/scopes recognized by IAF, ILAC and AFRAC	100	100	100	100	100
KRA2: Growth in number of clientele							
To expand accreditation outreach to new sectors and regions	Increased number of new and retained clients	% increase in clientele base annually	20	40	33	13	29
KRA 3: Growth in own-generated funds							
To diversify revenue streams and opti-mize service uptake	Increased internal revenue generation	% increase in A-in-A annually	5	20	43	23	23
KRA 4: Prudent resource management							
To enhance financial efficiency and accountability	Achieved unqualified audit opinions	No. of unqualified audit opinions	1	1	1	1	1
KRA 5: HR Best Practices							
To attract, develop, and retain high-performing staff for enhanced delivery	Improved staff productivity and satisfaction	Productivity Index	1.84	2.3	2.9	3.5	4.1
		Staff Engagement Index	75.93	80.25	85.5	87.5	92.5

Table 5.1: Outcomes Annual Projections (Continued)

Strategic Ojective	Outcome	Outcome Indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
KRA 6: Digitalization							
To transform KENAS into a smart, data-driven, and digitally enabled accreditation agency	Enhanced organizational efficiency, service delivery, and decision-making	% completion of Smart Centre infrastructure	0	0	50	100	100
		Number of services hosted on smart platforms	0	0	0	50	100
KRA 7: Innovation							
To foster a culture of continuous improvement and creative solutions	Enhanced organizational adaptability and an expanded, innovative service offering	Number of new products/services developed	4	6	8	8	10
		Number of staff-led innovation initiatives	0	1	1	2	2
To promote research that informs and strengthens accreditation policy and practice	Enhanced evidence base for accreditation decision-making and reforms	Number of research outputs produced	0	1	1	2	2
		Number of research collaborations	0	1	1	2	2
Deepen Local Market Penetration	Widened national reach and strengthened institutional embedding of accreditation	Number of counties with accreditation desks/offices	0	5	15	25	35
		Number of MOUs with regulators	0	1	2	3	3
		Accreditation referenced in policies or sector frameworks	0	1	2	3	3

Table 5.1: Outcomes Annual Projections (Continued)

Strategic Ojective	Outcome	Outcome Indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
KRA 9: Customer experience							
Enhance customer satisfaction and loyalty	Enhanced Customer experience	Customer Experience Index	75	80	83	85	92
KRA 10: Broadened and streamlined mandate							
To align the legal framework with current and emerging accreditation needs.	Broadened and streamlined mandate.	Revised legal framework approved	0	1	0	0	0
		Level of implementation of the revised legal framework	0	0	40	80	100
KRA 11: Efficiency, Compliance and Productivity							
To cultivate an empowered, values-driven, and high-performing organizational culture	Improved efficiency, compliance, and productivity.	Corporate Culture Climate Indices	74	78	82	88	92
		Reduction in processing time (TAT) in months	6	5	5	4	3

5.2 Strategic Choices

The Strategic Objectives listed above will be achieved through implementation of the following strategies as tabulated in **Table 5.2 below:**

Table 5.2: Strategic Objectives and Strategies

KRA	Strategic Objectives	Strategies
Growth and sustenance of mutual recognition	To enhance bilateral and multi-lateral cooperation for mutual recognition agreements	Position KENAS as the national and regional leader in trusted accreditation
		Establish a regional trust-mark initiative to identify and promote accredited enterprises trading across borders
		Strengthen Compliance with International Standards
Growth in number of clientele	To expand accreditation outreach to new sectors and regions	Drive Market Expansion Through Targeted Client Acquisition and Onboarding
		Build Accreditation Capacity Through Tailored Training and Strategic Partnerships
		Catalyze Demand for Accreditation
		Partner with Development Partners to Support SME-CABs
Growth in own-generated funds	To diversify revenue streams and optimize service uptake	Review and Implement a Full Cost Recovery Fee Structure
		Diversification of Revenue streams
		Mobilize Revenue from Development Partners
Prudent resource management	To uphold high standards of financial governance and compliance with audit requirements	Strengthen Financial Planning, Cash Flow Management and Internal Controls
		Strengthen Procurement and Supply Chain Management
		Improve Asset Management and Optimization

Table 5.2: Strategic Objectives and Strategies (Continued)

KRA	Strategic Objectives	Strategies
HR Best Practices	To attract, develop, and retain high-performing staff for enhanced delivery	Attract and Grow the Best Talent
		Build a safe, healthy and fulfilling workplace
		Strengthen HR Governance
Digitalization	To establish a technology-enabled Smart Accreditation Centre with modern infrastructure and integrated systems	Establish and Operationalize a Smart Accreditation Centre
	To automate end-to-end accreditation processes to enhance efficiency, consistency, and turnaround time	Upgrade and Expand ICT Infrastructure
		Fully Automate Accreditation Services
		Digitize and Integrate Internal Business Functions
Innovation	To drive innovation through development of new accreditation products and a culture that supports continuous improvement	Product Development and Diversification
		Institutionalize an Innovation Culture and Build Internal Capacity
Strategic partnerships (local and international)	To promote research that informs and strengthens accreditation policy and practice	Promote evidence based accredtiation activities
	Deepen Local Market Penetration	Promote accreditaiton in counties
		Enhance regulatory and sector integration
Customer experience	Enhance customer satisfaction and loyalty	Enhance Digital Presence
		Business Process Re-engineering
		Increase service access and responsiveness
		Optimize relations with current and potential customers
		Enhance Corporate Image and Brand Visibility

Table 5.2: Strategic Objectives and Strategies (Continued)

KRA	Strategic Objectives	Strategies
Review KENAS Legal Framework	To align the legal framework with current and emerging accreditation needs.	Develop and implement a tripartite institutional model
		Institutionalize risk management best practices
Establish a Dynamic Organizational Culture	To promote a high-performance, compliant, and values-driven work environment.	Reinforce a unified organizational identity
		Embed high-performance principles and accountability mechanisms
		Embed engagement, innovation, and adaptability to cultivate a vibrant, values-led organizational culture

6 Chapter Six: Implementation and Coordination Framework

6.0 Overview

This chapter highlights the framework for the implementation and coordination of this Strategic Plan.

6.1 Implementation Plan

To effectively fulfil its mandate, KENAS will enhance its infrastructure, financial base and human capital. The Strategic Plan will be cascaded across all levels to promote ownership and seamless implementation. Execution will be aligned with annual budgets, work plans, and performance contracts, while strategic partnerships and stakeholder collaboration will support successful delivery.

6.1.1 Action Plan

Table 6.1 is the implementation plan,which covers the Strategic Goals, Strategic Issues, KRAs, Strategic Objectives, Strategies, Proposed Activities, Expected Outputs, Output Indicators, Targets and Budget for each activity and implementers.

Table 6.1: KENAS Strategic Plan 2024 – 2028 Implementation Matrix

Strategic Issue	Strategic Goal	KRA	Strategic Objectives	Strategies
Dominion In Trust	Accelerate accreditation penetration	Growth and sustenance of mutual recognition	To enhance bilateral and multilateral cooperation for mutual recognition agreements	Position KENAS as the national and regional leader in trusted accreditation
				Establish a regional trust-mark initiative to identify and promote accredited enterprises trading across borders
				Strengthen Compliance with International Standards
		Growth in number of clienteles	To expand accreditation outreach to new sectors and regions	Drive Market Expansion Through Targeted Client Acquisition and Onboarding
				Build Accreditation Capacity Through Tailored Training and Strategic Partnerships
				Catalyse Demand for Accreditation
				Partner with Development Partners to Support SME-CABs
Financial Stability and Sovereignty	Attain financial stability	Growth in own-generated funds	To diversify revenue streams and optimize service uptake	Review and Implement a Full Cost Recovery Fee Structure
				Diversification of Revenue streams
				Mobilise Revenue from Development Partners

Table 6.1: KENAS Strategic Plan 2024 – 2028 Implementation Matrix (Continued)

Strategic Issue	Strategic Goal	KRA	Strategic Objectives	Strategies
Organisational Growth and Dynamic Capabilities	Improve operational efficiency	Prudent resource management	To uphold high standards of financial governance and compliance with audit requirements	Strengthen Financial Planning, Cash Flow Management and Internal Controls
				Strengthen Procurement and Supply Chain Management
				Improve Asset Management and Optimization
		HR Best Practices	To attract, develop, and retain high-performing staff for enhanced delivery	Attract and Grow the Best Talent
				Build a safe, healthy and fulfilling workplace
				Strengthen HR Governance
		Digitalisation	To establish a technology-enabled Smart Accreditation Centre with modern infrastructure and integrated systems	Establish and Operationalise a Smart Accreditation Centre
			To automate end-to-end accreditation processes to enhance efficiency, consistency, and turnaround time	Upgrade and Expand ICT Infrastructure
				Fully Automate Accreditation Services
				Digitise and Integrate Internal Business Functions
		Innovation	To drive innovation through development of new accreditation products and a culture that supports continuous improvement	Product Development and Diversification
				Institutionalise an Innovation Culture and Build Internal Capacity

Table 6.1: KENAS Strategic Plan 2024 – 2028 Implementation Matrix (Continued)

Strategic Issue	Strategic Goal	KRA	Strategic Objectives	Strategies
Business Development (Radiating Purpose)	Grow KENAS brand	Strategic partnerships (local and international)	To promote research that informs and strengthens accreditation policy and practice Deepen Local Market Penetration	Promote evidence-based accreditation activities
				Promote accreditation in counties
				Enhance regulatory and sector integration
		Customer experience	Enhance customer satisfaction and loyalty	Enhance Digital Presence
				Business Process Re-engineering
				Increase service access and responsiveness
				Optimise relations with current and potential customers
				Enhance Corporate Image and Brand Visibility
Corporate Governance and Culture	Review KENAS Legal Framework	Review KENAS Legal Framework	To align the legal framework with current and emerging accreditation needs.	Develop and implement a tripartite institutional model
				Institutionalise risk management best practices
	Establish a dynamic organizational culture	Establish a Dynamic Organizational Culture	To promote a high-performance, compliant, and values-driven work environment.	Reinforce a unified organisational identity
				Embed high-performance principles and accountability mechanisms
				Embed engagement, innovation, and adaptability to cultivate a vibrant, values-led organizational culture

6.1.2 Annual Work Plan and Budget

KENAS Annual Work Plan and Budget will be extracted from the Strategic Plan implementation matrix and will adopt activity-based costing to inform the annual budgets.

6.1.3 Performance Contracting

Performance contracting enhances efficiency in public service delivery by aligning annual contracts with government priorities and organizational goals. The KENAS Performance Contracts will be linked to annual work plans and strategic implementation.

6.2 Coordination Framework

KENAS will foster a culture of teamwork and innovation, leveraging technology and staff development. To fulfil its mandate, it will address staffing gaps and invest in attracting, retaining and developing skilled personnel.

6.2.1 Institutional Framework

The institutional framework outlines KENAS's human, financial, and structural capacity for implementing the strategy. It comprises the Board, CEO, DirectoratesDepartments, Divisions and Units/Sections.

6.2.2 Staff Establishment, Skills Set and Competence Development

KENAS has undertaken an evaluation of existing staff levels, skill sets and competencies to ascertain their adequacy and relevance in supporting the implementation of the strategy.

6.2.3 Leadership

The Board provides overall leadership and policy direction of KENAS. Its composition is provided for in the Kenya Accreditation Service Act Cap 496A, Mwongozo and the KENAS Board Charter.

6.2.4 Systems and Procedures

To implement the 2024–2028 Strategic Plan, KENAS will align with global standards, embrace digital transformation, optimise resources and strengthen its accreditation and risk management frameworks. Enhanced stakeholder engagement, investment in a Smart Accreditation Centre and robust M&E will drive service quality, efficiency and continuous improvement.

6.3 Risk Management Framework

KENAS's Risk Management Framework integrates risk identification, assessment and mitigation into operations, promoting resilience and informed decision-making as presented in Table 6.4 below:

Table 6.4: Risk Management Framework

No	Risks	Mitigation Measure(s)
1	Inadequate HR management	Human Resource Training and Development
		Adequate resource allocation
		Review HR policies
		Streamline HR processes
		Develop a strategy of dealing with hostile clients
		Strengthen internal dispute resolution mechanisms
		Inculcate positive working values
		Review existing instruments for appropriateness and adequacy, communicate effectively and monitor implementation
2	Financial instability	Develop and implement corporate planning policy
		Develop resource mobilization strategy
		Review and update financial controls
		Frequent communication (reporting) of financial performance
3	Non-compliance with legal and regulatory framework	Develop and implement compliance monitoring framework
		Sensitization on impact of non-compliance
		Prudent resource management
		Enhance effective budgeting process
		Review of the Kenya Accreditation Service Act to streamline KENAS operations e.g. with respect to advisory committees.
4	Ineffective accreditation process	Process reengineering, automation, and continuous improvement

Table 6.4: Risk Management Framework (Continued)

No	Risks	Mitigation Measure(s)
		Employee training programs, skill development, and competency assessments
		Strengthen cybersecurity measures, employee awareness, and incident response plans
		Vendor risk assessments, diversification, and contingency planning
		Disaster preparedness, insurance coverage, and business continuity planning
		Develop a Resource Mobilisation Strategy
		Recruit and qualify assessors and personnel
		Develop a strategy of dealing with hostile Conformity Assessment Bodies
		Provision of budget
		Identify, procure, train and implement an appropriate, Customer Relationship Management System
5	Ineffective engagement with Government on accreditation matters	Establish cooperation frameworks with regulators and Country Governments
		Develop and implement Marketing Communication Strategy
		Develop and disseminate simplified communication materials on accreditation and conformity assessments.
		Establish networks and develop an engagement framework
6	Inadequate data protection	Develop and implement an ICT Strategy
		Develop and implement Business continuity mechanisms
		Adequate resource allocation
		Patch management
7	Inadequate governance and leadership	Adequate resource allocation

Table 6.4: Risk Management Framework (Continued)

No	Risks	Mitigation Measure(s)
		Develop and implement a corporate governance framework
		Review and implement an effective risk management framework
		Develop a compliance management framework
		Provide leadership and development programs
		Develop open data policy
		Develop adequate Strategic Plan
8	Inadequate protection and promotion of KENAS IP, brand, symbols and logos	Develop and implement compliance monitoring framework
		Sensitisation on impact of non-compliance
		Prudent resource management
		Enhance effective budgeting process
		Develop a Resource Mobilisation Strategy
		Develop and Implementation of Marketing Communication Strategy
		Participation on Stakeholders fora
		Strengthen the KENAS IP surveillance mechanism
		Develop capacity for protection and promotion of IP
9	Partial strategy deployment and ineffective monitoring	Alignment of the strategic plan with the mandate
		Develop and implement change management plan
		Adequate engagement of staff and stakeholders
		Adequate resource allocation
		Link strategic plan activities with budget and monitor implementation
10	Inability to establish and foster relations and corpo-rations with regional and international accreditation players	Develop and implement a Resource Mobilisation Strategy
		Establish cooperation frameworks

Table 6.4: Risk Management Framework (Continued)

No	Risks	Mitigation Measure(s)
11	Inadequate public awareness on accreditation services and its value	Review and redesign training curricula
		Develop and implement Marketing Communication strategy
		Optimal utilisation of available resources
		Partnerships with stakeholders to reference accreditation
12	Inability to deliver value added assessment and accreditation services	Recruit and qualify assessors and personnel
		Develop and implement a Resource Mobilisation Strategy
		Identify, procure, train and implement an appropriate, Customer Relationship Management System that is traceable and visual.
		Develop a strategy of dealing with hostile CABs
		Strengthen internal dispute resolution mechanisms
		Inculcate positive working values
		Review the existing instruments for appropriateness and adequacy, communicate effectively and monitor implementation
		Link the strategic plan activities to budget and monitor implementation
		Train staff on their role in supply chain processes especially generation of timely user requirements specification
		Timely payment of assessors
		Enhance incentive programmes for assessors
		Establish and nurture relationship with CABs
13	Regulatory overlaps	Active participation during the development of regulations that may touch the KENAS mandate
14	Inability to expand accreditation schemes	Prioritise and build capacity on schemes to be developed
		Develop resource mobilisation strategy
		Review re-engineer the scheme development process
		Enhance the number of stakeholder engagements

Table 6.4: Risk Management Framework (Continued)

No	Risks	Mitigation Measure(s)
		Partnerships for transfer of skills and knowledge
		Establish Memorandum of cooperation
		Enhance cooperation and partnerships with research and tertiary institutions
		Capacity building on feasibility studies
15	Inability to conduct assessments in Conflict Prone Areas	Issuance of communication to Ministry of Foreign and Diaspora Affairs on the assessments conducted in the Conflict Prone Areas
		Develop a list of hotels that have robust security features, including guards, surveillance systems, and secure perimeters
		Comprehensive insurance coverage, including health, life and evacuation insurance for the assessment personnel to also include cases of emergencies,
		Procuring a special life insurance covers that addresses kidnaping, terrorism, general health and terrorism related health matters
		Identify reliable medical facilities and prepare a list of emergency contacts and medical providers in the Conflict Prone Areas and prepare a plan for medical emergencies.
		Provide special Access mental health resources and support networks for managing stress from working in high-risk areas
		Ensure assessment personnel to purchase the local telecommunication line
		Limitation on travel to only the essential trips for assessment personnel in the Conflict Prone Areas
		Respect and adherence to local customs and practices assessment personnel in the Conflict Prone Areas
		Have Safety training for staff and assessors on Security Training Programmes
		Conducting remote assessments for surveillance assessments in the Conflict Prone Areas

7 Chapter Seven: Resource requirements and Mobilization strategies

7.0 Overview

This chapter outlines the financial, human and infrastructural resources required to implement the KENAS Strategic Plan 2024–2028 and presents strategies for mobilising these resources.

7.1 Financial Requirements

The budget for successful implementation of the Plan is estimated at Ksh10.1 billion as summarised in Table 7.1 below.

Table 7.1: Financial Requirements for Implementing the Strategic Plan

Cost Item	Projected Resource Requirements (Ksh. Mn)					
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Growth and sustenance of mutual recognition	40	91	103	104	113	451
Growth in number of clientele	16	52	46	50	57	221
Growth in own-generated funds	19	24	23	24	25	115
Prudent resource management	8	6	9	9	13	45
HR Best Practices	13	32	13	15	27	100
Digitalization	32	50	57	2,536	5,542	8,217

Table 7.1: Financial Requirements for Implementing the Strategic Plan (Continued)

Cost Item	Projected Resource Requirements (Ksh. Mn)					
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Innovation	17	21	23	21	25	107
Strategic partnerships (local and international)	5	24	18	28	22	97
Customer experience	58	56	66	65	72	317
Review KENAS Legal Framework	26	112	77	60	39	314
Establish a Dynamic Organizational Culture	10	16	15	13	16	70
Administrative Cost	228	15	20	25	30	318
Total	**472**	**499**	**470**	**2,950**	**5,981**	**10,372**

Table 7.2: Resource Gaps

Financial Year	Estimated Financial Requirements (Ksh. Mn)	Estimated Allocations (Ksh. Mn)	Variance (Ksh. Mn)
Year 1	472	472	0.00
Year 2	499	438.8	(60.2)
Year 3	470	300	(170)
Year 4	2,950	2,000	(950)
Year 5	5,981	5,000	(981)
Total	**10,372**	**8,210.8**	**(2,161.2)**

7.2 Resource Mobilisation Strategies

To address financial constraints and ensure sustainability, KENAS has developed a Resource

Mobilisation Strategy aligned with its 2024–2028 Strategic Plan. The strategy will seek to implement the following resource mobilization strategies:

i. Strategic Partnerships: Collaborate with the government, private sector, and development partners to co-finance initiatives or offer joint programs.
ii. Donor Engagement: Proactively seek funding from international donors for specific capacity-building or innovation projects.
iii. Commercial Services Expansion: Introduce value-added services such as customized training, consultancy, and pre-assessment audits.
iv. Digital Innovation: Leverage digital platforms to reduce service costs and improve efficiency.
v. Public Awareness Campaigns: Boost demand by increasing public and industry awareness of the value of accreditation.

7.3 Resource Management

To enhance financial sustainability and efficiency, KENAS will integrate and as guided by the work plans, procurement, and budgeting through the Budget Implementation Committee, guided by the Public Finance Management Act. Regular audits and M&E will strengthen accountability and risk management. Digitization will streamline operations and reduce costs, while outsourcing non-core functions will allow focus on core accreditation services. A transparent, impact-driven resource allocation framework will prioritize revenue-generating activities, with internal revenues supporting non-revenue functions. Value chain budgeting will ensure full implementation of funded programs, enhancing operational effectiveness and sustainability.

8 Chapter Eight: Monitoring, Evaluation and Reporting Framework

8.0 Overview

This chapter presents the Monitoring and Evaluation (M&E) framework for the KENAS Strategic Plan 2024–2028, detailing how progress will be tracked, outcomes assessed and improvements supported. It ensures strategic alignment with KENAS's mandate and national priorities through the Balanced Scorecard (BSC), which integrates performance management across all levels of the organisation.

8.1 Monitoring and Evaluation

KENAS will implement a structured Monitoring and Evaluation (M&E) framework anchored in the Action Plan Implementation Matrix and delivered through the Balanced Scorecard (BSC). The BSC will translate strategic objectives into measurable targets across four perspectives: Customer/Stakeholder, Internal Processes, Learning and Growth and Financial/Resource Utilisation. The framework includes KPI development, baseline setting, data collection and regular performance reviews. Implementation will cascade from corporate to individual levels, ensuring ownership and alignment. Key roles are assigned to staff and supervisors, the Planning Division, the Oversight Committee, the CEO, and the Board to ensure accountability, strategic learning, and continuous improvement throughout the plan period.

8.2 Performance Standards

KENAS will apply global M&E standards, relevance, efficiency, effectiveness, impact and sustainability, to track strategic performance. KPIs under the Balanced Scorecard will be linked to these standards, with Strategic Theme Teams, guided by the Planning Division, ensuring consistent, objective data collection and analysis.

8.3 Evaluation Framework

The M&E Framework will feature quarterly and annual reviews to track progress and inform adaptive decision-making. A Mid-Term Evaluation will assess progress and guide course correction, while an End-Term Evaluation will evaluate the Strategic Plan's effectiveness and impact. Both will be participatory and guided by the Outcome Performance Matrix (Table 8.1).

Table 8.1: Outcome Performance Matrix

Key Result Area	Outcome	Outcome Indicator	Baseline				Target		
			Value	Year	Year 1	Year 2	Mid-Term Period	Year 4	End-Term Period
KRA1: Growth and Sustenance of Mutual Recognition	Increased Signatory Status in ILAC, IAF and AFRAC	% of schemes/ scopes recognised by IAF, ILAC and AFRAC	100	2023/24	100	100	100	100	100
KRA2: Growth in number of clientele	Increased number of new and retained clients	% increase in clientele base annually	10	2023/24	20	40	33	13	29
KRA 3: Growth in own-generated funds	Increased internal revenue generation	% increase in A-in-A annually	28	2023/24	5	20	43	23	23
KRA 4: Prudent resource management	Achieved un-qualified audit opinions	No. of unqualified audit opinions	1	2023/24	1	1	1	1	1
KRA 5: HR Best Practices	Improved staff productivity and satisfaction	Productivity Index	N/A	N/A	3.2	3.6	3.8	4.0	4.3
		Staff Engagement Index	75.93	2023/24	N/A	N/A	85.5	N/A	92.5

Table 8.1: Outcome Performance Matrix (Continued)

Key Result Area	Outcome	Outcome Indicator	Baseline				Target		
			Value	Year	Year 1	Year 2	Mid-Term Period	Year 4	End-Term Period
KRA 6: Digitalization	Enhanced organisational efficiency, service delivery and decision making	% completion of Smart Centre infrastructure	0	2023/24	0	0	50	100	100
		Number of services hosted on smart platforms	0	2023/24	0	0	0	50	100
	Streamlined, paperless accreditation service delivery	% of accreditation and support processes fully automated	0	2023/24	20	40	60	70	80
		Reduction in processing time (TAT) in months	5.7	2023/24	5	5	4	4	3
KRA 7: Innovation	Enhanced organisational adaptability and an expanded, innovative service offering	Number of new products/ services developed	4	2023/24	4	6	8	8	10
		Number of staff-led innovation initiatives	0	2023/24	0	1	1	2	2
KRA 8: Strategic partnerships (local and international)	Enhanced evidence base for accreditation decision-making and reforms	Number of research outputs produced	0	2023/24	0	1	1	2	2

Table 8.1: Outcome Performance Matrix (Continued)

Key Result Area	Outcome	Outcome Indicator	Baseline				Target		
			Value	Year	Year 1	Year 2	Mid-Term Period	Year 4	End-Term Period
		Number of research collaborations	0	2023/24	1	1	1	2	2
	Widened national reach and strengthened institutional embedding of accreditation	Number of counties with accreditation desks/offices	0	2023/24	0	5	15	25	35
		Number of MOUs with regulators	0	2023/24	1	1	2	3	3
		Accreditation referenced in policies or sector frameworks	0	2023/24	1	1	2	3	3
KRA 9: Customer experience	Enhanced customer experience	Customer Experience Index	80.5	2023/24	N/A	85	N/A	N/A	92
KRA 10: Broadened and streamlined mandate.	Broadened and streamlined mandate.	Revised legal framework approved	N/A	N/A	0	1	0	0	0
		Level of implementation of the revised legal framework	N/A	N/A	0	0	40	80	100
KRA 11: Establish a Dynamic Organizational Culture	Improved efficiency, compliance, and productivity.	Corporate Culture Climate Indices	74	2023/24	78	N/A	N/A	88	N/A

8.4 Reporting Framework and Feedback Mechanism

Effective reporting and feedback will promote accountability, transparency and continuous improvement in implementing the KENAS Strategic Plan 2024–2028. Drawing on data from the Balanced Scorecard, performance dashboards and departmental scorecards, KENAS will generate quarterly monitoring reports, annual performance reports, a Mid-Term Evaluation Report, and an End-Term Evaluation Report to assess progress, guide decision-making and evaluate impact. Standardised tools and templates will be used to ensure consistency, accuracy, and alignment with government reporting guidelines.

Table 8.2: Quarterly Progress Reporting Template

QUARTERLY PROGRESS REPORT
QUARTER ENDING.....

Expected Output	Output Indicator	Annual Target (A)	Quarter for Year			Cumulative to Date			Remarks	Corrective Intention
			Target (B)	Actual (C)	Variance (C-B)	Target (E)	Actual (F)	Variance (F-E)		

Table 8.3: Annual Progress Reporting Template

ANNUAL PROGRESS REPORT
YEAR ENDING .....

Expected Output	Output Indicator	Annual Target (A)	Achievement for Year.....			Cumulative to Date (Years)			Remarks	Corrective Intention
			Target (A)	Actual (B)	Variance (B-C)	Target (D)	Actual (E)	Variance (E-D)		

Table 8.4: Evaluation Reporting Template

Key Result Area	Outcome	Outcome Indicator	Baseline		Mid-Term Evaluation		End of Plan Period Evaluation		Remarks	Corrective Intention
			Value	Year	Target	Achievement	Target	Achievement		
KRA 1										
KRA 2										
KRA 3										

“

Anchored on five thematic pillars, this Strategy responds to emerging opportunities and challenges within the accreditation ecosystem. It reflects our aspiration to position KENAS not just as a regulator or facilitator, but as a thought leader, a forward-looking institution driving innovation, fostering compliance, and promoting excellence.

Mr. ngeny Biwott

Chairperson, Board of Directors





KENAS
Delivering Trust

KENYA
ACCREDITATION
SERVICE

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