



KENYA ACCREDITATION SERVICE (KENAS)

2024-2028 Strategic Plan

Nov 2024

Our Vision

To be a trusted partner in assuring quality of products and services through accreditation.

Our Mission

To provide accreditation services through comprehensive assessment for acceptability, quality and safety.

Our Value Proposition

...Delivering Trust!

Core Values

iPace 	Integrity – we are honest, impartial, and trustworthy at all times with our colleagues, customers and all our stakeholders in delivering accreditation services in a fair manner free from discrimination or preferential treatment. Professionalism – we value our work, deliver as a team, act in a reliable manner that depicts our expertise and competences. We take pride in our accomplishments. Accountability – we remain accountable to our stakeholders, exercise prudence in managing resources entrusted to us, always acknowledging responsibility for our actions, and acting transparently. Customer-focused – we value and cultivate lasting relationships with our customers and are committed to continuously meeting their needs and exceed their expectations in delivering accreditation services. Excellence – we consistently follow the highest quality standards, apply new technologies, objectively challenging existing practices and innovating to improve our services.
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FOREWORD

Since independence in 1963, Kenya has undergone great strides in its socio-political and economic developments. This transformation has put great strain on both policy and other institutional structures conceived and nurtured with the advent of political independence. Although some efforts have been made for policy and institutional frameworks to keep abreast with these socio-economic developments, often they have been left behind with the result that current policies and legislation become increasingly ineffectual and irrelevant.

One of the areas of our public fabric that has been affected in this way is the developments in the arena of accreditation. Admittedly there have been efforts to develop and reform the accreditation sector to band with the socio-economic developments in Kenya and in the region. The general businessperson or institutions, however, are yet to see the benefits of accreditation and to therefore actively seek accreditation services.

Guided by our 2020 -2024 Strategic Plan Kenya National Accreditation Service (KENAS) has gone through a period of re-alignment of its policies and core activities with its mandate as well as the Kenya Vision 2033, and fourth iteration of its Medium-Term Plan (MTP IV), the Bottom-Up Economic Transformation Agenda (BETA), the Sustainable Development Goals (SDGs), Africa Agenda 2063, African Continental Free Trade Area (AfCFTA) of May 2019.

Previous development plans of KENAS have primarily guided its growth. While some of the targets have been achieved, the Service will continue to address the outstanding and emerging challenges through systematic planning galvanized by this strategic plan.

In this Plan efforts are made to realign the resources available to the KENAS with its core activities. As our road map for the next five years, the Plan prioritizes activities and programmes in terms of their contribution to the efficient and effective management of the organization within the context of national and international policy frameworks. The anticipated outputs as contributions to the delivery of accreditation services are also linked to their resultant costs within specified time frames.

This Strategic Plan articulates the Vision, Mission, Core Values and Objectives of KENAS. It also provides strategies to be implemented to give KENAS a considerably enhanced service delivery capacity and thereby assure itself of financial sustainability over the next five years.

KENAS plans to transform the overall quality of governance through devolution of responsibilities and functions to operational units to achieve the best corporate management practices. This will

ensure efficient service delivery to our clients across all our service areas to our staff and other stakeholders.

It is our hope and expectation that this Plan will help in strengthening the KENAS as a strong and vibrant institution that will bring to the fore accreditation service as well as training and research around accreditation in Kenya and around the region. In this way, KENAS will contribute to the raising of standards of services and products in the country and the region.

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Chairperson – Board of Directors

PREFACE AND ACKNOWLEDGEMENT

This strategic plan succeeds the third-generation strategic plan (2020-2024) for KENAS and describes the strategy for the next five-year period (2024-2028). In the last 5 years numerous changes have occurred in the operational environment on the Kenya Accreditation Service (KENAS). Such changes have affected the external operational environment of KENAS. Such changes include the political, economic, social, technological, environmental, as well as the legal environment directly affecting the clients of KENAS as well as impacting on KENAS directly. The changes have not spared the internal operational and organizational environment of KENAS. With such dynamism in the environment, it is necessary that the KENAS community re-examines these changes and puts together a plan that will effectively respond to the opportunities presented by these changes. The plan should also envisage mitigation of threats that may be presented by these changes.

This plan therefore sets out a realistic programme that will allow KENAS to build on its achievements, lessons learnt, and progress made to date. It will respond to the changing environment and associated challenges in the world of accreditation and the attendant training and research, while remaining faithful to its vision and mission. The strategic planning process ensures that the organization is set on track. It also provides the opportunity to step back, scrutinize, consider and question its priorities, broad goals, and the strategies to achieve these goals.

We acknowledge and greatly appreciate all those who supported us in the journey of developing this Plan. I wish to first acknowledge the selfless and dedicated support that we received from the Board of Directors whose unique approach to strategy development saw us truly reflect on the foundations of KENAS and its *raison d'être*. In so doing we had an opportunity to closely re-examine each constituent unit of KENAS and to bring out the true contributions of each of these units to the organization.

We wish to further acknowledge the effort and dedication of our management and staff members that saw them work on this plan well beyond the call of duty, including long days, weekends and holidays. Lastly, we acknowledge the technical support that we received from our team of consultants from Fremont International Associates.

Dr. Walter Ongeti

CHIEF EXECUTIVE OFFICER

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DEFINITION OF CONCEPTS AND TERMINOLOGIES

Accreditation is a third-party attestation related to a conformity assessment body (such as certification body, inspection body or laboratory) conveying 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 Organization – is an entity that has been formally recognized by an authoritative body for meeting specific standards or criteria. This accreditation signifies that the organization 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 activity – an activity undertaken, or service provided by a conformity assessment body when evaluating conformity of a product or service, which include, but are 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 verification.

Conformity Assessment Body – a body 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

Raison d'être is the reason for existence

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
COMESA	Common Market for Eastern and Southern Africa
COVID	Corona Virus Disease
CRM	Customer Relationship Management
EAC	East Africa Community
EAC	East Africa Community
GHGs	Greenhouse Gases
HCD	Horticultural Crops Directorate
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
KAM	Kenya Association of Manufacturers
KENAS	Kenya Accreditation Service
KEBS	Kenya Bureau of Standards
KEPHIS	Kenya Plant Health Inspectorate Services
KPI	Key Performance Indicators
NEMA	National Environmental Authority
KEPSA	Kenya Private Sector Alliance
MTP	Medium Term Plan
MSMEs	Micro, Small and Medium Enterprises
PESTEL	Political, Economic, Social, Technological, Environmental, Legal framework
SADC	Southern African Development Community
SDGs	Sustainable Development Goals
UN	United Nations

EXECUTIVE SUMMARY

The Strategic Plan 2024 – 2028 reaffirms our vision as being to be a trusted partner in assuring quality of products and services through accreditation and our Mission statement as to provide accreditation services through comprehensive assessment for acceptability, quality and safety.

The Plan maintains the Core Values of the Service but gives the benefit of elaborating the values to give the context and to clearly guide the reader on the specific intentions of the Service. The values remain under the acronym of IPACE thus Integrity, Professionalism, Accountability, Customer-focused, and Excellence.

It further identifies our 3 (three) strategic issues that KENAS will focus on for the next 5 years. These are accreditation and training, financial sustainability, and institutional capacity. With these 3 strategic issues the attendant Strategic Objectives have been identified and these are -

Enhanced accreditation and training

Improved financial sustainability

Strengthened institutional capacity

As part of the analysis of the operational environment of the Service a SWOT analysis was carried out as well as a PESTEL analysis.

The most important findings of these scans are captured in the following table. The Plan has a detailed description of the results of these analyses.

Table 1: Executive Summary of Strengths and Weaknesses

Factor	Main Strengths	Main Weaknesses
Governance and Administrative structures	KENAS is positioned as the National Accreditation body.	Non-adherence to set turnaround times.
Internal Business process	Well documented policies and procedures.	Lack of an innovative culture.
Resources and capabilities	Adequate, modern, and flexible workspace.	Insufficient funding of staff development programmes

Table 2: Executive Summary of the PESTEL Analysis

Environmental factor	Main Opportunities	Main Threats
Political	Government goodwill on finalization of National Quality Infrastructure Policy/ Governmental support and goodwill	Multiple regional affiliations among Eastern Africa economies (e.g. SADC, EAC, County Governments)
Economic	Ready and unexploited accreditation market especially in Kenya, and the continent at large.	Inability to sustain accreditation by MSME's caused by cost containment.
Social	Existence of a society that needs / demands quality goods and services hence need for greater assurance.	Potential misuse of KENAS accreditation certificates, schedules, and marks
Technological	Leveraging on digital platforms to enhance assessments and training	Rapid changes in technology
Environmental	Accelerated speed towards net zero	Extreme weather events disrupting provision of services
Legal	Emerging regulatory frameworks supporting accredited conformity assessments through partnerships	Duality of conformity assessment and regulation within regulators roles as cast in their legal instruments

The context of Strategic Planning

In preparing this Plan the context of operations of the KENAS was closely considered including the implications of the following national, regional, continental and global instruments;

- The United Nations 2030 Agenda for Sustainable Development.
- The African Union Agenda 2063.
- The East Africa Community Vision 2050.
- The Constitution of Kenya, 2010.
- The Kenya Vision 2030, Bottom-Up Economic Transformation Agenda and MTP IV.
- The Sector policies and laws.

Strategic Choices

The scan of the operational environment of KENAS resulted in the following 3 strategic issues whose goals and the attendant Key Result Area (KRA) as shown below. Details of each KRA and their Strategic Objectives and Strategies are also shown

Strategic Issues, Goals and KRAs

Strategic Issue	Goal	KRAs
Accreditation and Training	Enhance Accreditation and Training services	International Recognition
		Client acquisition and retention
		Customer experience
Financial Sustainability	Strengthen Financial Sustainability	Diversification of funding sources
		Resource Management
Institutional Capacity Development	Strengthen Institutional Capacity.	HR Best Practices
		Digitalization
		Corporate Governance

Strategic Objectives and Strategies

KRAs	Strategic Objectives	Strategies
International Recognition	Signatory status in IAF, ILAC and AFRAC	Maintaining mutual recognition status of new and existing accreditation schemes
Client acquisition and retention	Grow client base	Accredit new and existing CABs
		Develop and/or expand new accreditation schemes/scopes to address emerging and government needs
		Expand and diversify the pool of qualified assessment personnel
		Promote and recognize assessment personnel competencies
		Promote use of accreditation by regulators and policy makers
		Enhance corporate image and brand management
Customer experience	Enhance customer experience	Business Process Re-engineering
		Optimize relation with current and potential customers
		Promote use of accreditation
Diversification of funding sources	Enhance KENAS financial ability to meet its mandate	Lobby for Gok funding
		Cooperate with development partners to fund key programmes
		Increase the accreditation revenue
		Expand Training Market Reach
Resource Management	Strengthen Resource Management	Enhance budgeting process
		Improve debt management
		Improve cashflow management
		Reduce operational cost
HR Best Practices	100% adoption of HR best practices by 2028	Recruit and retain top talent
		Nurture a clan culture within the organization
		Promote diversity and inclusion within the workforce
		Develop a robust learning and development program
		Embrace succession management
		Ensure a safe and healthy working environment
		Develop and Implement Knowledge Management systems
		Mainstream Productivity Management

KRAs	Strategic Objectives	Strategies
Digitalization	100% adoption of information and communication technologies by 2028	Develop and Establish an Accreditation Centre
		Enhance ICT infrastructure
		Pursue operational efficiency
		Streamline Security and Data Protection
		Enhance Business Continuity
Corporate Governance	To enhance Corporate Governance	Enhance good corporate governance at KENAS
		Enhance Board's oversight function
		Enhance the Board's performance
		Institutionalize risk management best practices
		Ensure Compliance to Procurement laws and regulations

Cost of Implementation

We envision that implementing this Plan will require Ksh 6.392 billion over the Plan period. In order to raise the required funds, we propose to apply a resource mobilization strategy in addition to our traditional GoK funding. We propose to, inter-alia, expand our client base through comprehensive actions and measurable deliverables. This includes accrediting new and existing Conformity Assessment Bodies (CABs) based on finalized market research and detailed implementation reports. We will also develop and execute a robust business plan, conduct thorough assessments for CABs, and enhance accreditation offerings through cross-sectoral studies and the development of new accreditation schemes. Additionally, we propose to cooperate with development partners to fund key programmes.

Monitoring and Evaluation

To ensure the reliable implementation of this Strategic Plan, the Strategy and Performance Contracting Committee (SPM) will oversee the process by receiving and reviewing quarterly implementation reports. Based on these reviews, any necessary adjustments will be promptly made to keep the plan on track. This approach guarantees ongoing improvement and ensures that the strategy remains effective and adaptable.

Dr. Walter Ongeti

Chief Executive Officer

1. CHAPTER ONE: INTRODUCTION

This chapter elucidates the importance of strategic planning in attaining success for KENAS. It examines national, regional, and international policies and strategies pertinent to KENAS's mandate. Furthermore, it outlines a concise history of KENAS and discusses the methodology employed in formulating the strategic plan.

1.1 Strategy as an imperative for organizational success

Developing a comprehensive strategy is imperative for KENAS success, especially when focusing on strategic goals such as delivering value-added accreditation services, entrenching accreditation for market access, enhancing partnerships and collaborations, and strengthening institutional capacity and governance.

Enhancing accreditation is fundamental to KENAS success, necessitating a strategy focused on elevating the standards, processes, and outcomes of accreditation services. This involves a commitment to continuous improvement and innovation, ensuring that accreditation services not only meet but exceed international benchmarks. By integrating advanced methodologies, leveraging data analytics, and adopting global best practices, KENAS can elevate the rigor and reliability of its accreditation processes. This enhancement will also require a strong focus on stakeholder engagement, incorporating feedback mechanisms to align services with the evolving needs and expectations of industries and regulatory bodies. By ensuring that accreditation services are not only robust but also agile and responsive, KENAS will reinforce its reputation as a leader in quality assurance and compliance.

Ensuring financial sustainability is critical for KENAS to maintain its operational excellence and strategic initiatives. This requires a multifaceted approach that encompasses revenue diversification, cost optimization, and prudent financial management. By exploring new revenue streams such as expanding service offerings, entering new markets, and leveraging digital platforms for service delivery, KENAS will reduce its dependency on traditional income sources. Additionally, implementing cost-saving measures, such as process automation and resource optimization, will enhance operational efficiency and reduce expenditures. Financial sustainability also involves rigorous financial planning and risk management to ensure long-term stability. By establishing robust financial controls, enhancing transparency, and fostering a culture of fiscal responsibility, KENAS will ensure its financial health and resilience, enabling it to invest in future growth and innovation.

Enhancing institutional capacity is essential for KENAS to effectively execute its strategic objectives and respond to dynamic market demands. This involves a comprehensive strategy focused on developing human capital, optimizing organizational structures, and fostering a culture of excellence. By investing in professional development and training programs, KENAS can cultivate a skilled and motivated workforce capable of driving innovation and operational excellence. Optimizing organizational structures to promote agility, collaboration, and efficiency is also crucial. This includes streamlining processes, enhancing communication channels, and leveraging technology to improve workflow and decision-making. Additionally, fostering a culture of excellence through continuous improvement initiatives, recognition programs, and leadership development will ensure that KENAS remains at the forefront of the accreditation industry. By building a resilient and capable institution, KENAS will be well-positioned to achieve its strategic goals and sustain long-term success.

A well-crafted strategy is indispensable for achieving our success. KENAS will align efforts and resources towards these strategic goals to enhance our competitiveness, resilience, and long-term sustainability in an increasingly complex and dynamic business environment.

1.2 The context of Strategic Planning

The review of this strategic plan has taken into consideration national, regional, and international development priorities, frameworks and policies. The major ones that are relevant to KENAS mandate are outlined below.

1.2.1 United Nations 2030 Agenda for Sustainable Development

The United Nation's (UN) 17 Sustainable Development Goals (SDGs) act as a blueprint for achieving a better and more sustainable future for everyone, addressing issues such as poverty, climate change, environmental degradation, and prosperity. The SDGs are interconnected to address climate change and environmental issues whilst promoting economic and social prosperity. The SDGs represent an ambitious plan to enhance peace and prosperity, eradicate poverty and protect the planet. They are recognized globally as essential to the future sustainability of our world. To help businesses take on the responsibilities that the UN believes can meet the SDGs by 2030, the International Organization for Standardization (ISO) has developed standards that align to the achievement of the SDGs. This plan is linked to:

- i. Goal 1 – End Poverty.
- ii. Goal 2 – Zero Hunger.

- iii. Goal 3 – Good Health and Wellbeing.
- iv. Goal 6 – Clean Water and Sanitation.
- v. Goal 7 – Affordable and Clean Energy; and
- vi. Goal 9 – Industry, Innovation, and Infrastructure.

Table 1: Linkage of the KENAS SP 2024-2028 to SDGs

Social Development Goals (SDGs)	SDGs - Programmes, Projects, and Initiatives	KENAS alignment to SDGs
Goal 1. End Poverty in all its Forms Everywhere	◆ Ensuring people are engaged in productive economic activities. ◆ Strengthening the basic foundations for growth and development including security, infrastructure, and human capital ◆ Achieving food security, improving nutrition, and promoting sustainable agriculture	◆ Develop and Implement Accreditation Schemes for Poverty Alleviation. ◆ Partner with governmental agencies to align accreditation efforts with national poverty reduction strategies. ◆ Organize workshops and seminars to promote the benefits of accreditation for economic growth and poverty reduction ◆ Develop accreditation schemes for sustainable agricultural practices to promote food security and improve nutrition.
Goal 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture	◆ Volume of production per labor unit by classes of farming/pastoral/ forestry enterprise size ◆ Prevalence of malnutrition ◆ Number of plant and animal genetic resources for food and agriculture secured in either medium or long-term conservation facilities	◆ Provide accreditation for agribusinesses to improve efficiency, productivity, and market access.
Goal 3. Ensure healthy lives and promote well-being for all at all ages	◆ Maternal mortality ratio ◆ Proportion of births attended by skilled health Personnel. ◆ Under-five mortality rate ◆ Neonatal mortality rate ◆ Number of new HIV infections per 1,000 uninfected populations, by sex, age, and key populations ◆ Tuberculosis incidence per 1,000 population	◆ Promote accuracy and reliability in medical testing through accreditation of laboratories.

Social Development Goals (SDGs)	SDGs - Programmes, Projects, and Initiatives	KENAS alignment to SDGs
	♦ Malaria incidence per 1,000 population ♦ Hepatitis B incidence per 100,000 population ♦ Number of people requiring interventions against neglected tropical diseases	
Goal 6. Ensure availability and sustainable management of water and sanitation for all	♦ Proportion of population using/drinking water services ♦ A proportion of wastewater safely treated. ♦ Proportion of bodies of water with good ambient water quality	♦ Provide accreditation for water treatment facilities to ensure safe and clean water supply.
Goal 7. Ensure access to affordable, reliable, sustainable, and modern energy for all	♦ Proportion of population with primary reliance on clean fuels and technology	♦ Promote the adoption of renewable energy solutions through accreditation of technologies and systems. ♦ Develop schemes/scopes that support access to affordable, reliable, sustainable and modern energy.
Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	♦ Manufacturing value added as a proportion of GDP and per capita. ♦ Proportion of small-scale industries in total industry value-added	♦ Provide accreditation for organizations involved in infrastructure projects to ensure quality and safety standards.

1.2.2 African Union Agenda 2063

The Vision and African Aspirations for 2063 dubbed ‘The Africa We Want’ is a shared strategic framework for inclusive growth and sustainable development; and a continental strategy to optimize the use of Africa’s resources for the benefit of all Africans. The agenda affirms the African Union’s Vision of “an integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the international arena” as the overarching guide for the future of the African continent’. Initiated in May 2013 by the African Union, the Agenda consists of seven aspirations that paint a vivid picture of where Africans would like to see their continent in 5-year period, these include:

- 1) A prosperous Africa based on inclusive growth and sustainable development.

- 2) An integrated continent, politically united, based on the ideals of Pan Africanism and the vision of Africa's Renaissance.
- 3) An Africa of good governance, respect for human rights, justice and the rule of law.
- 4) A peaceful and secure Africa.
- 5) An Africa with a strong cultural identity, common heritage, values, and ethics.
- 6) An Africa whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children; and
- 7) Africa as a strong, united, resilient, and influential global player and partner.

Accreditation impacts three of these aspirations are detailed in Table 2:

Table 2: Linkage of the KENAS SP 2024-2028 to Africa Agenda 2063

Agenda 2063 Aspiration	Agenda 2063 Goals & Priority Areas	KENAS alignment to 2063 Aspirations
A prosperous Africa, based on inclusive growth and sustainable development	A high standard of living, quality of life and wellbeing for all citizens Healthy and well-nourished citizens	◆ Accredit financial institutions that provide accessible and affordable financial services to underserved populations. ◆ Provide accreditation for renewable energy technologies to encourage sustainable energy use.
An integrated continent, politically united based on ideals of Pan-Africanism and the vision of Africa's Renaissance	Frameworks and Institutions for a United Africa	◆ Develop and implement accreditation schemes for governance standards to promote transparency, accountability, and rule of law. ◆ Provide training and support for regional institutions to help them achieve and maintain accreditation standards.
Africa as a strong, united, resilient, and influential global player and partner	Africa as a major partner in global affairs (partnerships)	◆ Accreditation of Diversified Economic Sectors ◆ Accredite products and services to meet international export standards, enhancing global trade partnerships

1.2.3 East Africa Community Vision 2050

The EAC Vision 2050 is a comprehensive strategic blueprint aimed at transforming the East African Community into a globally competitive, upper-middle-income region by 2050. It seeks to enhance the quality of life for its citizens through accelerated economic growth, social development, good governance, sustainable environmental management, and robust

infrastructure development. By fostering regional integration and cooperation, Vision 2050 outlines a path towards a prosperous, inclusive, and resilient East Africa.

Accreditation impacts all the Pillars of the EAC Vision 2050 as detailed in the Table below:

Pillars of the EAC Vision 2050	Goals of Pillars of the EAC Vision 2050	KENAS alignment to EAC Vision 2050
Infrastructure Development	Access to affordable and efficient transport, energy, and communication for increased regional competitiveness	Accreditation of Construction Materials Testing Laboratories
Agriculture, Food Security, and Rural Development	Enhanced agricultural productivity for food security and a transformed rural economy	Accreditation of Food Testing Laboratories
Industrialization	Structural transformation of the industrial and manufacturing sector through value addition and product diversification based on comparative advantage for regional competitive advantage	Accreditation of Calibration Laboratories
Natural Resources and Environmental Management	Effective and sustainable use of natural resources with enhanced value addition and management	Accreditation of Environmental Testing Laboratories
Tourism, Trade and Services Development	Leverage on the tourism and services value chain and building on the homogeneity of regional cultures and linkages	Accreditation of Tourism and Hospitality Training Institutions
Human Capital Development	Well-educated and healthy human resources	Accrediting vocational and technical training institutions

1.2.4 Constitution of Kenya, 2010

Chapter Four of the Constitution stipulates The Bill of Rights which is an integral part of Kenya's democratic state and is the framework for social, economic, and cultural policies. In pursuit of this, KENAS will ensure it upholds the rights in the provision of accreditation services. Further to this, this strategic plan is prepared through an inclusive and wide-ranging consultative process from all stakeholders, which conforms to the requirements of the Constitution of Kenya on stakeholders' participation in policymaking, development planning and public finances.

Specifically, KENAS will undertake the following strategic initiatives to uphold the spirit of the Constitution:

- 1) Accreditation services are delivered free of discrimination or preferential treatment as applied in line with the ISO/IEC 17011, the standard that accreditation bodies prescribe to. This enables fulfilment of Article 22 on provision of services without discrimination.
- 2) During delivery of accreditation services, KENAS provides information to the public through its website, which is accessible to all except where confidentiality requirements apply. This enables fulfilment of Article 35 requirements of The Constitution of Kenya on provision of information.
- 3) Article 10 (d) of the Constitution, that is, KENAS contributes to national values e.g. sustainable development.
- 4) Article 42 of the Constitution, that is, right to Clean and Health Environment.
- 5) Article 43 of the Constitution that deals with Economic and Social rights provides for every person to have the highest attainable standard of health, reasonable standard of housing and sanitation as well as access to clean and safe drinking water. Accreditation of CABs ensures attainment of the standards provided for in the constitution hence a perfect fit in ensuring that the health and safety of the citizenry is safeguarded, and that the environment is protected too. This is further provided for in Article 46 which deals with consumer rights with respect to quality, protection of health, safety and economic interests thereby leading to consumer protection, which are all core to the reason why accreditation services are provided.
- 6) Article 69 of the Constitution imposes obligation on the State to ensure sustainable use and conservation of environment, natural resources, and equitable sharing of accruing benefits.

Therefore, an alignment of this strategic plan to the stipulated aspirations of Kenya citizenry as laid out in the Constitution of Kenya on the way KENAS continues to provide accreditation services.

1.2.5 Kenya Vision 2030, Bottom-Up Economic Transformation Agenda and MTP IV

The Kenya Vision 2030 is the country's long-term development blueprint aimed at transforming the country into a newly industrializing middle-income country providing a high quality of life to all its citizens in a clean and secure environment by the year 2030. Vision 2030 comprises three pillars, namely: Economic, Social, and Political, which are anchored on Foundations/or Enablers. The Economic pillar aims to achieve a 10 per cent economic growth rate per annum beginning in 2012. Since its adoption in 2008, the Kenya Vision 2030 has been

implemented through successive Five-Year Medium-Term Plans (MTPs). The first three plans covered the periods 2008-2012, 2013-2017 and 2018-2022 respectively.

The Government aims to transform the economy by raising productivity of key value chains that include leather and leather products, textile and apparel, dairy, tea, rice, edible oils, the blue economy, minerals including forestry, and construction/building materials. A key element of the value chain approach will be to support Micro, Small and Medium Enterprises (MSMEs) to provide employment and income opportunities for economically excluded segments of the population. The Fourth Medium Term Plan of the Kenya Vision 2030 has detailed several interventions meant to revive the economy and cushion it against extreme climatic conditions and erratic weather patterns which disrupt production and livelihoods. The expected growth of the economy to: raising agricultural productivity through improving crops and livestock value chains; transformation of the Micro, Small and Medium Enterprise (MSMEs) Economy through provision of accessible and affordable credit; increasing investment in housing and settlement; development of human capital; increasing domestic resource mobilization; digital evolution through investing in the digital superhighway and the creative economy; and improving market development.

KENAS is aligned to the Medium-Term Plan IV Accreditation and Standardization Programme. The programme will enhance accreditation, conformity assessment services, certification, inspection, testing, validation, and verification activities that will facilitate trade and contribute to the protection of health, safety, and the environment; and improving the country's competitiveness. Under the enhancement of the accreditation infrastructure, conformity assessment bodies including the private sector laboratories will be accredited to reduce technical barriers to trade associated with re-testing, re-inspection and recertification through development and management of accreditation systems and capacity building. It will entail development of new accreditation schemes including accreditation of validation and verification bodies on greenhouse gas emission for carbon offsetting and HCD KS 1758 accreditation scheme: extension of accreditation scopes in the existing schemes targeting specific agricultural products, environment, construction material, healthcare, governance, manufacturing, and sports.

To achieve these objectives, a set of key target areas has been identified and specific goals and targets set to steer industrial growth. These include the development of Special Economic Zones (SEZs), Industrial Parks, Industrial Clusters, promotion of small and medium scale

manufacturing firms, development of niche products, commercialization of research and development results, attraction of strategic investors in strategic sectors, i.e. iron and steel industries, manufacture of fertilizer, agro-processing, machine tools and machinery, motor vehicle assembly and manufacture of spare parts. KENAS as a key implementer of MTP IV and The Bottom-Up Economic Agenda will undertake the following strategic initiatives as detailed in Table 3 below:

Table 3: Linkage of SP to Kenya Vision 2023, BETA and MTP IV

BETA Priority Sector	MTP IV Sector	KENAS Strategic Initiatives
Agricultural Transformation and Inclusive Growth	Finance and Production	1. Accreditation of soil testing labs to ISO/IEC 17025:2017 2. Accredited Product Certification to ISO 17065 for seed certifiers and certification of Good Agricultural Practices (GAP), organic farming 3. Accreditation of validation and verification to ISO/IEC 17029 activities for greenhouse gases (GHG) in agriculture 4. Accreditation of inspection bodies to ISO/IEC 17020 for inspection of agricultural produce
Micro, Small and Medium Enterprise (MSME) economy	Finance and Production	1. Accrediting MSMEs in line with ISO 17025 and ISO 15189. 2. Promoting accredited Management System certifications in line with ISO/IEC 17021 3. Promoting accredited product certifications and ISO 17065 for MSMEs 4. Promoting accredited inspections for products from MSMEs.
Housing and Settlement	Finance and Production	1. Testing of construction materials, accreditation of inspections for ongoing construction, use of professional personnel to ISO/IEC 17024, Accredited bodies certifying building materials products to ISO/IEC 17065 2. Accreditation of inspection bodies in the housing sector in line with ISO/IEC 17020 3. accreditation of green building certification to ISO/IEC 17021-1 4. Promoting the use of calibrated equipment by laboratories accredited to ISO/IEC 17025 in building and construction. 5. Accredited certification of occupational health and safety management systems to ISO/IEC 17021-1
Healthcare	Social	1. Accreditation of Medical laboratories, proficiency test providers, Diagnostic imaging facilities, point of care testing and Certification bodies for healthcare facilities. 2. Promote the use of accredited medical/clinical laboratories to ISO 15189

BETA Priority Sector	MTP IV Sector	KENAS Strategic Initiatives
		- Promote the Quality improvement of health facilities through accreditation of certification of Health facilities to ISO/IEC 17021-1 - Promote the use of accredited Point of care testing to ISO15189 - Promote the use of accredited diagnostic imaging facilities. - Promote the use of calibrated medical equipment by accredited calibration labs accredited to ISO 17025
Digital Superhighway and Creative Economy	Infrastructure	- Promotion of the use of calibrated measurement equipment in the ISO/IEC 17025 for monitoring in the digital superhighway - Accredited Information Security Management System certification in digital superhighway and creative economy to ISO/IEC 17021-1 - Promotion of the use of accredited inspections for the digital superhighway to ISO/IEC 17020 - Promotion of the use of professionals from accredited personnel certification bodies to ISO/IEC 17024

1.2.6 Sector policies and Laws.

1.2.6.1 The African Continental Free Trade Area (AfCFTA)

The African Continental Free Trade Area (AfCFTA) is a trade agreement that came into force on 30th May 2019 and thus created the world's largest free trade area by several countries. The AfCFTA implements *Africa Agenda 2063* on deepening the economic integration of the African Continent. It seeks to establish a single liberalized market for goods and services, facilitated by movement of people and investments, and create a continental customs union to streamline trade, and attract long-term investment.

To operationalize the AfCFTA, a Protocol on Trade in Goods is established consisting of general obligations and accompanying Annexes. The objective of the Protocol on Trade in Goods is to progressively eliminate tariffs and non-tariff barriers; enhanced efficiency of customs procedures, enhance cooperation in the areas of technical barriers to trade and sanitary and phytosanitary measures, trade facilitation and transit.

Part VI of the Protocol on Trade in Goods and the related Annexes identifies accreditation and conformity assessment procedures as source of non-tariff barriers and consequently incorporated them in, Article 20 and Annex 6 on technical barriers to trade; and Article 21 and Annex 7 on Sanitary and phytosanitary measures.

Annex 6 of the Protocol on Trade in Goods is to implement the provisions of Article 20 (Technical Barriers to Trade) of the Protocol on Trade in Goods. Annex 6 confirms that the WTO TBT Agreement forms the basis for the Annex, as such fully adopts the WTO TBT Agreement by reference.

Annex 7 of the Protocol on Trade in Goods deals with sanitary and phytosanitary measures (SPS) and incorporates WTO SPS agreement by reference, and subordinates State Parties to other key international agreements, notably concerning the designation of disease-free regions within their territories.

KENAS will contribute directly or indirectly to the realization of AfCFTA on the Protocol on Trade in Goods, through the strategies as outlined in Table 4.

Table 4: Linkage of KENAS SP 2024-2028 to the AfCFTA

AfCFTA Key Priority Areas	KENAS alignment to AfCFTA
Industrialization including development of value chains for goods and services, establishment of Special Economic Zones, Standards and removal of Non-Tariff Barriers	Development of schemes in the value chain analysis Accreditation of SEZ Infrastructure and Services
Policy and Regulatory reviews especially for Services sector development	Accreditation of Service Providers
Popularization of the AfCFTA for especially SMEs development	Assisting SMEs in meeting AfCFTA standards through accreditation, facilitating their participation in regional trade and enhancing market access.
Transport and logistics connectivity	Accreditation of Transport and Logistics Services

1.3 History of KENAS

The Kenya Accreditation Service (KENAS) has a rich history that began in 1984 with the establishment of the National Calibration Service under Legal Notice No. 8 of 1984 (Standards Act), that was responsible for accrediting Independent Calibration Centres, marking the first formal step in Kenya's journey toward developing a robust accreditation framework. The Service operated under the Metrology Department at the Kenya Bureau of Standards (KEBS), emphasizing the importance of calibration and standardization in the country's growing industrial sector.

In 1995, the Quality Systems Assessment Committee (QSAC) was established through Gazette Notice No. 2942 (Standards Act). QSAC was instrumental in the registration of persons and

the quasi-accreditation of certification bodies, marking a significant step forward in Kenya's accreditation journey. This period also saw the appointment of the first Chairperson of QSAC, setting the stage for a more structured approach to accreditation and quality assurance in the country.

A pivotal moment in KENAS's history occurred in 1999 when the first International Accreditation Forum (IAF) pre-peer evaluation was conducted. This evaluation was led by Dr. Sean Wloka and Mr. Sean McCurtain, funded by the United Nations Industrial Development Organization (UNIDO). This event underscored the growing international recognition of Kenya's efforts to establish a credible accreditation body.

The name "KENAS" was officially coined in 2004 during the East African Community (EAC) Technical Subcommittee meeting on Quality Assurance and Accreditation held in Bagamoyo, Tanzania. This marked the formal birth of the entity that would eventually become the national accreditation body. The following year, in 2005, the Kenya Accreditation Service Regulation was enacted through Kenya Gazette Supplement Number 22 (Standards Act), providing the legal framework for KENAS's operations.

KENAS formally separated from KEBS in 2007, marking its first steps as an independent entity with its first office in Nairobi's South C area. In 2009, KENAS was officially established as an independent accreditation body through Legal Notice No. 55 of 2009 (State Corporations Act, Cap. 446). This legal foundation was a crucial milestone, affirming KENAS's role as the sole national accreditation body in Kenya.

KENAS continued to grow, and in 2010, the first Board of Directors was constituted, led by Prof. Marion Mutugi. The following year, KENAS employed its first staff members, and by 2012, it had moved to its official offices in Upper Hill, Nairobi. In 2013, KENAS underwent its first ILAC/IAF pre-peer evaluation, further solidifying its standing in the international accreditation community.

A landmark achievement came in 2017 when KENAS attained international recognition as an IAF Multilateral Recognition Arrangement (MLA) and International Laboratory Accreditation Cooperation (ILAC) Mutual Recognition Arrangement (MRA) signatory. This recognition covered various scopes, including Testing, Calibration, Medical, Certification, and Inspection, highlighting KENAS competence and commitment to global standards.

In 2019, the Kenya Accreditation Service Bill was enacted by Parliament, providing a robust legal framework that further entrenched KENAS's role in the national quality infrastructure. The Service has seen three strategic plan cycles, with this being the fourth. The previous strategic plan cycles have been guided by the MDGs' / SDGs and the Kenyan Vision 2030 – the country's long-term development strategy which seeks to transform Kenya into a newly industrializing upper middle-income country; actualized through medium term plans. KENAS has grown in terms of schemes of accreditation in areas such as medical laboratories, proficiency test providers and certification bodies and inspection & verification alongside testing and calibration laboratories.

1.4 Methodology of reviewing the strategic Plan.

The methodology for reviewing the Strategic Plan commenced with the establishment of a Strategic Plan Review Committee, which included representatives from key departments. This committee was tasked with guiding the entire review process, ensuring that it was thorough, inclusive, and aligned with KENAS overall mission and vision. The committee's first step was to engage employees, management and board members to gather feedback on the current strategic plan. This feedback was collected through surveys, interviews, and focus group discussions, providing a comprehensive understanding of the plan's impact and areas that required attention.

The committee undertook a detailed analysis of KENAS's performance data and internal processes. This involved reviewing key performance indicators, financial reports, and operational metrics to evaluate the effectiveness of the strategic objectives set out in the previous plan. Additionally, a PESTEL analysis was conducted to examine the external environment, focusing on political, economic, social, technological, environmental, and legal factors that could influence the organization's strategy. This analysis helped identify both opportunities and challenges that KENAS might face in the coming years, ensuring that the revised strategic plan would be both realistic and forward-looking.

Based on the findings from the analysis, the committee drafted a comprehensive review report. This report highlighted the successes and achievements of the current strategic plan, as well as areas that needed improvement or adjustment. The draft report was then presented to KENAS management for feedback, ensuring that all perspectives were considered before finalizing the document. Revisions were made based on management's input, and the updated report formed

the foundation for the new strategic plan. The final version of the revised strategic plan was submitted to the KENAS Board of Directors for approval.

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2 CHAPTER TWO: STRATEGIC DIRECTION

2.1 Mandate

KENAS derives its mandate from Kenya Accreditation Service Act 2019 on accreditation of conformity of assessment services, which include calibration, product, material and component testing laboratories, medical testing (pathology) laboratories, and proficiency test providers, inspection, verification, and certification bodies in all the economic sectors. The specific mandate includes:

- 1) Assess and accredit Conformity Assessment Bodies (CABs);
- 2) Promote accreditation in Kenya.
- 3) Promote mutual recognition of the competence of accredited bodies and equivalence of accreditation schemes.
- 4) Establish and nurture relations and cooperation with regional and international accreditation bodies, persons, associations, and organizations that the Service may consider necessary for the furtherance of the objectives of this Act.
- 5) Participate in the formulation and monitoring of national, regional, and international accreditation guidelines and standards.
- 6) Create public awareness on accreditation, collect and disseminate information on accreditation and conformity assessment matters through advocacy programs, the publication of reports, pamphlets, books, journals, or any other publications.
- 7) Provide training, and other related services and promote research on accreditation and conformity assessment matters.
- 8) Initiate, negotiate, conclude, and maintain international mutual recognition agreements relating to its accreditation schemes.
- 9) Support the Government in matters relating to mutual recognition agreements on accreditation.
- 10) Co-ordinate and liaise with regulators in respect of any matter relating to accreditation.
- 11) Obtain and maintain membership to national, regional, or international organizations which the Service considers necessary for purposes of achieving its objectives.
- 12) Promote recognition and protect the use of the logo and symbols of the Service.
- 13) Promote and protect regional and international mutual recognition arrangements and symbols.
- 14) Establish, review, and maintain accreditation schemes for conformity assessment bodies that are consistent with international practices, facilitate trade and address needs of industry, consumers, regulators, and other relevant entities.
- 15) Formulate and implement national guidelines and standards to facilitate accreditation.
- 16) Advise the Government on the designation of conformity assessment bodies.

- 17) Ensure that accredited bodies implement appropriate actions related to their conformity assessment activities.
- 18) Establish and maintain, in the prescribed manner, a register of the status of accredited bodies.
- 19) Design and issue accreditation certificates and symbols to accredited bodies.
- 20) Publish quarterly in the Gazette and on its website a list of all accredited bodies in a prescribed manner; and
- 21) Promote the use of accreditation symbols on certificates or reports issued by conformity assessment bodies.

2.2 Vision statement

To be a symbol of trust in quality, safety, and sustainable environmental assurance

Proposed

1. A sustainable society through accreditation
2. To be a trusted partner in assuring quality of products and services through accreditation

2.3 Mission statement

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

Proposed – To enable conformity assessment bodies provide quality and safe products and services to the society through comprehensive assessment

2.4 Strategic Goals

In this plan, KENAS addresses various strategic issues among them Accreditation, Financial sustainability, and Institutional Capacity Development. These are addressed under the following three (3) strategic goals:

1. Enhance Accreditation and Training
2. Improve Financial sustainability
3. Strengthen Institutional Capacity

2.5 Core Values

iPace 	Integrity – we are honest, impartial, and trustworthy at all times with our colleagues, customers and all our stakeholders in delivering accreditation services in a fair manner free from discrimination or preferential treatment. Professionalism – we value our work, deliver as a team, act in a reliable manner that depicts our expertise and competences. We take pride in our accomplishments. Accountability – we remain accountable to our stakeholders, exercise prudence in managing resources entrusted to us, always acknowledging responsibility for our actions, and acting transparently. Customer-focused – we value and cultivate lasting relationships with our customers and are committed to continuously meeting their needs and exceed their expectations in delivering accreditation services. Excellence – we consistently follow the highest quality standards, apply new technologies, objectively challenging existing practices and innovating to improve our services.
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2.6 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). KENAS shall achieve this through:

- Implementation of an effective and efficient management system conforming to the requirements of ISO/IEC 17011(Conformity Assessment – Requirements for Accreditation Bodies Accrediting Conformity Assessment Bodies) and ensure its continual suitability and relevance.
- Providing resources for implementation of the management system.
- Offering accreditation services to CABS in a fair, objective, impartial, transparent manner and without any conflict of interest.
- Training its staff to build the necessary competence around a satisfying work environment that encourages teamwork and high performance.
- Ensuring that this policy is understood, implemented, maintained, and regularly reviewed to ensure its continuing suitability.
- Establishing and maintaining quality objectives at all levels and functions.

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

This section represents the operating environment, which includes internal and external influences that pose challenges to the KENAS realization of the overall mandate. It deals with the achievements, challenges, recommendations, and lessons learnt; and a highlight of performance for the last 15 years.

3.1 SITUATIONAL ANALYSIS

3.1.1 External Environment

Understanding the external environment is paramount for KENAS success. It involved analyzing factors outside the 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

- a) Political: This addresses the influence of government policies, regional stability, and political dynamics on KENAS's operations.
- b) Economically The factor evaluates the economic environment affecting KENAS, including market opportunities, competitive pressures, and financial constraints on stakeholders like MSMEs. It underscores the impact of economic policies, market dynamics, and the role of accreditation in trade agreements, balancing the prospects for growth with challenges posed by parallel mechanisms and sector regulators.
- c) Social: This factor examines the societal influences on KENAS, particularly the demand for quality assurance, societal risks such as misuse of accreditation certificates, and potential partnerships with academia and research.
- d) Technological: This focuses on the impact of technology on KENAS, emphasizing the need to leverage digital platforms and adapt to rapid technological changes
- e) Environmental This factor considers KENAS's role in environmental sustainability
- f) Legal: This addresses the legal and regulatory landscape affecting KENAS

3.1.2 Summary of Opportunities and Threats

Table 5: Summary of Opportunities and Threats

Environmental factor	Opportunities	Threats
Political	1. Government goodwill on finalization of National Quality Infrastructure Policy/ Governmental support and goodwill 2. Establishment of Accreditation and Standardization Programme in MTP IV of the Kenya Vision 2030 and the BETA Value Chain 3. Stability in most of the Eastern Africa Countries, except for Somalia and South Sudan	1. Multiple regional affiliations among Eastern Africa economies (e.g. SADC, EAC, County Governments) 2. Overreliance on Government employed assessors and technical experts. 3. Arbitrary designation of CABs by regulators 4. Lack of a structured way of referencing standards, conformity assessments and/or accreditation in policies and regulations. 5. As a result of misclassification, KENAS may be perceived to have duplicating roles with other regulators i.e. KEBS, KEPHIS, NEMA 6. Political instability in Somalia - impacting scheduled assessments 7. Government restrictions on external travel

Environmental factor	Opportunities	Threats
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 e.g. KEPSA, KAM, EABC. 4. Available capacity building funding support from development partners. (i.e., PTB, UNIDO, BSI, trademark Africa, AMREF) 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 enhancing Foreign Direct Investments 8. Establishment of assessor associations 9. Untapped pool of qualified assessors trained by other AFRAC ABs within EAC. 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	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 offering accreditation. 5. Establishment other players offering training services where KENAS offering 6. Limited understanding of role of accreditation in bilateral trade agreements. 7. Lack of acceptance of accredited conformity assessments by sector regulators. i.e. NEMA, 8. AfCTA quality assurance schemes not recognizing accreditation. 9. Attractiveness of competency of consultancy in conformity assessment leading to limited access to consultancy. 10. Overreliance on external assessors 11. Establishment of an association for conformity assessment bodies 12.
Social	1. Existence of a society that needs / demands quality goods and services hence need for greater assurance. 2. Availability of communication platforms 3. Unexplored partnership with Academia and research on inclusion of accreditation and conformity assessments. 4. Unexploited social responsibility benefits. 5. Diversity and inclusivity in regional balance leading to regional	1. Potential misuse of KENAS accreditation certificates, schedules, and Marks 2. Potential threats to impartiality emanating from assessment personnel. 3. Language barriers – French and Portuguese speaking Eastern Africa Countries 4. High mobility among technical staff in accredited CABs. 5. Cultural diversity and beliefs in Eastern Africa region 6. Creation of barriers to entry

Environmental factor	Opportunities	Threats
	collaborations hence establishment of new schemes/scopes 6. Identification of potential gaps in the market	
Technological	1. Leveraging on digital platforms to enhance assessments and training 2. Access to disruptive technologies (block chain, Artificial Intelligence, etc.) 3. Exploration of open data for decision making 4. Seamless collaboration 5. Digital Literacy, connectivity & devices 6. Adoption of virtual workspaces	1. Rapid changes in technology 2. Cyber security 3. Data Protection
Environmental	1. Accelerated speed towards Net Zero 2. Emerging opportunities in circular economy 3. Collaboration with environmental agencies	1. Extreme weather events disrupting provision of services 2. Lack of established mechanism for disposal of various types of waste
Legal	Emerging regulatory frameworks supporting accredited conformity assessments through partnerships	1. Duality of conformity assessment and regulation within regulators roles as cast in their legal instruments 2. Inability to establish Accreditation Advisory Committees 3. Regulatory Frameworks: Conformity assessments are closely linked to regulation and sometimes misconstrued as regulatory activities 4. Poor understanding of the need for accredited conformity assessments among regulators 5. Lack of control over foreign accredited CABs.

3.1.3 Internal Environment

The plan analysed KENAS internal environment using the following key areas; governance and administrative structures, internal business processes, and resources and capabilities as illustrated below.

- a) Governance and Administrative Structures This factor evaluates how KENAS's governance and administrative frameworks, including adherence to legal statutes and internal policies, influence its role as the National Accreditation Body and its operational efficiency.
- b) Internal Business Processes: This factor examines the effectiveness of KENAS's internal processes, focusing on the implementation of policies and procedures, innovation culture,

customer management, and the availability of technical expertise necessary to maintain high accreditation standards.

- c) **Resources and Capabilities:** This assesses KENAS’s ability to leverage its physical, financial, and human resources, including the adequacy of workspace, ICT infrastructure, staff development, and customer relationship management systems, to support its accreditation mandate and enhance operational effectiveness.

3.1.4 Summary of Strengths and Weaknesses

Table 6 below summarizes KENAS strengths and weaknesses.

Table 6: Summary of Strengths and Weaknesses

Factor	Strengths	Weaknesses
Governance and Administrative structures	1. KENAS is positioned as the National Accreditation body. 2. Internationally recognized accreditation system by ILAC and IAF. 3. Legal statute Kenya Accreditation Service Act 2019	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
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. Inconsistency in service provision 5. Non-availability of competent technical assessors and experts.
Resources and capabilities	1. Adequate, modern, and flexible workspace. 2. Modernized ICT infrastructure and systems.	1. Insufficient funding of staff development programmes. 2. Lack of an employee retention strategy. 3. Lack of a costing framework 4. Lack of vibrant CRM system. 5. Unexploited marketing and communication capabilities

3.1.5 Analysis of past performance

A review of KENAS’ past performance during implementation of the previous plan period was undertaken. Key achievements, challenges and lessons learnt were identified.

Key achievements

Key Priority Area 1: Assessment and Accreditation

- a) Developed new schemes and broadening existing ones were initiated.
- b) Maintained mutual recognition status and improved commenting and voting performance.
- c) Collaborated with the EAC Secretariat to operationalize the East African Accreditation Board, reflecting regional cooperation.

Key Priority Area 2: Knowledge Transfer and Advisory

- a) Operationalized the training coordination function and delivery of redesigned training courses.
- b) Trained a surplus of qualified assessors and established a clear competence pathway.
- c) Secured funding approval for a modern e-learning system.

Key Priority Area 3: Marketing Communication and Advocacy

- a) Growth of the client base through consistent branding efforts.
- b) Operationalization of a full marketing division.
- c) Enhanced visibility on social media platforms and strengthened stakeholder relationships.

Key Priority Area 4: Financial Sustainability

- a) Successful enhancement of financial controls and asset management.
- b) Adhered to statutory reporting standards and implementation of strengthened resource controls.

Key Priority Area 5: Internal Business Processes

- a) Streamlined internal processes, improved ICT infrastructure, and strengthened staff capacity and development.
- b) Reduced turnaround time for services, demonstrating a commitment to operational efficiency and excellence.
- c) Efforts to improve institutional capacity and governance, despite budget constraints and external factors.

Key Priority Area 6: Institutional Capacity and Governance

- a) Enhanced leadership competencies and corporate culture initiatives.
- b) Developed and implemented recruitment plans, with ongoing staff capacity enhancement.
- c) Conducted an evaluation of the Strategic Plan.
- d) Strengthened the capacity and effectiveness of the board, ensuring robust governance structures.

3.1.5.1 Challenges

1. Limited awareness of the value of accreditation in our economy.
2. The cost of Accreditation is considered high in our economy even though the current pricing is structured to encourage growth of MSMES to make them competitive in the region and internationally.
3. Mistaken belief that accreditation is synonymous with certification and designation of entities.

4. Lack of coordination and synergy among Quality Infrastructure players.
5. Inconsistencies in policies, legal/regulatory/institutional frameworks that are not aligned to international best practices.
6. Increase in market specific conformity assessment requirements especially in our major export markets requiring continual competence enhancement.
7. Lack of participation in the direction of global discourse on conformity assessment with respect to the proliferation of private conformity assessment schemes.

3.1.5.2 Lessons learnt.

1. Continuous improvement and stakeholder engagement are crucial for enhancing the effectiveness and credibility of accreditation processes.
2. Transparent communication with all stakeholders ensures trust and collaboration in the accreditation system.
3. Regular training and development for assessors and staff are essential to maintain high standards and adaptability.
4. Leveraging technology improves the efficiency and accuracy of accreditation activities and data management.
5. Adopting international best practices helps align with global standards and increases recognition and acceptance.
6. Flexibility in accreditation criteria allows for adaptability to different sectors and emerging trends.
7. Strong governance and leadership are vital for maintaining the integrity and impartiality of accreditation decisions.
8. Effective risk management practices help in identifying and mitigating potential challenges in the accreditation process.
9. Collaboration with other accreditation bodies fosters knowledge sharing and capacity building.
10. Customer feedback is invaluable for identifying areas of improvement and enhancing service delivery.

3.2 Stakeholder Analysis

Table 7: KENAS Stakeholder Analysis

S/No.	Stakeholder	Role	Expectation of Stakeholder	Expectation of KENAS
1.	National and county governments including ministries, departments, and agencies (MDAs)	Provide financial and infrastructural support, establish, and maintain legal frameworks.	1. Establishment and maintenance of a national accreditation system to support government agenda. 2. Regulation of the quality, health safety and environmental protection of goods and services. 3. Provision of value-added accreditation services to facilitate trade and market access. 4. Representation of Kenya in the global, continental, regional, national, and county quality infrastructure architecture. 5. Collaborations and partnerships in the promotion of accreditation and conformity assessment services.	1. Provision of budgetary allocation. 2. Advocacy, establishing and review of enabling legislation, regulations, and policies 3. Promotion of accreditation and conformity assessment services in counties. 4. Collaborations and partnerships in the promotion and use of accreditation and conformity assessment services.
2.	Government Regulators	Formulate and enforce policy, regulations and guidelines relating to standards and other related compliance measures	1. Provision of accreditation and conformity assessment services information. 2. Collaboration and partnerships in the promotion and use of best regulatory practices. 3. Participation in the development of relevant schemes.	1. Referencing of accreditation in regulations, guidelines. 2. Provision of technical expertise. 3. Collaborations and partnerships in accreditation and conformity assessment services.

S/No.	Stakeholder	Role	Expectation of Stakeholder	Expectation of KENAS
3.	KENAS Direct Clients – Conformity Assessment Bodies	Provide accredited conformity assessment services	1. Provision of accreditation services in the shortest turnaround time. 2. Timely publishing of their accreditation status to the public. 3. Timely resolution of assessment findings and queries. 4. Quick response and resolution to and of complaints and conflicts. 5. Provision of relevant accreditation services. 6. Timely provision of information and changes therein.	1. Meet all the obligations set out in the accreditation agreement 2. Provision of constructive feedback. 3. Timely fee payments for services offered 4. Provision of technical expertise as and when necessary
4.	KENAS Indirect Clients	Use services and facilities of accredited conformity assessment services	1. Competent and quality services 2. Provision of relevant accreditation and conformity assessment information. 3. Avenue for provision of feedback for accreditation services.	1. Use of accredited services 2. Provision of constructive feedback 3. Provision of technical expertise
5.	General Public	Users of certified services and products	1. Assurance of products and services quality, health safety and environmental protection. 2. Provision of relevant accreditation and conformity assessment information	1. Use of accredited products and services 2. Provision of constructive feedback
6.	Business & Industry Bodies e.g. KEPSA, KAM, professional bodies & associations, Consumer Lobby Groups etc.	Advocate for the inclusion of their members interests in policies, programmes, projects, and activities	1. Participation in the process of development of schemes. 2. Avenue for provision of feedback for accreditation services. 3. Assurance of products and services quality, health safety and environmental protection	1. Provision of technical expertise in their areas. 2. Promotion and use of accreditation services among their members. 3. Provision of constructive feedback and reports. 4. Provision of relevant information on industry/business best practice.

S/No.	Stakeholder	Role	Expectation of Stakeholder	Expectation of KENAS
				5. Provision of technical expertise.
7.	Academia and Research Bodies	Provide teaching and undertake research services in various areas/subjects	1. Provision of accreditation and conformity assessment information and data for research. 2. Collaborations and partnerships for accreditations services. 3. Opportunity to provide consultancy services in research and training. 4. Knowledge sharing on industry/business best practice.	1. Research and development on innovative conformity assessment and accreditation systems 2. Scientific data on trends in accreditation of conformity assessment service provision; training and certification of professionals in the sector. 3. Provision of technical expertise. 4. Capacity building in various subject areas. 5. Provision of graduates with relevant industry experience.
8.	Global and Regional Accreditation Bodies (ILAC, IAF, AFRAC) and other Accreditation Bodies	Mutual Recognition	1. Compliance to related accreditation standards. 2. Credible and ethical accreditation services. 3. Participation in meetings/ workshops and balloting. 4. Contribution by way of country position on matters tabled on the agenda. 5. Timely payment of annual fees. 6. Provision of expertise for peer reviews and assessments 7. Collaborations and partnerships in the development of accreditation services. 8. Knowledge sharing. 9. Implementation of cross frontier policy.	1. Provision of guidelines, directives on accreditation matters 2. Harmonization of accreditation practices among member states. 3. Provision of forum to present and address issues arising out of accreditation. 4. Provision of timely peer review decisions. 5. Utilization of KENAS assessor, experts where possible. 6. Provision of experts/assessors. 7. Capacity building for innovative practices.

S/No.	Stakeholder	Role	Expectation of Stakeholder	Expectation of KENAS
9.	Global & Regional Quality Infrastructure Bodies and Development Partners	Provide support for the development of national accreditation bodies	1. Promotion and use of international standards. 2. Adherence to global best practices and evidence-based accreditation and conformity assessment services. 3. Opportunity to provide services/funding for accreditation programmes and services. 4. Collaborations and partnerships in promotion, research, and capacity building of accreditation services.	1. Provision of technical expertise. 2. Promotion and use of accreditation and mutual recognition. 3. Resource mobilization and grant management. 4. Provision of technical support. 5. Collaboration and partnerships to support CABs in implementing accreditation services. 6. Knowledge transfer
10.	Media	Disseminate information about the importance of accreditation and highlight success stories and potential issues in the accreditation process	1. Provision of clear and concise information on accreditation and conformity assessment services. 2. Opportunity to understand accreditation and its role to the economy. 3. Opportunity for business in advertising and marketing. 4. Invitation to KENAS events.	1. Promote publicity and visibility of KENAS services and activities. 2. Favourably cover KENAS activities. 3. Seek clarity and clear positions on matters. 4. Promote openness and ease of access to Strategic Plan implementation information. 5. Advocate for resource allocation to KENAS
11.	KENAS Board, Management and Staff	Establish governance policies for KENAS operation, manage day-to-day operations and engage with stakeholders to improve the accreditation system	1. Enhanced KENAS brand visibility, understanding of the Service's mandate, and increase the recognition and utilization of conformity assessment and accreditation services.	1. Clarity of global and national conformity and accreditation regimen. 2. Familiarity and support for the KENAS brand. 3. Competitive terms of service and conducive work environment. 4. Capacity building and professional development. 5. Adherence to national and corporate values and principles of good governance.

S/No.	Stakeholder	Role	Expectation of Stakeholder	Expectation of KENAS
12.	Providers/ Suppliers of goods &services	Supply of goods and services to KENAS	1. Opportunity to supply goods and services. 2. Timely Payment for goods/services offered. 3. Openness and Fairness in procurement processes. 4. Provision of relevant information	1. Timely deliveries. 2. Supply and provision of quality products and services that enhance the delivery of accreditation services.

DRAFT

4 CHAPTER FOUR: STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

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

4.1 Strategic Issues

KENAS identified four Strategic Issues (SI) from situational and stakeholder analyses. These are challenges that affect KENAS mission, services, clients, costs, and management. Addressing these strategic issues requires a multi-stakeholder approach involving government, private sector, civil society, and international partners. The Strategic Issues identified are.

Accreditation and Training: Accreditation is central to KENAS mandate, ensuring that conformity assessment bodies meet international standards, which is critical for trade, consumer protection, and public safety. Training enhances the competencies of these bodies, ensuring they remain up to date with global best practices. By focusing on accreditation and training, KENAS not only maintains high standards but also empowers the industries it serves, ensuring sustainable development and competitiveness in global markets.

KENAS aims to strengthen its accreditation and training initiatives amidst favorable external factors such as governmental support through the National Quality Infrastructure Policy and alignment with Kenya Vision 2030. These provide a stable foundation amid regional political complexities. By enhancing training programs, KENAS not only ensures compliance with evolving standards but also mitigates threats like arbitrary CAB designation. Partnering with business associations and development partners presents opportunities to expand into unexplored markets, enhancing regional competitiveness.

Financial sustainability financial sustainability is crucial for KENAS to continue its operations effectively without over-reliance on government funding. By ensuring a stable revenue stream through accreditation fees, grants, and other income-generating activities, KENAS can invest in its infrastructure, expand its services, and maintain its independence and credibility. A financially sustainable KENAS is better positioned to respond to industry needs, invest in technology, and support the national quality infrastructure.

Financial sustainability remains critical amid Kenya's growing accreditation market and government investments in key sectors. KENAS can capitalize on funding from development partners and position accreditation as a driver for FDI and trade facilitation under AfCFTA. Challenges such as cost containment for MSMEs and competition from parallel CAB designation mechanisms require strategic financial planning. Diversifying revenue streams and optimizing

operational efficiency will mitigate these threats, ensuring KENAS long-term viability and resilience in a competitive economic landscape.

Institutional capacity: Institutional capacity is foundational for KENAS to fulfill its mission. This includes having the necessary human resources, technology, and governance structures in place. Building institutional capacity ensures that KENAS can handle the growing demand for accreditation services, manage complex operations, and maintain its status as a respected national and international body. Strengthening institutional capacity allows KENAS to be more resilient, adaptable, and capable of leading Kenya's accreditation efforts in an evolving global landscape.

KENAS aims to maintain its role as a leading accreditation body. This involves enhancing organizational resilience against external pressures, improving service delivery through skilled assessors, and fostering a culture of innovation and adaptation. Collaborations with academia and research institutions offer social benefits and facilitate inclusivity, meeting societal demands for quality assurance. Technological advancements, including digital platforms for assessments and training, provide opportunities for efficiency and scalability. Challenges such as high staff mobility and regulatory misconceptions require robust governance frameworks and proactive engagement with regulators to uphold credibility and regulatory compliance.

4.2 Strategic Goals

The Strategic Plan has identified Strategic Goals (SG) to address the strategic issues identified as follows.

SG 1: Enhanced Accreditation and training services

SG 2: Strengthened Financial Sustainability.

SG 3: Strengthened Institutional Capacity.

4.3 Key Results Areas

By the end of the plan period KENAS Key Results Areas (KRA) will be.

KRA 1: International Recognition

KRA 2: Client acquisition and retention

KRA 3: Customer experience

KRA 4: Diversification of funding sources

KRA 5: Resource Management

KRA 6: HR Best Practices

KRA 7: Digitalization

KRA 8: Corporate Governance

Table 8: Strategic Issues, Goals and KRAs

Strategic Issue	Goal	KRAs
Accreditation and Training	Enhanced Accreditation and Training services	International Recognition
		Client acquisition and retention
		Customer experience
Financial Sustainability	Strengthened Financial Sustainability	Diversification of funding sources
		Resource Management
Institutional Capacity Development	Strengthened Institutional Capacity.	HR Best Practices
		Digitalization
		Corporate Governance

5 CHAPTER 5: STRATEGIC OBJECTIVES AND STRATEGIES

During the plan period, KENAS has identified strategic objectives and strategies to implement the strategic goals and key result areas. The objectives are guided by the sustainable balanced score card model. This section outlines specific causes of action to achieve the strategic objectives.

5.1 Strategic Objectives

Table 9 below outlines the objectives and provides the five-year projections of the plan period.

Table 9: Outcomes and Annual Projections

Strategic Objective	Outcome	Outcome Indicator	Projections				
			1	2	3	4	5
KRA 1: International Recognition							
To increase the acceptance of accreditation	Signatory status in IAF, ILAC and AFRA	% of schemes/scopes recognized internationally	100	100	100	100	100
KRA2: Client acquisition and retention							
Grow client base	Increase in client base by 20% p.a.	% increase in accredited CABs	20	40	60	80	100
KRA 3: Customer experience							
Enhance customer experience	Enhanced customer experience	Customer experience score	+10 %	+10 %	+10 %	+10 %	+10 %
KRA 4: Diversification of funding sources							
Enhance KENAS financial ability to meet its mandate	Additional resources mobilized	% of additional resources	70	10	10	15	20
KRA 5: Resource Management							
Strengthen Resource Management	Optimized allocation and utilization of resources	% utilization and optimization of resources	100	100	100	100	100
KRA 6: HR Best Practices							
100% adoption of HR best practices by 2028	Talented, engaged and motivated workforce	% of Talented, engaged and motivated staff	100	100	100	100	100
KRA 7: Digitalization							
100% adoption of information and communication technologies by 2028	Enhanced operational efficiency and productivity	% adoption of information and communication technologies by 2028	50	70	80	90	100
KRA 8: Corporate Governance							

Strategic Objective	Outcome	Outcome Indicator	Projections				
			1	2	3	4	5
To enhance Corporate Governance	Improved transparency and accountability	Level of compliance	100	100	100	100	100

5.2 Strategic Choices

Table 10: Strategic Objectives and Strategies

KRAs	Strategic Objectives	Strategies
International Recognition	Signatory status in IAF, ILAC and AFRAC	Maintaining mutual recognition status of new and existing accreditation schemes
Client acquisition and retention	Grow client base	Accredit new and existing CABs
		Develop and/or expand new accreditation schemes/scopes to address emerging and government needs
		Expand and diversify the pool of qualified assessment personnel
		Promote and recognize assessment personnel competencies
		Promote use of accreditation by regulators and policy makers
		Enhance corporate image and brand management
Customer experience	Enhance customer experience	Business Process Re-engineering
		Optimize relation with current and potential customers
		Promote use of accreditation
Diversification of funding sources	Enhance KENAS financial ability to meet its mandate	Lobby for Gok funding
		Cooperate with development partners to fund key programmes
		Increase the accreditation revenue
		Expand Training Market Reach
Resource Management	Strengthening Resource Management	Enhance budgeting process
		Improve debt management
		Improve cashflow management
		Reduce operational cost
HR Best Practices	100% adoption of HR best practices by 2028	Recruit and retain top talent
		Nurture a clan culture within the organization
		Promote diversity and inclusion within the workforce
		Develop a robust learning and development program
		Embrace succession management
		Ensure a safe and healthy working environment
		Develop and Implement Knowledge Management systems
		Mainstream Productivity Management
Digitalization	100% adoption of information and communication technologies by 2028	Develop and Establish a smart Accreditation Centre
		Enhance ICT infrastructure
		Pursue operational efficiency
		Streamline Security and Data Protection
		Enhance Business Continuity
Corporate Governance	To enhance Corporate Governance	Enhance good corporate governance at KENAS
		Enhance Board's oversight function
		Enhance the Board's performance
		Institutionalize risk management best practices
		Ensure Compliance to Procurement laws and regulations

6 CHAPTER SIX: IMPLEMENTATION AND COORDINATION FRAMEWORK

KENAS has put in place an implementation and coordination framework for the successful implementation of the Strategic Plan. This chapter gives a description of the various components of the implementation and coordination framework.

6.1 Implementation Plan

To deliver on its mandate in a dynamic operating environment, KENAS will strengthen its infrastructure, financial and human resources. The Strategic Plan will be cascaded to all levels for ownership and ease of implementation. Implementation of the strategic plan will be done through annual budgets; work plans and performance contract cycles. KENAS will also collaborate and partner with various stakeholders during implementation of the plan.

Conversion of the Action Plan into the Balanced Scorecard (BSC)

The Action Plan (Implementation Matrix) of the KENAS Strategic Plan 2024-2028 had the Balanced Scorecard perspectives identified by re-organizing the Action Plan at the “Strategic Objective” levels. The re-organization involved reviewing the Strategic Objectives and categorizing them into one of the four perspectives of the BSC, thus Customer Perspective, Internal Process Perspective, Organizational Capacity Perspective (formerly Learning and Growth), and Financial Perspective.

While reorganizing the Action Plan, care was taken to ensure that all the Strategies, Key Activities, Expected Outputs, Output Indicators, Targets for 5 Years, Annual Targets, Budgets, and Responsibilities associated with the Strategic Objective remained unaffected.

As would be expected, since the higher-level issues such as Strategic Issues, Strategic Goals, Key Result Areas, and Outcomes result in the strategic objectives that that would fall under any of the 4 BSC perspectives, the reorganization of the strategic objectives has made the strategies attached to each strategic issue to be “scattered” into the perspectives. The four perspectives of the BSC allow us to view the Action Plan of this Strategic Plan as contributing to these four important pillars of KENAS as an organization, namely, the Customer Perspective, Internal Process Perspective, Organizational Capacity Perspective (formerly Learning and Growth), and Financial Perspective.

The implementation of the BSC Action Plan will ensure that the activities traced to the original priority issues are implemented as initially intended and therefore the priority issues are indeed addressed.

Note that at the point of implementation the Strategic Objectives (SO) are the objectives and targets of the CEO. The strategies associated with each SO then become the objectives and targets of the Chief Managers while the Key Activities become the objectives and target of the managers.

To give effect to the Balanced Scorecard the Implementation Matrix with eth perspectives identified will be converted into worksheets (In Excel)

Table 11: KENAS Strategic Plan 2024 – 2028 Implementation Matrix -BSC Perspectives Identified

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic Issue: Accreditation and Training																
Strategic Goal: Enhance accreditation and training services																
KRA: International Recognition																
Outcome: Signatory status at IAF, ILAC and AFRAC																
Strategic Objective: To increase the acceptance of accreditation – Customer Perspective																
Maintaining MRA status for existing schemes and expanding MRA status to include new schemes of accreditation	Regular review and update on accreditation processes and procedures	Updated accreditation processes and procedures	% of updates or reviews undertaken	100	100	100	100	100	100	-	2	2	2	2	Scheme Managers	QRMO
	Training of staff on reviewed or updated accreditation processes and procedures	Effective implementation of reviewed or updated accreditation processes and procedures	% of staff trained on updated or reviewed accreditation processes and procedures	100	100	100	100	100	100	-	2	3	3	4	Scheme Managers	QRMO
	Conduct internal quality audits	Internal quality audits held	No of internal quality audits held	5	1	1	1	1	1	-	-	-	-	-	QRMO	Scheme Managers
	Implement recommendations from the IQAs	Implementation undertaken	Implementation reports	100	100	100	100	100	100	1	-	-	-	-	Functional heads	QRMO
	Training of Internal Auditors	Trained internal auditors	% of trained internal auditors	100	100	100	100	100	100	1	2	2.5	3	3.5	CEO	QRMO

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Conduct Management review meetings	Management review meetings held	No of Management review meetings held	5	1	1	1	1	1	-	3	3	4	5	CEO	Scheme Managers and QRMO
	Implement Actions of Management Review meetings	Implementation undertaken	Implementation reports	100	100	100	100	100	100	-	3	3	4	3	Functional heads	QRMO
	Commenting and participating in ballots or votes activities of International, regional and national Quality Infrastructure institutions (e.g. AFRAC, IAF, ILAC, ISO CASCO, etc.)	KENAS opinion incorporated in the international, regional and national activities in the Quality Infrastructure space	% of participation in comments and ballots or votes shared	100	100	100	100	100	100	-	-	-	-	-	Scheme Managers	QRMO

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Attending and contributing to AFRAC, IAF, ILAC, ISO CASCO, and WTO TBT meetings and conferences	Participation in decision-making processes and updates on standards	% of meetings attended	100	100	100	100	100	100	6	8	8	10	12	Scheme Managers	QRMO
	Support AFRAC, ILAC, and IAF efforts on capacity building and experience sharing	Agreed activities supported in capacity building and experience sharing	% agreed activities supported	100	100	100	100	100	100	2	4	4	4	4	Scheme Managers	QRMO
	Provision of competent personnel as peer evaluators on available assignments	Participation in peer evaluations appointed as Peer evaluators	% peer evaluations attended by appointed peer evaluators	100	100	100	100	100	100	1	1	1	1	1	Scheme Managers	QRMO
	Strengthen national, regional and international accreditation and conformity assessment networks and collaborations	Strengthened collaboration and sharing of best practices	Number of Memorandums of Understanding (MoUs) or Memorandums of Collaborations (MoCs)	5	2	2	2	2	2	1	2	3	4	3	CEO	Scheme Managers and QRMO

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Undergo successful peer evaluation	Schemes/scopes recognized internationally	% of schemes or scopes with international recognition	100	100	100	100	100	100	-	2	2	2	2	Scheme Managers	QRMO
	Maintain and obtain mutual recognition to AFRAC, ILAC and IAF of accreditation schemes	International recognition in AFRAC, ILAC and IAF of accreditation schemes	% of internationally recognized accreditation schemes	100	100	100	100	100	100	-	1	1	1	1	Scheme Managers	QRMO
Strategic Issue: Accreditation																
Strategic Goal: Enhance accreditation services																
KRA: Client acquisition and retention																
Outcome: Increase in client base by 20% p.a.																
Strategic Objective: Grow client base – Internal Business Processes Perspective																
Accredit new and existing CABs	Conduct market research to identify potential clients	Market research report	Completion of market research	2	1	-	1	-	1	-	2	4	4	6	RSPO	CMLAB, CMIC, MSTA
	Implement recommendations from Market Survey report	Implementation undertaken	% of Implementation	100	100	100	100	100	100	-	-	-	-	-	Scheme Managers	PMCO
	Develop a business plan	Business plan developed	Approved business plan	100	100	100	100	100	100	-	1	1	1	1	Scheme Managers	PMCO
	Implement business plan	Implemented business plans	% of Implementation	5	25	50	25	-	-	-	2	3	3	3	Functional heads	RSPO

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Assess CABs	Assessments conducted	Total number of assessments conducted	1877	513	301	326	351	386	10	15	20	25	30	Scheme Managers	CMLAB & CMIC
	Accredit CABs	Accredited bodies	Number of new CABs	858	108	130	160	200	260	-	-	-	-	-	Scheme Managers	CMLAB and CMIC
			Cumulative number of accredited bodies	1115	365	495	655	855	1115	-	-	-	-	-	Scheme Managers	CMLAB and CMIC
Develop and/or expand new accreditation schemes/scopes to address emerging and government needs	Develop and or broaden new accreditation schemes/scopes	New accreditation schemes/scopes	Number of new schemes/scopes developed	20	4	4	4	4	4	1	4	4	4	4	PAOSD	Scheme managers
	Train assessors to newly developed schemes/scopes	Trained assessors	Number of assessors trained to new schemes/scopes	100	20	25	30	35	35	1	5	5	5	5	PAOSD	MSTA
Expand and diversify the pool of qualified assessment personnel	Train and qualify assessment personnel	Trained and qualified assessment personnel	Number of trained and qualified assessment personnel	120	100	-	20	-	-	-	3	3	4	4	Scheme Managers	PTCB
	Monitor assessor performance	Monitored assessors	% of monitored assessors	100	100	100	100	100	100	-	3	4	5	6	Scheme Managers	CMLAB & CMIC
Promote and recognize assessment personnel	Review assessor competence framework	Assessor competence framework developed	Approved assessor competence framework	5	1	1	1	1	1	-	-	-	1	-	Scheme Managers	CMLAB and CMIC

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
competencies	Develop assessor's incentive awards program	Assessor's incentive awards program developed	Approved assessor's incentive awards program	5	1	1	1	1	1	-	2	-	1	-	Scheme Managers	CMLAB & CMIC
	Implement assessor's incentive awards	Implemented assessor's incentive awards program	Implementation reports	5	1	1	1	1	1	-	-	-	-	-	Scheme Managers	CMLAB & CMIC
	Host annual assessor's forum	Annual assessor's forum	No of forums	5	1	1	1	1	1	-	3	3	3	3	Scheme Managers	CMLAB, CMIC, MSTA and PMCO
Promote use of accreditation by regulators and policy makers	Develop and/or review framework for specifying of accreditation in regulations	Developed framework	Approved Framework document	1	1	-	-	-	-	1	-	-	1	-	PLSO	Scheme Managers
			No of advocacy sessions with regulators to specify accreditation	20	4	4	4	4	4	1	2	4	4	4	Scheme Managers	PLSO
	Develop policy briefs to inform policy direction on the use of accreditation in public policy development	Policy briefs developed	No of policy briefs	10	1	1	2	3	3	-	3	3	3	3	CEO	CMLAB, CMIC, MSTA and Scheme Managers

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Enhance corporate image and brand management	Review of marketing communication strategy	Reviewed strategy	Approved reviewed strategy	1	1	-	-	-	-	-	-	-	3	-	PMCO	CMLAB, CMIC, MSTA and Scheme Managers
	Develop a brand visibility management strategy	Brand Management Strategy	No. of strategies developed	1	-	-	-	-	-	-	-	-	-	4	PMCO	CMLAB, CMIC, MSTA and Scheme Managers
	Improve mechanisms to communicate with stakeholders	Participation in key marketing events promoting accreditation	No of events hosted/attended	20	4	4	4	4	4	1	5	6	6	7	PMCO	CMLAB, CMIC, MSTA and Scheme Managers
	Enhance Media engagement	Enhanced digital marketing strategies	No. of strategies used	5	2	1	1	1	1	1	1	2	2	3	PMCO	Functional heads
		Increased media publicity on accreditation awareness	No. of media engagements	20	4	4	4	4	4	4	1	5	7	7	8	PMCO
Strategic Issue: Accreditation																
Strategic Goal: Enhance accreditation services																
KRA: Customer experience																
Outcome: Enhanced customer experience																
Strategic Objective: Enhance customer experience – Customer Perspective																

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Business Process Re-engineering	Identify and map enabler and driver processes	Comprehensive process map of enablers and drivers	% of processes mapped	100	100	-	100	-	100	-	-	-	-	-	PICTO	Functional heads
	Evaluate the efficiency and effectiveness of current processes	Detailed analysis report highlighting inefficiencies and bottlenecks	Evaluation report	3	1	-	1	-	1	-	-	-	-	-	PICTO	Functional heads
	Redesigned processes	Redesigned process maps	% of redesigned processes	100	50	-	75	100	100	-	1	1	1	1	PICTO	Functional heads
	Create a detailed plan for implementing the new processes	Detailed implementation roadmap	Number of approved implementation roadmap	3	1	-	1	-	1	-	-	-	-	-	PICTO	Functional heads
	Roll out the reengineered processes	Roll-out of reengineered processes	Percentage of processes implemented	100	-	50	75	100	100	-	2	2	3	3	PICTO	Functional heads
Optimize relation with current and potential customers	Conduct customer experience survey	Customer experience survey report	Number of customer experience survey reports	3	1	-	1	-	1	-	-	2	-	2	PMCO	Functional heads
	Implement recommendations from customer experience survey report	Implemented recommendations	Implementation reports	20	4	4	4	4	4	-	-	-	-	-	PMCO	MSTA

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Track service charter adherence	Adherence to commitments of the service charter	% adherence to service charter timelines	100	100	100	100	100	2	-	1	1.5	1.5	1.5	RSPO	Functional heads
	Implement recommendations from implementation of the service charter	Implemented reports	Level of implementation of the report	3	1	-	1	-	1	-	-	-	-	-	RSPO	Functional heads
	Develop cascaded service charter	Cascaded Service Charter in all functional areas	No. of cascaded service charters	100	100	100	100	100	100	-	-	-	-	-	PMCO	Functional heads
Promote use of accreditation	Implement communication plan	Implemented communication plan	Implementation reports	5	1	1	1	1	1	1	1	1	1	1	PMCO	MSTA
	Monitor effectiveness of communication plan	Monitored communication plan	Monitoring reports	5	1	1	1	1	1	1	1	2	2	3	PMCO	MSTA
	Review Communication Plan	Reviewed communication plan document	Completion and approval of reviewed communication plan	1	-	-	-	1	-	-	-	-	-	-	PMCO	MSTA
	Review Policy on use of accreditation symbol and claims of	Reviewed Policy	Approved Policy	1	1	-	-	-	-	-	-	-	-	-	PLSO	Scheme Managers

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	accreditation status															
	Implement guideline on use of accreditation symbol and claims of accreditation status	Implemented guideline	Level of implementation of guideline	100	100	100	100	100	100	-	1	-	-	-	Scheme Managers	PLSO
	Publicly disclose information	Disclosed information	% of information disclosed (ISO/IEC 17011	100	100	100	100	100	100	-	-	-	-	-	PMCO	MSTA
Strategic Issue: Financial sustainability																
Strategic Goal: Enhance financial sustainability																
KRA: Diversification of funding sources																
Outcome: Additional resources mobilized																
Strategic Objective: Enhance KENAS financial ability to meet its mandate – Financial Perspective																
Lobby for GoK funding	Develop proposals and lobby for GoK funding	Developed funding proposals	No. of proposals approved for funding	25	5	5	5	5	5	1	1	1	1	1	Scheme Managers	MFIA/RS PO
	Engage and seek GoK funding for specific initiatives	Increase in GoK allocation	% increase in amount of funding received from GoK	125	7	10	10	15	20	2	3	4	5	5	CEO	MFIA
Cooperate with development partners to	Develop/review resource mobilization strategy	Resource mobilization strategy developed/reviewed	Approved resource mobilization strategy	4	1	1	-	1	1	2	-	-	-	-	Resource mobilization committee	MFIA

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
fund key programmes	Implement resource mobilization strategy	Strategy actions implemented	Implementation report	4	2	2	2	2	2	9	15	15	20	26	Resource mobilization committee	CEO
Increase the accreditation revenue	Review accreditation fees	Reviewed accreditation fees	Approved accreditation fees	1	1	-	1	-	-	-	-	-	-	-	Scheme Managers	MFIA
	Implement new fee structure	Implementation undertaken	Implementation report	5	1	1	1	1	1	-	-	-	-	-	Scheme Managers	MFIA
Expand training market reach	Develop/review training strategy	Training strategy developed/reviewed	Approved Training strategy	1	1	-	-	1	-	0.5	-	0.5	-	-	PTCO	MSTA
	Implementation of training strategy	Training strategy Implemented	Training strategy report	20	4	4	4	4	20	0.5	-	0.5	-	-	PTCO	MSTA
Strategic Issue: Financial sustainability																
Strategic Goal: Enhance financial sustainability																
KRA: Resource Management																
Outcome: Optimized allocation and utilization of resources																
Strategic Objective: Strengthen Resource Management – Financial Perspective																
Enhance budgeting process	Involve all departments in budgeting process	Comprehensive and inclusive budgets	Complete Budget	5	1	1	1	1	1	1.5	1.5	1.5	1.5	1.5	MFIA	CEO
	Review and justify all budget items annually	Efficient and justified budget allocations	% of budget variance	0	-	-	-	-	-	-	-	-	-	-	MFIA	Functional Heads

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Implement Budget	Implemented budget	% adherence to the budget	100	100	100	100	100	100	-	-	-	-	-	MFIA	Functional Heads
	Regularly monitor and review budget performance	Proactive budget management	% of budget adjustments made in a timely manner	100	100	100	100	100	100	-	-	-	-	-	MFIA	CEO
Improve debt management	Review debt management policy	Enhanced debt management	Reports	20	4	4	4	4	4	-	1	1	1	1	MFIA	CEO
	Implement Revised Debt Policy	Implementation undertaken	Implementation report	3	1	-	1	-	1	-	-	-	-	-	MFIA	CEO
Improve cashflow management	Review and enhance adherence to cashflow	Improved adherence to cashflow management policy	% accuracy of cash flow forecasts	100	100	100	100	100	100	-	-	-	-	-	MFIA	CEO
	Fasttrack implementation of AIMS	AIMS Implemented	% AIMS implementation	100	50	100	10	10	100	8	6	2	2	2	MFIA	CEO
Strategic Issue: Institutional Capacity Development																
Strategic Goal: Enhance Institutional Capacity																
KRA: HR Best Practices																
Outcome: Talented, engaged and motivated workforce																
Strategic Objective: 100% adoption of HR best practices by 2028 – Organizational capacity perspective																
Recruit and retain top talent	Undertake workload analysis	Workload analysis undertaken	Workload analysis report	1	1	-	-	-	-	0.5	-	-	0.5	-	MHRA	PHRO

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Implement workload analysis report	Workload analysis report implemented	% of Workload analysis report implemented	100	20	30	20	20	10	-	2	2	2	2	MHRA	PHRO
	Review HR instruments	Reviewed instruments	Approved human resource instruments Reports	1	1	-	-	-	-	-	5	-	-	-	MHRA	PHRO
	Implement the reviewed HR instruments	Implementation undertaken	% Implementation	100%	60	10	10	10	10	-	6	7	8	10	MHRA	PHRO
Nurture a positive culture within the organization	Conduct employee engagement survey	Employee engagement survey conducted	Employee engagement survey report	3	1	-	1	-	1	-	-	1	-	2	MHRA	PHRO
	Implement recommendations from employee engagement survey	Implementation undertaken	Implementation reports	5	1	1	1	1	1	-	4	4	5	5	MHRA	PHRO
	Undertake a culture audit	Audit undertaken	Culture Audit report	3	1	-	1	-	1	1	-	-	-	-	MHRA	PHRO
	Implement recommendations from culture audit	Implementation undertaken	Level of implementation of culture audit	100	50	100	50	100	100	0.5	1	2	-	-	MHRA	PHRO
	Develop flexible hours and hybrid working policy	Policy developed	Approved policy	1	-	1	-	-	-	-	1.5	-	-	-	MHRA	PHRO

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Implement flexi and hybrid working hours policy	Policy implemented	Implementation policy report	4	1	1	1	1	1	-	1	1	1	-	MHRA	PHRO
	Build team cohesion	Team cohesion activities undertaken	Team cohesion reports	5	1	1	1	1	1	-	3	3	3	3	MHRA	PHRO
Promote diversity and inclusion within the workforce	Develop inclusion and diversity policy in workplace	Policy developed	Approved inclusion and workplace diversity policy	1	1	-	-	-	-	-	2	-	-	-	MHRA	PHRO
	Implement inclusion and diversity policy in workplace	Implemented inclusion and diversity policy	Implementation Report	1	1	1	1	1	1	-	9	2	2	2	MHRA	PHRO
Develop a robust learning and development program	Develop training and development policy	Training and development policy developed	Approved training and development policy	1	-	1	-	-	-	-	2	-	-	-	MHRA	PHRO
	Conduct training needs assessment	Training needs assessment conducted	Training needs assessment reports	5	1	1	1	1	1	-	-	-	-	-	MHRA	PHRO
	Develop a training plan	Training plan developed	Approved training plan training program	1	-	1	-	-	-	-	-	-	-	-	MHRA	PHRO
	Implement the training Plan	Training program implemented	% of staff trained as per training program	100	100	100	100	100	100	2	5	5	5	5	MHRA	PHRO

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Develop a coaching and mentoring program	coaching and mentoring program developed	Approved training and mentorship programs	1	-	1	-	-	-	-	2	-	2	-	MHRA	PHRO
	Implement the programs	Programs implemented	Level of implementation of coaching and mentoring program	100	100	100	100	100	100	-	3	3	3	3	MHRA	PHRO
Embrace succession management	Develop a Succession plan strategy	Succession plan strategy developed	Approved Succession plan strategy	1	-	1	-	-	-	-	3	-	2	-	MHRA	PHRO
	Implement the succession plan strategy	Succession plan strategy implemented	Succession plan strategy report	100	100	100	100	100	100	-	4	4	6	4	MHRA	PHRO
Ensure a safe and healthy working environment	Conduct a work environment survey	Survey conducted	No of work environment Survey reports	1	-	1	-	-	-	-	2	-	-	2	MHRA	PHRO
	Conduct annual health and safety audits	Audits conducted	No. of annual audit reports conducted	3	1	-	1	-	1	-	2	-	1	-	MHRA	PHRO
	Implement recommendations from health and safety audit	Implementation undertaken	Level of implementation of recommendations of health and safety audit	100	100	100	100	100	100	-	5	7	9	10	MHRA	PHRO

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Develop and Implement Knowledge Management systems	Develop knowledge management policy	Knowledge management policy developed	Approved Knowledge management policy	1	-	1	-	-	-	-	2	-	-	-	MHRA	PHRO
	Implement knowledge management policy	Knowledge policy implemented	Level of implementation of knowledge management policy	100	-	-	100	100	100	-	4	4	5	6	MHRA	PHRO
Mainstream Productivity Management	Develop/review productivity mainstreaming framework	productivity mainstreaming framework developed/reviewed	productivity mainstreaming framework approved	1	1	-	1	-	1	1	2	3	-	3	MHRA	PHRO
	Implement productivity mainstreaming framework	productivity mainstreaming framework implemented	productivity mainstreaming framework report	100	100	100	100	100	100	-	5	7	8	8	MHRA	PHRO
	Develop/review bonus reward and compensation policy	Bonus and compensation policy developed/reviewed	Approved Bonus policy	1	-	1	-	-	-	-	2	-	-	-	MHRA	PHRO
	Implement bonus and compensation policy	Implemented bonus policy	Level of implementation of bonus policy	100	-	-	50	100	100	-	13	10	14	18	MHRA	PHRO
	Review salaries & allowances as per guidelines	Reviewed salaries	Reviewed salaries and allowances	1	100	100	100	100	-	-	8	-	-	1.5	MHRA	PHRO
Strategic Issue: Institutional capacity development																

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic Goal: Enhance institutional capacity																
KRA: Digitalization																
Outcome: Enhanced operational efficiency and productivity																
Strategic Objective: 100% digitalization of processes by 2028 – Internal Business Processes Perspective																
Develop and Establish an Accreditation Centre	Lobby for the allocation of land by the Ministry of Land	Allocated land for Accreditation Centre	Official documentation confirming the allocation of land by the Ministry of Land.	1	1	0	0	0	0	1	4	-	-	-	CEO	Board
	Develop proposals for funding from various sources, including government and development partners	Approved funding proposals	Number of approved funding proposals from government and development partners.	5	1	2	2	0	0	0.5	2	4	5	5	CEO	
	Create mock designs for the Accreditation Centre	Approved mock designs	Approval of mock designs	1	1	0	0	0	0	-	5	-	-	-	CEO	

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Form partnerships with development partners to support construction	Established partnerships and MoUs	Number of established partnerships and signed Memoranda of Understanding (MoUs) with development partners.	5	1	2	2	0	0	-	20	25	-	-	CEO	
	Conduct detailed design work for the Centre	Finalized architectural and engineering designs	Completion of finalized architectural and engineering designs	1	1	0	0	0	0	-	50	-	-	-	CEO	
	Execute the construction work for the Accreditation Centre	Fully constructed and operational Accreditation Centre	Percentage completion of the construction work for the Accreditation Centre.	100%	0	20	50	75	100	-	300	500	700	900	CEO	
	Equip and furnish the Accreditation Centre with state-of-the-art technology and resources	Fully equipped Accreditation Centre	Percentage of state-of-the-art technologies and resources installed and operational within the Accreditation Centre	100%	0	20	50	75	100	-	100	150	200	250	CEO	
Enhance ICT infrastructure	Review and update the existing ICT infrastructure	Reviewed and updated ICT infrastructure	ICT Infrastructure reviewed and updated	2	-	1	-	1	-	-	1	-	1	-	PICTO	Functional heads and ICTO/A

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Implement findings of the reviewed ICT infrastructure	Enhanced ICT Infrastructure	% of findings implemented infrastructure	100	10	10	20	30	30	-	5	6	8	8	PICTO	ICTO/A
Pursue operational efficiency	Implement presidential directive on digitalization of government services	Services Digitalized	% of services digitalized	100	10	20	20	20	30	2	12	16	18	20	PICTO	Functional heads
Streamline Security and Data Protection	Develop/review the ICT Policy	ICT policy developed/review ed	ICT policy	1	1	-	-	1	-	-	-	-	3	-	PICTO	Functional Heads and QRMO
	Implement the ICT policy	Implementation undertaken	% of implementation of ICT Policy	100	100	100	100	100	100	-	4	6	7	7	PICTO	Functional Heads
	Install firewalls	Protected data	Number of firewalls installed	2	1	1	-	-	-	1.5	2.5	1	1	1	PICTO	ICTO/A
	Establish/review ISMS	ISMS QMS established	ISMS QMS implemented	1	1	-	-	-	-	-	2	3	3	4	PICTO	Functional Heads and QRMO
	Implement the ISMS QMS	Implemented ISMS QMS Other MS like PIMS	% of level of implementation of ISMS QMS	100	100	100	100	100	100	-	1	2	2	3	PICTO	Functional Heads and QRMO
Enhance Business Continuity	Develop/review a Business Continuity and Disaster Recovery	BCP developed/review ed	Business Continuity Plan	1	1	-	-	-	-	-	2	-	2	-	PICTO	Functional Heads and QRMO

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Policy and Plan (BCP)															
	Implement BCP	Implementation undertaken	% level of implementation of BCP	100	100	100	100	100	100	-	5	5	6	6	PICTO	Functional Heads
Strategic Issue: Institutional Capacity Development																
Strategic Goal: Enhance Institutional Capacity																
KRA: Corporate Governance																
Outcome: Improved transparency and accountability																
Strategic Objective: To enhance Corporate Governance – Organizational Capacity Perspective																
Enhance good corporate governance at KENAS	Review/ amend Kenya Accreditation Service Act	Amendment bill tabled before parliament	Amended bill	1	1	-	-	-	-	-	5	-	-	-	CEO	PLSO
	Conduct Legal and Governance Audits	Audits conducted	Audit reports	2	-	1	-	1	-	-	-	-	4	4	PLSO	LBSO
	Conduct tax health check	Tax health check conducted	Tax health check report	2	1	0	0	1	0	-	2	-	2	-	MFIA	CEO
	Implement recommendations from Tax health check	Implementation undertaken	Implementation reports	20	4	4	4	4	4	-	3	3	4	4	MFIA	CEO
	Implement recommendations from Legal and	Implementation undertaken	Implementation reports	20	4	4	4	4	4	-	3	3	3	3	PLSO	CEO

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Governance Audit															
	Develop an effective regulatory and statutory compliance strategy	Developed regulatory and statutory compliance strategy	regulatory and statutory compliance strategy compliance strategy	1	1	-	-	-	-	-	3	-	5	-	PLSO	Functional Heads
	Implementation regulatory and statutory compliance strategy	regulatory and statutory compliance strategy Implemented	% Level of implementation of regulatory and statutory compliance strategy	100	100	100	100	100	100	-	6	7	8	8	PLSO	Functional Heads
	Develop/review strategic plan	Developed/review ed strategic plan	No. of developed/review ed strategic plans	2	1	-	-	-	1	5	-	-	-	10	RSPO	CEO
	Implement Strategic plan	Implementation undertaken	Implementation reports	20	4	4	4	4	4	4	6	8	8	9	RSPO	CEO
	Develop performance contracts	Developed performance contracts	No. of developed performance contracts	5	1	1	1	1	1	1	2	2	2	2	RSPO	CEO
	Implement Performance contract	Implementation undertaken	Implementation reports	20	4	4	4	4	4	1	2	3	3	4	RSPO	CEO
	Enhance Board's oversight function	Develop/Review of Board Committees Charter	Developed/review ed Board Committees Charters	16	4	4	4	4	4	4	-	-	2	-	PLSO	LBSO

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Develop Board Almanac	Board Almanac Developed	Approved Board Almanac	5	1	1	1	1	1	-	-	-	-	-	LBSO	CEO
	Implement Board Almanac	Implementation undertaken	Level of implementation of Board Almanac	100	100	100	100	100	100	3	10	15	20	25	LBSO	CEO
Enhance the Board's performance	Conduct Annual Board Evaluations	Board's performance evaluated	Board Evaluation Reports	5	1	1	1	1	1	1	2	3	3	4	PLSO	LBSO
	Implement recommendations from annual board evaluation	Implementation undertaken	% Level of implementation of recommendations from board evaluation	100	100	100	100	100	100	0.5	2	3	3	4	PLSO	LBSO
	Identify knowledge and skill gaps within the board.	Competence needs identified for the Board	Skill gaps Reports	5	1	1	1	1	1	-	-	-	-	-	PLSO	LBSO
	Implement recommendations from the skills gaps report	Implementation undertaken	Level of implementation of the report	100	100	100	100	100	100	-	-	-	-	-	PLSO	LBSO
Institutionalize risk management best practices	Review risk management framework	Reviewed risk management framework	Approved risk management framework	1	1	1	1	1	1	-	1	1	1	1	QRMO	Functional Heads
	Implement the Risk Management framework	Risk Management Policy Implemented	Implementation reports	20	4	4	4	4	4	-	2	2	2	2	QRMO	Functional Heads

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget (Ksh. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Ensure Compliance to Procurement laws and regulations	Develop annual procurement plan	Annual procurement plan	Approved annual procurement plan	5	1	1	1	1	1	-	-	-	-	-	MSCM	SCMO
	Implement Approved Procurement Plan	Implementation undertaken	Level of implementation of procurement plan	100	100	100	100	100	100	-	-	-	-	-	MSCM	SCMO
	Develop annual disposal plan	Annual disposal plan	Approved disposal plan	5	1	1	1	1	1	-	-	-	-	-	MSCM	SCMO
	Implement Approved Disposal Plan	Implementation undertaken	Level of implementation of disposal plan	100	100	100	100	100	100	-	-	-	-	-	MSCM	SCMO
	Conduct a procurement compliance audit	Compliance audits done	Number of Audit Reports	5	1	1	1	1	1	1	1	1	1	1	MSCM	SCMO
	Conduct Bi-annual appraisals of service providers	Appraisals conducted	Appraisal feedback reports	10	2	2	2	2	2	1	1	1	1	1	MSCM	SCMO

6.1.1 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 budget for FY2024/2025.

6.1.2 Performance Contracting

Performance contracting is aimed at improving efficiency and effectiveness in the management of the Public Service. This is guided by performance contracting guidelines and takes into consideration government priorities and organization core priority areas. Annual performance contracts will be prepared and linked to the annual work plans. This will ensure that implementation of the strategic plan is also linked to the performance contract and productivity improvement plan.

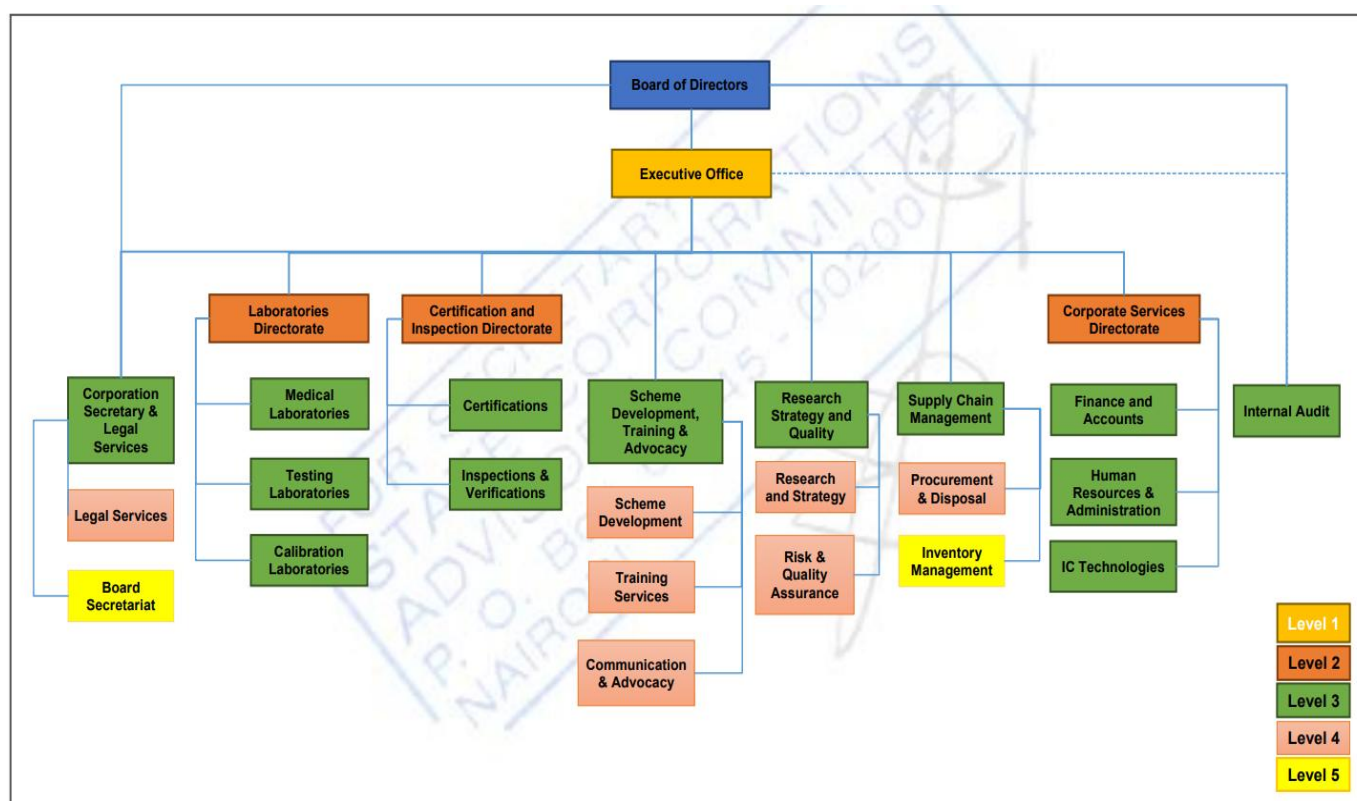
6.2 Coordination Framework

KENAS will maintain an organizational culture that emphasizes teamwork and holistic approach to operational issues. In addition, KENAS will leverage on modern technology, benchmarking, and human capital development. KENAS has a total approved staff of 78 with an in post of 60. To achieve KENAS mandate, it is critical to attract and retain skilled human resource skills and competencies. KENAS will focus on improved productivity by addressing human resource gaps, capacity development and staff development.

6.2.1 Institutional Framework

Institutional and Coordination framework entails the human resource capacity needs, financial resource requirements and the organizational structure to deliver this strategic plan. KENAS institutional structure constitutes: The Board of Directors, The Accreditation Advisory Committee, The Chief Executive Officer who is also a member of the Board, directorates, and departments. In addition, the Service has an Accreditation Tribunal that comprises of independent persons who hear appeals and make accreditation decisions as defined by the Kenya Accreditation Service Act 2019 (Act. No 17 of 2019). To effectively carry out the mandate, KENAS is structured as shown in Figure 1 below.

Figure 1: KENAS Organizational Structure



6.2.2 Staff Establishment, Skills Set and Competence Development

KENAS has undertaken an evaluation of existing staff levels; skills sets and competencies to ascertain their adequacy and relevance in supporting implementation of the strategy. This is shown in Table 11.

Table 12: KENAS Staff Establishment

Cadre	Approved Establishment (A)	Optimal Staffing Levels (B)	In-Post (C)	Variance D= (B-C)
GRADE 1	1	1	1	0
GRADE 2	3	3	3	0
GRADE3	12	12	10	2
GRADE 4	14	14	8	6
GRADE 5	3	3	3	0
GRADE 6	27	27	16	11
GRADE 7	3	3	3	0
GRADE 8	12	12	8	4
GRADE 9	3	3	0	3
GRADE 10	0	0	0	0
Total	78	78	52	26

Table 13: Skills Set and Competence Development

Cadre	Skills Set	Skills Gap	Competence Development
KENAS 2	Communicating with impact;	Project Management	Training Programs
	Leading and managing people;	Digital Marketing	Mentorship and Coaching
	Applying technical expertise;		Performance Management Systems
	Planning and organizing;		E-Learning Platforms
	Managing performance;		On-the-Job Training
	Budgeting and resource management;		Performance Appraisals
	Customer and stakeholder orientation;		Career Development Plans
	Formulating policy and strategies;		Incentives and Recognition
	Leading and managing change;		Monitoring and Evaluation
	Leading and managing programmes;		External Resources and Partnerships like Professional Associations
	Initiating and deciding actions;		
	Strategic visioning and innovative thinking;		
	Coaching and mentoring;		
	Relating and networking; and		
	Technological savviness		
KENAS 3	Communicating with impact;	Marketing Communications and Advocacy	Training Programs
	Managing and supervising people;	Governance and Strategic Leadership	Mentorship and Coaching
	Applying technical expertise;	How to leverage on modern technology	Performance Management Systems
	Planning and organizing;	Public Finance and Procurement for Managers	E-Learning Platforms
	Managing performance;	Skill enhancement on soft skill due to changing environment.	On-the-Job Training
	Budgeting and resource management;	CISA training	Performance Appraisals:
	Customer and stakeholder orientation;	Strategic Leadership Training	Career Development Plans
	Implementing policy and strategies;	Financial Management	Incentives and Recognition
	Leading and managing projects;	SLDP training.	Monitoring and Evaluation
	Initiating and negotiating actions;	Finance for non-finance people	External Resources and Partnerships like Professional Associations
	Strategic and innovative thinking;		

Cadre	Skills Set	Skills Gap	Competence Development
	Coaching and mentoring;		
	Relating and networking; and		
	Technological savviness.		
KENAS 4	Communicating with impact;	Digital and Social Media Management, Metrics, Measurement and Analytics	Training Programs
	Managing and supervising people;	Media Strategy and Management	Mentorship and Coaching
	Applying technical expertise;	Public Sector Marketing	Performance Management Systems
	Planning and organizing;	Government Identity and Branding	E-Learning Platforms
	Managing performance;	Decision-making skills	On-the-Job Training
	Budgeting;	Conflict resolution skills	Performance Appraisals:
	Customer and stakeholder orientation;	Emotional intelligence skills	Career Development Plans
	Analyzing and innovating;	Critical and objectivity skills	Incentives and Recognition
	Managing projects;	Change management skills	Monitoring and Evaluation
	Coaching and mentoring;	HRIS skills	External Resources and Partnerships like Professional Associations
	Relating and networking; and	Public and presentation skills	
	Technological savviness.	Board papers writing skills	
		Administrative skills	
		Leadership skills	
		Finance protocols	
		Uncertainty of measurements	
		Method Validation	
		Project management.	
		Internal Auditing	
		External Auditing	
		Risk Management	
		Leadership Development – KSG	
		Negotiations skills	
		Strategic Management skills	
		Managing and supervising people.	
		SLDP	

Cadre	Skills Set	Skills Gap	Competence Development
KENAS 5	Communication;	Public Speaking	
	Working and supervising people;	Strategic Management and Leadership	
	Applying technical expertise;		
	Customer and stakeholder orientation;		
	Drive for results;		
	Continuous learning and knowledge sharing; and		
	Technological savviness.		
KENAS 6	Communication;	Reporting writing skills	Training Programs
	Working with people;	CPD training programs	Mentorship and Coaching
	Applying technical expertise;	Sage 300 Inventory Control	Performance Management Systems
	Customer and stakeholder orientation	Training on ISO/IEC 17024	E-Learning Platforms
	Drive for results;	Supervisory skills	On-the-Job Training
	Continuous learning and knowledge sharing; and	Word and PowerPoint application	Performance Appraisals:
	Technological awareness.	Social media management	Career Development Plans
		Graphic design	Incentives and Recognition
		Digital Marketing	Monitoring and Evaluation
		Supervisory skills	External Resources and Partnerships like Professional Associations
		ISO 19011 and ISO/IEC 17011 (Requirements for accreditation bodies accrediting conformity assessment bodies).	
		Accreditation-related training on the following standards; a) GSO 2055 standards b) SANS 10330 c) FSSC 22000 d) ISO 22003-1:2022 e) KS 1758 -1&2.	
		Training in other language proficiency like French.	
		Emotional intelligence	
		Strategic Planning Training	
		Records management ISO Standards	
		Debt collection training and IPSAS training	

Cadre	Skills Set	Skills Gap	Competence Development
		Public Speaking and Project Management	
		Risk Management	
		Change management	
		Refresher training for internal audit	
KENAS 7	Communication;	Training on supervision.	Training Programs
	Working with people;		Mentorship and Coaching
	Time management;		Performance Management Systems
	Drive for results;		E-Learning Platforms
	Commitment to continuous learning; and		On-the-Job Training
	Technological Awareness		Performance Appraisals:
			Career Development Plans
			Incentives and Recognition
			Monitoring and Evaluation
			External Resources and Partnerships like Professional Associations
KENAS 8	Communication;	Public speaking	Training Programs
	Working with people;	Developing records policy and procedures	Mentorship and Coaching
	Time management;	Data analysis and reporting	Performance Management Systems
	Drive for results;	Supervisory skills	E-Learning Platforms
	Commitment to continuous learning; and	Customer care and communication training	On-the-Job Training
	Technological awareness.	Minor mechanical knowledge	Performance Appraisals:
			Career Development Plans
			Incentives and Recognition
			Monitoring and Evaluation
			External Resources and Partnerships like Professional Associations

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 2019 (Act. No 17 of 2019), Mwongozo and the KENAS Board Charter.

7 CHAPTER SEVEN: STRATEGIES RESOURCE REQUIREMENTS AND MOBILIZATION

7.1 Financial Requirements

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
KRA1: International Recognition	12.00	30.00	32.50	38.00	40.50	153.00
KRA2: Client acquisition and retention	17.00	56.00	69.00	82.00	91.00	315.00
KRA3: Customer experience	2.00	7.00	9.50	8.50	11.50	38.50
KRA4: Diversification of funding sources	15.00	19.00	21.00	26.00	32.00	113.00
KRA5: Resource Management	9.50	8.50	4.50	4.50	4.50	31.50
KRA6: HR Best Practices	5.00	98.50	65.00	76.50	84.50	329.50
KRA7: Digitalization	5.00	515.50	718.00	956.00	1,204.00	3,398.50
KRA8: Corporate Governance	21.50	51.00	52.00	72.00	82.00	278.50
Administrative Cost	296.00	355.20	426.24	511.49	613.79	2,202.71
Total	354.00	1,054.70	1,296.24	1,654.99	2,032.29	6,392.21

7.2 Resource Mobilization Strategies

In response to these financial constraints, KENAS has developed a Resource Mobilization Strategy (RMS) aligned with its Strategic Plan for 2024 – 2028 for how KENAS will mobilize resources to adequately deliver on its mandate. This strategy is crucial for ensuring KENAS can continue to fulfil its core mandate, support national development objectives, and adapt to the government's broader measures, including agency mergers and budget cuts, which drive state corporations toward increased revenue generation.

KENAS' resource Mobilization strategy aims to expand its client base through comprehensive actions and measurable deliverables. This includes accrediting new and existing Conformity Assessment Bodies (CABs) based on finalized market research and detailed implementation reports. KENAS will develop and execute a robust business plan, conduct thorough assessments for CABs, and enhance accreditation offerings through cross-sectoral studies and the development of new accreditation schemes. The strategy also focuses on expanding and diversifying qualified assessment personnel through training programs and incentivizing assessor competence, while promoting accreditation in sector regulations via guidance documents, policy briefs, and engagements with policymakers.

Table 7.2: Resource Gaps

Financial Year	Estimated Financial Requirements (Ksh. Mn)	Estimated Allocations (Ksh. Mn)	Variance (Ksh. Mn)
Year 1	354.00	70.00	(284.00)
Year 2	1,054.70	100.00	(954.70)
Year 3	1,296.24	160.00	(1,136.24)
Year 4	1,654.99	200.00	(1,454.99)
Year 5	2,032.29	-	(2,032.29)
Total	6,392.21	-	(6,392.21)

7.3 Resource Management

To ensure prudent resource management, KENAS will implement a series of strategic measures aimed at enhancing financial sustainability, operational efficiency, and overall effectiveness in delivering its mandate. KENAS will integrate work plans, procurement plans, and budgets through the Budget Implementation Committee, guided by the Public Finance Management Act. This integration will ensure cohesive planning and resource allocation. Regular internal audits, monitoring and evaluation will strengthen internal control systems, helping to identify and mitigate potential risks, ensure compliance, and improve accountability.

Digitization of services will continue to enhance efficiency, reduce operational costs, and improve service delivery by adopting new technologies and automating processes where feasible. To focus on its core mandate, KENAS will outsource non-core services, allowing for better allocation of resources towards critical areas of accreditation and conformity assessment. Prudent financial management practices and adequate risk assessments will be employed to ensure the effective utilization of resources, involving continuous monitoring of financial performance and risk management strategies.

The Budget Implementation Committee and Management Committee will support an objective, transparent, and participatory resource allocation criterion, engaging stakeholders in the decision-making process to ensure resources are allocated to high-impact areas. KENAS will prioritize interventions with the capacity to generate internal revenue quickly, using these revenues to finance other non-revenue generating activities, ensuring continuous funding for mandate activities. Aligning with the value chain budgeting approach by the Government, KENAS will ensure that interventions are funded and implemented to completion, enhancing the effectiveness and sustainability of its programs. Through these measures, KENAS aims to enhance resource mobilization, financial sustainability, and operational efficiency. By adopting

a strategic approach to resource management, KENAS will continue to fulfil its mandate effectively, supporting BETA objectives and promoting excellence in accreditation practices.

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8 CHAPTER EIGHT: MONITORING, EVALUATION AND REPORTING FRAMEWORK

8.1 Monitoring and Evaluation

8.1.1 Rationale for an M&E System

The success of the KENAS Strategic Plan will depend significantly on how effectively the planned activities and outputs are monitored and evaluated with a view to ensuring that KENAS's development over the Plan period remains on the chosen road map. In this regard one of the key elements of this Plan is the process for monitoring and evaluating performance. The M&E System, which will work in tandem with the Implementation Matrix and performance management will be designed to ensure the following:

- i) Establishment of an effective information system
- ii) Establishment of clear reporting schedules channels and feedback mechanisms on an on-going basis, requiring time and commitment from all.
- iii) Candid specifications of the roles of individuals submitting or receiving documents taking into consideration internal progress reports, external reviews and an annual report card
- iv) Clear statement and definition of action plans to be taken on specified monitoring results in terms of resource adjustment, change of strategy or review of activity
- v) Linking M&E to Performance Management and Staff Appraisal

8.1.2 Monitoring Framework

8.1.2.1.1 The Plan Implementation Committee

The KENAS Strategic Plan M&E framework will consist of a Plan Implementation Committee (PIC), whose members will be appointed by the CEO. The Committee will continuously monitor activities and outputs/outcomes with a view to advising management, on the plan implementation status. It will be meeting quarterly (more regularly where necessary) to consider plan implementation progress reports and advise the CEO and the Board accordingly through written submissions. It will be based on key performance indicators (KPIs) and targets as set out in the Balanced Scorecard.

8.1.2.1.2 Progress Reports

Progress reviews will be prepared by all departments and will be undertaken quarterly and a major one at the end of every year to coincide with KENAS budgetary cycles. There will be an

officer appointed by the CEO coordinating the M&E process to coordinate the reporting and presentation. Reports will describe actions taken by departments toward achieving specific activity targets of the report will include costs, benefits, performance measures and progress to date.

8.2 Evaluation Mechanisms

Evaluation will also initially be undertaken by the Plan Implementation Committee which will continuously evaluate all strategies, activities and outputs/outcomes with a view to advising the CEO on any performance gaps as well as offer feasible alternatives. The evaluation will entail the following:

- i) Measuring actual performance against target levels and establishing size of gap or variance, if any.
- ii) Identifying the causal factors for the variance
- iii) Identifying and recommending appropriate remedial measures including a review of the objectives and/or strategies.
- iv) Undertaking service delivery surveys

8.3 Performance Standards

To ensure sustainability, a culture of performance management needs to cover all staff irrespective of levels. This will enable all staff appreciate their linkage and contributions to the implementation of the Strategic Plan and the attainment KENAS's objectives. For the implementation of the Plan to be effective, the M&E will be an integral part of KENAS's performance management system and will be linked to staff appraisal and reward systems. Officers and divisions that meet or exceed their plan targets will be given commendation and rewarded accordingly to motivate them.

Table 8.1: Outcome Performance Matrix

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year 2023/24	Mid-Term Period	End-Term Period
KRA 1: International Recognition	Signatory status in IAF, ILAC and AFRA	% of scopes recognized internationally				
KRA 2: Client acquisition and retention	Increase in client base by 20% p. a	% increase in accredited CABs				
KRA 3: Customer experience	Enhanced customer experience	Customer experience score				
KRA 4: Diversification of funding sources	Additional resources mobilized	% of additional resources				
KRA 5: Resource Management	Optimized allocation and utilization of resources	% utilization and optimization of resources				
KRA 6: HR Best Practices	Talented, engaged and motivated workforce	% of Talented, engaged and motivated staff				
KRA 7: Digitalization	Enhanced operational efficiency and productivity	% adoption of information and communication technologies				
	Improved organizational resilience	% implementation of BCP				
	Robust risk management framework	Level of risk maturity				
	Enhanced service quality and compliance	Level of compliance to programmes/projects				
	Cost savings and improved supplier relationships	Supplier experience				
KRA 8: Corporate Governance	Improved transparency and accountability	Level of compliance				

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	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										