kasneb

CORPORATE STRATEGIC PLAN 2022-2027

DIGITAL TRANSFORMATION

KENYA VISION 2030

Vision

Empowered and globally recognised business professionals.

Mission

Transforming business professionals through Examinations, Certification, Accreditation, Research, Innovation and Consultancy.

Core Values

KASNEB is dedicated to championing "KASNEB" the guiding principles for operations.

Knowledge Focus

We endeavour to steer knowledge-based processes and focus on continuous enhancement of knowledge to respond to the changing environment.

Accountability

We are responsible for our words, our actions and our results. We empower each other to take ownership of our actions. We honour commitments to our stakeholders, maintain individual and team responsibility to accomplish our work, on-time, with quality, even when it is uncomfortable or hard.

Sustainability

We integrate the economic, environmental and social dimensions of sustainability into all our business operations and practices for the long-term shared success of KASNEB.

Nobility

We endeavour to foster the integral development of the whole person, inspiring honesty, integrity, trust, high moral standards and authenticity through personal leadership and the courage to become the agents of change.

Excellence

We strive to excel in every aspect of our business and approach every challenge with agility and determination to succeed and deliver the highest quality services of unmatched value, constantly raising the bar on our performance through simple, easy and relevant solutions.

Belonging

We embrace diversity and inclusivity to create a sense of belonging.

Brand Promise

bempowered

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Foreword

Dr. Chris K. Kiptoo, CBS
Principal Secretary,
The National Treasury

The revised 6th Corporate Strategic Plan (2022-2027) marks the progress of a journey towards delivering quality examinations and services and enhancing KASNEB's sustainability against the backdrop of various uncertainties and disruptions which include;

- ***national and global economic uncertainties,***
- ***stiff global competition,***
- ***evolving generations leading to new demands evolution of technology among other developments.***

I have no doubt that KASNEB will be able to surmount these challenges in the business operating environment.

As you are aware, over the years, KASNEB has been committed to providing skilled professionals who have been well tested to operate in diverse environments in the national, regional and international markets. The initiatives in the strategic plan come at an opportune time to shape the future strategic direction and better positioning of KASNEB in the global arena. Lately, we have witnessed a world where organisations have to keep reinventing themselves to operate in the prevailing competitive markets. This revised strategic plan enables KASNEB to proactively revolutionalise service delivery through adoption of digitalization.

The Government is continuously focused on ensuring that public service is responsive to the needs of members of the public. To this end, public sector reforms were introduced which included development and implementation of organisational strategic plans, signing and implementation of performance contracts and Rapid Results Initiatives among other programmes. I am pleased to acknowledge that over the years, KASNEB has been a champion in implementing public sector reforms and policy guidelines. I am particularly impressed to note that KASNEB has been a trailblazer in strategic planning.

Over the years, KASNEB's role has been clearly demonstrated by the active role played by the KASNEB alumni who participate in nation building in all sectors of the economy. Indeed, KASNEB has had a big impact on the Kenyan economy. I am informed that KASNEB has produced over 500,000 students in various professional, diploma and certificate

> ***"I am pleased to acknowledge that over the years, KASNEB has been a champion in implementing public sector reforms and policy guidelines. I am particularly impressed to note that KASNEB has been a trailblazer in strategic planning.***

examinations since its inception in 1969. This is commendable and I encourage you to strive to move to greater heights and break new ground to become the professional examination body for Africa. This will not only bring honour but also pride to Kenya.

To sustain Kenya's status as a middle-income country and to fulfill the aspirations of Vision 2030 calls for continued supply of empowered and globally recognized business professionals. Competing globally implies adherence to international standards. I am delighted to note that KASNEB examinations are based on syllabuses that entrench international standards and best practices.

This plan sets a sense of direction geared towards enhanced operational efficiency, customer efficiency, enhanced internal business processes, learning and growth and diversification of qualification portfolio to address growing market needs. I note that KASNEB's automated system has enhanced service delivery. This is indeed revolutionary and is in consonance with the government policy of digitalising services and enhancing efficiency for the benefit of the stakeholders. It is noteworthy that the disruptions occasioned by COVID-19 served as a wake-up call to all players in the education and training sector to seize the opportunities presented by the pandemic by embracing technology in delivery of e-learning programmes, e-resources and administration of examinations.

KASNEB has not been left behind in embracing technology. I am pleased to note that KASNEB has introduced an e-learning platform for both students and members of staff.

This is indeed the right step towards enhancing access to reading materials which is an enabler for research and development and a prerequisite for growth and development of any country.

I am aware that KASNEB has commenced computer-based examinations through a phased approach which will further improve access to KASNEB examinations not only within the country but also regionally and internationally.

I am also informed that KASNEB has revitalized its service delivery through digital transformation which will among other things enhance operational efficiency and as such promote efficient utilization of public resources. This, will go a long way in ensuring that scarce resources are utilized prudently and optimally which is one of the objectives that the National Treasury seeks to achieve across the public sector.

500,000+
students
since 1969

KASNEB has introduced an e-learning platform for both students and members of staff.

I am delighted to note that a consultative and participatory engagement process was adopted in the review of this strategic plan which included; key industry players, regulators, professional bodies, training institutions and employers to ensure that stakeholder needs and expectations were incorporated in the plan.

I commend the collaboration between KASNEB and the Kenya National Qualifications Authority (KNQA) and Technical and Vocational Education and Training Authority (TVETA). KNQA has been instrumental in coordinating and harmonizing education, training, assessment and quality assurance of all qualifications awarded in the country. I laud KNQA for accrediting KASNEB qualifications.

I congratulate the KASNEB fraternity and wish you success in continued implementation of the revised 6th Corporate Strategic Plan (2022-2027)

Preface

In line with our Vision 2030, provision of highly skilled and competent human resource is a key pillar for social and economic growth for our nation, region and the world as a whole.

Dr Percy Opio,
Chairman, Kasneb

KASNEB has continued to play a vital role in developing business professionals who have made valuable contributions globally.

From the humble beginnings in 1969, KASNEB has had a clear vision. Our current vision; 'empowered and globally recognised business professionals' is focused on ensuring skilled and competent business professionals to support the dynamic market and industry needs in all sectors. KASNEB is therefore intent on 'transforming business professionals through examinations, certification, accreditation, research, innovation and consultancy'.

In fulfilment of our mandate, we will be guided by core values which define our deeply held culture and identity namely; knowledge focus, accountability, sustainability, nobility, excellence and belonging (KASNEB).

Over the years KASNEB has continued to live its mandate of developing syllabuses; administering post-professional, professional, diploma and certificate examinations; certifying candidates in accountancy, finance, credit, governance and management, information technology and related disciplines; promotion of its qualifications nationally and internationally; and accreditation of relevant training institutions offering courses examinable by KASNEB in liaison with the Ministry in charge of Education.

It is in the spirit of this mandate that KASNEB continually assesses, reviews and improves its syllabuses and processes to ensure that the quality of the examinations meet customer requirements. Many of our alumni are key decision makers in different sectors all over the world.

The qualifications offered by KASNEB are benchmarked internationally to ensure they are responsive to emerging global trends. KASNEB endeavours to continue reviewing its qualifications and services in line with market and industry needs. In this regard, the revised 6th Corporate Strategic Plan recognises the needs of the new crop of customers; the Alpha and Z generations alignment to the dynamic market needs.

It is in the spirit of this mandate that KASNEB continually assesses, reviews and improves its syllabuses and processes to ensure that the quality of the examinations meet customer requirements.

The revised 6th Corporate Strategic Plan (2022-2027) provides robust strategies to facilitate the digital transformation of KASNEB against a backdrop of a myriad of disruptions that have presented both challenges and opportunities to business and global economies.

KASNEB will continue to play a key role in skills development as envisioned in the Constitution, Kenya Vision 2030 and the fourth medium-term plan which aims to transform lives by advancing socio-economic development.

> ***This strategic plan takes cognisance of the global agenda defined through the Sustainable Development Goals (SDGs). In particular, KASNEB has mainstreamed Goal number four which advocates for inclusive and equitable quality education and promotion of lifelong learning opportunities for all.***

The strategic plan has taken into consideration; the needs and expectations of stakeholders; reforms in the education sector, emergent policy, legal and regulatory changes.

KASNEB will leverage on the opportunities presented by Information, Communication and Technology (ICT) to enhance product and service offerings and create value for our customers.

Towards this end, digitalisation, research and innovation will be key strategies in the implementation of the strategic plan. KASNEB will collaborate with key partners to enhance access to computer-based examinations and development study packs.

We are keen to join hands with all stakeholders in fighting our economic enemy number one which is corruption and will endeavour to inculcate nobility in our qualifications and certification processes.

Finally, on behalf of the Board of KASNEB and on my own behalf, I wish to sincerely thank all the stakeholders for their invaluable support and contribution in the review of our strategic plan.

I wish to most sincerely thank the Government of Kenya and our parent Ministry, the National Treasury for their continued support and guidance in fulfilling the mandate of KASNEB.

I look forward to the successful implementation of this revised 6th Corporate Strategic Plan.

Acknowledgement

Prof. Nicholas K. Letting', PhD, EBS
Secretary/Chief Executive Officer,
Kasneb

Since inception, KASNEB has lived up to its mandate as evidenced by the continued provision of globally competitive professionals who drive the national, regional and global development agenda in diverse sectors.

In delivering its mandate, KASNEB has continued to partner with like-minded institutions to meet the ever-growing needs and expectations of its customers. This has resulted in the development of new qualifications and expansion of geographical coverage both nationally, regionally and globally.

The dynamic business environment has brought about various opportunities, challenges and threats. In response, KASNEB has developed appropriate strategies to address these overriding factors and remain competitive.

KASNEB realised key milestones during the last strategic plan which included the major review of examination syllabuses which culminated in the revised structure of KASNEB qualifications and the introduction of new qualifications in line with market and industry needs.

This revised 6th Corporate Strategic Plan (2022-2027) takes cognisance of the achievements and lessons learnt during the last two and a half years of implementation of this plan whilst introducing new initiatives aimed at digital transformation of KASNEB for a sustainable growth trajectory.

These initiatives include:

- digitalisation of business processes;
- roll out of computer-based examinations;
- establishment of centres of excellence;
- administration of examinations in French language in French- speaking countries;
- operationalisation of the customer experience centre to enhance customer relations;
- biometric registration and the identification of customer;
- upgrading of the data centre to tier II standard;
- operationalisation of research, innovation and consultancy function.

“This revised 6th Corporate Strategic Plan (2022-2027) takes cognisance of the achievements and lessons learnt during the last two and a half years of implementation of this plan whilst introducing new initiatives aimed at digital transformation of KASNEB for a sustainable growth trajectory.”

KASNEB will continue to develop and implement risk mitigation strategies to ensure business sustainability focusing on the renewal of KASNEB.

The implementation of the strategies identified in the corporate strategic plan will enable KASNEB to empower business professionals, offer quality services and proactively address emerging stakeholder needs.

I wish to appreciate the Board of KASNEB for the guidance and support during the review of this plan. I look forward to continued support and guidance in the successful implementation of this plan.

To all our stakeholders, I thank you all for your goodwill and invaluable contribution in the development of this plan. We are confident that you will continue to support KASNEB in its endeavour to provide empowered and globally recognised business professionals.

Definition of Terms

Africa Agenda 2063: A strategic framework for the socio-economic transformation of the continent over the next 50 years from 2013 to 2063.

Balanced Scorecard (BSC): This is a strategy performance management tool. A well-structured report that can be used by managers to keep track of the execution of activities by the staff within their control and to monitor the consequences arising from these actions.

Bottom-up Economic Transformation Agenda (BETA): Governments economic transformation agenda geared towards changing the economic narrative of the Country and impact positively on the livelihoods of those at the bottom of the pyramid. The BETA programmes and projects are classified under five sectors with the most impact to drive economic recovery namely: Finance and Production; Infrastructure; Social; Environment and Natural Resources; and Governance and Public Administration.

Candidate: A person who is registered to take a KASNEB examination.

Flagship Projects: These are development projects of substantial size with high strategic impact with regard to their financial volume, the number of project partners, resources and the running time.

Knowledge Management: It is the capacity of organisations/individuals to identify, capture, retrieve, share, protect and analyse the knowledge of individuals and groups across the organisation.

Mainstreaming: Integration of cross-cutting actions into various stages of decision making by sectors.

Monitoring: Is a continuous assessment that aims at providing all stakeholders with early detailed information on the progress or delay of the ongoing assessed activities. It is an oversight of the activity's implementation stage.

Scheme of Service: A policy document that provides clearly defined career structures, well-defined job descriptions and specifications, standards for recruitment, training, advancement, career planning, and succession management.

Student: A person who is studying to take KASNEB examinations for certification purpose. The student is the customer in KASNEB.

Sustainable Development Goals: Also known as 'Global Goals', are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. The Sustainable Development Goals (SDGs) are a new, universal set of goals, targets and indicators that UN member states are expected to apply to guide the national development agenda up to 2030.

Kenya Vision 2030:
A Kenyan long-term development blueprint that aims to transform the country into a newly industrializing middle-income nation providing high quality of life to all its citizens by 2030 in a clean and secure environment.

Acronyms and Abbreviations

A

AGPO	Access to Government Procurement Opportunities
AI	Artificial Intelligence
ATD	Accounting Technicians Diploma

B

BCG	Boston Consulting Group
BETA	Bottom-up Economic Transformation Agenda
BSC	Balanced Scorecard
BOD	Board of Directors

C

CA	Current Assets
CAMS	Certificate in Accounting and Management Skills
CBA	Competence-Based Assessment
CBE	Competence Based Education/ Computer Based Examinations
CBET	Competence-Based Education and Training
CBETA	Competence-Based Education, Training and Assessment
CBTA	Competency Based Teacher Education Assessment
CEO	Chief Executive Officer
CCP	Certified Credit Professionals
CFFE	Certified Forensic Fraud Examiner
CIFA	Certified Investment and Financial Analysts
CISSE	Certified Information Systems Solutions Expert
CIT	Contract Implementation Team
COEs	Centres of Excellence
CL	Current Liabilities
CMA	Capital Markets Authority
COMESA	Common Market for Eastern and Southern Africa
COVID-19	Corona Virus Disease
COGS	Cost of Goods Sold
CPA	Certified Public Accountant
CPFM	Certified Public Finance Manager
CQP	Certified Quality Professional
CRM	Customer Relationship Management
CS	Certified Secretaries
CSI	Customer Satisfaction Index
CSP	Corporate Strategic Plan
CSR	Corporate Social Responsibility
CUE	Commission for University Education

D

DB	Defined Benefit
DC	Defined Contribution
DCNSA	Diploma in Computer Networks and Systems Administration
DDMA	Diploma in Data Management and Analytics
DQM	Diploma in Quality Management
DSA	Drug and Substance Abuse

E

EAC	East African Community
ERM	Enterprise Risk Management
ERP	Enterprise Resource Planning
ESG	Environmental, Social and Governance

Acronyms and Abbreviations

F

FY	Financial Year

G

GDP	Gross Domestic Product
GIAS	Global Internal Audit Standards
GoK	Government of Kenya

H

HELB	Higher Education Loans Board
HRMAC	Human Resource Management Advisory Committee

I

IBP	Internal Business Processes
ICIFA	Institute of Certified Investment and Financial Analysts
ICMK	Institute of Credit Management of Kenya
ICPAK	Institute of Certified Public Accountants of Kenya
ICS	Institute of Certified Secretaries
ICT	Information Communication Technology
ISMS	Information Security Management System
ISO	International Organisation for Standardization

K

KASNEB	Kenya Accountants and Secretaries National Examinations Board
KEBS	Kenya Bureau of Standards
KEPSA	Kenya Private Sector Alliance
KCSE	Kenya Certificate of Secondary Education
KICD	Kenya Institute of Curriculum Development
KNLS	Kenya National Library Service
KNQA	Kenya National Qualifications Authority
KPIs	Key Performance Indicators
KUCCPS	Kenya Universities and Colleges Central Placement Service

L

LMO	Labour Market Observatory
LMS	Learning Management System

M

M and E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MoU	Memorandum of Understanding
MTP	Medium Term Plan

N

NAQMIS	National Qualification Management Information System
NITA	National Industrial Training Authority
NRF	National Research Fund
NSSF	National Social Security Fund
NQI	National Quality Institute

Acronyms and Abbreviations

O

ODeL	Open, Distance and E-Learning
OSH	Occupational Safety and Health
OUK	Open University of Kenya

P

PAT	Profit after Tax
PBT	Profit before Tax
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PLAR	Prior Learning Assessment and Recognition
PRSK	Public Relations Society of Kenya
PSIP	Public Service Internship Programme
PSC	Public Service Commission
PWPER	Presidential Working Party on Education Reform

Q

QMS	Quality Management System

R

RPL	Recognition of Prior Learning
RTGS	Real Time Gross Settlement

S

SDG	Sustainable Development Goal
SCAC	State Corporations Advisory Committee
SHIF	Social Health Insurance Fund
SLA	Service Level Agreement
SWOT	Strengths, Weaknesses, Opportunities and Threats
STEM	Science, Technology, Engineering and Mathematics

T

ToR	Terms of Reference
TNA	Training Needs Assessment
TVCs	Technical and Vocational Colleges
TVET	Technical, Vocational and Educational Training
TVETA	Technical, Vocational and Educational Training Authority

U

UN	United Nations
UNES	University of Nairobi Enterprise Services
UNESCO	United Nations Education Science and Cultural Organisation

Executive Summary

KASNEB is a state corporation operating under the National Treasury which was established on 24 July 1969.

The mandate and functions of KASNEB are laid out in the;

- *Accountants Act, Cap. 531*
- *The Certified Public Secretaries of Kenya Act, Cap. 534*
- *The Investment and Financial Analysts Act, Cap. 542*

The core mandate of KASNEB is to

1. develop syllabuses;
2. administer professional, diploma and certificate examinations;
3. certify students in accountancy, finance, credit, governance and management, information technology and related disciplines;
4. promotion of its qualifications nationally and internationally;
5. accredit relevant training institutions offering courses examinable by KASNEB in liaison with the Ministry in charge of education.

Since its inception in 1969, KASNEB has been a key player in provision of globally competitive business professionals to the national, regional and global market.

The sixth strategic plan (2022/2023 – 2026/2027) was revised considering the changing operating environment and evaluations of the implementation of the strategic plan as at mid-term.

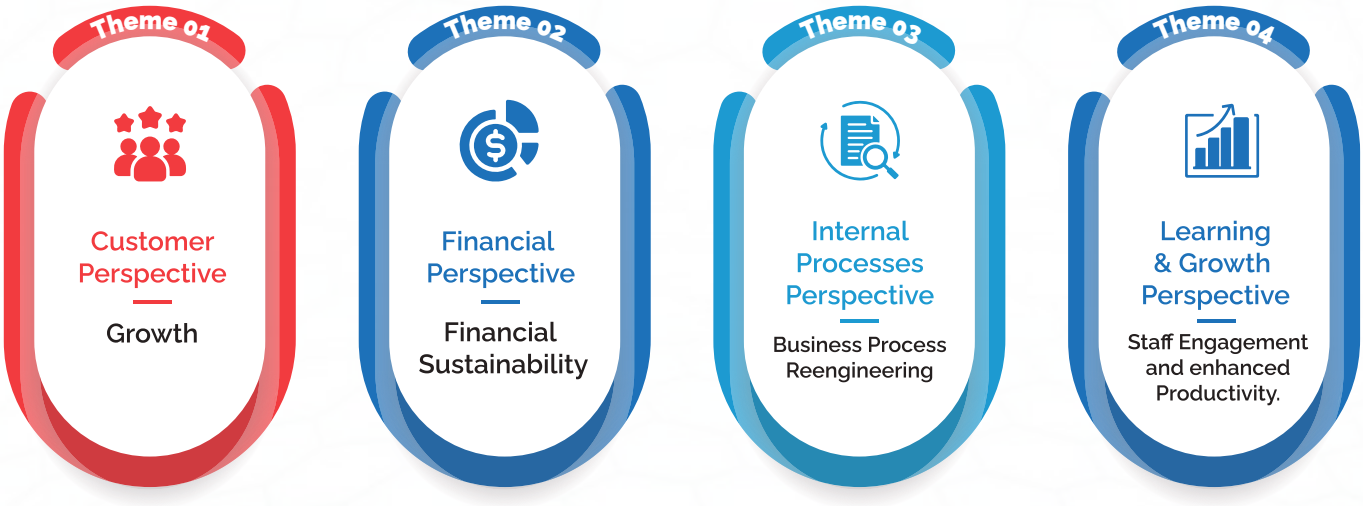
In reviewing this strategic plan, a participatory approach for all categories of stakeholders was adopted. Various documents were reviewed, discussions and strategic planning workshops were held.

A review of the core business, vision, mission and core values was undertaken, an analysis of KASNEB's mid-term performance and an analysis of the operating environment were also carried out focusing both on the internal and external environment.

A variety of tools were used to understand the business environment in detail including;

SWOT analysis resulted in the identification of the strengths, weaknesses, opportunities and threats facing KASNEB; PESTEL analysis was used to appreciate the macro-environment that KASNEB will be operating in. Stakeholder mapping and analysis provided the clarity KASNEB requires in stakeholder engagement and relations.

The situational analysis culminated in identification of the strategic themes. The strategic themes were developed using the Balanced Scorecard (BSC) Model which was adopted in developing the 2022/23 – 2026/27 strategic plan. The strategic theme for each perspective is as listed below.



By addressing these strategic themes, KASNEB will be able to deliver projected strategic objectives. To achieve the desired objectives, an implementation matrix was developed which outlined strategies, expected outcomes, activities, implementation indicators, implementing actors, time frame and related costs for each strategic objective.

To enhance successful implementation of the strategic plan, a monitoring, evaluation and learning (MEL) framework which emphasizes periodic performance reviews was developed.

The Strategy Division will be responsible for the coordination and review of the implementation status of the strategic plan. In addition, KASNEB commits to implement the strategic plan by ensuring annual allocation of resources and provide a risk framework to mitigate against any emergent risks while harnessing opportunities.

> ***The sixth strategic plan (2022/2023 – 2026/2027) was revised considering the changing operating environment and evaluations of the implementation of the strategic plan as at mid-term.***

01

Chapter One:
INTRODUCTION

Chapter One: Introduction

1.0 Overview

This chapter provides the background information on KASNEB including the mandate of KASNEB, rationale for strategic planning, global, regional and national trends in education, methodology and organisation of the plan.

1.1 Background

Kenya Accountants and Secretaries National Examinations Board (KASNEB) is a State Corporation under the National Treasury. The history of KASNEB dates back to 1964, immediately after Kenya attained independence.

The Government identified a gap in the pool of trained professionals in accounting, finance, administration and management and the need for Kenya to be self-reliant in training of her personnel. Towards this end, The Government appointed the Adu Committee in 1964 which recommended the establishment of KASNEB on 24 July 1969.

This culminated in the enactment of the Accountants Act (CAP. 531 of The Laws of Kenya) granting KASNEB retroactive recognition since its inception on 24th July 1969. The establishment and operations of KASNEB are also recognised under the Certified Public Secretaries of Kenya Act, Cap. 534 as well as the Investment and Financial Analysts Act, Cap. 542.

KASNEB has been in operation for over 55 years developing syllabuses, conducting professional, diploma and certificate examinations; awarding certificates to qualified candidates in accountancy, finance, credit, governance and management and Information technology and related disciplines; promoting qualifications offered by KASNEB nationally, regionally and internationally; and accrediting training institutions.

KASNEB qualifications are not only recognized nationally but also regionally and globally. The examinations are administered in Kenya, Uganda, Rwanda, South Sudan, Burundi, Cameroon and in the Kenya Missions abroad where there are registered candidates.

KASNEB has built its expertise and reputation over the years on examination management. As a result of this expertise, KASNEB supported the establishment of ***Kenya Institute of Supplies Examinations Board (KISEB)*** and facilitates development, administration and processing of examinations. In addition, KASNEB in collaboration with ***Institute of Certified Public Accountants of Kenya (ICPAK)*** through a World Bank funded project supported the establishment of Accountants and Secretaries Examination Board for Burundi.

KASNEB has continued to facilitate development, administration and processing of examinations for

> ***KASNEB supported the establishment of Kenya Institute of Supplies Examinations Board (KISEB) and facilitates development, administration and processing of examinations.***

Burundi. Furthermore, KASNEB supported development of curriculum for ***Certified Public Financial Manager (CPFM)*** post professional qualification in conjunction with key stakeholders in Public Finance Management.

In addition, KASNEB rolled out the ***Certified Quality Professional (CQP)*** and ***Diploma in Quality Management (DQM)***, a joint project with Kenya Bureau of Standards (KEBS). KASNEB develops, administers and processes examination results and awards certificates to qualified candidates.

In the recent past, KASNEB launched **Computer Based Examinations (CBE)** in partnership with University of Nairobi Enterprise Services (UNES). The CBE platform was developed and is managed by UNES. Diploma, Certificate and Post-professional level qualification papers are administered through CBE platform in the first phase of implementation. Online examinations are gaining traction, hence opportunity to establish systems to host such examinations leveraging on digital transformation.

1.2 Mandate and Core Functions of KASNEB

The mandate of KASNEB, is the development of syllabuses, conduct of post-professional, professional, diploma and certificate examinations and certification of students in accountancy, finance, credit, governance and management, information technology and related disciplines, promotion of its qualifications nationally and internationally and the accreditation of relevant training institutions in liaison with the ministry in charge of Education.

The core functions of KASNEB are to:

i. Prepare syllabuses for professional, diploma and certificate examinations in accountancy, finance, credit, governance and management, information technology and related disciplines.
ii. Make rules with respect to such examinations.
iii. Arrange and conduct examinations and issue certificates to students who have satisfied examination requirements.
iv. Promote recognition of its examinations in foreign countries.
v. Investigate and determine cases involving indiscipline by students registered with KASNEB.
vi. Promote and carry out research relating to its examinations.
vii. Promote the publication of books and other materials relevant to its examinations.
viii. Liaise with the ministry in charge of education in accreditation of institutions offering training in courses examinable by KASNEB.
ix. Do anything incidental or conducive to the performance of any of the preceding functions.

1.3 Rationale for Strategic Planning

Corporate strategic planning is critical to corporate success because it provides a structured approach to achieving long-term organisational objectives while adapting to changing market conditions.

Based on this foundational understanding, KASNEB has continued to embrace one of the best practices in corporate leadership and management by adopting a culture of planning and implementing plans. This is the basis for the review of the sixth Corporate Strategic Plan (CSP) for KASNEB following two and a half (2½) years of implementation effective 1 July 2022.

As the leading examiner of business professionals, KASNEB has continued to desire to establish profound objectives to guide its operations, retain its competitiveness and respect as an examiner in Kenya and globally. This necessitates KASNEB to review its corporate strategic plan to achieve the following:

1. Provide clarity, direction and focus for KASNEB.
2. Drive alignment of KASNEB operations with its mandate.
3. Provide a communication vehicle for what must be done to create short and long-term sustainability for KASNEB.

1.4 Methodology of Reviewing the Plan

The revised CSP (2022-2027) was prepared through adoption of participatory strategic planning process. This was aimed at ensuring ownership, inclusivity of all stakeholders and effective implementation of the strategic plan. The theme of the mid-term review was: 'digital transformation' leveraging on the national digital transformation blueprints.

The process entailed review on the status of implementation of the Corporate Strategic Plan (CSP) 2022-2027, situational analysis review, involvement of the Board, Management, staff and key stakeholders through conduct of a survey to capture their views on different aspects of KASNEB and areas for consideration during the mid-term review of the strategic plan. Specifically, the following methodologies were used:

1.4.1 Document Review

The 6th KASNEB Corporate Strategic Plan (CSP) 2022-2027 is being implemented at a time when Sustainable Development Goals (SDGs) are transiting to the next 10 years of implementation and at the tail end of the first ten-year plan of Agenda 2063 which is the African Union's blue print for development. In addition, the Strategic Plan is being implemented during the fourth Medium Term Plan of the vision 2030 (MTP IV) which ran from 2023 and will go up to 2027 which prioritises implementation of economic recovery strategies for sustainable economic growth.

The fourth Medium-Term Plan (MTP IV: 2023 - 2027) of the Kenya Vision 2030 was launched on the 22 March 2024. It outlined the government's priorities and commitments as set out in the Bottom-Up Economic Transformation Agenda (BETA).

MTP IV aims to transform the lives through engineering an economic turn-around thereby uplifting lives of those at the bottom of the pyramid.

The mid-term review of Strategic Plan takes cognisance of the need to incorporate BETA among other factors, given that KASNEB is an enabler of skills development and thus, will play a fundamental role in promoting the Agenda.

The following documents were reviewed to extract key information for use in the review of strategic plan. These documents included amongst others;

- UN Sustainable Development Goals.
- UNESCO report: Issues and trends in Education for Sustainable Development.
- Africa Agenda 2063.
- Kenya Vision 2030 (MTP IV: 2023 - 2027).
- Kenya Kwanza Manifesto 2022.
- Kenya Economic Survey Reports.
- Digital Economy Blueprint 2019.
- Kenya National Digital Master Plan (2022-2032).
- National AI Strategy 2025-2030.
- KASNEB's 5th Corporate Strategic Plan (2017-2022).
- Performance reports for the financial years 2022 - 2023 to 2024 - 2025 plan period.

1.4.2 Stakeholder Engagement

Stakeholder engagement sessions were held with KASNEB Board, senior management, all members of staff and interns, KASNEB Rwanda office, customer, training institutions, suppliers, examiners, examination agents, government agencies/ministries and professional Institutions. This was aimed at gathering information that informed the review of the strategic plan.

1.4.3 Strategic Planning Workshops

A three-day workshop with the management team was held in mid May 2025, to prepare the draft revised strategic plan. This was followed by public participation representatives from key stakeholders during the initial development and subsequent review of the strategic plan. A strategic plan validation workshop and meetings with the Planning and Business Development Committee and Board was held in June 2025 to consider and adopt and/or approve the strategic plan.

1.5 Industry Analysis

The Future of Jobs Report 2025 outlines that technological advancements and developments, the green transition, macroeconomic and geo-economics shifts, and demographic changes are driving transformation in the global labour market, reshaping both jobs and required skills (World Economic Forum).

About **60% of employers** expect broadening digital access to transform their business than any other trend as growing digital access is a critical enabler for new technologies to transform labour markets. Approximately **86% of employers** anticipate that Artificial Intelligence (AI) and information processing technologies are going to have the greatest impact in the transformation of their business by 2030.

Workplace studies have identified various initial ways for generative AI to enhance human skills and performance including enhancement of core human skills, or to substitute for tacit knowledge among newer or average performing workers. Robots and autonomous systems have also seen steady growth of around **5-7% annually** since 2020 with **80% of installation** occurring in **China, Japan, United States, the Republic of Korea** and **Germany.** Significant transformative impact of these technologies is expected in these five countries (60%) but much lower expectations among employers headquartered in **Sub-Saharan Africa (39%), Central Asia (45%**) and the **Middle East and North Africa (44%).**

The current global economic outlook appears to be shaped by a combination of cautious optimism and persistent uncertainties. According to the World Economic Forum's September 2024 Chief Economists Outlook, vulnerabilities persist despite signs of improving global conditions. The 2024 economic performance was marked by a global decrease in inflation and an unusually resilient economy throughout the disinflationary process. **The International Monetary Fund (IMF) projects** growth to hold steady at a **3.2%** in 2025, despite growth revisions in few economies, particularly low-income developing ones.

The world is currently undergoing two fundamental demographic shifts; an aging and declining working-age population predominantly in higher-income economies due to declining birth rates and longer life expectancy, and a growing working-age population in many lower-income economies, where younger populations are progressively entering the labour market. These demographic shifts have a direct impact on global labour supply. Geographies with demographic dividend, such as India and Sub-Saharan African nations, will supply nearly two-thirds of new workforce entrants in the coming years. Employers facing

the effects of aging population are more pessimistic about talent availability and expect facing bigger challenge in attracting industry talents. With a shrinking labour pool, many companies **(60%)** increasingly prioritise transitioning current employees into growing roles as a key workforce strategy. The Future of Jobs survey also finds that employers expecting to be impacted by aging populations are more likely to accelerate process automation and workforce augmentation in the next five years.

According to the World Economic Forum, employers have adapted to the post-pandemic period disruptions and the accelerated adoption of digital tools, remote work solutions and advanced technologies such as machine learning and generative AI. According to employers, skills such as

- ***AI and big data;***
- ***analytical thinking;***
- ***creative thinking;***
- ***resilience,***
- ***flexibility and agility;***
- ***and technological literacy*** are not only considered critical now but are also projected to become even more important. These emerging skills represent areas where businesses may need to anticipate growing demands and develop capabilities before they become critical.

The Future of Jobs Report 2025 estimates that **170 million new jobs,** equivalent to **14%** of today's total employment, will be realized by 2030. This growth is expected to be offset by the displacement of 92 million current jobs, or 8% of total employment, resulting in a **net growth of 78 million jobs *(7% of today's total employment)*** by 2030.

Emerging economies such as Kenya can seize this opportunity by giving a higher priority to human capital development. In that respect, Kenya's results in the Human Capital Index (HCI), a new measure of countries' human capital capacity launched in 2018 by the World Bank, are relatively satisfactory.

At 0.601 in 2022, Kenya's HCI is higher than the average for its region (0.40) and income group (0.48), with females doing slightly better than males. **Ranked 94 out of the 157 countries,** Kenya has the third-best score

among all Sub-Saharan African countries, after Seychelles (43) and Mauritius (52), and well ahead of South Africa (124). However, there is room for improvement. The country's HCI of 0.52 means that the expected productivity, as a future worker, of a child born today in Kenya is only 52 percent of what it could be with complete basic education and full health.

A skills need survey report 2023 by the **Federation of Kenya Employers (FKE)** found that major skills demanded by enterprises are in the career fields of ***information technology (35%); finance & business management (33.9%); engineering (23.7%); transportation, distribution & logistics (23%)*** and ***legal (22.5%).*** These fields majorly require **undergraduate degree at 43.8%,** and **technical and vocational education and training (TVET) at 34.9%.**

The study highlights the need for training institutions to work together in bridging the existing gap between the skills demanded by employers and the courses offered by learning institutions by incorporating employers in curriculum development and training and strengthening existing policy gaps in TVET- employers' partnerships.

With this understanding, Kenya's development efforts for the next few years, articulated in the **'Bottom-up Economic Transformation Agenda',** aims to enhance the country's competitiveness in line with Vision 2030 aspirations, particularly focusing on funding to bridge the existing gap through reviewing of the new Tertiary Funding Model.

Further, the Fourth-Medium term plan 2023-2027 has placed priority on Science, Technology and Innovation funding by increasing investment in research and development especially by incentivizing the private sector to contribute towards financing research and development with the goal of increasing investment in research and development from **0.8 per cent of GDP** in **2021** to **2 per cent** over the medium term, coordinating research across sectors and strengthening the research portfolio of the National Research Fund.

The plan also prioritises strengthening of **Science, Technology, Engineering and Mathematics (STEM)** with the objective to enhance the capacity of education and training institution to provide high quality STEM education.

The Open University of Kenya (OUK) and Open Distance and eLearning (ODeL) whose main objective is to enhance access, equity, relevance and quality of university education and training, and promotion of research is highly prioritised. The project entails: installing a digital lab; developing a learning management system; and developing 40 programmes (2,500 courses), digital content and teaching support materials for the University.

It also entails reviewing the universities' standards and guidelines to provide criteria on minimum admission qualifications for OUK, developing a national policy framework on ODeL and provision of affordable broadband high-speed Internet connectivity to tertiary educational institutions. Education reforms are also a key target of this plan aiming at enhancing access to quality and relevant education based on the recommendations of the Presidential Working Party on Education Reforms to ensure seamless transition from the 8-4-4 to the 2-6-3-3-3 system of education.

It involves:

- developing a curriculum reforms coordination framework;
- designing the curriculum and support materials;
- developing occupational standards and support materials;
- designing course content and outline;
- advocacy on curriculum and assessment reforms;
- reviewing the Competency Based Assessment Framework from the exam-based system of academic progression to alternative progression criteria; capacity building of CBC implementers and stakeholders;
- developing measures to ensure tertiary institutions and universities deliver on Competency Based Education.

Higher and tertiary education reforms will involve developing ***university competency-based curriculum framework (UCBCF);*** retooling academic staff to implement the ***competency-based education and training (CBET);*** reviewing of Bachelor of Education degree programme to align with the CBE; categorizing of universities along CBET pathways; and developing projections for students transiting under CBE.

1.6 Global Trends in Higher Education

i. Increased Emphasis on Online Learning

With the pandemic pushing most learning online, many institutions are investing more in online courses and remote learning tools. In an open world, learning must recall the institution's strengths in accessibility, design, and pedagogy. Accordingly, to meet the requirements of online education, the theories and patterns of learning and teaching are changing as increased digitization shapes how we learn and act and how knowledge is constructed.

A recent study by Global Market Insights has shown that the global e-learning market has reached over **USD 315 billion** in 2021 and is projected to observe a **20% Compound Annual Growth Rate (CAGR)** from 2022 to 2028. This growth is largely driven by increasing demand for online education, rapid digitization, and technological advancements. Moreover, the growing popularity of mobile learning and the emergence of virtual reality-based learning also contribute to the growth of the global online learning market.

ii. Personalized Learning

Many universities and colleges are adopting personalized learning strategies, including competency-based education and adaptive learning technologies that allow students to learn at their own pace.

By allowing students to focus on the topics and areas of study that interest them most and learn at their own pace, personalized learning strategies allow students to make the most of their time at university and increase their chances of success. For instance, competency-based education allows students to receive credit for demonstrating knowledge and skills acquired outside the classroom, such as through work experience or other educational experiences.

Personalized learning allows students to apply their prior learning and knowledge meaningfully, which may result in them receiving a credential faster than they might through traditional education methods. It can result in cost savings for students, as they do not need to spend money and time on courses they already know.

iii. Augmented and Virtual Reality-Based Learning

AR and VR can construct an intuitive and engaging learning environment while reducing the need for physical resources such as textbooks and lecture halls. It makes learning more accessible, interactive, and cost-effective. The in-trend AR and VR technologies also provide new opportunities for students to learn interestingly and experientially.

They can explore virtual environments and interact with 3D objects, allowing them to gain a deeper understanding of the subject matter. Additionally, they can practice and hone their skills in a simulated environment, giving them more confidence and allowing them to apply their knowledge more effectively.

iv. Use of Data Analytics

Many institutions use data analytics to track student progress, measure learning outcomes, and make instructed decisions about resource allocation and program development. It is widely acknowledged that data analytics can alter student outcomes and experiences.

However, providers of higher education content development services still learn to efficiently collect, measure, and intelligently analyse information to support institutional decision-making. Data analytics can also identify and address potential achievement gaps between student groups, inform personalized learning plans, and improve student services.

Yet, data analytics can help ensure that all students can access the best educational outcomes.

v. Skills Development

Many universities are partnering with employers to design programs that offer students the skills and training they need to succeed in the present day's job market. Technological changes in various industries have resulted in high demand for digital expertise and technical skill development.

However, a comprehensive skill set incorporating cognitive, social, and emotional skills is necessary given the evolving workplace culture, the highly competitive economy, and globalization.

Cognitive skills include comprehending complex concepts, quickly adapting to new information, using logic to solve problems, and engaging in creative thought. Managing interpersonal relationships and fostering leadership potential while working in a team requires socio-emotional skills, which are also necessary for a dynamic work environment.

vi. Collaborative learning

Many institutions emphasize collaboration and teamwork in their curricula, recognizing that working together in diverse groups can lead to better results and stronger critical thinking skills. Working together in groups encourages students to think out of the box, challenge each other's ideas, and develop creative solutions.

There is a great demand for the selection and organization of learning experiences in curriculum development. It will prioritize the needs and interests of the students, as well as the goals and objectives of the institution.

- Growth and expansion of higher-level thinking, oral communication, self-management, and leadership skills.
- Advancement of student-faculty relations.
- Exposure to and growth in understanding diverse perspectives.
- Increase in student retention, self-esteem, and commitment.
- Preparation for real-life social and employment situations.

vii. Soft Skills and STEM (Science, Technology, Engineering, Mathematics)

Soft skills are the personal qualities, attributes, and characteristics that enable someone to interact effectively and harmoniously with other people. They include communication, problem-solving, decision-making, interpersonal skills, and emotional intelligence. As AI takes on more technical responsibilities, these skills will become increasingly important and will be taught alongside technical education.

In 2023, STEM education will place more emphasis on these skills, and there will be increased efforts to measure and assess them within organizations. India's National Education Policy (NEP) has also driven significant reforms focusing on STEM-based learning and skill-based education.

These reforms have made it possible for students to forge the skills needed to be successful in the future. As a result, India is becoming an attractive destination for those looking for a career in STEM-related fields. It is likely to positively affect the nation's overall economy in the coming years.

1.6.1 Role of KASNEB in Digitalisation

i. Kenya's Digitalisation Agenda

Often referred to as the "Silicon Savannah," Kenya has emerged as a leader in Africa's digital transformation. This distinction is anchored in a series of strategic initiatives that foster innovation, economic growth, and global competitiveness. The nation's progressive regulatory environment, exemplified by the establishment of Konza Technopolis, a flagship project of Kenya's Vision 2030 positions it as a premier technology hub in the region. Additionally, the success of M-PESA, a pioneering mobile money system, underscores Kenya's role in revolutionizing financial services and driving digital.

ii. Key Strategic Initiatives

a. E-Citizen Platform Implementation

The eCitizen portal, launched in 2014, has been instrumental in digitising government services. In December 2022, the Government of Kenya gazetted eCitizen as the official digital payment platform, centralizing all government service payments under a single Paybill number, 222222.

This move aims to enhance revenue collection, reduce administrative costs, and improve service delivery. As of October 2023, over 10,500 government services were accessible through the platform, with daily revenues reaching approximately KSh.900 Million. The platform is integrated with various electronic payment methods, including mobile money services, ensuring accessibility for all citizens.

b. National Digital Masterplan 2022-2032

The Masterplan guides Kenya's digital transformation, focusing on infrastructure development, digital literacy and innovation. The plan includes deploying 100,000 km of fiber optic cables, digitising over 5 billion government records and establishing 1,450 digital innovation hubs across the country. It also aims to train 20 million citizens, 300,000

public servants and 10,000 ICT professionals to build a digitally skilled workforce.

c. Artificial Intelligence (AI) Strategy 2025-2030

This aims at making Kenya a competitive player in the global digital economy by enhancing AI infrastructure, governance and research. The strategy focuses on three core pillars: AI digital infrastructure, data, AI governance and AI research and innovation.

It also emphasises the development of localised AI models to address challenges in sectors like agriculture, healthcare and education.

d. Digital Literacy and Skills Development

Programs targeting increased digital literacy and the development of a skilled workforce to support the digital economy. These initiatives include integrating AI and digital skills into education curricula, launching upskilling programs for the workforce and creating opportunities for youth through innovation challenges and start-up incubators. These efforts aim to ensure that Kenya has the human capital to lead in AI use case development and adoption.

iii. Comparative Analysis with Regional Peers

Category	Digitally Developed African Countries					
	Kenya	Rwanda	South Africa	Nigeria	Morocco	Mauritius
Digital Identity/ Nickname	"Silicon Savannah"	"Singapore of Africa"	Digital powerhouse	Largest internet users in Africa	-	-
Key Projects/ Initiatives	• Konza Technopolis (Vision 2030 flagship) • M-PESA mobile money system • eCitizen portal (2014)	• ICT Sector Strategic Plan (2024-2029) • 5G launch • Single Digital ID • Kigali Innovation City (2024)	• $1.2B investment in data centers/ cloud • AI & Automation adoption • Digital literacy & upskilling programs	• 3 Million Technical Talent Program (3MTT) • National AI Strategy	• Digital Morocco 2030 Strategy ($1B budget) • 5G & fiber optic deployment • Public service digitization targets	• Digital Mauritius 2030 Strategy • Broadband expansion • E-government digital platforms
Digital Infrastructure	• 100,000 km fiber optic planned • 13,590 km of fibre optic cable installed across the country • Over 10,500 government services on eCitizen platform • Smartphone penetration: 68.3%, feature phones: 59.9% • 68.9 million mobile subscriptions (133.7% penetration, June 2024)	• 840 new connectivity towers • Internet penetration: 38% (mid-2025)	• Internet penetration: 78.9% (2025) • High mobile penetration (90% via mobile devices)	-	• 5G coverage: 70% planned • 5.6 million households fiber optic by 2030	Reliable internet, high quality digital infrastructure

Category	Digitally Developed African Countries					
	Kenya	Rwanda	South Africa	Nigeria	Morocco	Mauritius
Digital Literacy & Skills	• Train 20 million citizens, 300k public servants, 10k ICT professionals in digital literacy programs	• 2,000 Digital Ambassadors • Digital literacy: 75% (target exceeded)	• Upskilling & reskilling workforce • Focus on AI, Data Science, Cybersecurity	• 3MTT program focusing on AI, Cybersecurity, Software Engineering	• Train 100,000 young people annually	• Emphasis on digital skills and innovation
AI & Innovation	• AI Strategy 2025-2030 • Localized AI models for agriculture, healthcare, education	• FinTech Strategy (2024-2029) targeting $200M investments and 80% fintech adoption	• AI and automation adoption in sectors like retail, healthcare, finance	• National AI strategy • Investments in AI start-ups	-	-
Government Digital Services	• Centralized payment platform eCitizen • Over 10,500 government services digitized	• All public services digitized • Data analytics to support policymaking	-	-	• Aim to be top 50 in UN E-Government Development Index • Reduce admin delays by 50%	• Improve government service efficiency via digital platforms
Innovation Hubs / Smart Cities	• Konza Technopolis	• Kigali Innovation City (61 hectares smart city in Special Economic Zone)	-	-	-	-
Economic Impact	• Digital payments daily revenue KSh.900 million • KSh. 662 billion – projected digital economy contribution to GDP by 2028	-	• Digital economy 15-20% of GDP by 2025	-	-	-
Other Notes	• eCitizen platform integrated with mobile money • Vision 2030 alignment	-	• Strong public-private partnerships to support digital skills	-	-	-

iv. Implications for KASNEB

Strategic Recommendations:

- Expand computer-based examinations platforms
- Invest in secure IT infrastructure
- Integrate emerging tech in curriculum
- Promote continuous professional development
- Establish innovation hubs leveraging on digitalisation
- Align with national policies and regulators

1.6.2 Role of KASNEB in Sustainable Development Goals

Through the Mandate of KASNEB, the **Sustainable Development Goals (SDGs) specifically Goal No.4** – ensuring inclusive and equitable quality education and promoting lifelong learning opportunities for all can be achieved by aligning KASNEB's CSP (2022-2027) to work towards the following:

- By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university.
- By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship
- By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations.
- By 2030, ensure that all youth and a substantial proportion of adults, both men and women, achieve literacy and numeracy.
- By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and culture's contribution to sustainable development.
- Build and upgrade education facilities that are child, disability and gender sensitive and provide safe, non-violent, inclusive and effective learning environments for all.

1.6.3 Role of KASNEB in Agenda 2063

In developing this strategic plan, the team put in perspective ***Africa Union Agenda 2063.*** KASNEB sixth strategic plan 2022/23 - 2026/27 will enact provision of ***Africa Union Agenda 2063*** in following the aspirations in relation to catalysing education and skills revolution and actively promote science, technology, research and innovation, to build knowledge, human resources, capabilities and skills for the African century:

- Strengthen the technical and vocational education and training through scaled-up investments, the establishment of a pool of high-quality TVET centres across Africa, greater links with industry and alignment to labour markets, with a view to improving the skills profile, employability and entrepreneurship of especially youth and women, and closing the skills gap across the continent;
- Build and expand an African knowledge society through transformation and investments in universities, science, technology, research and innovation; and through the harmonization of education standards and mutual recognition of academic and professional qualifications.
- Establish an African Accreditation Agency to develop and monitor educational quality standards across the continent.

1.6.4 Role of KASNEB in the Fourth Medium Plan (2023-2027) of the Vision 2030

The contribution of KASNEB through its CSP 2022-2027 will be crucial in the achievement of the social pillar in the Fourth Medium Plan of the vision 2030. Through the education and training flagship in the social pillar, it is envisaged that KASNEB will provide globally competitive and quality examinations, research and innovation.

Kenya aims to be a regional centre of research and development in new technologies. This will be achieved through; strengthening partnerships with the private sector; developing key Programmes for learners with special needs, rejuvenating ongoing adult training Programmes; revising the curriculum for university and technical institutes to include more science and technology; and in partnership with the private sector, the Government will also increase funding to enable all these institutions to support activities envisaged under the economic pillar.

1.7 National Trends in Education Sector in Kenya

1.7.1 Technical Accreditation and Quality Assurance

The number of public and private TVET institutions, including those in line Ministries, rose from 2,271 in FY 2021/2022 to 2,401 in FY 2022/2023 and further to 2,605 in FY 2023/2024 as presented in the table below:

Category	2021 /2022	2022 /2023	2023 /2024
Vocational Training Centres (VCTs)	1,137	1,281	1,222
Private Technical and Vocational Institutions	1,057	1,057	1,238
TVET Institutions under Line Ministries	77	63	145
Total	**2,271**	**2,401**	**2,605**

Data Source: SDTVET, 2024

The overall enrolment in Public TVET institutions under the ministry of education increased from 297,505 in the FY 2021/2022 to **345,387** in the FY 2022/2023 and further to **406,649** in the FY 2023/2024. This represents a **36.7%** increase within the review period. This increase over the period of review was attributed to:

- The establishment of new TVCs in the country,
- Expansion of capacity of existing TVET Institutions;
- Increased funding of special needs TVET institutions,
- The introduction of annual capitation to all eligible trainees in the TVET institutions under the sector
- Enhancement of Higher Education Loans Board trainees', bursary disbursement and adoption of ODeL in TVET.

Growing levels of enrolment have resulted in a considerable decline in capitation per trainee from **KSh. 17,258 (57%)** per trainee in FY 2021/2022 to a low of **KSh. 13,000 (43%)** per trainees in FY 2022/2023 and **KSh. 14,000 (47%)** per trainee in FY 2023/2024. However, the capitation funding model has been replaced with a needs-based approach that is trainee-centred and apportioned to individual trainees according to their level of need. The number of TVET loan applicants grew from ***129,928 applicants*** in FY 2021/2022 to ***138,200*** in FY 2022/2023 and further to ***236,988 applicants*** in FY 2023/2024.

1.7.2 Accreditation of TVET Institutions, Trainers and Standards Development

The sector accredited 356, 404 and 788 TVET institutions in FY 2021/2022, FY 2022/2023 and FY 2023/2024 respectively.

In FY 2021/2022 five training standards were developed:

- Marine Electrical and Electronic Engineering Level 6;
- Maritime Communication Systems Level 6;
- Marine Journalism Level 6;
- Marine Life Conservation Level 6;
- Health and Safety in Shipping Operations Level 5;

In FY 2022/2023 the following three training standards were developed:

- Recognition and Equation of TVET Qualifications;
- Industrial Attachment Standard;
- CBET Assessment Centre Standard

In FY 2023/2024, three standards were developed to regulate;

- Safeguarding in TVET institutions
- Dual training
- Entrepreneurship and Incubations in TVET

A total of **2,039, 1,834** and **4,145 trainers** were registered in the FY 2021/2022, FY 2022/2023 and FY 2023/2024 respectively. Quality audits were carried out in **415 institutions** in FY 2021/22, **417 institutions** in FY 2022/2023 and **417 institutions** in FY 2023/2024.

To implement Institution Based Quality Assurance (IBQA), three capacity building manuals were developed in;

- Internal Quality Assurance;
- Career guidance,
- Leadership and Management;
- Gender Mainstreaming in TVET institutions.

Capacity building was undertaken in TVET Internal Quality Assurance (IQA) for 421 trainers in FY 2021/22, 362 in FY 2022/23 and 595 in 2023/24. Training Needs Assessment was undertaken in FY 2022/2023 to ensure capacity building initiatives remain relevant to trainers. Further, Volume 5, 6 and 7 of the Kenya Journal of TVET were published in FY 2021/22, FY 2022/23 and FY 2023/24 respectively.

1.7.3 Competency Based Education and Training (CBET) Implementation

A total of 78 Curricula, 52 in FY 2021/22 and 26 in FY 2023/24 were developed/reviewed with a focus on skills areas with high demand. During the period under review a total of ***153 training occupational standards*** were harmonised with input from the industry to ensure TVET was responsive to the demands of the labour market according to the BETA enabler of Education and Training targets. Curriculum support materials for 18 courses were digitised in FY 2021/22 and 13 in FY 2023/24 with a view of increasing access of CBET material to TVET trainees. Training of trainers in development of digital content was concurrently undertaken whereby 102 trainers were trained in FY 2021/22 and thirteen were trained in FY 2023/24. To support the implementation of the CBET Curriculum, 22 learning guides were developed in the FY 2021/22 and 43 in FY 2023/24.

In the period under review, an Assessment Framework was developed to guide the conduct of assessment in TVET in view of steering the full implementation of CBET in TVET. In September 2023, Competency Based Education and training was fully implemented according to the recommendations of Presidential Working Party on Education Reform (PWPER). Training of Trainers (ToT) on CBET training materials was digitised in the FY 2021/22 and uploaded on the LMS to assist in training on CBET. A total of **4,505 assessors and verifiers** were capacity built on conduct of Competency Based Assessment in the period in review. **3,523 assessors and verifiers** were registered in the FY 2023/2024 to assist in the conduct of the Competency Based Assessment. To guide industry attachment activities, Mentoring Tools for 295 courses were developed in the FY 2023/2024 in anticipation of the full roll-out of CBET nationally.

TVET institutions have adopted a dual training model whereby training occurs on a 50-50 basis in blocks with emphasis on training with and in the industries. In the FY 2023/24, **the program on-boarded 53 institutions, 1,430 industries** and **benefited 4,017 trainees.**

In FY 2022/2023, KS-TVET reviewed 191 CBET Curricula with the aim of enhancing the skills of TVET trainers in delivering CBET effectively. A total of 992 trainers from the National Polytechnics (NP) received training using the reviewed curricula.

1.7.4 Qualifications Framework

The KNQF Regulations were gazetted in FY 2018/19. This paved way for the development of requisite National policies, Standards and Guidelines in the subsequent years. Notably, a total of ten (7) out of the 14 mapped national qualification policies, standards and guidelines were developed. These include;

- Policy Framework for Recognition of Prior Learning in Kenya (RPL),
- National Standard and Guidelines for Recognition of Prior Learning,
- Kenya Credit Accumulation and Transfer System Policy,
- Kenya Credit Accumulation and Transfer System Standards and Guidelines,
- Kenya National Qualifications 19 Classification Standards and Guidelines National Standards and Guidelines for Assessing National Qualifications,
- National Policy Framework on Accreditation Systems on Qualifications.

Registration of Qualifications Awarding Institutions (QAI) and Qualifications under the KNQF was carried out over the period under review and 25 QAIs and 971 Qualifications were registered in the National Qualifications Framework database in the past 3-year period as follows: 7 QAIs and 746 Qualifications in FY 2021/22; 10 QAIs and 136 Qualifications in FY 2022/23; and 8 QAIs and 89 Qualifications registered in FY 2023/24. The sub-sector developed the Kenya National Learners Records Database (KNLRD) and a total of 125,396 Learners Records of qualifications (graduates) registered into the Database in FY 2023/24.

The sub-sector continued to enhance capacity building and sensitization to ensure understanding of their role in the implementation of the National Qualifications Framework. A total of 28 QAIs were capacity built and sensitised in FY 2021/22, 56 Education and Training Institutions in FY 2022/23 and 20 QAIs in FY 2023/24.

TVET Funding Board Operationalized: Section 47 of TVET Act CAP. 210A established the TVET Funding Board, whose mandate is to mobilise funds to be used for financing technical and vocational education and training institutions.

1.7.5 University Education Programme

In the review period (2021/2022 – 2023/2024), the number of universities increased from 76 to 79 due to the establishment of Kenya Advanced Institute of Science and Technology (Kenya-AIST), Open University of Kenya and Management University of Africa.

Student enrolment in both public and private universities increased from 621,231 to 638,479 and to 680,768 in FY 2021/22, FY 2022/23 and 2023/24 respectively, which represents a 9.5% growth during the review period. Additionally, the number of graduates from PhD, master's, and undergraduate programmes increased from 717, 4,742, and 64,744 respectively to 810, 5,698, and 97,345 across public universities in FY 2021/22, FY 2022/23 and 2023/24 respectively.

Higher Education Support Services Sub Programme:

The number of undergraduate students receiving loans decreased from 244,552 in FY 2021/22 to 228,453 in FY 2022/23, before rising to 365,145 in FY 2023/24. Similarly, postgraduate awarded loans dropped from 1,615 in FY 2021/22 to 1,301 in FY 2022/23, then increased to 3,039 in FY 2023/24.

1.8 Emerging Issues in Education in Kenya

a. Implementation of Curriculum and Assessment Reforms:

Education curriculum reforms were initiated in 2017 in line with The Kenya Vision 2030. Among the changes are; the adoption of a Competency Based Curriculum (CBC), Competency Based Assessment (CBA), Competency Based Teacher Education Assessment (CBTEA) and Competency Based Education and Training (CBET).

The Education Curriculum reforms have necessitated re-organisation of educational levels and introduced new pathways. This calls for concerted efforts by the Sector and Other stakeholders to ensure successful implementation and development of relevant standards and guidelines that will regulate schools to enhance quality. The reforms also call for retraining of teachers to enable them to handle the new curriculum.

The reforms have also brought about adjustment in policies to ensure practical and authentic formative and summative assessments to measure skills and competencies acquired by learners. Cognizant of the requirements inherent in the delivery of learning and assessment, more resources are required towards this end.

Further, additional resources will be required for the sector to continue implementing ICT integration in assessment to include E-assessment. E-assessment promotes integrity of examinations and assessments but demands continuous investment in software development, infrastructure and training.

b. ICT Integration in Education, Training and Management

Information Communication Technologies (ICTs) play an integral role in the delivery of quality education. The conventional face-to-face classroom instruction has changed a lot with the distinctive rise of e-learning, where teaching is undertaken remotely on digital platforms. This was accelerated by unprecedented challenges as a result of the COVID-19 pandemic. Equally, management of education is being done more using the various ICT tools. GoK should therefore focus on the use of ICTs to ensure learning takes place "anywhere, anytime". Also, the Competency-Based Curriculum heavily relies on ICTs to enable the learners acquire the much needed 21st century competencies.

c. Evolving Technologies

The sector is adapting to rapid changes in technologies such as Artificial Intelligence, Internet of Things (IoT), advanced robotic systems, blockchain, autonomous systems, and several social media platforms. These new technologies present opportunities and risks to both learners, and educators thereby challenging the relevance of the traditional teaching methods. This requires 21st Century trainers to constantly update their knowledge and skills to leverage on these technologies. In addition, increased use of social media is posing a challenge in terms of its privacy infringement, correct use and access by educators and learners. Essentially, its uncontrolled use threatens proper implementation of the emerging ICT integration in teaching, learning and research.

d. Merging of Some Public Education Sector Organizations

The proposed establishment of Tertiary Education Placement and Funding Board that amalgamates HELB, TVET and University Fund and increase funding of tertiary education. The Board will place government sponsored students to public Universities, colleges and TVET institutions, and provide loans and scholarships to assist Kenyan students to pursue tertiary education at such institutions within and outside Kenya.

e. Mental Health and Wellness

There has been an increase in reported cases of mental health challenges among educators. The phenomenon is worrisome and calls for root cause analysis in order to formulate mitigation measures to safeguard educators and learners.

f. Blue Economy and Green Skills

The transition to a low-carbon, resource-efficient economy requires systemic changes in curriculum development and training will result in new products and services but also in changes in production processes and business models.

g. Online Safety

The Sector has embraced ICT integration in learning across all levels. In this regard, there is a need to enhance data security, safety and ethical use of ICT in education, training and administration of assessment/examinations as provided in the ICT in Education and Training Policy.

h. Implementation of Tertiary Education Variable Scholarship and Loans Funding Model

The new funding model is anchored on actual program costs to universities and TVET colleges, aiming to help higher learning institutions address their funding challenges. However, there are increasing calls for its review due to concerns about the affordability of program costs charged by these institutions, the rising student loan burden, and the sustainability of the model amid constrained fiscal resources. This has raised fears that the financial strain on students and families could limit access to education, while the long-term viability of the model remains uncertain given the government's limited budgetary capacity. The absence of Sharia-compliant loan options limits access for students and trainees who require financial products that align with their religious beliefs.

1.9 Challenges

The Education sector has made great progress towards the realization of the national Education goals and objectives. The sector focuses on promoting access, equity, quality and relevance in Education. Despite the progress made, there still exist significant variations between the targets set out and achievements made so far.

Some of the key challenges experienced are:

- Inadequate and Dilapidated Infrastructure.
- Human Resource Management and Development
- Health and Wellbeing of Educators and Learners
- Overlapping Legislations
- Equity and Inclusivity in Education
- Natural Calamities and Human Conflicts
- Implementation of STEM Education
- Encroachment in Education Public Institutions
- Weak linkage between Tertiary Training and Industry
- Inadequate Provision for Capitation, Student Loans, Scholarships and Research
- Invisibility of Kenya's Research Science Technology Innovation (RSTI) Ecosystem in the Global Arena.

Chapter Two:
SITUATION ANALYSIS

Chapter Two: Situation Analysis

2.0 Overview

This chapter presents an analysis of the past performance of KASNEB for the last five years plan period 2019/2020 - 2023/2024, milestones achieved, lessons learnt as at mid-term as well as the operating environment which includes internal and external environments that influence the conduct of KASNEB operations and realisation of the desired goals and objectives. Several tools were used to evaluate the environment which included: SWOT Analysis, PESTEL Analysis, Stakeholder Analysis and the BCG matrix.

2.1 Review of KASNEB Performance for the Year 2019/2020 - 2023/2024

2.1.1 Trend Analysis of Student Registration and Candidature

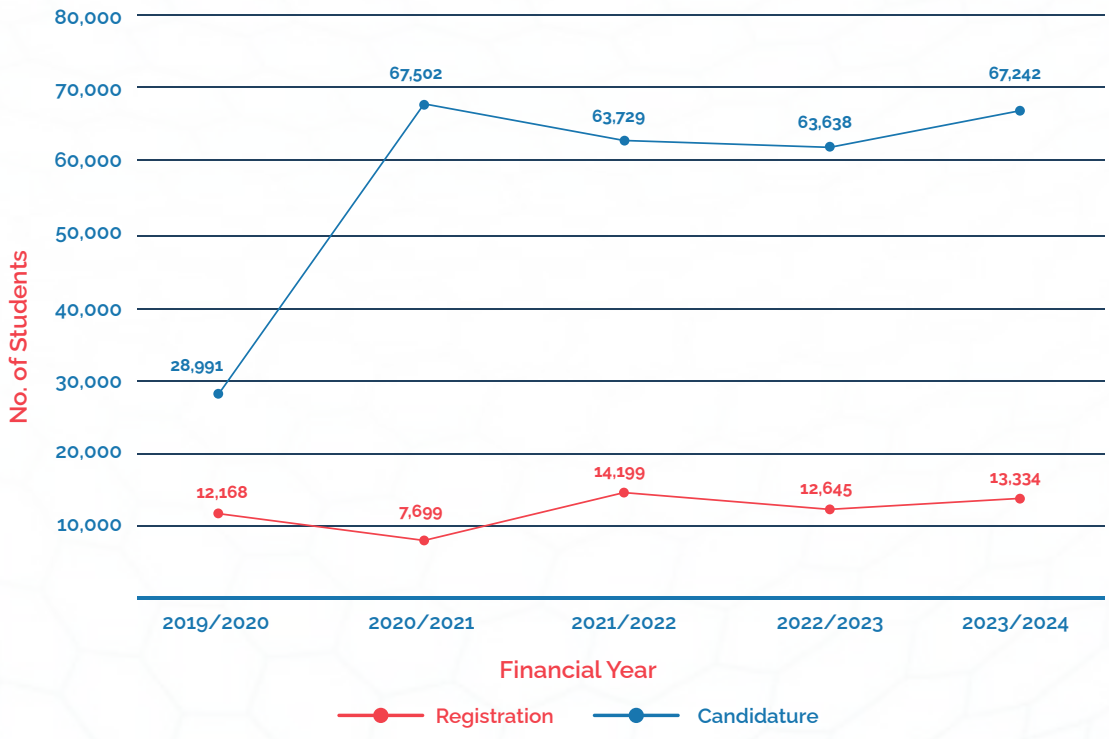


Figure 1: Trend Analysis for Student Registration and Candidature for the FY 2019/2020-2023/2024

Figure one above illustrates the trends that KASNEB has experienced over the plan periods spanning from 2019/20 through to 2023/24 with respect to key (primary) metrics that are key indicators of organisational performance. The two metrics (Student Registration and Candidature) captured in the graph point to a slight growth over the plan period under review with a moderate dip in student registration in the FY 2020/21.

The dip was as a result of economic hardships where many families faced struggles due to job losses and business closures making it difficult for students to afford registration fees. This was largely occasioned by the negative impact of COVID-19 pandemic that disrupted the operating environment.

2.1.2 Financial Performance Over the Past Five Years

Following a slight growth in the primary performance indicators i.e. Registration, Examination booking and Candidature, KASNEB's income has been on an upward trend over the last plan period (2019 - 2024) as illustrated by figure 2 below (Income from operations). However, the targeted income was not ultimately achieved due to the following:

- The impact of placement of Diploma students in Technical Training institutes by KUCCPS and subsequent funding of the diploma students through HELB loans.
- The impact of the downward trend of students' performance in KCSE leading to all students with grade C+ and above being admitted to both Public and Private Universities.
- The impact of the requirement for students admitted to the University to report in the same year when the KCSE results are released. The previous practice was that students undertook KASNEB qualifications as they waited to join universities.
- The impact of diversification of programs and courses. Availability of specialised or high demand short term courses in trending fields.

It is worth noting that income from other sources continued to take a significant upward trend during the period 2022/2023 – 2024/2025.

Actual Income Trend Over Five Years

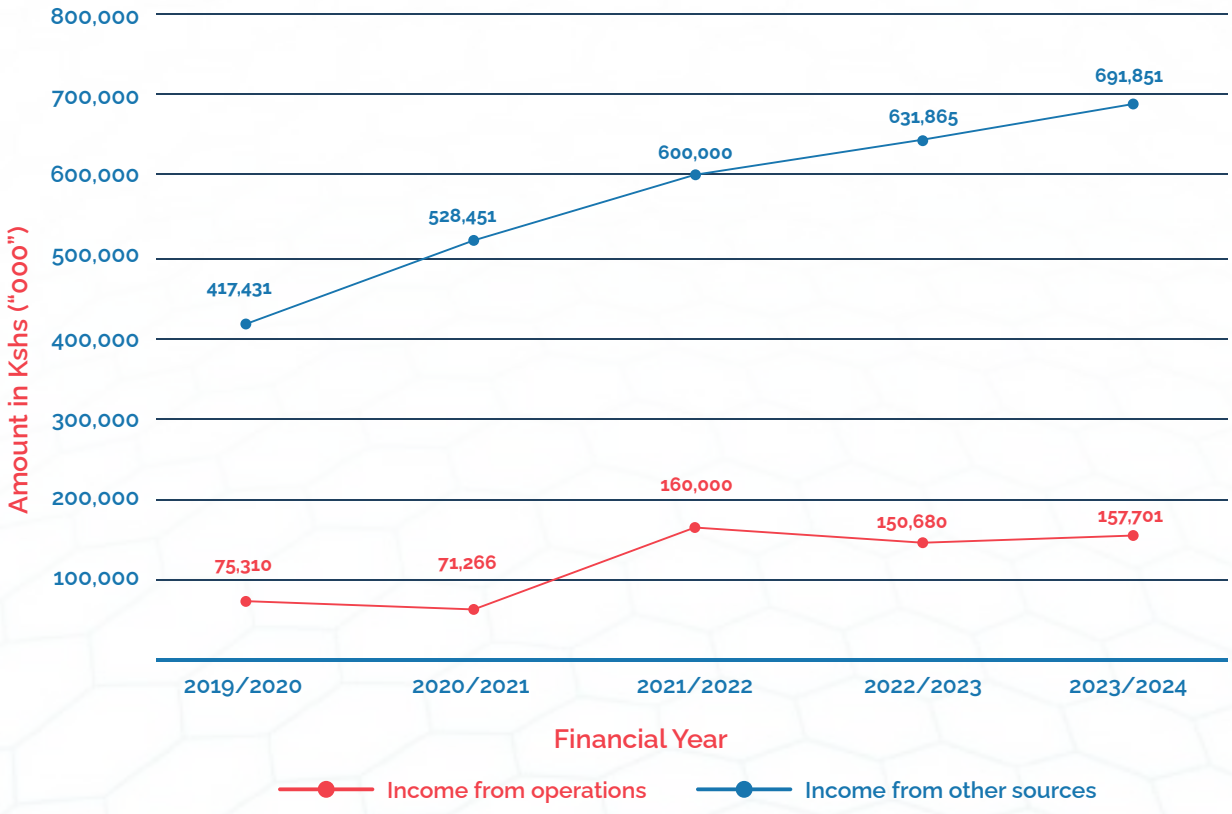


Figure 2: Income Trends for the FY 2019/2020 - 2023/2024

Key Expenses

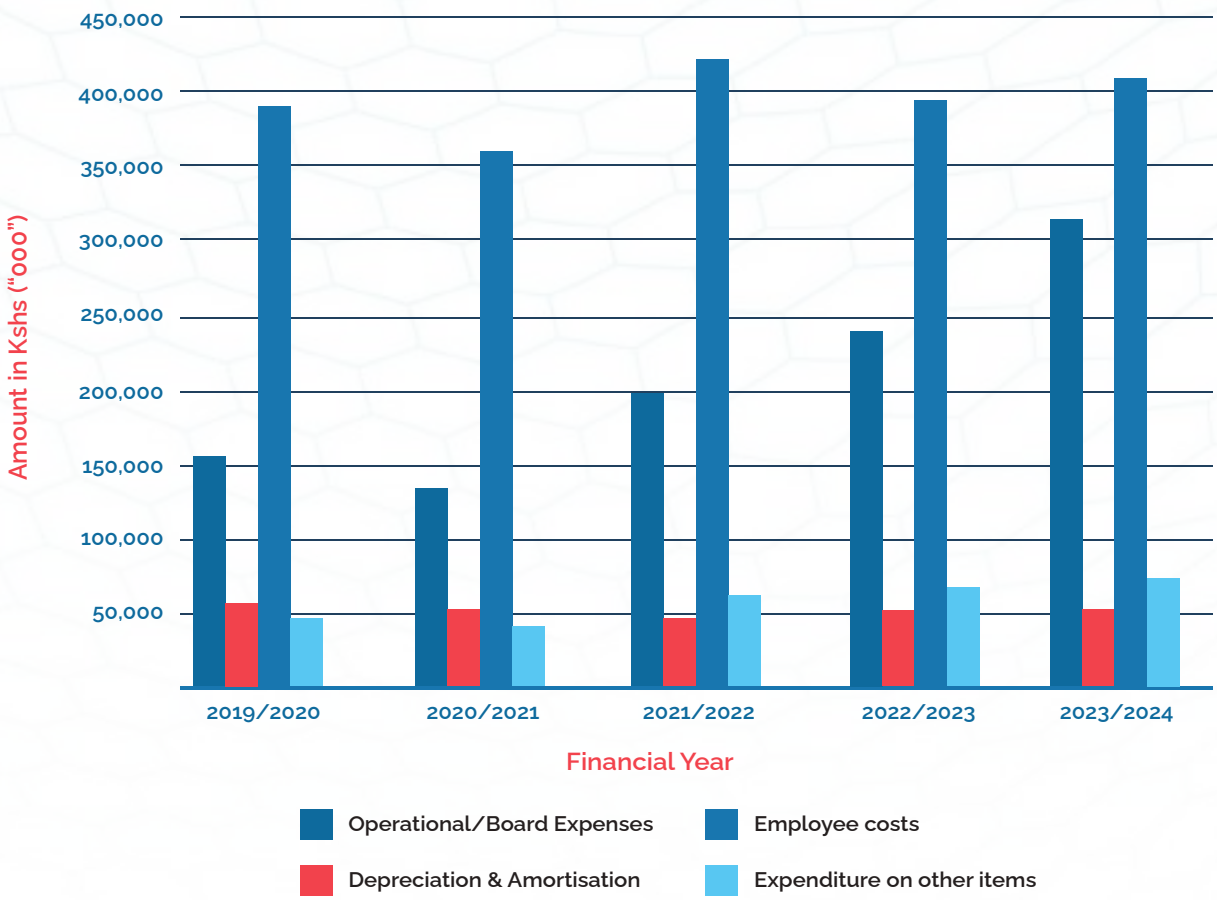


Figure 3: Trends in Expenses for the FY 2019/2020 - 2023/2024

Figure 3 above summarises expenses over the past five years. While the general operating/ Board expenses have been increasing over the past five years, staff costs have remained very high with a very low decline over the last five financial years. This has had a major impact on KASNEB's capacity to register surplus (See figure 4 below) and keep the organisation sustainable.

Income, Expenditure & Surplus/Deficit Trend Analysis

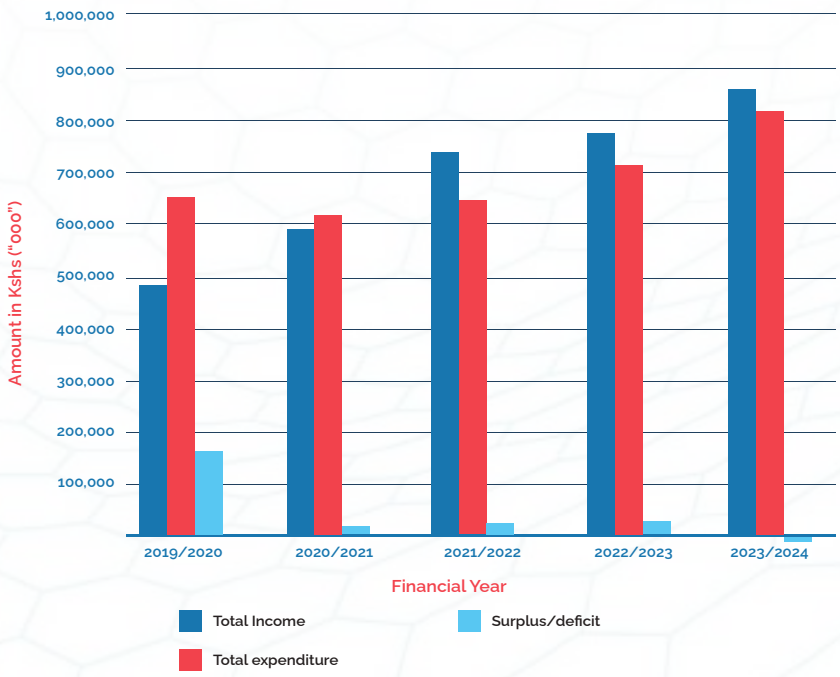


Figure 4: Income, Expenditure and Surplus FY 2019/2020 - 2023/2024

Overall Financial Performance 2019/2020 – 2023/2024

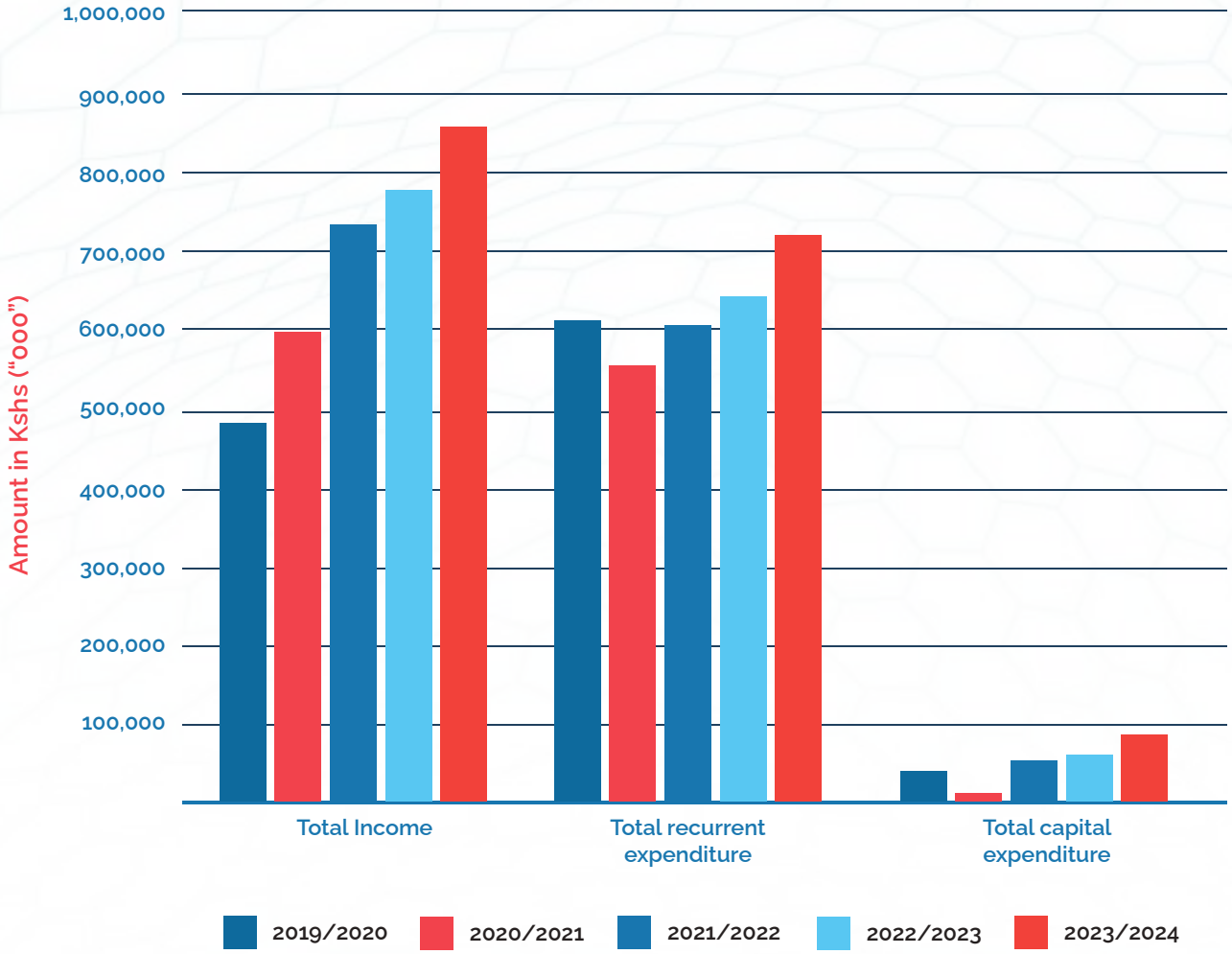


Figure 5: Overall Financial Performance 2019/2020 – 2023/2024

2.1.3 Key Achievements of Previous (2022/2023 – 2024/2025) Strategic Plan

The implementation of the sixth Corporate Strategic Plan (2022-2027) commenced on 1 July 2022 and will expire on 30 June 2027. The cumulative key achievements for the 21/2 years (1 July 2022 to 31 December 2024) were as follows:

1. Six (6) KASNEB examination sittings were administered successfully and results released, with administration of three (3) sittings per year from 2022/2023 – 2023/2024.
2. The marking process was reengineered and innovations implemented leading to the reduction in the number of days utilized in marking from 18 to 14 days.
3. Automation of key marking processes was undertaken during the marking process in August 2024 and December 2024.
4. Enhancement of the student management module was undertaken to monitor exemptions using a dashboard as well as tracking who approved which exemption and the date of exemption and over 22,550 online exemptions applications were processed.
5. The conveyor belt system of marking scripts was successfully piloted in August 2024 marking with Communications Skills paper in the CPA qualification.
6. The conveyor belt system of marking scripts was further piloted in December 2024 marking with Quantitative Analysis and Communications Skills papers which are common papers in the professional qualifications
7. Third recertification of KASNEB to ISO 9001:2015 QMS standard on 22 August 2022.
8. Development and launch of three (3) qualifications namely; CQP, CPFM and DQM.
9. Business process re-engineering for two (2) processes namely; Registration to Certification and Accreditation of training institutions.
10. The following items were acquired towards the upgrade of the data centre:
    - Sophos XGS3100 Firewall
    - 3 Power Distribution Units (PDU)
    - 3 Dell PowerEdge Servers
    - 1 Synology Storage for backup
11. On Digitalisation of KASNEB's operations, KENET was identified as the provider for the secure cloud storage platform.
12. Successful registration of KASNEB as a Data Controller and Data Processor by the Office of the Data Protection Commissioner (ODPC). By this registration as a data handler, KASNEB continued to safeguard the data of all stakeholders.
13. Implementation of Computer Based Examinations in a phased approach for Certificate, Diploma and Post–professional qualifications.
14. With regard to the operationalisation of customer experience centre, the new Avaya telephony was in set-up and the contact centre was fully operationalized on 30 May 2024.
15. Issue of certificates to qualified candidates was reduced from a period of more than six (6) months to less than four (4) months.
16. Reduced the turnaround for the accreditation process from application to certification from over six months to maximum of three months. Online application of accreditation through the Accreditation portal was realized and there was Introduction of Programme Accreditation.
17. On establishment of twenty (20) centres of Excellence (CoEs) project, three centres of excellence were approved for operationalization;
    - Nyeri National Polytechnic
    - Kenya Coast National Polytechnic
    - Eldoret National Polytechnic
18. On the development of publishing of study packs for all qualifications project, Strathmore University had been identified for partnership in the development of study materials and the partnership with Strathmore Research and Consultancy Centre (SRCC) had already been established and contract signed. Further, a framework for the review of the study packs had already been developed.

19. Operationalisation of the Research, Innovation and Consultancy function, The Deputy Director, Corporate Research, Innovation and Consultancy was recruited and two (2) members of staff were deployed in Corporate Research, Innovation and Consultancy Division following the commencement of implementation of the new organisational structure from 1 July 2022. Further the Science, Technology and Innovation (STI) Strategy was developed, validated and approved.
20. A total of 14,154 students accessed e-learning resources as at 31 December 2024. Past examination papers continued to be uploaded in the students' portal.
21. A total of nine hundred and twenty-eight thousand shillings (Sh.928,000) was mobilized from KASNEB as e-Library Access Fees as at 31 December 2024.
22. KASNEB qualifications were listed in the KUCCPS website.
23. The project on biometric registration and identification of students was underway. Phase 1 on Requirement gathering stage was completed in November 2024 and approved by the CIT for the project. Phase 2 on System customization stage commenced in December 2024.
24. The occupancy rate of KASNEB Towers II was at 81% during the period ended 31 December 2024.
25. The KASNEB International Conference for Professionals (KICP) was successfully held in Mombasa between Monday, 22 July 2024 and Friday, 26 July 2024.
26. KASNEB has consistently complied with the implementation of 30% allocation on AGPO (Youth, Women and Persons with Disabilities) and 40% procurement for local content and surpassed targets on annual basis.
27. 12 out of 18 modules of the Enterprise Resource Planning (ERP) have been operationalized. Automation through ERP was at 78% as at December 2024.
28. The annual performance contracts were developed, vetted and approved. The quarterly progress reports and annual reports on the implementation of the performance contracts were prepared and submitted to the relevant authorities.
29. Evaluations of the performance contracts were successfully undertaken on annual basis where the composite score continually improved from the "good" category in the financial year 2022/2023 to the "very good" category in the financial year 2023/2024.
30. The Governance Audit was undertaken and a score of 93% was attained.
31. There was expansion to Foreign Markets featuring countries like Burundi, Somalia, Ethiopia, South Sudan, Rwanda and product managers for all KASNEB qualifications were appointed.
32. A customer experience, satisfaction, and brand awareness survey was carried out with an index of 82.83% which was an improvement from the previous index of 80.69%.
33. Employee satisfaction, Work Environment, Employee engagement, Competency Productivity and Customer Satisfaction surveys were undertaken biennially by external consultants with an improvement of indices being realised.
34. The Human Resource Instruments were reviewed in consultation with Public Service Commission to create opportunities for career advancement and enhance operational efficiency.
35. Corporate Team Building activities were undertaken severally. The latest team building activity was held between Wednesday, 13 March 2024 to Saturday, 16 March 2024 incorporating varied activities namely Corporate Social Responsibility (CSR) activities/Marketing engagements/ Team activities targeting cause to renewal/ Recognition of long service amongst other activities.
36. Recruitment of ten (10) new members of Staff which translated to 8% staff increase. These members of staff were deployed in the following Directorates:

- Examination Administration and Processing – 3 New Members of Staff
- Legal Services – 1 New Member of Staff
- Test Development – 3 New Members

of Staff
- Supply Chain Management – 1 New Member of staff.
- Corporate Services – 2 New Members of Staff

37. There was an automation through the implementation of the Teammate Audit Management system and delegation from Zambia Examinations Council undertook a bench marking visit with the Internal Audit Directorate in the year 2023.
38. Received industry recognition for excellence performance (Top Performer) in Compliance with Values and Principles in Articles 10 & 232 of the Constitution during the Financial Year 2022/2023.
39. Development and review of policies:

- Various policies and plans have either been reviewed or newly developed namely;
- Finance Policy and Procedures Manual (revised/approved)
- Human Resource Policy and Procedures manual (revised/approved)
- Career Guidelines (revised/approved)
- Organizational structure, staff Grading and Establishment (revised/approved)
- Corporate Communication Policy (revised/approved)
- ICT Policy (revised/approved)
- Risk Management Policy and Framework (revised/approved)
- Environmental, Social and Governance Policy (revised/approved)
- Business Process Re-Engineering Plan (newly developed/approved)
- Quality Policy (ISO QMS) (revised/approved)
- Anti-fraud Policy, Anti-Bribery and Anti-Corruption Policy (newly developed/approved)
- Institutional Scientific and Ethical Review Policy and Procedures Manual (newly developed/approved)
- Anti-Plagiarism Policy and Procedures Manual (newly developed/approved)
- Supply Chain Management Policy and Procedures manual (revised/approved)
- Research Policy (newly developed/approved)
- Innovation Policy (newly developed/approved)
- Knowledge Management Policy (newly developed/approved)
- Consultancy Policy (newly developed/approved)
- Intellectual Property Management Policy (newly developed/approved)
- Resource Centre Policy (newly developed/approved)
- Resource mobilisation Strategy (newly developed/approved)

2.1.4 Challenges Experienced

The following challenges were experienced in the implementation of the current strategic plan for the last two and a half years:

a. Tough economic times.
b. Freeze in employment and capital expenditure causing a stretch on current staff thus hindering implementation of some objectives.
c. Revenue fluctuations; unstable income sources due to low student registrations and candidature.
d. Limiting budget thus unable to align budget with strategic goals.
e. Silo Mentality.
f. Slow speed of decision-making.
g. High operational costs.
h. Education reforms: the reduction in university entry waiting period that were initiated did not favour KASNEB. This lowered registrations and candidature for KASNEB qualifications.
i. Limited resources (Financial, Human and Technological).
j. Introduction of various taxes by the government.
k. Ineffective performance monitoring and evaluation.
l. Conflicting priorities.
m. Competing activities.
n. Slow uptake of technological advances.
o. Changing government policies in Education – Adoption of competency-based education

2.1.5 Lessons Learnt

In implementation of the plan during the last two and a half years, the following lessons were learnt:

a. Offices are not the ultimate - you can work remotely from anywhere, so we should be prepared to adapt to change and disruptions at any time.
b. Need to be agile to align to changes and seize business opportunities.
c. Need to be always ready for business disruptions.
d. Need to diversify in order to cushion the impact of disruptions.
e. Need to align resource allocation with priorities and ensuring sustainability.
f. Need to prioritise on projects and implement them using a phased approach in order to realise impactful results.
g. Need to understand the value of fostering a culture of innovation and providing adequate training for new systems.
h. Need for conducting market research and scenario planning in order to stay ahead of current trends.
i. Importance of selecting the right partners with regard to MoUs and partnerships, and setting clear expectations. This could enhance collaborative problem solving as well as financial backing.
j. Importance of employee support in order to foster higher productivity.
k. Business continuity planning was very critical for business continuity in times of disruption.
l. Adoption of speedy response to changing business environment allows the organisation to be more resilient.
m. Need to build a culture that responds to technological changes and fast adoption to most changes.
n. Development and implementation of new ways of administering examinations is urgently needed.
o. Staffing for critical positions to ascertain service delivery irrespective of changes realised.
p. Need to address declining student numbers.
q. Need to strengthen strategic partnerships, collaborations and alliances.
r. Develop multi-skilled workforce to build a more versatile team.
s. Mentorship and coaching are crucial approaches to sustainable staff competence development and need to be formalised.

2.2 Environmental Analysis

In conducting the environmental analysis, the following tools were used:

- SWOT Analysis;
- PESTEL Analysis
- Stakeholder Analysis.

The results of the analysis are presented in the subsequent tables that follow:

2.2.1 SWOT Analysis

SWOT analysis provides a tool to explore both internal and external factors that may influence the organisation's environment. It allows an organisation to evaluate any changes that may have occurred consequently plan and act effectively. A SWOT analysis was carried out and the table below details the outcome of the analysis.

Table 1: SWOT Analysis Table

Strengths	Weaknesses	Opportunities	Threats
• Superior brand name and corporate image • Competent, committed and motivated staff • Experienced, committed, competent and supportive Board • Strong/solid financial base • Cordial relationship with stakeholders • Diversified portfolio of qualifications • Internationally recognised qualifications • Reliable examination processes assurance systems • An up-to-date students' database • Adoption of ERP System – Integrated systems • Ownership of office premises • Authority to accredit training institutions • Vast experience (55 years) in offering professional examinations • De-centralisation of operations • Inclusivity of people living with disability • Provision of staff financial support platform	• Inadequate study, training and reading materials • Slow uptake of technological advances in operations • Slow transition to Computer Based Examinations • Inadequate data management and analysis • Conservative organisational culture • Inadequate national, regional and international partnerships and collaborations • Inadequate communication • Inadequate lobbying and advocacy • Low level of research and development/ innovation • Inadequate career growth and development • Low visibility and non-robust marketing strategies • Inadequate staff forums to address views and grievances • Infrequent updates on student portal	• Existence of potential employment opportunities for graduates of KASNEB nationally, regionally and globally • Recognition of ICT as a key driver of business success • Availability of reputable training institutions and trainers • Adoption of Computer-Based Exams on demand basis • Growth of TVET institutions • Influence policy frameworks and schemes of service in the public and private sector • Steady growth in the national and regional economies • Potential for diversification of business portfolio • Recognition of KASNEB qualifications by KUCCPS and KNQA • Venturing into research and innovation • Established publishers • Government goodwill • Youth opting for self-employment	• Competition for potential students by other professional bodies and from other educational institutions offering short-term courses • Slow uptake of our qualifications • Recognition of other qualifications as substitutes for the examinations of KASNEB • Perception that the examinations of KASNEB are difficult to pass • Breach in examinations processes • Social-economic changes • Political instability and insecurity • Disruptive legislative and regulatory changes impacting the mandate of KASNEB • Absence of legal instrument for establishing ICT and Credit Professionals • Dynamic nature of ICT

2.2.2 PESTEL Analysis

Table 2: PESTEL Analysis Table

	Factors	Effects	Mitigation
Political Factors	Political instability (national, regional and international)	• Slow growth in students' registration and candidature. • Displacement of students • Delayed administration of examinations	• Market surveillance and intelligence on potential risks • Development of mitigation plans such as alternative examination centres/platforms • Computer based examinations
	Devolution	Demand for KASNEB services at county levels	• Review and implement the county strategy • Establish a seamless digital support platform for CRM
	• Regional integration such as COMESA/ EAC/SADC • Education reforms and government policies such as free primary and secondary education, internship and competency-based curriculum	• Fluctuation in demand for KASNEB qualifications in the region • Increased competition from other examining bodies • Increase/decrease in student numbers • Increased internship opportunities for students	• Strategic Lobbying • Adopt e-commerce /online services • Establish mutual recognition agreements • Comply with government policies • Create awareness on new initiatives • Align KASNEB programmes to competency-based curriculum
Economic Factors	Global economic changes	• Decrease or increase in the number of students • Expansion or limitation in market access	Establish strategic alliances and partnerships
	Slow economic growth	• Job losses • Decrease in disposable income and purchasing power • Increased levels of unemployment • Decrease in students' registration and candidature • Inefficiency in payment of fees	• Deploy cost optimisation approaches • Avail E-learning resources for self-study as a competitive alternative to instructor-led approach • Lobby for consideration of KASNEB students for bursaries in CDF bursaries, and other available funds • Bursaries and loans through KASNEB Foundation
	Inflation	• Fluctuation in students' registration and candidature • Increased cost of doing business • Increased levels of unemployment	• Automate operations • Adopt cost saving measures • Partner with relevant institutions • Implement KASNEB Foundation Programmes

	Factors	Effects	Mitigation
Economic Factors	Development of infrastructure such as roads, railways and energy projects	• Increased accessibility to potential markets • Increased number of students • Improved examination operations/logistics • Increased employment opportunities for graduates	• Penetrate/exploit potential untapped regions • Partner with relevant institutions
	Growth of emerging markets	• Increased student registration and candidature • Increased employment opportunities	• Establish strategic partnerships • Opening of branches/or liaison offices • Intensive marketing / Optimize awareness of KASNEB in new markets
	Discovery and exploitation of natural resources	• Increased employment opportunities hence increased purchasing power • Demand for relevant qualifications	• Enhance market intelligence and assessment of the opportunities thereof • Partner with relevant institutions to provide relevant accredited courses in mining and exploitation.
	Unemployment	• Decline in new student registration and candidature • Reduced purchasing power	• Introduction of qualifications that facilitate self-employment • Enhance awareness among employers about KASNEB qualifications • Lobby for recognition of KASNEB qualifications • Encourage self-employment • Lobby financial institutions to offer financing to self-employed graduates
	Implementation of government economic policies and priorities	• Increased candidature and enrolment • Increased employment opportunities	Implement the Kenya Vision 2030, BETA agenda and other economic policies
	• Goodwill to pass relevant laws • Regional political Instability	Low product uptake/ Low market penetration in the region	Lobbying and advocacy
	Rising country debt rate	• Low purchasing power • Re-ordered priorities	• Optimise use of Kasneb foundation to source for funds for KASNEB students • Use the TVET Funding model

	Factors	Effects	Mitigation
Social Economic Factors	Poverty levels	Low student numbers	• Maintain moderate examination fees • Implement KASNEB Foundation Programmes
	Global uncertainties e.g. Pandemics & Epidemics	• Low student registrations • Disruption of examination calendar • Restrictions on physical contact • Transitional gap due to disruption of examinations	• Optimise digital/online services • Administer computer-based examinations • Increase examination sittings • Promote e-learning/distance learning through partnership and collaboration with existing content providers • Review business continuity plan and risks associated with COVID-19 pandemic • Develop and implement post COVID-19 recovery strategy
	Poor performance in national examinations (KNEC) in certain areas	• Low student numbers • Low pass rates	Develop and administer certificates level examinations
	Increased population growth/demographic	• Increase in student numbers • Large pool of potential students	• Increase institutional capacity • Improve customer service delivery • Automate operational systems
	Educational reforms such as free primary and secondary education, internship and competence-based curriculum	Availability of more potential students in all regions in the country	Intensify marketing and promotional activities across all regions to increase awareness of KASNEB qualifications
	Gender imbalance	Low enrolment of male/female students in some areas	• Collect gender disaggregated data • Undertake targeted marketing activities
	Alcohol, drug abuse and HIV/AIDS	Loss of potential and existing students	Partner with other relevant government agencies to provide counselling, awareness and rehabilitation services as appropriate
	Mental Health Challenges	• Low productivity • Increased absenteeism • Unhealthy work environment	• Clear and effective communication and education on mental health to enhance knowledge among staff • Leadership training to enhance capacity to spot situation of mental health challenge and facilitate mitigation • Strengthen KASNEB employee assistance program (EAP) • Enhance healthy work relationships • Rationalize task allocation to eliminate opportunities for burnout

	Factors	Effects	Mitigation
Social Economic Factors	Natural calamities such as floods	• Displacement of students • Destruction of property and infrastructure	Ensure accredited training institutions and examination Centres are spread across the counties
	Language barrier	• Low student enrolment • Low pass rate	Implement the foreign market policy
	Gender-based violence	Biased support for disadvantaged gender to access education	Promote gender mainstreaming
	Diversity and inclusion concerns/ Marginalization	Marginal uptake of qualifications for certain categories of persons	• Embrace inclusive examination set-up for all categories of persons • Increase awareness of KASNEB diversity strategy to the community
	Generational gap and uniqueness of generation Z in relation to work.	• Unsynchronised staff demands/expectation of each other • Increasing conflicts • Need for review of work practices and procedures • Demand to digitize operations	• Mentoring and coaching to bridge the gap • Adoption of contemporary work practices and flexibility to accommodate diversity • Digitize operations in sync with trends
	Prevalence of Communicable and non-communicable diseases	Low product uptake	• Implement public health recommendations to deter transmission of diseases • Sensitize staff on public health initiatives • Partner with public health officers for information on emerging health concerns
	Alternative income generating streams for the youth	• Self-reliance on personal and professional development • Reduced desire for professional qualifications	• Enhance awareness of KASNEB qualifications for their consideration • Increase sensitization on the need to enhance personal competence in running enterprises
Techno-logical Factors	Technological advances / Rapid technological changes	• Demand for new skill sets • Outdated ICT Infrastructure • Enhanced quality and efficiency in service delivery • Increase of Cybercrime • Easy access to information • Efficient administration of examinations • Informed students/ students • Improved customer service • Financial Constraints due to the need to upgrade to new technology	• Review and implement the ICT policy manual • Implement the Enterprise Resource Planning (ERP) system • Offer online services • Train members of staff on ICT security issues • Enhance use of the social media platforms • Enhance the usage of digital platforms • Implement paperless office initiatives

	Factors	Effects	Mitigation
Techno-logical Factors	ICT adoption	• Growth in mobile telephony capacity and internet penetration • Efficiency in online service delivery	• Develop and administer computer-based examinations • Offer online services
	Increase in Cybercrime /security	Threat to the security of examinations	• Institute stringent security measures – Firewalls • Real-time monitoring / detection of intrusions into our systems
	Rapid change in technology	Low demand for KASNEB qualifications	Align curriculum with the changes in technology
Environm-ental Factors	Adverse climate changes	• Interference in administration of examinations • Decreased student numbers	• Partner with the established government institutions • Develop strategy to address conduct of examinations in arid and semi-arid areas • Introduce online examinations • Create awareness on use of e-KASNEB.
	Green and Blue economy	• Decrease in operational costs • Demand to be a more energy sustainable corporate	• Adopt green technologies and energy saving practices • Use of biodegradable materials • Implement an ICT strategy • Apply green technologies in all operations - Use environmentally friendly building materials • Consider solar energy and water conservation • Recycling of waste
	Safe production requirements and Environmental Regulations	• A more sensitive workforce • Cautionary uptake of hazardous assignments	• Invest in OHS Programmes • Reduce incidences that may have negative impact on human resource productivity
	E- waste	Environmental pollution	• Adopt responsible e-waste management practices • Follow guidelines by manufacturers on disposal of e-waste
	Natural calamities	-	-

	Factors	Effects	Mitigation
Legal Factors	Dynamics of Legal requirements	Increased/decreased opportunities for KASNEB	• Comply with legal and regulatory provisions • Lobby for the enactment of laws favourable to KASNEB operations • Strengthen Legal and Compliance function
	Foreign laws	Inability to offer examinations of KASNEB directly	• Partner with foreign governments and tertiary institutions • Offer specific examination streams in foreign countries
	Regional integration protocols	Increased/decreased access to wider market	Partnerships and collaborations with regional institutions and governments
	International standards	Varying global recognition of qualifications	• Comply with relevant international standards • Lobby for recognition of KASNEB qualifications
	Change in policy and regulatory framework	Numbers in candidature	Lobby to influence national policy decision
	Global trends	Demand for competitive qualifications	• Continuous research and monitoring of key trends in business qualifications • Redesign of qualifications to embrace changes in the market and emerging demands
	Adverse changes in enabling legislation	Dissolution of KASNEB	Lobby for enactment of KASNEB ACT

2.2.3 BCG Matrix

Table 3: BCG Matrix

BCG ANALYSIS OF KASNEB QUALIFICATIONS			
MARKET GROWTH	HIGH	· CFFE · CS · CQP	· ATD · CAMS
	LOW	· CCP · CIFA · CISSE · DCNSA · DDMA	· CPA
		LOW	HIGH
		MARKET SHARE	

ATD and **CAMS** qualifications market are growing rapidly and the two qualifications have a strong market share. These qualifications require continuous investment to maintain this position as they have a significant revenue potential.

CCP, CIFA, CISSE, DCNSA and **DDMA** qualifications have low-growth markets with low market share. These qualifications are offering low returns. In addition, these qualifications are experiencing slow growth and KASNEB holds a small share of this market. The qualifications are not providing much returns on investment and may need to be rebranded/repackaged or gradually phased out unless there is a strategic shift.

CFFE, CS and **CQP** market growth is expanding gradually though KASNEB currently has a low market share. There needs to be a substantial investment in promoting these qualifications amongst relevant prospective employers/ industry and potential students in order to increase their market share.

CPA qualification is relatively mature with slower growth. However, KASNEB holds a dominant share in the market, generating consistent cash flow. CPA does not require much investment because it generates profits that can fund other areas. However, there's need to explore new offerings in relevant Post-qualifications and/or specialisations in emergent areas of Accounting to tap into the large pool of CPA graduates in the market.

CPFM and **DQM** qualifications are relatively new in the market with the examinations premiering in the April 2025 sitting for CPFM and August 2025 for the CBET based DQM.

2.3.4 Stakeholders Analysis/Mapping

Table 4: Stakeholder Analysis Table

Stakeholder	What do they expect of KASNEB?	What does KASNEB expect of stakeholders?
Students (existing and potential)	• Easy access to standardized study packs and reading materials customised to KASNEB qualifications • Easy access to and retrieval of e-learning resources • Enhanced partnership with training institutions • Provide appropriate advice, proactive solutions and value adding services • Online services and examinations • Fair marking and evaluation of students • Improved customer experience through effective and efficient services • Open career days • Reliable and fully integrated CRM System • Formal credit transfer system with universities - Favourable exemptions to KASNEB graduates • Regular forums with students • Examinations in other languages such as French for French-speaking countries. • Liaison with universities to harmonize exam periods. • More examination sittings/On demand Examinations • Integration of payment system with banks • Examination syllabus aligned to labour market needs • Enhanced awareness and recognition of KASNEB qualifications globally • Timely release of results and certificates • Vocational Certificate level examinations • Post Qualification Examinations • Decentralised services / Reliable online support system • Timely and quality examinations • Integrity of the examination process • Up-to-date detailed and market-responsive syllabus • Timely issuance of certificates to qualified students • Timely Timetables • Timely Communicating on changes in KASNEB • Comprehensive and accurate fees structure • Marketable qualifications • Proper and timely communications via all communication platforms • Clear guidelines on project papers • Reviewing examinations pass marks	• Compliance to examination rules and regulations • Integrity of examinations • Fool-proof examination processes - Zero leakage • Adequate preparation for examinations • Integrity • Timely payment of fees and relevant charges • Timely booking of examinations • Goodwill from students • Marketing of KASNEB qualifications to potential students • Feedback on service levels • High uptake of KASNEB qualification

Stakeholder	What do they expect of KASNEB?	What does KASNEB expect of stakeholders?
FKE and Employers	• Introduction of other relevant qualifications • Decentralized KASNEB services • Offer online examinations • Market all qualifications • Regular engagement with employers • Communication on changes at KASNEB • Cooperation • Match curricula with market demands • Regular engagement with employers	• Inclusion of KASNEB qualifications in schemes of service for employee career progression • Offer employment opportunities to KASNEB graduates • Offer internship opportunities to graduates • Competitive remuneration for graduates • Promotion of KASNEB qualifications • Sponsor staff for training • Incorporate our qualifications in their schemes of service • Quality professionals • Partnerships • Participate in syllabuses reviews
Examiners, Coordinators, Invigilators and Checkers	• Regular forums • Competitive remuneration • Conducive work environment • Strengthened supervision of examinations • High examination standards • Timely remuneration • Timely information on any curriculum/syllabus changes • Effective facilitation to administer examinations • Security in examination Centres • Security of exams	• Quality test items • Honesty and integrity • Professionalism and ethical conduct • Timely feedback on areas of concern/ improvement • 100% compliance with examination setting, administration and marking guidelines/policy • Proper Resource management
Trainers and Training Institutions	• Decentralized services • Efficient service delivery • Regular engagement with students and institutions • Enhanced information dissemination through efficient communication and feedback mechanism • Favourable exemptions of their students to pursue KASNEB qualifications • Relevant training materials for KASNEB qualifications • Practical exposure of KASNEB graduates through internships and exchange Programmes • Timely release of results and certificates • Introduction of certificate level examinations and short courses • Enhanced awareness and recognition of KASNEB qualifications • Curriculum that matches market demand • Availability of past papers and solutions • Communication on policies or rules concerning conduct of examination. • Introduction of graduation ceremonies for graduates. • Trainers' manuals. • Speedy processing of accreditation	• Adequate and conducive infrastructure for training/tuition. • Compliance with accreditation guidelines, standards and rules. • Mutually beneficial partnership in areas of common interest • Timely submission of the requisite information to KASNEB • Adequate preparation of students for KASNEB examinations • Participation in syllabuses reviews • 100% compliance with examination administration guidelines • Correct advice to learners enrolled for KASNEB qualifications • Maintaining a high level of code of conduct

Stakeholder	What do they expect of KASNEB?	What does KASNEB expect of stakeholders?
Kenya National Library Service (KNLS)	• Enhanced provision of study packs and reading materials including past papers • Copies of the KASNEB Newsline publications and promotional materials • Recommendations by KASNEB on key resources to support qualifications	• Enhanced customer service • e-learning facilities • Stock study materials relevant to KASNEB qualifications
Service Providers / Suppliers	• Prompt service delivery • Improved customer service • Reduction of the turnaround time for processing of tenders • Decentralized services • Transparency in the selection of suppliers • Increased opportunities for local service providers • Enhanced communication to suppliers • Adequate time for delivery of products and services • Support to special groups, youths and women • Timely payment of delivered products and services	• Adherence to procurement laws and regulations • Timely delivery of quality goods and services • Competitive prices • Supply of quality products and services • Integrity
University of Nairobi Enterprise Services (UNES)	• Robust ICT infrastructure • Cooperation from online examination centres • Up-to-date guidelines on examinations s requirements • Support in administration of online examinations	• On demand administration of examinations. • Zero hitches on Computer-Based Examinations (CBE). • Scalable examination platform.
Parents / guardians / sponsors	• Decentralized KASNEB services • Introduction of other qualifications • Study packs, reading materials and past papers to students • Internships and employment opportunities for students • Improve customer experience • Enhanced information dissemination through efficient communication and feedback mechanism • Favourable fees • Marketable qualifications • Quality examinations • Fair Marking System • To understand their aspirations and education needs better • Provide appropriate advice, proactive solutions and value adding services • Updated syllabuses • Timely release of students' certificates • Timely release of examination timetables • Communicate changes in KASNEB • Accurate fees structure(s)	• Payment of fees and charges on time • Mentor, guide and counsel students • Promotion of KASNEB qualifications • Prompt payment of fees for students • Cooperation • Advise their dependants

Stakeholder	What do they expect of KASNEB?	What does KASNEB expect of stakeholders?
National, Regional and International professional bodies	• Decentralized KASNEB services • Quality examinations • Enhanced collaboration • Mutual recognition of qualifications • Timely updates on scope of Qualifications • Market-responsive syllabus	• Professional advice • Setting of industry standards • Recognition KASNEB qualifications • Offer internships to KASNEB students/graduates • Partnership and collaboration
National Government / MDAs	• Availability of competent professionals • Curricula in tandem with market demands • Enhanced access to Examinations • Adherence to government regulations • Employment opportunities • Sponsor staff for Continuous Professional Development (CPD) training	• Enabling legal, regulatory and institutional framework • Inclusion of KASNEB qualifications in schemes of service • Employment and internship opportunities • Support in administration of examinations in foreign markets • Support in digital transformation
County Governments	• Decentralized services • Online services • Enhanced awareness of KASNEB qualifications • Relevant qualifications • Curricula in tandem with market demands • Online examinations	• Inclusion of KASNEB qualifications in schemes of service • Employment and internship opportunities • Goodwill from county governments
Public	• Good corporate image • Quality examinations • Competent and competitive graduates • Economic Social Governance • Corporate Social Investment (CSI)	• Goodwill from the public • Support for initiatives • Uptake of products/ services
Publishers	• Collaboration in the publishing of syllabuses, study packs and reading materials • Effective distribution of published content (in bookshops and libraries) for wide reach	• Partnerships/strategic alliances
Media	• Provision of timely and accurate information • Purchase of business advertisement space • Feature articles	• Timely and accurate reporting of KASNEB information • Favourable rates for marketing/ advert spots
Regulatory bodies: KUCCPS TVETA, CMA CUE, HELB, KNQA, NRF KICD	• Adherence to set regulations • Quality examinations • Competent and competitive graduates • Effective collaborations • KASNEB policies aligned to the national qualifications framework	• Financial support to KASNEB students • Availability of research funds • Sharing of publications and research reports • Participation in development/ review of syllabuses
National Treasury	• Prudent financial management	• Approval of budgets and other requests.
Auditor General	• Facilitation during audit • Transparency	• Consultations during the audit • Representative reporting

Stakeholder	What do they expect of KASNEB?	What does KASNEB expect of stakeholders?
Kenya Revenue Authority	• Timely payment of taxes	• Timely response to enquiries
SHIF, NSSF, HELB, NITA	• Timely remittance of dues	• Timely availability of services
Financial Sector Regulators	• Competent graduated • Aligned curriculum to market needs	• Entrench requirement for professional qualifications for core functions in regulated entities.
Banks / Financiers	• Funding of accounts • Patron their financial services/products • Honour their obligations	• Timely and quality services • Efficient disbursement of payments as advised • Provision of credit facilities • Competitive lending rates • Strategic financial advice/ partnerships
Safaricom	• Ethical use of the service	• Timely remittance of money and uptime of services
KASNEB Foundation	• Funding • Operational support	• Enhanced KASNEB visibility. • Enhanced strategic partnerships and collaborations. • Sourcing for funds to support KASNEB students
Board	• Timely submission of reports • Timely implementation of approved Programmes • Effective and efficient delivery of services • Achievement of set targets	• Good governance • Timely decisions • Strategic leadership and direction • Lobbying for KASNEB recognition • Support in establishment of strategic partnerships
Staff	• Competitive remuneration package • Clear career progression guidelines • Staff recognition and rewards • Automation of business operations • Enhanced teamwork across functional areas • Improved communication • Engagement in decision-making process • Capacity development Programmes	• Motivated, committed and productive staff • Performance of duties and meeting set targets • Adherence to the human capital policies and procedures • Good ambassadors of KASNEB • Integrity • Professionalism
KEPSA	• Market and industry driven qualifications • Alignment of qualifications to business reforms • Competitive and innovative professionals	• Partnerships, collaborations and networks with industry • Industry support • Internship opportunities • Employment opportunities for KASNEB graduates • Sustainable and inclusive economic growth • Conducive business environment

Chapter Three:
STRATEGIC MODEL

Chapter Three: Strategic Model

3.0 Overview

This chapter presents the strategic model that KASNEB will adopt for the plan period. In designing the objectives and strategies, the Balance Scorecard (BSC) model was adopted which categorizes the strategies into four perspectives namely: Customer Perspective, Financial Perspective, Internal Business Process Perspective and Learning and Growth. Lastly the chapter details the implementation matrix that captures the key activities, implementation indicators, timelines and related costs.

3.1 Vision, Mission and Core Values

Brand Promise
bempowered

3.2 Strategic Themes/Key Result Areas and Must Win Battles (MWB)

In development of the sixth strategic plan (2022 – 2027), the flowing four strategic themes were adopted to guide the KASNEB business/ operations for the plan period:

S. No	BSC - Perspective	Strategic Theme
1.	Customer Perspective	Growth
2.	Financial Perspective	Sustainability
3.	Internal Business Processes	Business Process Re-engineering
4.	Learning and Growth	Staff Engagement and Enhanced Productivity

Table 5: Strategic Themes and Must Win Battles

3.3 The Corporate Strategy Map Areas and Must Win Battles (MWB)

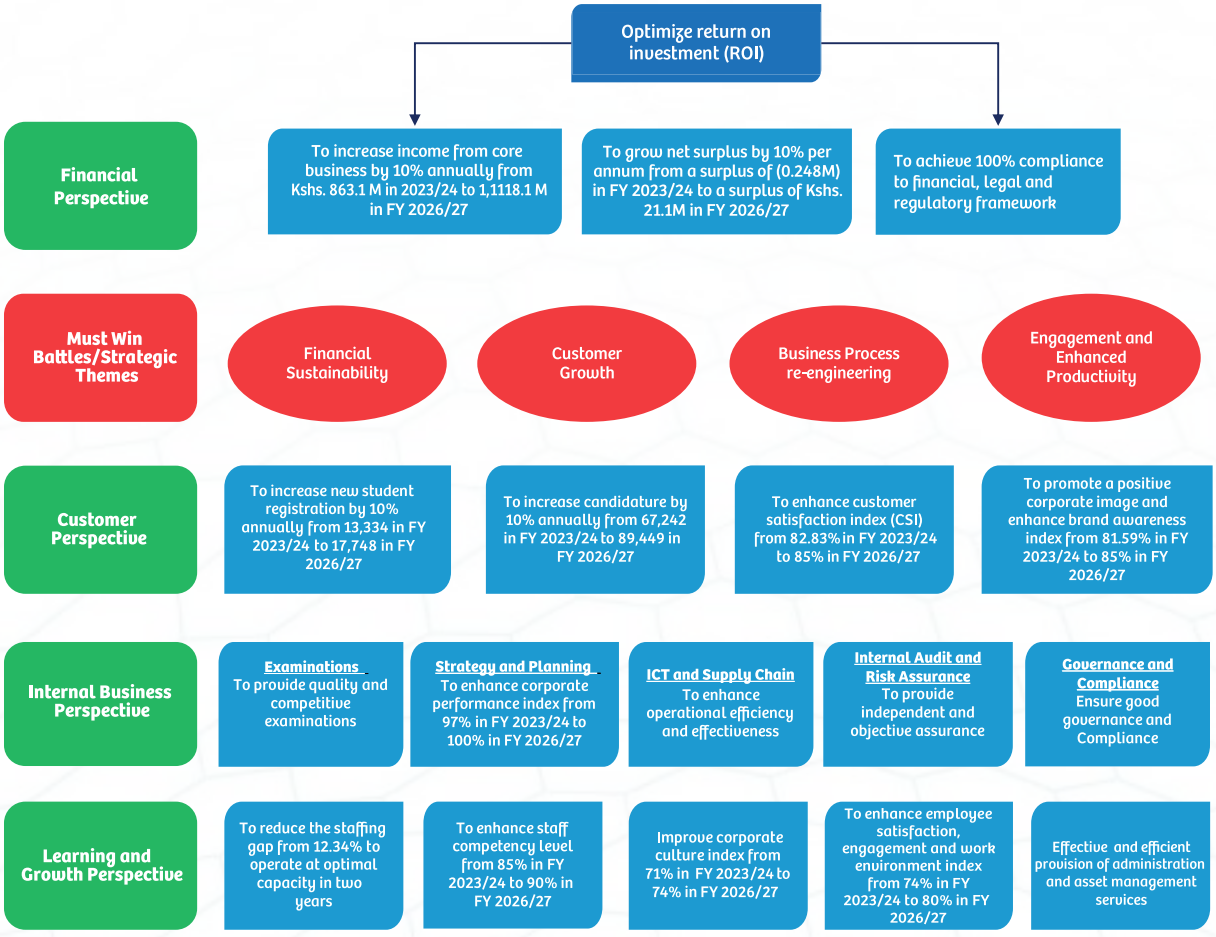


Figure 6: Strategy Map

04

Chapter Four:
IMPLEMENTATION MATRIX

Chapter Four: Implementation Matrix

4.0 Overview

The implementation matrix provides a framework for enacting strategic objectives to realise intended results/outcomes. The matrix provides the strategic objectives under each perspective, the strategies to achieve the strategic objectives, activities to achieve the strategic objectives, the key performance indicators for the identified activities, the set targets and financial projections (costs or revenue) for each activity/set of activities during the strategic plan period.

4.1 Customer Perspective

Table 6: Implementation Matrix - Customer Perspective

Customer Perspective - Growth								
Strategic objective	**Strategies**	**Activities**	**Implementation indicators (KPIs)**	**Target**	**Means of Verification**	**Responsibility**	**Time Frame**	**Budget (Kshs. '000)**
Objective 1: To increase new student registration by 10% annually from **13,334** in FY2023/24 to **17,748** in FY 2026/27	Enhanced targeted marketing and promotional activities	Output 1- Increased number of students						
		1. Develop comprehensive/ holistic annual marketing plan	Approved annual marketing plan	Approved annual marketing plan	Approved Annual Marketing plan	Deputy Director, Business Development	Annual	Nil
		2. Target training institutions with direct marketing activities	Number of direct marketing activities in training institutions	100 institutions (50 annually)	Number of new registered students attained		Annually	12,250
		3. Review of RPL framework to attract more interest for enrolment by existing professionals/ graduates;	Approved RPL framework for all qualifications	Approved RPL framework	Approved Framework Minutes of approval	Deputy Director, Curriculum Design and Development	June 2026	
		4. Development and Implementation/ roll-out of Micro-Credentials	Number of students enrolled/ Revenue Generated	Revenue from micro-credential courses	Micro-credential courses registration data		June 2027	TBA
		5. Engagement with regulators to entrench requirement for professional qualifications	No. of professional qualifications aligned	All	Circulars of enforcement by regulators		June 2027	

Customer Perspective - Growth								
Strategic objective	**Strategies**	**Activities**	**Implementation indicators (KPIs)**	**Target**	**Means of Verification**	**Responsibility**	**Time Frame**	**Budget (Kshs. '000)**
		6. Hold Career talks in Secondary Schools, colleges and universities Inter-University Challenge symposiums	Number of Institutions (secondary schools, TTI's, National Polytechnics, Universities;)	500 secondary schools annually 11 National Polytechnics annually 50 Universities annually	Contacts generated for direct marketing communication	Deputy Director, Business Development	2026/27	11,250
		7. Facilitate completion of attempted unsuccessful applicants from the student portal/e-citizen portal	No of students successfully registered	100% of pending applications	Registration data	Deputy Director, Finance and Accounts	2026/27	50
			On-board all student's registration fee payments to the e-Citizen platform	No. of students' fee payments processed through the e-Citizen	100% on-boarding of students' fee payments on citizen	Deputy Director, Finance and Accounts		200
		8. Lobby TTI's to include KASNEB in their curriculum	No. of TTIs listing KASNEB qualifications in their curriculum/ courses No. of Symposiums Held	50 5 annually	Adverts Monitoring reports Attendance lists	Deputy Director, Curriculum Design and Development	2026/27	5,000
		9. Lobby for KASNEB's inclusion in the KUCCPS website as a partner to net more students registrations in TTI's TVC's,	No. of KASNEB qualifications listed No. of students registered in TTIs and TVCs	All 8,000 annually	KUCCPS website Student registration report	Deputy Director, Business Development	June 2026 Annually	500

Customer Perspective - Growth								
Strategic objective	**Strategies**	**Activities**	**Implementation indicators (KPIs)**	**Target**	**Means of Verification**	**Responsibility**	**Time Frame**	**Budget (Kshs. '000)**
		10. Strategic partnership with TTI's, TVC's, Universities; - with specific personal connections, industry partnerships, professional bodies, Government	No. of partnerships No of forums conducted	5 annually 2 forums annually	Contacts Attendance lists	Deputy Director, Business Development	Annually	2,500
		11. Re-model KASNEB's student registration structure to encourage students to enrol in a training institution	No. of institutions registering KASNEB students	All students	Percentage of students enrolled in training institutions	Director Examinations Management	2026/27	Nil
		12. Identify Influential brand ambassadors and social influencers to market KASNEB qualifications (e.g. Deans, Heads of Departments, Trainers, Registrars, HODs Business Department, students.)	Number of brand ambassadors from: • Universities • TTIs • TVCs • Colleges • National polytechnics	50 5 annually	Brand ambassadors appointed Students enrolled from each category of institutions	Deputy Director, Business Development	Annually	5,000
		13. Advertise KASNEB qualifications in electronic, print and social media	• No. of platforms utilised • No. of students registered via digital platform	10 8,000	Advertising reports Registration Data	Deputy Director, Business Development	Annually	5,000

Customer Perspective - Growth								
Strategic objective	**Strategies**	**Activities**	**Implementation indicators (KPIs)**	**Target**	**Means of Verification**	**Responsibility**	**Time Frame**	**Budget (Kshs. '000)**
		14. Participate in digital marketing campaigns run short videos on digital channels like Google display, YouTube, meta, programmatic, LinkedIn, Tiktok, True caller, WPS, Google ads	Number of campaigns run Registrations realised	24 digital events (12 annually)	Increase in number of enquiries and registrations realised Number of viewers, clicks and comments on digital ads	Deputy Director, Business Development	Bi-monthly	2,000
	Segmentation targeting and positioning of KASNEB qualifications	**1.** Develop and disseminate communication targeting different segments (Local, regional and international markets and categories of students)	• No. of engagements/ enquiries from different markets / categories of students • Number of new students from each identified segment/ category of market/ students • Number of New students registered	50,000 enquiries per quarter Conversion rate of 10% of enquiries	Qualifications segment	Deputy Director, Business Development	June 2026	Nil
		2. Identify staff to manage identified market segments and qualification	• No. of product managers appointed for various segments. • No. of new registered students per segment	4 product coordinators 14 Qualifications Conversion rate of 10% of enquiries	Quarterly reports		2026	Nil

Customer Perspective - Growth								
Strategic objective	**Strategies**	**Activities**	**Implementation indicators (KPIs)**	**Target**	**Means of Verification**	**Responsibility**	**Time Frame**	**Budget (Kshs. '000)**
Objective 2: To increase candidature by **10%** annually from **67,242** in FY 2023/24 to **89,449** in 2026/27	Enhanced customer engagement	**Output 4- Increased number of students**						
		1. Activate booking campaigns three months prior to administration of examinations	• Number of campaigns run • Annual candidature	3 Campaigns Annually 2024/25 – 73,966 2025/26 – 81,363 2026/27 – 89,499	• Bookings • Candidature realised	Deputy Director, Business Development	2025 - 2027	Nil
		2. Operationalise Customer Experience Centre - The Call Centre	Functional Call Centre	Fully operation-alised Call Centre	• Customer satisfaction index • Reduced resolution waiting time by clients	Deputy Director, Business Development	December 2026	2,000
		3. Engage dormant students to resume and complete studies	Number of dormant students activated and booked for examinations	600 (200 annually)	• Bookings and candidature from activated students accounts		December 2025	500
		4. Review the performance and viability of Huduma centres	• Performance reports • No of recommendations implemented	Review report	• Performance reports • Review report	Deputy Director, Finance and Accounts	June 2026	Nil
		5. Facilitate approval of e -applications for exemptions	Number of processed exemptions applications	100% of processed applications	• Exemptions Data	Director, Examinations Management	2026/27	Nil

Customer Perspective - Growth								
Strategic objective	**Strategies**	**Activities**	**Implementation indicators (KPIs)**	**Target**	**Means of Verification**	**Responsibility**	**Time Frame**	**Budget (Kshs. '000)**
		6. Implement the Service Charter Commitments	Level of Compliance	100%	Annual Compliance Reports	Director, Examinations Management	Annually	Nil
		7. Market KASNEB qualifications in foreign markets	Approved foreign market strategy Number of partnerships in foreign markets Number of activities in foreign markets Number of registered students in foreign markets	5 Countries; Rwanda, Burundi, Cameroon, South Sudan, Somalia 4 activities annually 1,000 annually	Foreign markets strategy Number of students Number of MOU's signed Number of activities undertaken Student registration trends in foreign markets	Director, Examinations Management	Annually	12,500
	Enhance strategic alliances, partnerships and collaborations	**Output 5 – Increased Candidature**						
		1. Establish Regional Centres of Excellence	• Number of Centres of Excellence established	10 (4 Annually)	Established Centres of Excellence	Director, Accreditation and Quality Assurance	2026/27	4,000
		2. Partner with the County Government in marketing KASNEB qualifications (Target secretariat for Council of Governors)	Number of partnerships with Counties	47 Counties	Number partnerships with county Governments Number of counties	Deputy Director, Business Development	Annually	5,000
		3. Partner with universities for recognition of KASNEB qualifications for credit transfers.	Number of universities awarding credit transfers to KASNEB graduates	3 annually	6 MoUs	Deputy Director, Curriculum Design & Development	Annually	500

Customer Perspective - Growth								
Strategic objective	**Strategies**	**Activities**	**Implementation indicators (KPIs)**	**Target**	**Means of Verification**	**Responsibility**	**Time Frame**	**Budget (Kshs. '000)**
		4. Develop a proposal for recognition of KASNEB qualifications by CUE	Recognition Letter	Recognition of KASNEB qualifications by CUE	Recognition Letter	Director Curriculum and Test Development	June 2026	Nil
		5. Apply to KNQA to accredit more KASNEB qualifications	No. of qualifications accredited	All KASNEB qualifications	Accredited qualifications		June 2027	300
		6. Partner with the County Public Service Boards to align KASNEB qualifications with County schemes of service	Number of Counties aligned	47 Counties	No. of qualification recognised in the schemes of service		2026/27	500
		7. Partner with training institutions to sensitise students on KASNEB qualifications (work with KATTI)	Number of institutions engaged and partnered Number of institutions engaged and partnered	TTIs - 331 TVCs – 100 75 – Universities and Colleges National Polytechnics – 11 8,000 annually	Partnerships report	Deputy Director, Business Development Deputy Director, Business Development	Annually	2,500
		Output 6 - Enhanced Customer experience						
Objective 3: To enhance customer satisfaction index (CSI) from **82.83%** in 2023/2024 to **85%** by 2026/2027	Identify key success factors in every customer touch point	**1.** Sensitise staff on the Touch points and KSFs for each touch point	Enhanced service levels	90% CSI score	Survey results	Deputy Director, Business Development	Quarterly	200

Customer Perspective - Growth								
Strategic objective	**Strategies**	**Activities**	**Implementation indicators (KPIs)**	**Target**	**Means of Verification**	**Responsibility**	**Time Frame**	**Budget (Kshs. '000)**
		2. Carry out customer experience, customer satisfaction and brand awareness survey	• Customer Satisfaction index • Net Promoter Score (NPS)	85% CSI score 55% NPS	• Survey report	Director, Examinations Management	June 2027	1,500
		3. Implement recommendations of the customer experience, customer satisfaction and brand awareness survey (2023/2024)	• Implementation plan	100%	• Approved implementation plan • Monitoring report	Director, Examinations Management	Quarterly	500
	Enhance customer relationship management	**Output 7 - Enhanced customer experience**						
		1. Procure and Implement the CRM system	• Implemented and integrated CRM system	Fully implemented CRM system	Functioning CRM System	Director, Accreditation and Quality Assurance	December 2026	5,000
		2. Feedback and Continuous improvement	• Survey reports	Surveys and Feedback Mechanisms Customer feedback reports Market Research and Intelligence reports	Approved reports	Deputy Director, Business Development Deputy Director, Business Development	December 2026	
		3. Improved Communication Channels	No of channels Used	5 Channels	No of messages disseminated		December 2026	

Customer Perspective - Growth								
Strategic objective	**Strategies**	**Activities**	**Implementation indicators (KPIs)**	**Target**	**Means of Verification**	**Responsibility**	**Time Frame**	**Budget (Kshs. '000)**
Objective 4: To promote a positive corporate image and enhance brand awareness index from **81.59%** in 2023/24 to **85%** by 2026/27	Enhance KASNEB brand visibility	**Output 8 - Increased brand awareness**						
		1. Position KASNEB in key strategic events nationally, regionally and globally	• No. of events participated in • No of institutions co-branded	10 events (5 annually) 10 Institutions	• Contacts generated • Events memoirs and Registration registers • Events Media – Photos, videos • Videos on KASNEB YouTube channel	Deputy Director, Business Development	Annually	5,000
			• Number of contacts generated from the events	2000 (1000 annually)	• Contact registers	Deputy Director, Business Development	December 2026	
			• Conversion rate of contacts to students	10% conversion rate	• Registration, bookings and candidature		December 2026	
		2. Exploit the digital communication platforms to enhance visibility	• Number of platforms utilized	At least four (4) – Facebook; LinkedIn; Twitter; Instagram;	• Inspection of KASNEB social media handles	Deputy Director, Business Development	Annually	2,000
			• Number of messages in circulation	24 sponsored Ads per annum	• Stores digital media content - Videos • Survey reports			
			• Number of sponsored digital adverts • No. of students registered	• 10 (5 annually) • 8,000 annually	• Videos • Enhanced enquiries and registrations		Quarterly	

Customer Perspective - Growth								
Strategic objective	**Strategies**	**Activities**	**Implementation indicators (KPIs)**	**Target**	**Means of Verification**	**Responsibility**	**Time Frame**	**Budget (Kshs. '000)**
			• Enquiries generated	20,000	• Enquiry registers • Registrations • Bookings and candidature			
		3. Implement Competitor Analysis Report recommendations	• Implementation plan	Implement recommendations from the competitor analysis survey	Approved implementation plan	Deputy Director, Business Development	June 2027	2,000
		4. Undertake brand biennial brand awareness survey	• Survey report	Brand awareness index	Brand awareness survey report		June 2027	
		5. Implement Brand Awareness Survey Report	Report recommendations	Implement recommendations from the brand awareness survey	Approved implementation plan		Annually	
		6. Establish MOUs with Media Houses to Enhance Media Appearances	Number of MOUs Signed Media Platforms Engaged	Establish at least 3 MOUs with reputable media houses	• Signed MOUs		Annually	TBA
	Enhance Environmental Social Governance (ESG)	**Output 9: Increased brand awareness**						
		1. Identify and participate in relevant, viable and strategic ESG activities	• Number of viable and strategic activities identified.	10 (5 annually)	ESG activities	Deputy Director, Business Development	Annualy	3,750
		2. Support KASNEB Foundation in marketing activities	Number of activities supported	2 (1 annually)	Foundation activities Foundation reports		Annualy	2,500

4.2 Financial Perspective

Table 7: Implementation Matrix - Financial Perspective

Financial Perspective - Sustainability								
Strategic objective	**Strategies**	**Activities**	**Implementation indicators (KPIs)**	**Target**	**Means of Verification**	**Responsibility**	**Time Frame**	**Budget (Kshs. '000)**
Objective 1: To increase revenue by 10% per annum from **KSh.863.1M** in 2023/2024 to **KSh. 1,111.8B** by FY 2026/2027	Grow income from current product offering	**Output 1 :Increased income**						
		1. Aggressive and targeted marketing • Activations in schools, colleges and universities • Activations in exhibition forums	• Number of new students registered • Actual Revenue Realised • Percentage of revenue increase	1,087.26 Billion	• No. of Registrations • Candidature • Financial Statement on income received	Deputy Director, Business Development	June 2027	110,000

Financial Perspective - Sustainability								
Strategic objective	**Strategies**	**Activities**	**Implementation indicators (KPIs)**	**Target**	**Means of Verification**	**Responsibility**	**Time Frame**	**Budget (Kshs. '000)**
		Output 1 :Increased income						
		2. Increased sensitisation and campaign on completion of courses **3.** Digital marketing campaigns **4.** Dormant student campaigns **5.** Foreign market expansion	• Number of students per examination sitting • Successful bookings per examination sitting	As per KPI for candidature per annum	Number of Registrations Candidature	Deputy Director, Business Development	December 2026	110,000
		6. Develop a pricing strategy/ revise fees structure	Revised and Approved fees structure	Approved Revised fees structure	Approved Revised fees structure in place	Director Corporate Services/ Deputy Director, Finance and Accounts	2026	
		7. Implement Competitive Pricing Strategies for Ethics Workshops and Project Papers	Pricing Model Development	Approved Pricing Model	Approved versions of new pricing models			
		8. Analysis of revenue streams	Number of revenue streams analysed	100% revenue streams analysed	Revenue Analysis Reports			
		9. Increase accredited training Institutions	Number of new approved training institutions	50 (25 annually)	No of candidature	Director, Accreditation and Quality Assurance	2026/27	
		10. Increase approved examination centres	Number of newly approved centres	15	Registration and booking statistics	Director, Examination Management	2026/27	

Financial Perspective - Sustainability								
Strategic objective	**Strategies**	**Activities**	**Implementation indicators (KPIs)**	**Target**	**Means of Verification**	**Responsibility**	**Time Frame**	**Budget (Kshs. '000)**
	Diversify revenue streams	**1.** Lease of space in KASNEB Towers	100% occupancy rate	167.5m	Lease agreements signed	Diversify revenue streams	June 2027	167,500 (Revenue from property lease)
		2. Implementation of the resource mobilisation strategy	Approved implementation Plan	10% growth per annum	New income reported in quarterly/ annual financial statements	Deputy Director, Finance and Accounts	2024/25 – 2026/7	200 M (Revenue from other sources)
		3. Monitor the Implementation of the resource mobilisation strategy	Income proceeds from new revenue streams	10% growth per annum	Quarterly/ annual reports	Deputy Director, Planning	2024/25 – 2026/7	200 M (Revenue)
Objective 2: Grow the net surplus by **10%** per annum from a surplus of **KSh. 0.248 Million** in FY2023/24 to a surplus of **KSh.21.13 Million** in FY2026/27	Deploy prudent financial management practices	**Output 2: Increased surplus**						
		1. Implement reviewed finance policy and Procedures Manual	Level of adherence to the policy provisions	100%	Progress reports	Director, Corporate Services Deputy Director, Finance and Accounts 67.5m	Annually	Nil
			Compliance with internal financial controls	100%	Compliance report		Annually	Nil
		2. Resolve issues arising from audits	Closure of pending audit issue	100%	Status report on outstanding audit items		-	Nil
		3. Develop all-inclusive annual budgets	Rationalised and Approved annual budgets	Approved annual budgets	Approved budgets		Annually	150

Financial Perspective - Sustainability								
Strategic objective	**Strategies**	**Activities**	**Implementation indicators (KPIs)**	**Target**	**Means of Verification**	**Responsibility**	**Time Frame**	**Budget (Kshs. '000)**
		4. Fully automate budgeting process	Automated budget process	Full automation of budget module	System report	Deputy Director, Finance and Accounts	December 2025	Nil
		5. Monitor implementation of annual budgets	Absorption rate	100%	Budget absorption reports for recurrent and capital budgets		Annually	
	Strategic Investment of surplus funds	Invest surplus funds in treasury bills and bonds	Amount of surplus invested Interest amount earned	50m annually 100m annually	Cash Invested report Advisory statements Annual CBK statements	Director, Corporate Services Deputy Director, Finance and Accounts	2026/27	Nil
	Cost optimisation	Cost Analysis and Expenditure management	5 (Transport, Utilities, Printing and Stationary, Casuals; Examination setting, Marking of examinations and Security Cleaning; Recruitment process) Number of cost optimisation initiatives	5	Budget variance analysis reports		Annually	Nil
			Actual savings reported	KShs.15M savings in costs				

Financial Perspective - Sustainability								
Strategic objective	**Strategies**	**Activities**	**Implementation indicators (KPIs)**	**Target**	**Means of Verification**	**Responsibility**	**Time Frame**	**Budget (Kshs. '000)**
Objective 3: Compliance to financial legal and regulatory framework	Timely and accurate compilation of financial data/ Reports	Prepare accurate Financial Statements in compliance with the PFM Act and Regulations and PSAB guidelines. Undertake data cleaning	Accurate financial statements	Real time	System reports	Deputy Director, Finance and Accounts	Quarterly/ Annually	Nil
		Enhance the reconciliation module	Timely and accurate reporting	Quarterly	Financial Reports		Quarterly/ Annually	Nil
	Host to host system integration (Full Integration of system modules)	Integrate ERP System for payments and student fee processing with bank platforms	Integrated banks	Integrated ERP system with 2 banks	Real time System reports	Deputy Director, Finance and Accounts	December 2025	Nil
		Reconcile the data	Timely reporting	Quarterly	Financial Reports		December 2026	
	To monitor employee cost management in compliance with the provisions of the Public Finance and Accounts Management Act, 2012	Monitor compliance with requirements to achieve 35% of employee cost as a percentage of the total revenue. Implementation of income growth strategies identified	Percentage of employee cost to total income	Percentage of employee cost to income reported at 35%	Financial Reports	Deputy Director, Finance and Accounts	Quarterly	Nil

4.3 Internal Business Processes Perspective

4.3.1 Examinations

Table 8: Implementation Matrix - Examinations

Internal Business Processes Perspective – Business Process Re-engineering								
Strategic objective	**Strategies**	**Activities**	**Implementation indicators (KPIs)**	**Target**	**Means of Verification**	**Responsibility**	**Time Frame**	**Budget (Kshs. '000)**
Objective 1: To offer Quality and Competitive examinations	**1:** Review the Examination Policy and procedures manual	Review the examination policy and procedures manual	Revised and approved examination policy and procedures manual	Approved examinations policy and procedures manual	Revised/ approved examination policy and procedures manual	All Examinations Directorates	December 2026	1,500
		Implement the revised examinations policy and procedures manual	Level of compliance with policy provisions	100% compliance	Quality Assurance report		June 2027	Nil
	2: Syllabuses Review	Undertake content review	Reviewed content for each of the papers	Annually	Revised content for each of the papers	Director, Curriculum and Test Development	Annually	2,500
		Communicate changes to stakeholders	Timeliness of communication	Within one month	Communication		Within one month	2,500
		Undertake Major review of syllabuses	Approved logical framework Revised and approved Syllabuses	Once	Revised Syllabuses	Director, Curriculum and Test Development	Q2026/27	30,000
	3: Enhance integration and alignment of examinations with curriculum	Validate all set examinations to align with approved curriculum	Number of examination papers validated.	All set examinations validated Zero complaints on out of scope examinations	Customer feedback Moderation reports Audit reports Tables of specifications	Deputy Director, Test Development	Every examination sitting	25,500

Internal Business Processes Perspective – Business Process Re-engineering								
Strategic objective	**Strategies**	**Activities**	**Implementation indicators (KPIs)**	**Target**	**Means of Verification**	**Responsibility**	**Time Frame**	**Budget (Kshs. '000)**
	4: Maintain a competent pool of examiners (Staff, Setters, Markers, Moderators) Checkers, and Invigilators.	Identify and contract competent examiners in all categories	Number of qualified and competent examiners	At least 150 Setters – Every three years Invigilators – 600 - Markers – 200 - Every three years Subject matter experts – 30 Checkers – 150 – Every three years	Appointment letters Approved memo	Deputy Director Human Resource Management Deputy Director, Test Development Director, Examinations Management Director, Examinations Management	Every three years	1,000
		Continuously Identify and contract competent examiners in all categories						
		Identify critical areas of focus for capacity development	TNA for all categories of examiners (staff, setters, markers, subject matter experts) checkers and invigilators)	TNA approved by 30th June Annually	Minutes of meeting approving examiners' TNA		Annually	2,500
		Conduct specialised capacity building training	Number of examiners, checkers and invigilators trained Frequency of training	At least 80% Twice a year	Training attendance schedules Training reports		Every examination sitting	25,500
		Evaluate impact of the training	Percentage of training needs addressed	100%	Evaluation report		Annually	Nil
		Conduct Performance appraisal of examiners Checkers and invigilators	Number of examiners, Checkers and invigilators appraised	Every examination sitting	Appraisal reports		Every examination sitting	Nil

Internal Business Processes Perspective – Business Process Re-engineering								
Strategic objective	**Strategies**	**Activities**	**Implementation indicators (KPIs)**	**Target**	**Means of Verification**	**Responsibility**	**Time Frame**	**Budget (Kshs. '000)**
	5: Maintain Integrity and security of Examinations	Security vetting of all officers that handle examinations	Number of officers vetted	100%	Vetting reports	Director, Curriculum and Test Development	Annually	500
		Install electronic and multiple layer access control and surveillance system in the strong rooms/ moderation area/ rooms	Installed access control and surveillance system in strong room surveillance system	Fully installed access control and surveillance system in strong room	Operational access control and surveillance system in strong room		December 2026	5,000
		Enhance monitoring of conduct of examinations in all examination centres	Percentage of examination centres monitored	100%	Monitoring reports	Director, Examinations Management	Every examination sitting	26,250
		Follow up Implementation of recommendations from examination monitoring reports	Number of completed follow-ups Percentage of recommendations implemented	100%	Follow-up reports implementation report	Director, Examinations Management	Every examination sitting	500
		Enhance security features of examination question paper	Number of security features	3	Applied features	Director, Curriculum and Test Development	June 2027	1,250
		Re-engineer packing of examinations	Re-engineered packing	Fully re-engineered process of packing of examinations	Packing reports	Director, Curriculum and Test Development	2026	750
		Biometric registration and identification of students – Integrated with existing systems	Installed and integrated system Percentage of students on biometric system	50%	System reports	Director, Examinations Management	2026/27	25,000

Internal Business Processes Perspective – Business Process Re-engineering								
Strategic objective	**Strategies**	**Activities**	**Implementation indicators (KPIs)**	**Target**	**Means of Verification**	**Responsibility**	**Time Frame**	**Budget (Kshs. '000)**
	6: Maintain quality database of moderated bank of examination papers for all qualifications	Moderate examination question papers to create banks of live papers	Number of complete moderated live examination papers for each examinable paper.	Minimum of three sets of moderated live papers.	Secured moderated examination sets	Director, Curriculum and Test Development	Biannually	7,000
Objective 2: Deliver superior service to students	**1:** Deliver timely and responsive service	Register students for examination in time	Number of students successfully registered per year	2024/25 – 14,668 2025/26 – 16,134 2026/27 – 17,748	System reports	Director, Examinations Management	Annually	Nil
		Book students for examinations on time	Number of students successfully booked per exam sitting	2024/25 – 73,966 2025/26 – 81,362 2026/27 – 89,449	System reports		Annually	Nil
		Run a student migration to the portal campaign to facilitate on boarding of all students in the student's portal	% of active students successfully on boarded on the portal	100% on-boarding of active students on student's portal	System reports Sensitisation reports		2026	250
	2: Roll out E- Certificate for all qualifications	Design and rollout e-certificates	Timely release of certificate	One month after release of results	Certificates/ E-Certificates	Director, Examinations Management	2026/27	100
	3: Re-Engineer examination marking processes	Digital capturing of marks	Level of accuracy	100%	Data capture system		Every examination siting	1,000
		Implement conveyer belt marking approach	Re-engineered process	Re-engineered process	Implemented conveyer belt marking approach		August 2026	1,000

Internal Business Processes Perspective – Business Process Re-engineering								
Strategic objective	**Strategies**	**Activities**	**Implementation indicators (KPIs)**	**Target**	**Means of Verification**	**Responsibility**	**Time Frame**	**Budget (Kshs. '000)**
	4: Implement Computer-based Examinations (CBE)	Develop a transition strategy for migration from paper-based examinations to CBE (All qualifications)	Developed and approved strategy % of CBE uptake	Approved transition strategy 100% CBE uptake	Transition strategy CBE Transition report	Director, Curriculum and Test Development	June 2027	5,000
		Enhance computer-based examinations system to include on-demand examinations	Number of qualifications offered on-demand	3 – DDMA; DCNSA; CISSE by 2026/27	CBE System report	Deputy Director, ICT	2026/27	2,500
	5: Increase number of approved computer-based examinations centres	Identify potential Computer-based examination centres	Number of new centres identified	50 Computer Based Examination centres by 2026/27	Report on the number of examination centres for CBE	Director, Examinations Management	Annually	1,200
		Verify compliance	Number of centres assessed		Visitation checklists			
		Certify the centres	Number of new centres certified		Contracts/ agreements signed			
	6: Increase number of accredited training institutions	Identify potential training institutions	Number of new institutions identified	20	Progress report	Director, Accreditation and Quality Assurance	Annually	750
		Assess compliance to accreditation standards	Number of institutions assessed	75	Vetting Report		Annually	
		Accredit the institutions	Number of new institutions Accredited	20	Accreditation Certifications issued		Annually	
	7: Establish partnerships for development of study packs/reading materials	Compile sets of past examination paper questions and suggested solutions	Compiled sets of past examination paper questions and suggested solutions	Compiled sets of past examination paper questions and suggested solutions for all qualifications	Compiled sets of past examination paper questions and suggested solutions for 14 qualifications	Director, Curriculum and Test Development	June 2027	2,500

Internal Business Processes Perspective – Business Process Re-engineering								
Strategic objective	**Strategies**	**Activities**	**Implementation indicators (KPIs)**	**Target**	**Means of Verification**	**Responsibility**	**Time Frame**	**Budget (Kshs. '000)**
		Identify partners Review recommended study pack sets Enter into contracts Implement provisions of the contracts	Number of partners identified Number of qualifications with complete study pack sets Number of contracts Number of qualifications with complete study pack sets	3 14 3 14	Contracts Additional revenue 14 Complete and approved study pack	Director, Curriculum and Test Development	2026/27 Annually June 2027	2,500
			Revenue generated from partnerships for development of reading materials	As per Service Level Agreement			June 2027	
Objective 3: To increase the range of products and services	**1:** Design and Develop new competitive qualifications	Establish benchmarks for existing products	Benchmark Criteria Established	All qualifications Reviews	Approved Benchmark Criteria	Director, Curriculum and Test Development	June 2027	TBA
		Develop curriculum for new qualifications	Number of new qualifications curriculum completed	3 Qualifications	Published curriculum for new qualifications and certifications		2026/27	2,500
		Launch new and post-Professional qualifications	Number of new Post professional qualifications developed and launched	1 – New qualifications	Approved post-professional qualifications		June 2027	1,000
		Provision of examinations in French for French speaking countries (Burundi and DRC)	No. of examinations administered in French No. of students undertaking examinations in French.	3 500 annually	Examinations report	Director, Curriculum and Test Development/ Deputy Director, Test Development	Annually	1,000

Internal Business Processes Perspective – Business Process Re-engineering								
Strategic objective	**Strategies**	**Activities**	**Implementation indicators (KPIs)**	**Target**	**Means of Verification**	**Responsibility**	**Time Frame**	**Budget (Kshs. '000)**
Objective 4: To Maintain Quality Assurance of examinations	**1:** Enhance the resource centre	Increase sensitisation on access to e-resources	Sensitisations undertaken	All subscribers	Sensitisation report	Deputy Director, Research, Innovation & Consultancy	Annually	100
		Offer information literacy and current awareness services	Percentage of stakeholders sensitised	100% stakeholders	• Sensitisation recordings. • Sensitisation reports • Email notifications		Annual	200
		Procure additional books and study materials	Number of new books and study materials procured	20 Books per year	• Procured Books • LPO • Receipts		Annual	200
		Undertake stock taking	Number of stock-taking activities undertaken	2 per year	Stock taking report		Biannual	Nil
		Provide learning resources to stakeholders	% increase stakeholders accessing e-library	10%	E-library usage reports		Annual	1,500
			Revenue in Kshs	Sh.2,500,000 per annum	Financial statements		Annual	
		Install appropriate ICT Equipment	Installed ICT Equipment	Fully installed ICT systems	Installed ICT Equipment		2026/27	750
		Extend E-Library access to trainers in accredited institutions	Number of trainers accessing e-library	300	System Report		2026/27	Nil

Internal Business Processes Perspective – Business Process Re-engineering								
Strategic objective	**Strategies**	**Activities**	**Implementation indicators (KPIs)**	**Target**	**Means of Verification**	**Responsibility**	**Time Frame**	**Budget (Kshs. '000)**
	2: Evaluate viability of KASNEB qualifications	Analyse examination registrations and bookings statistics	• Number of qualifications analysed • Quarterly reports for examination registrations • Reports for examination booking	14 qualifications analysed 3 reports for examination registrations and booking	Examination registrations and bookings reports	Director, Accreditation and Quality Assurance	Biannually	250
	3: Renew expired accreditation certificates of training institutions	• Send reminders for renewal • Reassessment • Re-certification	• % of renewal	70%	Accreditation certificates Assessment reports	Director, Accreditation and Quality Assurance	Annually	1,250
	4: Monitoring of Accredited institutions	• Prepare monitoring schedules • Implement the approved schedules	• Prepared and approved monitoring schedules • Number of accredited institutions monitored	Approved annual monitoring schedules 75 annually	Approved monitoring schedules Accredited institutions monitoring report	Director, Accreditation and Quality Assurance	Annually	
	5: Identify 5nd launch Centres of Excellence (CoE)	• Establish guidelines/ framework for CoEs	Approved guidelines/ framework	Approved guideline/ framework for CoEs	CoE Guidelines	Director, Accreditation and Quality Assurance	September 2025	Nil
		• Identify potential CoE institutions (physical/ virtual) • Launch CoEs	Number of CoE (Physical/virtual) launched	4 Annually Total 20 by 30 June 2027	Certifications and report	Director, Accreditation and Quality Assurance	June 2027	2,500

Internal Business Processes Perspective – Business Process Re-engineering								
Strategic objective	**Strategies**	**Activities**	**Implementation indicators (KPIs)**	**Target**	**Means of Verification**	**Responsibility**	**Time Frame**	**Budget (Kshs. '000)**
	6: Accredit face-to-face and e-learning trainers	• Schedule desk check and accreditation assessment visits	Number of accredited institutions Number of accredited individuals	30 institutions per year 30 trainers per year	Accreditation certificatess	Director, Accreditation and Quality Assurance	Annual	2,500
	7: Implement Robust Examination Security Audits	• Conduct regular audits of examination storage facilities, transportation logistics, and marking processes.	Number of security audit recommendations implemented	90% implement-ation rate	Audit reports, implementation logs	Director, Accreditation and Quality Assurance	Annually	7,500
	8: Establish a Stakeholder Feedback Mechanism for Curriculum and Test Design	• Organize regular forums with educators, industry representatives, and students to gather feedback on syllabus content and examination format.	Number of feedback sessions held per year; Percentage of feedback incorporated	2 sessions per year; 75% incorporation	Meeting minutes, feedback reports, curriculum revisions	Director, Accreditation and Quality Assurance	Biannually	10,000
	9: Standardize Examination Centre Assessment and Monitoring Processes	Develop and implement standardized checklists and protocols for assessing and monitoring examination centres (physical and online).	Percentage of examination centres assessed using standardized protocols; Number of non-compliance issues identified and resolved	100% assessment; 85% resolution	Assessment reports, monitoring logs, corrective action plans	Director, Accreditation and Quality Assurance	Annually	6,000
	10: Establish and Operationalise KASNEB as a Centre for Certification of Assessors (Markers and Examiners)	Development of Certification Framework	Number of assessors certified	50 Assessors annually	Number of assessors certified		Annually	TBA

4.3.2 IBP – Information Communication Technology

Table 9: Implementation Matrix – Information Communication Technology (ICT)

Internal Business Processes Perspective – Business Process Re-engineering								
Strategic objective	**Strategies**	**Activities**	**Implementation indicators (KPIs)**	**Target**	**Means of Verification**	**Responsibility**	**Time Frame**	**Budget (Kshs. '000)**
Objective 1 To enhance operational efficiency and effectiveness	Digitalise KASNEB processes and services	**Output 1: Digitised products, processes and services**						
		1. Develop a digitalisation strategy	Approved digitalisation strategy	Approved digitalisation Strategy	Approved digitalisation strategy	Deputy Director, ICT	July 2025	2,000
		2. Implement the digitalisation strategy	100% implementation per annum	Digitalised business processes	Annual implementation plan	Deputy Director, ICT	June 2027	330,000
		3. Identification and digitalisation of processes	Number of processes identified and fully digitalised	5 Processes per annum	User signoffs	Deputy Director, ICT	June 2026	1,000
		4. Digitalize re-engineered business processes at 25% per annum.	Number of re-engineered processes	3 Processes	Digitalised processes	Deputy Director, ICT	Annually	5,000
		5. Identify and subscribe to a secure cloud storage platform	Secured Platform	Secure cloud storage platform	Cloud License	Deputy Director, IC	June 2026	12,000
		6. Upgrading the primary Data Centre	Number of data Centre upgrades operationalised	Fully operation-alized Data Centre by June 2026	Certificate of completion	Deputy Director, ICT	December 2025	30,000
			Increase internet bandwidth	100Mbps	Speed test	Deputy Director, ICT	December 2025	5,000

Internal Business Processes Perspective – Business Process Re-engineering								
Strategic objective	**Strategies**	**Activities**	**Implementation indicators (KPIs)**	**Target**	**Means of Verification**	**Responsibility**	**Time Frame**	**Budget (Kshs. '000)**
		Output 1: Digitised products, processes and services						
		7. Enhanced implementation of ERP	Number of modules fully automated and stabilized in the ERP system	9 modules	ERP dashboard	Deputy Director, ICT	June 2027	20,000
		8. Enhance the capacity for sustaining automation	Number of staff trained on automation and support processes	All KASNEB staff	• Training reports • % of processes automated	Deputy Director, ICT	June 2026	100
		9. Undertake automation level survey	Automation level index	70%	Automation level survey report	Deputy Director, ICT	June 2026	500
		10. Enhance ICT systems uptime	Average system uptime	99%	System uptime report	Deputy Director, ICT	June 2026	500
	Enhance ICT infrastructure	**1.** Efficient ICT Network	Undertake assessment of the ICT infrastructure.	Assessment report on networks, end user devices, data centre	Number of assessments undertaken	Deputy Director, ICT	Dec 2026	150
			Implement the recommendations of the assessment report.	Audit recommend-ations implemented on networks, end user devices, data centre	Percentage of recommend-ations implemented	Deputy Director, ICT	June 2026	2,500
			Acquire and deploy ICT devices to meet optimal requirements of KASNEB	ICT devices acquired and deployed	Number of ICT devices acquired and deployed	Deputy Director, ICT	Annually	12,500
			Upgrade LAN/ WAN	Reliable Network	Uptime of the Network	Deputy Director, ICT	June 2027	12,500

Internal Business Processes Perspective – Business Process Re-engineering								
Strategic objective	**Strategies**	**Activities**	**Implementation indicators (KPIs)**	**Target**	**Means of Verification**	**Responsibility**	**Time Frame**	**Budget (Kshs. '000)**
			Upgrade IPBX to ISDN telephony	Functional ISDN telephony	An ISDN telephony	Deputy Director, ICT	Dec 2026	5,000
	Enhance systems and applications to realize value on ICT investmentt	**1.** Efficient and reliable systems	Undertake assessment of systems and applications to identify gaps.	Assessment report on systems and applications	Number of assessments undertaken	Deputy Director, ICT	June 2027	250
			Implement the recommendations of the systems and applications assessment report.	Assessment recommend-ations implemented	Percentage of recommend-ations implemented	Deputy Director, ICT	Dec 2026	5,000
			Customize CBE System.	Customised CBE System to include additional qualifications	CBE system customised	Deputy Director, ICT	Dec 2025	5,000
				Implement-ation of E-Proctoring	Proctoring software in place			2,500
	Ensure Business Continuity plan in the event of disruption	**1.** Guaranteed continuity of business operations	Develop ICT Business Continuity (BCP) and Disaster Recovery Plan	ICT BCP in place	Number of ICT BCPs	Deputy Director, ICT	Jun 2026	10,000
			Undertake regular testing of BCP plans	BCPs Implemen-ted	Percentage of BCPs implemented	Deputy Director, ICT	Quarterly	50
		2. Enhance security of information in end user devices.	Sensitize users on information security	Users sensitised on information security	Number of sensitisation forums held	Deputy Director, ICT	Dec 2026	-
		3. Enhance physical security ICT infrastructure	Upgrade Biometric access and IP CCTV system for the server room/ strong room.	Secure data centre and strong room	Updated Biometric access and IP CCTV system	Deputy Director, ICT	Dec 2025	5,000

Internal Business Processes Perspective – Business Process Re-engineering								
Strategic objective	**Strategies**	**Activities**	**Implementation indicators (KPIs)**	**Target**	**Means of Verification**	**Responsibility**	**Time Frame**	**Budget (Kshs. '000)**
Objective 2: To maintain integrity of systems and KASNEB network	Enhance cybersecurity resilience for KASNEB network	**1.** Real time monitoring of systems and network	Percentage of system intrusions successfully barred/blocked.	100%	ICT Security dashboard	Deputy Director, ICT	Annually	1,000
			Time taken to effectively block unauthorized intrusion	Immediately	System reports	Deputy Director, ICT	Annually	500
		2. Assessment of information security gaps	Number of assessments undertaken	1	Assessment reports	Deputy Director, ICT	June 2026	
		3. Close identified security gaps	Number of security gaps identified and addressed	Number of blocked intrusions	Intrusion report	Deputy Director, ICT	Annually	
		4. Enhance ICT risk management	Improved ICT risk management	Continuous identification of organizatio-nal ICT risks	ICT risks identified and mitigated	Deputy Director, ICT	Annually	-
				Implement ICT risk management framework	ICT risk management framework developed and implemented	Deputy Director, ICT	Annually	1,000

4.3.3 IBP – Planning

Table 10: Implementation Matrix – Planning

Internal Business Processes Perspective – Business Process Re-engineering								
Strategic objective	**Strategies**	**Activities**	**Implementation indicators (KPIs)**	**Target**	**Means of Verification**	**Responsibility**	**Time Frame**	**Budget (Kshs. '000)**
		Output 1: Continual improvement of management systems						
Objective 1: To enhance KASNEB business processes by undertaking annual reviews of QMS processes	Sustain the quality management systems	**1.** Review all QMS standard operating procedures	Revised QMS processes	Fifty (50) revised QMS processes	Approved revised processes	Deputy Director, Planning	Annually	2,000
		2. Operationalize ISO/IEC 27001: 2022 ISMS (revised)	ISMS Certification	ISMS framework to support digital	ISMS Certificate		June 2027	3,000
		3. Review ISO 9001: 2015 Mandatory documentation and ISO/IEC 27001:2022 ISMS documentation	Number of documents reviewed	Reviewed ISO 9001: 2015 and ISO/IEC 27001:2022 ISMS documents	Reviewed Reports		June 2026	2,000
		4. Undertake internal quality audits/ISMS audits	Number of internal quality audits/ISMS audits conducted	2 annually	Audit reports		Semi-annual	200
		5. Undertake follow-up audits of proposed areas of improvement and corrective action plans	Number of follow-up audits undertaken	2 annually	Follow-up audit reports		Semi-annual	Nil
		6. Annual renewal of NQI Membership	NQI Membership renewed	Annually	Renewal certificates		Annually	100
		7. Undertake management review meetings	Number of management review meetings held No. of actions implemented	2 annually 100%	Follow-up audit reports Management review Minutes		Semi-annual	Nil
		8. Coordinate quality improvement team forums	Number of quality improvement team forums convened	2	Forum reports		Semi-annual	1,000

Internal Business Processes Perspective – Business Process Re-engineering								
Strategic objective	**Strategies**	**Activities**	**Implementation indicators (KPIs)**	**Target**	**Means of Verification**	**Responsibility**	**Time Frame**	**Budget (Kshs. '000)**
		9. Sensitise members of staff on QMS and ISMS	Number of sensitisation forums undertaken	2 Annually	Sensitisation/ training reports	Deputy Director, Planning	Semi-annually	Nil
		10. Facilitate training of Quality Improvement Team (QIT) and members of staff on quality management systems	Number of training forums undertaken	2 Annually	training reports		Annually	2,000
		11. Facilitate capacity building for quality improvement team	No. of QIT members sponsored to participate in quality management forums/capacity building	All QIT members	Quality management forums reports Capacity building reports		Annually	2,000
		12. Integrate ISMS and QMS systems	Integrated Management system	Fully integrated management system	Integrated audit reports		December 2026	2,000
		13. Coordinate surveillance audits	Number of surveillance audits coordinated	1 annually	Surveillance reports		Annual	500

Internal Business Processes Perspective – Business Process Re-engineering								
Strategic objective	**Strategies**	**Activities**	**Implementation indicators (KPIs)**	**Target**	**Means of Verification**	**Responsibility**	**Time Frame**	**Budget (Kshs. '000)**
Objective 2: To enhance risk and opportunities management	Coordinate risk and Opportunities management	**1.** Review risk management procedures	Revised procedures	Two	Approved revised procedures	Deputy Director, Planning	December 2025	40
		2. Monitor and report on organisational risk and opportunities management	Functional risk management reports Strategic risk management reports	4 Annually	Quarterly functional risk management reports Quarterly strategic risk management reports		Quarterly	Nil
		3. Review Business Continuity and Disaster Recovery plan	Revised Business Continuity and Disaster Recovery plan	Revised plan	Revised Business Continuity and Disaster Recovery plan		December 2025	100
		4. Co-ordinate the implementation of crisis mitigation strategies	Percentage of crisis mitigation strategies implemented	100%	Status reports		December 2026	2,000
		5. Operationalisation of incidence management	Operationalised incidence management platform	All	incidence management reports		December 2025	1,000
		6. Training/ Sensitisation on risk management to: Management team Members of staff	Number of training/ sensitisation forums undertaken	Two	Training/ sensitisation reports		Annually	100
		7. Training/ Sensitisation on incidence management	Number of training/ sensitisation forums undertaken	Two	Training/ sensitisation reports		Annually	100

Internal Business Processes Perspective – Business Process Re-engineering								
Strategic objective	**Strategies**	**Activities**	**Implementation indicators (KPIs)**	**Target**	**Means of Verification**	**Responsibility**	**Time Frame**	**Budget (Kshs. '000)**
Objective 2: To enhance corporate performance from 97% in 2023/2024 to 100% in 2026/2027		**Output 2: Improved corporate performance**						
	Implement performance contracting	**1.** Develop annual performance contract (PC)	Signed PC	Signed PC annually	Signed PC	Deputy Director, Planning	Annual	300
		2. Coordinate the implementation of the annual performance contract	PC score	<less than weighted score of 3.00	Quarterly reports Annual evaluation report		Quarterly	250
	Undertake Corporate Strategy Development, implementation and Review	**1.** Coordinate the development of the 7th CSP (2027 - 2032)	Approved logical framework for development of the 7th CSP (2027 – 2032)	Every five years	Approved CSP document		2026/27	6,000
		2. Coordinate implementation of CSP	Level of implementation of CSP activities	100%	Quarterly Progress reports		Quarterly	500
		3. Undertake monitoring and evaluation of Strategic plan implementation	Number of M & E activities undertaken	Once a quarter	M & E reports		Quarterly	-
	Implement business intelligence framework	**1.** Update the databank on key business parameters	Up to date databank	Once a quarter	Up to date databank		Quarterly	-
		2. Analyse key business parameters	Number of business intelligence reports	4 annually	Quarterly reports		Quarterly	-
		3. Undertake continuous Business intelligence and environmental scanning	Frequency of Environmental scanning	4 Annually	Documentation linking scanning insights to strategic objectives.		Quarterly	-
		4. Analysing and compiling findings into comprehensive reports	Number of reports generated	4 Annually	Documented reports		Quarterly	-

Internal Business Processes Perspective – Business Process Re-engineering								
Strategic objective	**Strategies**	**Activities**	**Implementation indicators (KPIs)**	**Target**	**Means of Verification**	**Responsibility**	**Time Frame**	**Budget (Kshs. '000)**
	Monitor implementation of KASNEB policies	**1.** Maintain policy Inventory	Up to date policy inventory	Once a quarter	Up to date policy inventory		Quarterly	6,000
		2. Prepare status report on policy implementation	Number of reports compiled	1 Annually	Annual status reports		Annually	500
		3. Undertake policy analysis	Number of policies analysed	3	Annual reports		Annually	-
		4. Monitor the implementation of strategic alliances partnerships policy	Monitoring reports	2	Status reports		Semi-annually	-
	Roll-out of ERP Module for Performance Monitoring and Reporting of CSP Targets	**1.** Develop and integrate an ERP module designed specifically to track and report on Corporate Strategic Plan (CSP) performance targets **2.** Implement ERP module designed specifically to track and report on Corporate Strategic Plan (CSP) performance	ERP Module Deployed Status of implementation	100% of identified CSP targets/ activities integrated into the ERP module	ERP Implementation Logs -Documentation showing module setup and CSP targets integrated	Deputy Director, Planning	June 2027	TBA

Internal Business Processes Perspective – Business Process Re-engineering								
Strategic objective	**Strategies**	**Activities**	**Implementation indicators (KPIs)**	**Target**	**Means of Verification**	**Responsibility**	**Time Frame**	**Budget (Kshs. '000)**
Objective 4: To enhance research, innovation and knowledge management for income generation of KSh. 10 million per annum		**Output 3: Improved service delivery and efficiency**						
	Strengthen Research	**1.** Develop research guidelines	Research guidelines developed	1	Approved research guidelines	Deputy Director, Research, Innovation and Consultancy	June 2026	500
		2. Disseminate research findings to relevant stakeholders	Number of reports disseminated Number of workshops held	2	Briefs Research reports		Annual	1,000
		3. Operationalise Scientific and Ethical Review Committee	The Scientific and Ethical Review Committee operationalised	Once a quarter	Minutes of the Scientific and Ethical Review Committee		Quarterly	1,000
		4. Apply for Research Grants	Number of research grant proposals prepared and submitted	Once a quarter	Research proposal grant submission notification		Quarterly	-
		5. Identify partners and undertake collaborative research	Number of collaborative researches undertaken	4 annually	Published Research		Quarterly	-
		6. Implement the research and innovation policy	Number of innovations identified and implemented	4 Annually	Documentation linking scanning insights to strategic objectives.		Quarterly	-
	Promote innovation	**1.** Develop a guideline to evaluate innovations/ innovative ideas	Guideline to evaluate ideas developed	1	Approved guidelines		December 2026	Nil
		2. Identify and implement innovations/ innovative ideas from stakeholders4	Number of innovations identified and implemented Number of success-ful innovations	2	Completed innovation/ innovative ideas form		Annual	5,000

Internal Business Processes Perspective – Business Process Re-engineering								
Strategic objective	**Strategies**	**Activities**	**Implementation indicators (KPIs)**	**Target**	**Means of Verification**	**Responsibility**	**Time Frame**	**Budget (Kshs. '000)**
		Output 3: Improved service delivery and efficiency						
		3. Establish an innovation portal	Innovations Portal created	1	Operational innovation portal	Deputy Director, Research, Innovation and Consultancy	June 2026	1,000
		4. Submit approved innovations to the Ministry of Public Service	Number of innovations identified and submitted	1	Forwarding letters		Annual	Nil
		5. Develop reward framework to encourage innovation	Reward framework developed	1	Approved Framework		December 2025	3,000
	Enhance Knowledge Management	**1.** Identify and implement knowledge management initiatives	Number of knowledge management initiatives identified and implemented	2	Reports	Deputy Director, Research, Innovation and Consultancy	Annual	500
		2. Undertake knowledge mapping	Approved Knowledge map	1	Approved knowledge map		December 2025	3,000
		3. Undertake knowledge Gap Assessment	Approved Knowledge Gap Assessment report	1	Approved Knowledge Gap Assessment report		December 2025	
		4. Establish knowledge portal/hub	Operational knowledge portal	1	User Logs		December 2025	2,000
	Co-ordinate Consultancy	**1.** Coordinate Implementation of ongoing Consultancy assignments	Number of Consultancy assignments implemented	2	Reports and Invoices		Annually	3,000
		2. Identify new consultancy ventures	Number of consultancy assignments implemented	2	Reports and invoices		Annually	500

Internal Business Processes Perspective – Business Process Re-engineering								
Strategic objective	**Strategies**	**Activities**	**Implementation indicators (KPIs)**	**Target**	**Means of Verification**	**Responsibility**	**Time Frame**	**Budget (Kshs. '000)**
	Establish a Special Purpose Vehicle (SPV) for consultancy	**1.** Prepare a board paper on establishment of the SPV for approval	Board paper on establishment of SPV prepared	1	Approved Board Paper	Director, Research and Business Development	June 2025	Nil
		2. Prepare documentation for registration of the SPV	Documentation for registration prepared	1 set	Approved documentation		December 2025	3,000
		3. Register the SPV	SPV registered	1	Certificate of registration		June 2026	100
		4. Operationalise enterprise arm of KASNEB	Incorporated entrepreneurial arm of KASNEB Additional revenue streams	Incorporated Commercial arm	Incorporation documents		June 2026	1,000
		5. Launch Initial Consultancy Projects	Number of Consultancy Projects Identified and Contracts Signed	Conclude at least 2 consultancy contracts	Project Kick-Off Reports		December 2026	TBA
			Revenue generated	Generate KSh 5 million in revenue through SPV consultancies	Signed Contracts			

4.3.4 IBP – Supply Chain Management

Table 11: Implementation Matrix - Supply Chain Management

Internal Business Processes Perspective – Business Process Re-engineering								
Strategic objective	**Strategies**	**Activities**	**Implementation indicators (KPIs)**	**Target**	**Means of Verification**	**Responsibility**	**Time Frame**	**Budget (Kshs. '000)**
Objective 1: To enhance operational efficiency	**Strategy 1** Promote strategic sourcing	**Output 1: Enhanced compliance levels with regulations and frameworks**						
		1. Develop Annual Procurement and Asset Disposal Plan	Approved Annual Procurement and Asset Disposal plan	Approved Annual Procurement and Asset Disposal plan	Approved Annual Procurement and Asset disposal plan	Deputy Director, Supply Chain Management	Annualy	200
		2. Establish framework contracts	Number of framework contracts established	5 per year	Signed contracts		Annual	10,000
		3. Implementation of preference and reservation schemes	Compliance level	30% for AGPO	Quarterly and annual reports		Semi-annual	30,000
			Compliance level	40% for Local content	Quarterly and annual report		Quarterly	50,000
		4. Constitute Contract Implementation Teams (CIT	Number of CITs Constituted	1 CIT per contracted service	CIT reports		Quarterly	Nil
		5. Coordinate training of procurement committees' members	Number of trainings undertaken Number of procurement committees' staff trained	4 trainings annually	Training Reports		Annually	1,250
		6. Outsource identified critical service	No of services outsourced	Quarterly	Quarterly reports		Quarterly	500
		Output 2: Improved quality of goods, works and services						
		1. Undertake procurement audits	Number of procurement audits conducted	2 per year	Audit reports	Deputy Director, Supply Chain Management	Semi-annually	1,000
		2. Optimization of Transportation and Logistics	Percentage of logistics cost reduction	8% per year	Transportation and Logistics Reports/ Records		Annual	2,000

Internal Business Processes Perspective – Business Process Re-engineering								
Strategic objective	**Strategies**	**Activities**	**Implementation indicators (KPIs)**	**Target**	**Means of Verification**	**Responsibility**	**Time Frame**	**Budget (Kshs. '000)**
Objective 2: Enhance Supply Chain Risk Management and Inventory Security	**Strategy 2:** To maintain optimal inventory levels for critical supplies	**1.** Maintain an accurate record of key lead times.	Lead time Schedule	21 days	Delivery Reports	Deputy Director, Supply Chain Management	Quarterly	200
		2. Establish and maintain optimal target inventory levels	No. of stock levels established	Annually	Stock levels report		Annually	500
	Strategy 3: Streamline workflow processes	Conduct workflow audit - Eliminate redundant steps - Introduce digital systems	% reduction in process time	30% reduction in processing time	Audit reports, time logs		June 2027	2,000
	Strategy 4: Optimize staff allocation	Staff redeployment - Address equipment gaps - Introduce shift adjustments	Equipment/staff utilization rate	85% utilization rate	Resource use reports, utilization analysis		June 2027	5,000
	Strategy 5: Digitize Administrative	Implement an Electronic Document Management System	% of processes digitized	90% digitization of key administrative	System usage logs, process time reports		June 2027	1,000
	Strategy 1: Integrate AI-based quality assurance tools into procurement.	**1.** Develop and maintain a centralized digital database of specifications for all categories of goods/ services. **2.** Automate supplier technical compliance evaluations using structured digital forms and tools. **3.** Train procurement and inspection staff on digital tools and quality standards.	**1.** Percentage of procurement categories with digital technical specifications. **2.** Percentage of suppliers evaluated using digital tools. Number of trained staff in digital Quality Assurance systems.	All procurement categories digitized by 2026	**1.** E-procurement platform database. **2.** Supplier evaluation reports. **3.** Inspection reports (digital logs). **4.** Training attendance sheets and certificates.		Quarterly Monitoring	1,500

Internal Business Processes Perspective – Business Process Re-engineering								
Strategic objective	**Strategies**	**Activities**	**Implementation indicators (KPIs)**	**Target**	**Means of Verification**	**Responsibility**	**Time Frame**	**Budget (Kshs. '000)**
	Strategy 2: Secure Inventory through Smart Access and Real-Time Stock Monitoring	**1.** Implement biometric or RFID access control systems at all storage facilities. **2.** Limit physical access to inventory only to authorized staff. **3.** Deploy an inventory management system that provides real-time updates and automated stock reconciliation. **4.** Generate exception reports for abnormal stock movements. **5.** Conduct quarterly risk-based inventory audits	**1.** Percentage of storage facilities with smart access controls. **2.** Number of unauthorized access attempts flagged. **3.** Inventory record accuracy rate. **4.** Number of exception-based alerts generated. **5.** Number of risk-based audits conducted annually	100% of inventory secured via smart controls by 2026	**1.** Access Control Logs: Monitor user access, timestamps, and actions on inventory to ensure proper authorization and security. **2.** Inventory System Activity Logs: Capture all actions, updates, and user interactions within the inventory system for tracking and auditing purposes. **3.** Quarterly Stock Movement Reports: Summarize inventory changes, including additions, removals, and transfers, on a quarterly basis. **4.** Audit Reports and Flagged Anomalies: Identify discrepancies and irregularities in inventory, highlighting items for further investigation. **5.** Access control logs. **6.** Inventory system activity logs. **7.** Quarterly stock movement reports. **8.** Audit reports and flagged anomalies.	Deputy Director, Supply Chain Management	June 2027	5,000

Internal Business Processes Perspective – Business Process Re-engineering								
Strategic objective	**Strategies**	**Activities**	**Implementation indicators (KPIs)**	**Target**	**Means of Verification**	**Responsibility**	**Time Frame**	**Budget (Kshs. '000)**
Objective 3: Reduce Supply Chain Risks and Ensure Security of Inventory	**Strategy 1** Ascertain quality of supplies	**4**. Develop and share comprehensive specifications of all supplies	Inspections conducted	1 per year Every consignment of supplies	Up to date Database of products// services specs Inspection reports	Deputy Director, Supply Chain Management	Annually	2,000
		5. Inspect supplied goods/service/ works for quality						
	Strategy 2 Safeguard all supplies and inventory	**1**. Limit access of inventory to authorised staff	Access Controls implemented	Inventory access controls	Access control records		Annually	500
		2. Maintain up-to-date and accurate stock movement schedules	Stock movements schedules updated	Updated and accurate stock movement schedules	Stock movement schedules Reports		Quarterly	500
	Strategy 3 Asset Disposal	**1**. Conduct Board of Survey	Board of survey undertaken and assets for disposal identified	1 Board of survey per year	Board of Survey Report		Annually	250
		2. Undertake Asset Disposal	Advertisement Notice Disposal Committee meeting convened	Annually	Asset disposal report		Annually	1,000
Objective 4: Lower Procurement Costs and ensure Value for Money	**Strategy 1** Leverage on technology in procurement	**1**. Automate rocurement Processes/ workflows through a centralised e-procurement system. **2.** Implementation of an online supplier registration portal. **3.** Automation of requisition approvals through workflow systems **4.** Digitize tender advertisement and submission - Enable online generation of contracts	Percentage (%) of procurement processes digitized Number of processes/ modules integrated	Entire process 100% automation by 2027	Implemented system System usage reports, audit trails System log		Annually	4,000
	Strategy 2 Competitive sourcing	**1.** Undertake digital market surveys and due diligence using on-line tools to determine pricing and quality. **2.** Use PPRA portal for pricing benchmarks.	No. of Market surveys and Due Diligence Undertaken	Every two years	Market intelligence reports Survey reports Approved and updated rate cards	Deputy Director, Supply Chain Management	Semi-Annually	2,000

Internal Business Processes Perspective – Business Process Re-engineering								
Strategic objective	**Strategies**	**Activities**	**Implementation indicators (KPIs)**	**Target**	**Means of Verification**	**Responsibility**	**Time Frame**	**Budget (Kshs. '000)**
		3. Check supplier records on IFMIS and company websites. **4.** Use digital negotiation tools before contract awards **5.** Conduct negotiations via Microsoft Teams or Zoom						
		Undertake Negotiations before Contract awards - Document negotiation outcomes in digital minutes and emails	No. of Negotiations undertaken Digital minutes and emails	All Major Contracts	Negotiation reports		Semi-Annually	
	Strategy 3 Implement sustainable and Ethical procurement practices	• Undertake analysis of common user used items using procurement analytics • Review spend trends on stationery, ICT accessories, and printing services • Consolidate orders to benefit from economies of scale • Identify cost-saving alternatives or suppliers • Digitize supplier performance evaluations using scorecards.	Number of analysis generated	4 Reports annually	Common user reports, spend analysis dashboards	Deputy Director, Supply Chain Management	Semi-Annually	2,000
		• Rate suppliers on quality, delivery time, compliance, and Annually responsiveness • Use Excel dashboards or supplier evaluation software • Store evaluations digitally for audit and reference	Numbers of suppliers appraised	100% of all suppliers engaged	Supplier appraisal report	Deputy Director, Supply Chain Management	Quarterly	2,000
		1. Undertake supplier performance appraisal	Number of suppliers appraised	100% of all suppliers engaged	Appraisal reports		Annually	100
		2. Comply with ethical practices in procurement	Zero unethical practices	100% compliance	Issues/ queries raised on ethics		Annually	Nil

Internal Business Processes Perspective – Business Process Re-engineering								
Strategic objective	**Strategies**	**Activities**	**Implementation indicators (KPIs)**	**Target**	**Means of Verification**	**Responsibility**	**Time Frame**	**Budget (Kshs. '000)**
		3. Identify and Implement Green Procurement Initiatives **4.** Procure energy-efficient equipment **5.** Adopt paperless procurement processes **6.** Procure from environmentally certified suppliers **7.** Encourage suppliers to adopt sustainable packaging	No. of Green Procurement Initiatives	4 per year	Quarterly procurement reports	Deputy Director, Supply Chain Management	Quarterly	2,500
	Strategy 4: Build Procurement Staff Capacity through Digital Training	**1.** Identify strategic competencies, knowledge and skills for supplier capacity development on digital e-procurement. **2.** Train on e-procurement systems and ERP **3.** Conduct webinars on ethical procurement practices. **4.** Provide courses on e-sourcing, data analytics **5.** Encourage staff certification in procurement and contract management **6.** Enrol staff in KISM and KISEB course	Number of staff certified	4 per year	Training reports attendance lists	Deputy Director, Supply Chain Management	Quarterly	1,000

Internal Business Processes Perspective – Business Process Re-engineering								
Strategic objective	**Strategies**	**Activities**	**Implementation indicators (KPIs)**	**Target**	**Means of Verification**	**Responsibility**	**Time Frame**	**Budget (Kshs. '000)**
	Strategy 5: Transition to e-Government Procurement (e-GP)	**1.** Develop and integrate the e-GP system with existing platforms **2.** Provide training for procurement officers and suppliers on the use of the e-GP system. **3.** Establish policies and regulations to support the implementation and use of the e-GP system. **4.** Monitor the implementation process and evaluate the effectiveness of the e-GP system	• Percentage of integration completed with existing platforms • Percentage of procurement officers and suppliers trained on the e-GP system. • Number of procurement transactions conducted through the e-GP system	Achieve 100% integration with key platforms Train 100% of procurement officers Develop and implement necessary policies Ensure that 75% of all procurement transactions are conducted through the e-GP system	• System Integration Reports • Training Records • System Usage reports	Deputy Director, Supply Chain Management	Annually	TBA

Internal Business Processes Perspective – Business Process Re-engineering								
Strategic objective	**Strategies**	**Activities**	**Implementation indicators (KPIs)**	**Target**	**Means of Verification**	**Responsibility**	**Time Frame**	**Budget (Kshs. '000)**
Objective 5: Manage relationships for long-tern engagement with strategic suppliers	**Strategy 1** Supplier capacity building	**1.** Integrate procurement with finance, stores, and user departments through ERP **2.** Enable departments to initiate and track requisitions digitally **3.** Link procurement system with finance for real-time budget tracking. **4.** Integrate stores module for automatic stock updates	TNA for Suppliers	one every year	Approved TNA	Deputy Director, Supply Chain Management	Annually	2,500
		Performance Feedback - Monthly or quarterly performance feedback.	On time delivery Lead time	Every year	Service Level Agreement (SLA) Compliance Reports		Annually	1,500
	Strategy 2 Supplier Relationship Management (SRM) Framework	**1.** Performance Management	No. of suppliers receiving feedback	100% of strategic suppliers	Performance review and reports	Deputy Director, Supply Chain Management	Quarterly	1,000
		2. Risk Management & Compliance	Develop Risk Register	Risk register completeness rate	Approved risk register, audit trails		Quarterly	1,500
	Strategy 3 Establish supplier feedback mechanisms	**1.** Publish Tenders and Contracts Information in the PPIP Portal and website	No. of Tenders and Contract Information published	Every tender and Contract	KASNEB website PPIP Portal		Monthly	500
		2. Host suppliers for feedback forum and document feedback	No. of Forums held	2 every year	Pre-Bid Conference Reports		Annually	750

Internal Business Processes Perspective – Business Process Re-engineering								
Strategic objective	**Strategies**	**Activities**	**Implementation indicators (KPIs)**	**Target**	**Means of Verification**	**Responsibility**	**Time Frame**	**Budget (Kshs. '000)**
	Strategy 4 Long term agreements	**1.** Identify Strategic Suppliers	No. of eligible strategic suppliers selected	80% of top-tier suppliers identified	Supplier segmentation report	Deputy Director, Supply Chain Management	Annually	1,500

4.3.5 IBP – Internal Audit and Risk Assurance

Table 12: Implementation Matrix - Internal Audit and Risk Assurance

Internal Business Processes Perspective – Business Process Re-engineering								
Strategic objective	**Strategies**	**Activities**	**Implementation indicators (KPIs)**	**Target**	**Means of Verification**	**Responsibility**	**Time Frame**	**Budget (Kshs. '000)**
Objective 1: To provide independent and objective assurance on the internal control processes	Provide assurance of internal financial, operational and compliance controls	Revise Management Control Framework	Revised framework	Revised Management Control framework	Approved management control framework	Deputy Director, Internal Audit	December 2025	2, 000
		Disseminate the revised management control framework	Dissemination report	1 Annually	Dissemination report			Nil
		Develop annual risk-based audit plan	Approved annual risk-based audit plan	Approved annual risk-based audit plan by 30th June every Year	Approved annual risk-based audit plan		Annually	Nil
		Undertake audits in line with the approved audit plan	Number of Audits conducted	16	Audit reports (Risk-Based and Process-based)		Annually	2, 000

Internal Business Processes Perspective – Business Process Re-engineering								
Strategic objective	**Strategies**	**Activities**	**Implementation indicators (KPIs)**	**Target**	**Means of Verification**	**Responsibility**	**Time Frame**	**Budget (Kshs. '000)**
		Conduct Systems Audit and other Special Audits	Number of Systems Audits and/or special audits conducted	2	Audit reports Implementation Plan of the recommendations		Annually	1,400
		Assess and monitor implementation of the anti-fraud/ anti-corruption strategy	Implementation reports	2 reports annually	Implementation reports		June 2027	Nil
	Strengthen enterprise risk and opportunities management	Assess the identification and mitigation of Strategic risks and opportunities	Assessment reports	Annual assessment reports	Assessment report	Deputy Director, Internal Audit	Annually	Nil
		Assess and evaluate effectiveness of risk mitigation measures	Evaluation report	Quarterly	2 Evaluation report		Quarterly	Nil
		Assess the implementation of the Business Continuity and Disaster Recovery plan	Assessment reports	Quarterly	Assessment reports		Quarterly	400
		Procure and Implement a data analysis tool	Data analysis tool implemented	Data analysis tool	Operationalised Data analysis tool		June 2027	4,000

Internal Business Processes Perspective – Business Process Re-engineering								
Strategic objective	**Strategies**	**Activities**	**Implementation indicators (KPIs)**	**Target**	**Means of Verification**	**Responsibility**	**Time Frame**	**Budget (Kshs. '000)**
Objective 2: To provide assurance on the risk Management, and governance process	To enhance risk governance process	Review the Internal Audit and Audit & Risk Committee Charters	Reviewed charters	Annually	Reviewed Charters	Deputy Director, Internal Audit	Annually	Nil
		Assess the implementation status of the charters	Assessment reports	Annually	4 reports		Annually	Nil
		Coordinate the evaluation of the Audit and Risk Committee	Number of evaluations	Annually	Evaluation Reports		Annually	1,000
		Develop the Internal Audit Strategic Plan	Approved strategic plan	Approved Internal Udit Strategic Pla	Approved Internal Udit Strategic Plan		30 December 2025	Nil
		Develop a Quality Assurance and improvement program	Approved quality assurance and improvement plan	Approved quality assurance and improvement plan	Approved quality assurance and improvement plan		30 December 2025	Nil
		Develop a combined assurance framework	Combined assurance framework	Approved combined assurance framework	Approved combined assurance framework		30 September 2025	
		Revise the Internal Audit Manual to adopt the changes in GIAS	Approved manual	Revised manual	Approved revised Audit Manual		30 September 2025	Nil
		Undertake an external evaluation of the Audit and Risk Assurance Directorate	External evaluation report	1 evaluation	Evaluation Report		30 September 2026	2,000
		Implement the recommendations of the external assessment	Percentage of recommendations implemented	100%	Status reports		30 June-2027	1,500

4.3.6 IBP – Legal Services

Table 13: Implementation Matrix – Legal Services

Internal Business Processes Perspective – Business Process Re-engineering								
Strategic objective	**Strategies**	**Activities**	**Implementation indicators (KPIs)**	**Target**	**Means of Verification**	**Responsibility**	**Time Frame**	**Budget (Kshs. '000)**
Objective 1: To ensure 100% compliance with corporate governance practices	Implement good corporate governance practices	**Output 1: Enhanced compliance levels with regulations and frameworks**						
		1. Coordinate governance audit	No. of audits undertaken Level of compliance Governance Index	Annually 100%	Governance audit reports	Deputy Director, Legal Services	Biennially	825
		2. Oversee implementation of governance audit recommendations	Approved action Plan Percentage of audit recommendations implemented	100%	Action plan Quarterly Progress reports		Annually	-
		3. Coordinate Board Evaluation	Number of evaluations Board evaluation score	One evaluation every year 100%	Board evaluation report		Annually	1,000
		4. Coordinate 360° Board Evaluation	Number of evaluations Board evaluation Board evaluation score	One 360° Board Evaluation annually 100% score	Board evaluation report		Annually	2,000
		5. Capacity building for Board members (Enhance Board training especially on ESG, data protection and cyber law)	Number of Board members trained	All Board members	Training reports		Annually	10,000

Internal Business Processes Perspective – Business Process Re-engineering								
Strategic objective	**Strategies**	**Activities**	**Implementation indicators (KPIs)**	**Target**	**Means of Verification**	**Responsibility**	**Time Frame**	**Budget (Kshs. '000)**
Objective 2: To defend and ensure full protection of KASNEB interests	Advice on compliance with existing and new laws and regulations	**Output 2: Improved legal compliance and Corporate performance**						
		Coordinate legal and compliance audits (in liaison with AG's office)	Number of legal and compliance audits conducted (Develop and launch a compliance dashboard to track implementation)	2	Audit reports Compliance dashboard		2026	1,500
		Develop an action plan and oversee implementation of the recommendations of the audit	Approved Action Plan Percentage of recommendations implemented	100%	Approved Action Plan Quarterly Progress reports		Annually	-
		Monitor Bills, laws and regulations affecting KASNEB	Quarterly Monitoring Reports	4 reports annually	Quarterly Monitoring Reports		Annually	-
		Co-ordinate the implementation of Presidential and Government directives, guidelines and circulars	Compliance level	Annually	Status reports		Annually	-
	Provide legal guidance on all corporate matters	Draft and review legal documents	Number of Contracts drafted and reviewed	All legal documents	Reviewed contracts	Deputy Director, Legal Services	Annually	500

Internal Business Processes Perspective – Business Process Re-engineering								
Strategic objective	**Strategies**	**Activities**	**Implementation indicators (KPIs)**	**Target**	**Means of Verification**	**Responsibility**	**Time Frame**	**Budget (Kshs. '000)**
		Fully operationalise Legal Services Division	Number of staff recruited	1	Appointment Letter	Deputy Director, Legal Services	December 2025	-
		Monitor implementation of contracts	Number of contracts monitored	All	Contract Monitoring report		Quarterly	-
		Coordinate sensitization on changes in laws and regulations affecting staff	Number of sensitizations Number of members of staff sensitized	Within one month following enactment Hold quarterly sensitization sessions on changes in law and sector-specific compliance Train all directorate staff on contract law, procurement compliance and ICT law	Sensitisation reports		Quarterly	1,000
			Develop a legal knowledge portal for staff access to simplified legal updates.	1	Legal knowledge portal		Annually	-
	Safeguard the autonomy of KASNEB	Lobby for approval of legal instruments to govern KASNEB professionals	Number of Acts enacted	Enacted Acts	Gazetted legal instruments		Annually	500
		Continually monitor strategic developments affecting KASNEB	Number of Laws and regulations monitored Number of Laws enacted	Identified enacted Acts affecting KASNEB	Law review reports			500
		Re-establish KASNEB by a separate Act	Kasneb Act	Enacted Kasneb Act	Gazetted KASNEB Act		FY 2026/2027	1,000

4.4 Learning and Growth Perspective

Table 14 : Implementation Matrix – Learning and Growth Perspective: Staff Engagement and Enhanced Productivity

Learning and Growth Perspective – Staff Engagement and Enhanced Productivity								
Strategic objective	**Strategies**	**Activities**	**Implementation indicators (KPIs)**	**Target**	**Means of Verification**	**Responsibility**	**Time Frame**	**Budget (Kshs. '000)**
Objective 1: To operate at optimal staffing level by reducing the current staffing gap of 12.3% by 2022/2027		**Output 1: Optimal Staffing level**						
	Align staffing to revised organisation structure	**1.** Develop a HR Plan (HRP)	Approved HR Plan	Approved HR Plan by July 15 every year	• Approved HR Plan	Director, Corporate Services/ Deputy Director, Human Resource Management	Annual	-
		2. Develop and share an implementation plan for structure alignment	Approved Implementation Plan Sensitization Schedule(s)	Annual Less than 6% staffing gap by 2027	• Approved Implementation Plan • Sensitization Reports		Annual	4,000 x 2 for Recruitment and related sensitisations
		3. Capacity-build for alignment to revised structure	No. of trainings undertaken in line with re-skilling, up-skilling, proficiency enhancement No. of staff redeployed	Training needs assessment reports Staff deployment reports	• Training reports • Staff skills upgrade reports		Annual	18,000*2
	Competitively source for competent staff	**1.** Phase recruitment on a priority basis **2.** Fill new positions	Approved Plan Time taken to fill new positions after creation	Less than 5 % staffing gap by 2027	• Approved priority recruitment report • Interview reports	Deputy Director, Human Resource Management	2026/2027	Budget under HR Plan
	Effectively implement Short term engagement policy	**1.** To advertise, recruit and place the most suitable candidates to fill positions on contract basis	Time taken to fill open positions Number of vacant positions filled in time	Four (4) months turnaround time	• Recruitment Reports • Engagement/ Contact Letters Issued		3 Months per recruitment cycle	20,000
		2. Partner with PSC for provision of adequate number of interns to bridge staffing gaps	Number of Positions filled with interns	5% of the total number of staff	• Deployment letters • Internship Reports • HR Audit reports		Annually	5,000
		Output 2: Competent and Productive Staff Complement						
Objective 2: To enhance staff compet--ency level from 85% in 2023/2024 to 90% by FY 2026/2027	Continuous training and development initiatives Cross training to build staff multi skilling potential	**1.** Undertake annual training needs assessment	TNA Report	By 30th June every year.	Duly completed Training Needs Assessment forms	Deputy Director, Human Resource Management	Annually	Nil
		2. Develop and implement annual training and development plan	Approved comprehensive annual training Plan	Training Plan approved by the third month of every FY / or in the first HRMAC Meeting for the FY	• Approved Training Plan Schedule • Minutes approving the training Plan		Annually	20,000*2

Learning and Growth Perspective – Staff Engagement and Enhanced Productivity								
Strategic objective	**Strategies**	**Activities**	**Implementation indicators (KPIs)**	**Target**	**Means of Verification**	**Responsibility**	**Time Frame**	**Budget (Kshs. '000)**
			Number of trainings undertaken	25 annually	• Training reports • Training Attendance Lists			
			Number of members of staff trained	At least five days training for each member of staff Annually	• Training reports • Training Attendance Lists			
		3. Undertake Training evaluation and training impact assessment.	Compiled training evaluation	Two weeks after the training for the evaluation. Training impact and assessment to be undertaken after 6 Months for trainings and above days.	• Training evaluation report • Minutes recording training evaluation report	Deputy Director, Human Resource Management	Six (6) months after trainings designated for Impact Assessment	Nil
			Compiled impact assessment reports	Six (6) months after training	• Impact assessment report • Minutes recording impact assessment report			
	Identify and Implement Professional Development Programmes	Coordinate design of Continuous Professional Development plan	• Approved Annual Continuous Professional Development plan	Approved Annual continuous professional development plan	• Approved CPD training Plan • Communication to members of Staff on approved CPD training Plan	Deputy Director, Human Resource Management	Annually	5,000*2
	Implement Mentoring and Coaching Policy	**1.** Review the Mentoring and Coaching Policy	• Reviewed and approved Policy	Revised policy by June 2026	• Revised and approved Policy	Deputy Director, Human Resource Management	December 2026 Annually	3,000*2
		2. Identify and train Mentors and Coaches	• Number of Mentors andcoaches trained andqualified	5 mentors/ Coaches annually	• Training Reports			
			• Time of training mentors and coaches	Within the first FY (2025/26)	• Training Attendance Lists • Number of qualified mentors/ coaches			
		3. Design key tools for use to formalize mentorship and coaching practice at KASNEB	• Approved Coaching/ mentoring Tools	Approved tools by December 2026	• Minutes approving the tools • Published Tools • Communication of the tools to staff			

Learning and Growth Perspective – Staff Engagement and Enhanced Productivity								
Strategic objective	**Strategies**	**Activities**	**Implementation indicators (KPIs)**	**Target**	**Means of Verification**	**Responsibility**	**Time Frame**	**Budget (Kshs. '000)**
		4. Run a mentorship / coaching awareness campaign	• Number of staff effectively Mentored	3 Mentee'/ Coaches ' per Mentor/coach annually	Communication of the tools to staff	Deputy Director, Human Resource Management		
		5. Measure impact of coaching and Mentoring	• Impact assessment reports	Every Six (6) months. Reporting within 1 month after the period	Mentoring / coaching evaluation reports – Midterm and Final evaluation			
	Implement succession management	**1.** Implement revised career progression guidelines	• Compliance level to career progression guideline framework	100% Compliance	Number of Staff/positions aligned to progression guidelines	Deputy Director, Human Resource Management/	2025/26	5.000*2
		2. Develop and Implement succession management plans	• Approved succession management plan	• Approved succession management plan	Continuity of Service and smooth flow of operations on exit of any staff		2025/26	
		3. Incorporate Change Management to Address Changes arising from Digital Transformation	• Change adoption rate/No. of employees using new systems or processes	• Adoption rate of 75%	System usage analysis	Deputy Director, ICT	June 2027	
		Output 3: High performance culture across all teams						
Objective 3: Improve corporate culture index from 71% in FY2022/23 to 74% by 2026/27	Define desired culture and align to new corporate values to enhance the desired culture	**1.** Redefine KASNEB values	• Approved and adopted values • Communication on new set of values	Approved KASNEB values	Communication to staff on new values and desired culture	Deputy Director, Human Resource Management	Annual	1,000*2
		2. Cross functional team assignments to promote group synergy	• Number of team • assignments initiated	• 4 annually	Reports completed on team assignments Easy flow of key information Harmony of operations			
		3. Undertake Team building initiatives to build group synergy	• Number of Team building events/ initiatives held	• 1 annually	Team Building Reports filed			

Learning and Growth Perspective – Staff Engagement and Enhanced Productivity								
Strategic objective	**Strategies**	**Activities**	**Implementation indicators (KPIs)**	**Target**	**Means of Verification**	**Responsibility**	**Time Frame**	**Budget (Kshs. '000)**
		4. Establish and implement recognition initiatives for high performance behaviour	• Number of recognition initiatives established and implemented	Five (5) Initiatives	Minutes of recognitions ceremonies/ events held/ communicated • Schedule of recognitions issued.	Deputy Director, Human Resource Management	2025/ 2026 2026/ 2027	1,500*2
		5. Conduct Culture audits to track change	• Culture Audit Reports • Culture Index	Biannual	• Filed culture audit reports			
Objective 4: To enhance employee satisfaction, engagement and work environment score to 82% by 2026/27	To conduct a survey on employee engagement	**1.** Implement recommendations of the employee engagement survey undertaken in 2024/2025	Percentage of recommendations implemented	100%	Annual progress reports on implementation	Deputy Director, Human Resource Management	Annually	-
		2. Design and commission an employee engagement survey	• Approved TOR	Commissioned survey	• Approved TOR • Survey contract award		2026/ 2027	-
		3. Conduct the employee engagement survey	• Survey Report	Employee engagement survey report	• Survey Report • Approved implementation plan		2026/ 2027	-
	Deploy employee well-being initiatives.	**1.** Maintain a well negotiated comprehensive medical cover for members of staff	• Comprehensive medical cover in place	Zero days of medical cover lapse	Signed medical cover policy documents • Communication to staff on renewal and availability of medical cover	Deputy Director, Human Resource Management	Biennial	Medical-23M (inpatient +9.5 (outpatient) *3Years - Staff welfare programmes Incl of car Loan Scheme 12m*2 (Exclusive of mortgage)
		2. Deploy Staff wellness and employee assistance Programmes/ initiatives (psychosocial support)	• Number of Employee Assistance Programmes in place • Number of Staff utilising the services • Staff Welfare Programmes in place.	**Programmes** • *Staff Counselling services* • *Mental health Programme* • *Sick off / Leave* • *Staff Benevolent* • *Services* • *Staff Health Club Programme*	Employee satisfaction index work • Work environment index • Retention/ Turnover indices • Reduced absenteeism	Deputy Director, Human Resource Management	Annually	-

Learning and Growth Perspective – Staff Engagement and Enhanced Productivity								
Strategic objective	**Strategies**	**Activities**	**Implementation indicators (KPIs)**	**Target**	**Means of Verification**	**Responsibility**	**Time Frame**	**Budget (Kshs. '000)**
		3. Promote mental health and well-being by providing initiatives for prevention, care, treatment and rehabilitation	• Number of mental health initiatives in place	Mental health program on prevention and care	Uptake of preventive and after care service	Deputy Director, Human Resource Management	Annual	Included within the comprehensive medical cover budget
		4. Undertake employee satisfaction and work environment surveys	Number of Surveys Conducted	One formal survey every two years	• Contracts signed for conducting the surveys • Survey tools used • Surveys reports	Deputy Director, Human Resource Management		2,500*2
				Attain an Employee satisfaction index of at least 80% by FY 2026/27				
				Attain a work environment index of at least 80% by FY 2026/27				
			• Implement recommendations of the survey	Percentage of recommendation implemented	100%	Deputy Director, Human Resource Management	Annually	2,000*1
		5. Implement policy guidelines on remote work	Level of compliance with policy provisions	Productivity Index of at least 75%	Productivity report		Quarterly	3,000*2

Learning and Growth Perspective – Staff Engagement and Enhanced Productivity								
Strategic objective	**Strategies**	**Activities**	**Implementation indicators (KPIs)**	**Target**	**Means of Verification**	**Responsibility**	**Time Frame**	**Budget (Kshs. '000)**
	Provide a safe and secure work environment	**1.** Conduct of OSH Audit and fire preparedness Assessment	No. of Audits conducted	One Annually (2 audits by 2026/27)	OSH Audit Report	Deputy Director, Administration and Property Management	Annually	OSH Audit 200*2
		2. Implement OSH Audit and fire preparedness Assessment recommendations	Percentage of recommendations implemented	100	Progress reports on implementation		Annually	10,000
		3. Maintain a conducive work environment	Work environment index 80	80% index	Work environment report		Annual	2,000
		4. Office design, partition, fit-out and reallocation	Partitioned offices	Fully partitioned, redesigned and reallocated offices	Office design, fit-out and reallocation report			30,000
	Undertake Diversity Mainstreaming Initiatives	**1.** Develop annual work plans for mainstreaming activities	• Approved plan	Approved annual work plans for mainstreaming activities	Implementation reports for approved annual work plans for mainstreaming activities	Deputy Director, Human Resource Management	Annually	2,500*2
		2. Sensitize members of staff on related diversity policy areas	No. of Sensitization conducted No of staff sensitized	Annual Programmes	Sensitization Reports Attendance registers for sensitization forums	Deputy Director, Human Resource Management	Annually	100

Learning and Growth Perspective – Staff Engagement and Enhanced Productivity								
Strategic objective	**Strategies**	**Activities**	**Implementation indicators (KPIs)**	**Target**	**Means of Verification**	**Responsibility**	**Time Frame**	**Budget (Kshs. '000)**
		Output 4: Increased productivity						
Objective 5: To Embrace result-based staff performance management practices	Define and communicate organisational goals /performance objectives	Cascade organisational goals to individual targets	Individual performance targets	Individual staff performance targets	Performance appraisal reports	Deputy Director, Human Resource Management	Annually	250*2
	Measure/ evaluate performance against set targets	Undertake staff appraisal through the ERP	Number of Staff appraised	Annual staff performance appraisal reports	Staff Performance Appraisal Reports		Semi-annually	Nil
	Identify the needs of various generations in the workplace to develop programmes to enhance performance	Develop concept paper Generate targeted activities	Number of prescribed programmes in place	Workplace generational needs identified and implemented	Level of satisfaction for the various generations given staff satisfaction survey		Biennially- (Aligned to conduct staff satisfaction survey)	2,000*2
	Reward and recognise exceptional performance	Implement reward and recognition in line with Performance Management Framework	Number of staff	All staff	- Annual rewards reports		Annually	3,000*2
Objective 6: To Review and improve the Remuneration and Benefits Structure	Expand Salary bands by at least six (6) points	Expand salary bands for all job grades	Approved expanded salary bands	6 bands	- Approved	Deputy Director, Human Resource Management	Dec. 2025	25,000
		Review and Implement honoraria payments for all examination agents	Revised honoraria rates	Approved honoraria payment rates	Approved rates		July 2026	5,000
	Re-categorisation of KASNEB by SCAC	Engage SCAC, SRC and National Treasury to consider re-categorisation of KASNEB to Executive Agency category	Revised categorisation under Executive Agency category	Approved recategorisation of KASNEB	SCAC and SRC Circular	Deputy Director, Human Resource Management	December 2025	1,500

Learning and Growth Perspective – Staff Engagement and Enhanced Productivity								
Strategic objective	**Strategies**	**Activities**	**Implementation indicators (KPIs)**	**Target**	**Means of Verification**	**Responsibility**	**Time Frame**	**Budget (Kshs. '000)**
	Maintain Staff Retention Strategies	Increase employee compensation and rewards streams	Number of new compensation streams created	10 (2 per annum)	New compensation streams	Deputy Director, Human Resource Management	Annually December 2025	2,000*2
		Enhance management of Staff pension and benefits schemes	Optimised returns	Annually	Return on Investment (ROI) Statements		Annually	2,000*2
			Timely remittance	Three months in advance	Real Time Gross Settlement Scheme (RTGS)			
			Timely payments of benefits	1 month upon retirement	Discharge voucher			
			Timely access to pensionbacked mortgage	90 days	RTGS			
		Institute and Operationalise post-retirement medical scheme	Implementation of postretirement medical scheme	Approved postretirement medical scheme	Implementation report		December 2025	10,000*2
Objective 7: Effective and efficient provision of administration and asset management Services	Effectively manage outsourced services	Identify services to be outsourced	Implement outsourced services	Identified outsourced services	Implementation report	Deputy Director, Administration	December 2025	3,000*2
		Competitively Source for service providers	No. of Sourced service providers	Peripheral services for maintenance of subsystems and fixtures	ToRs/ Engagement Contracts		Annually	2,000*2
		Appraise and provide feedback on service delivery	No. of Appraisal done	100%	Appraisal reports		Annually	-

Learning and Growth Perspective – Staff Engagement and Enhanced Productivity								
Strategic objective	**Strategies**	**Activities**	**Implementation indicators (KPIs)**	**Target**	**Means of Verification**	**Responsibility**	**Time Frame**	**Budget (Kshs. '000)**
	Effective Management of Investment Property and Leases	Coordinate property management & maintenance	SLA Automated Facility System	Property management and maintenance reports	Property Management Reports	Deputy Director, Administration	Quarterly	3,600*2
		Ensure full occupancy of rental space	100%	Full occupancy of rental space	Occupancy records		2026/27	-
		Rent collection	Rent collection statements	Zero rent arrears	Income Collected Commission on rent collection by Property Manager		Monthly	2,000*2
		Service Charge Maintenance	Timely payment of Utilities	Monthly	Service Charge Schedules/ Reports		Annual	2,000*2
		Monitor lease agreements	Compliance level	Annually	Lease Agreements in place	Deputy Director, Administration	Annually	-
		Repairs and Maintenance – motor vehicles, general fittings, furniture/related assets	Optimal service levels	On need basis - Monthly	Repairs and maintenance Schedule- Quarterly		Annually	5,000*2
		Undertake feasibility study for sustainable energy solutions	Feasibility study report	One feasibility study report	Feasibility study report		2025/2026	1,000

Learning and Growth Perspective – Staff Engagement and Enhanced Productivity								
Strategic objective	**Strategies**	**Activities**	**Implementation indicators (KPIs)**	**Target**	**Means of Verification**	**Responsibility**	**Time Frame**	**Budget (Kshs. '000)**
		Implement feasibility study recommendations	Feasibility study implementation plan report	Implementation report on feasibility study recommendations	Feasibility study implementation report		Annually	2,000*2
		Implement 'green KASNEB' initiatives	Green KASNEB initiatives	Implementation report on green KASNEB initiatives	Annual implementation report on Green KASNEB initiatives		Annually	-
	Enhance assets management and maintain asset records	Develop asset management policy	Approved policy	Approved asset management policy	Approved policy	Deputy Director, Administration	September 2025	1,500
		Implement the policy	Level of implementation	100%	Implementation reports		Quarterly	-
		Monitor implementation of the policy	Adherence to policy	100%	Monitoring report		Quarterly	1,000
	Maintain Accurate records and Archives Management	Review document management policy	Reviewed policy	Approved document management policy	Revised and approved policy	Director, Corporate Services	December 2025	1,000
		Implement the reviewed policy	Approved policy	Annual implementation reports	Implementation reports	Deputy Director, Administration	Annually	-
		Digitization of physical records	Digitalisation Proposal	Approved digitalisation proposal	Digitized records Implementation reports		December 2026	10,000
		Monitor implementation of the policy	Approved policy	Monitoring reports	Approved policy		Annually	-

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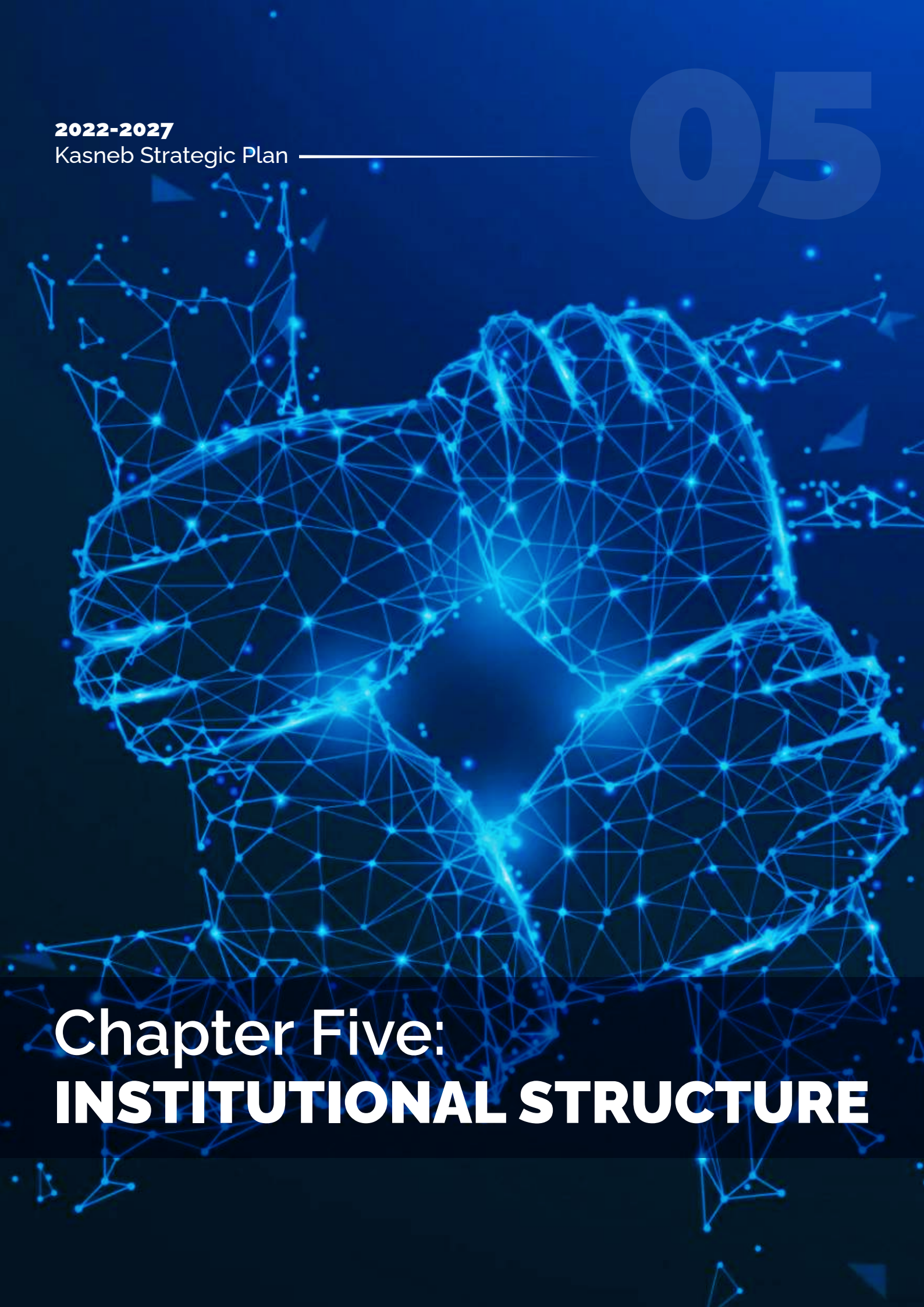


Chapter Five:
INSTITUTIONAL STRUCTURE

Chapter Five: Institutional Structure

5.0 Overview

This chapter presents the institutional structure of KASNEB that will facilitate effective and efficient execution of the strategic plan for the plan period 2022/23 – 2026/27. The Management of KASNEB is vested in the Board of Directors who provide policy direction and oversight while the day to day operations are delegated to the Secretary/Chief Executive Officer.

5.1 The Board and Board Committees

5.1.1 The Board

KASNEB Board is responsible for the following:

i. Setting the strategic direction in order to ensure the achievement of objectives and fulfilment of the mandate as established by Law.
ii. Formulating policy for the good governance and management of the organisation.
iii. Guiding the Chief Executive Officer on effective leadership of the organisation.
iv. Ensuring the welfare of staff and security of the assets and resources of the organisation.

5.1.2 Committees of the Board

The Board functions through four (4) Committees which have been aligned with the provisions of Mwongozo: The Code of Governance for state corporations. The Committees and their terms of reference are as follows:

(a) Examinations Committee

i. Developing syllabuses that comply with the generally accepted international standards.
ii. Developing strategies for management of examinations.
iii. Receiving and considering examiners' reports and approving the release of results.
iv. Advising the Board on matters incidental to effective administration of examinations.
v. Accrediting training institutions offering tuition for the examinations of KASNEB
vi. Remaining attentive to market needs and incorporating the needs in the planning process.
vii. Promoting research and innovation.
viii. Carrying out other duties as may be assigned by the Board.

The Examinations Committee has an Examinations Technical Sub-Committee which deals with syllabuses and other technical examinations matters from time to time.

(b) Finance and General Purposes Committee

i. Formulating and overseeing the implementation of the Finance policy.
ii. Formulating and overseeing the implementation of the Human Capital and Administration Policy and Procedures.
iii. Monitoring the implementation of the Information Communication Technology (ICT) Policy.
iv. Overseeing the development and implementation of the annual budget.
v. Overseeing the development and implementation of the Annual Procurement and Asset Disposal Plan.
vi. Monitoring the quarterly and annual financial performance and approval of quarterly financial statements.
vii. Ensuring prudent financial management.
viii. Monitoring the implementation of legal and compliance matters.
ix. Advising other Board Committees on issues incidental to their respective mandates.
x. Carrying out any other duties as may be delegated by the Board from time to time.

(c) Planning and Business Development Committee

i. Formulating and overseeing the implementation of the business development policy.
ii. Oversight of the development of the Corporate Strategic Plan and operational plans.
iii. Monitoring the implementation of the Corporate Strategic Plan.
iv. Oversight of the performance contracting process.
v. Advising the Board on acceptable levels of risk to achieve long term strategic objectives.
vi. Monitoring and reviewing the implementation of the risk management policy and framework.
vii. Monitoring the implementation of ISO management systems.
viii. Advising the Board on current and potential business growth opportunities.
ix. Advising the Board on corporate research, innovation and consultancy.
x. Advising other Board committees on issues incidental to their respective mandates.
xi. Carrying out other duties as may be allocated by the Board.

(d) Audit and Risk Committee

i. Assisting the Secretary and Chief Executive Officer in enhancing internal controls in order to improve efficiency, transparency and accountability.
ii. Reviewing audit issues and recommendations raised by both internal and external auditors and the management responses to specific recommendations to ensure action is taken.
iii. Facilitating adequate disposal of all unsettled and unimplemented Public Accounts
iv. Committee and Public Investment Committee recommendations.
v. Enhancing communication between management, internal and external auditors and fostering an independent and effective internal audit function. In its oversight role, the Committee will focus on:

- The changing business environment.
- Changing financial reporting requirements.
- Audit findings including comments on controls.
- Proposed audit scope and audit coverage and approaches with respect to complex high risks and judgmental areas.
- Management response to specific audit recommendations.

In executing this mandate, the Committee may, where deemed appropriate:
a) Conduct or authorise investigations into any matter within its scope of responsibility.
b) Appoint external parties to carry out specified relevant tasks on its behalf.
c) Conduct or authorise investigations into any matter within its scope of responsibility.

vi. Reviewing and approving the audit charter where applicable and the internal audit annual work plans.
vii. Reviewing the internal and external audit findings and recommendations and proposing corrective and preventive action where necessary.
viii. Reviewing the systems established to ensure sound public financial management and internal controls, as well as compliance with policies, laws, regulations, procedures, plans and ethics.
ix. Initiating special audit/investigation on any allegations, concerns and complaints regarding corruption, lack of accountability and transparency in consultation with the Chief Executive Officer.
x. Carrying out any other duties as may be allocated by the Board.

In addition to the above committees, ad hoc committees and task forces may be appointed for specific purposes as need arises and dissolved or wound up after the achievement of the purpose for which they were established.

5.1.3 Sub-Committees of the Board

(a) Examinations Technical Sub-Committee

The Examinations Technical Sub-Committee was established by the Board to assist in effective discharge of its oversight responsibility over the examinations function.

i. The Examinations Technical Sub-Committee is a permanent Sub-Committee of the Examinations Committee.
ii. The Sub-Committee deals with technical issues on examinations syllabuses and other related matters which are delegated by the Examinations Committee from time to time.

(b) The Digitalisation Steering Ad-hoc Committee

The purpose of the Digitalisation Steering Ad-hoc Committee (DSAC) is to:

i. Support the Board in fulfilling its oversight responsibilities. The DSAC will monitor, evaluate, and approve actions related to digitalisation of major digital projects.
ii. Provide strategic advice, guidance and direction to the Board on digitalisation initiatives.
iii. Assist the management team of KASNEB by providing support to the digital transformation strategy and initiatives.

5.2 Trusts

(a) KASNEB Staff Retirement Benefits and Life Assurance Scheme

The Scheme was established under an irrevocable Trust Deed and Rules. KASNEB established the KASNEB Staff Retirement Benefits and Life Assurance Scheme under Irrevocable Trusts to provide occupational retirement benefits for its employees. The scheme initially comprised the Defined Benefits (DB) Scheme, which commenced on 1st January 1980.

However, following a directive from the National Treasury vide Circular No. 18/2010 the DB scheme was closed to new members and ceased further contributions effective 1st July 2011. To continue providing retirement benefits for new members, KASNEB established the Defined Contribution (DC) Scheme, which commenced operations on 1st July 2011.

(b) KASNEB Foundation

KASNEB foundation is a registered Charitable Trust registered in Kenya under the Trustees (Perpetual succession) Act Cap 164 of the Laws of Kenya. It was officially established on 13 September 2019 and officially launched on 24 July 2020.

The KASNEB Foundation was established by KASNEB to support needy students pursue KASNEB qualifications to become business professionals. The foundation aims at enhancing inclusivity and equity.

The Foundations focus is to:

i. Fund promising but needy students pursuing KASNEB qualifications to further their education
ii. Mentorship, coaching and empowerment programs: sharing knowledge, experience, and wisdom with beneficiaries.
iii. Corporate social investment projects: giving back to communities through contributions to advance education and social development.

5.3 KASNEB SACCO

KASNEB SACCO is a Regulated Non-Withdrawable Deposit Taking SACCO (Non-WDT) whose main aim is to empower members through resource mobilisation and provision of market driven financial solutions.

The SACCO aims at pooling together members' savings, issuing loans and growing together. Since its inception, KASNEB SACCO has significantly contributed to the economic development of Kenya through savings and advancing affordable loans to members.

The Sacco's mandate is to:

i. To mobilize and safeguard members' savings and deposits.
ii. To advance credit facilities to members at a fair and reasonable rate of interest
iii. To educate members
iv. To advance social welfare of members.

5.4 Management Structure

The Public Service Commission (PSC) vide letter reference number PSC/GEN/22/IX/(41) dated 30 April 2025 forwarded to KASNEB the approved Human Resource Management Instruments which were received by the Secretary/Chief Executive Officer on 6 June 2025.

The Board adopted the aforementioned Instruments on 24 June 2025 and commenced the implementation of the instruments effective 1 July 2025.

KASNEB is organized into five (5) Directorates and four (4) Divisions directly reporting to the Secretary/CEO as indicated below;

i. Curriculum and Test Development Directorate
ii. Examinations Management Directorate
iii. Accreditation and Quality Assurance Directorate
iv. Research and Business Development Directorate
v. Corporate Services Directorate
vi. Legal Services Division
vii. Supply Chain Management Division
viii. Internal Audit Division
ix. Corporate Communication Division

5.4.1 The Chief Executive Officer

The Chief Executive Officer is established pursuant to Section 16 of the Accountants Act No. 15 of 2008 and is responsible for the overall implementation of the Board's decisions.

The Chief Executive Officer is responsible to the Board for:

i. Providing strategic leadership for the realization of the vision and mission;
ii. Overseeing the implementation of the strategic intent of KASNEB;
iii. Overseeing implementation of Provisions of the Accountants Act No. 15 of 2008 and other related legislations as directed by the Board;
iv. Overseeing the development and implementation of relevant policies and procedures;
v. Effective governance and management of the operations of KASNEB;
vi. Ensuring compliance with Legal, Regulatory, Government policies, guidelines and directives;
vii. Fostering conducive corporate culture that promotes ethical practices and good governance in line with the Constitution of Kenya 2010.
viii. Ensuring effective communication with both internal and external stakeholders;

The following Directorates and Divisions report directly to the Chief Executive Officer (CEO):

(a) Curriculum and Test Development Directorate

The mandate of the Directorate of Curriculum and Test Development is derived from Section 17 (1)(a) of the Accountants Act, No. 15 of 2008 which requires the Examinations Board to prepare syllabuses for professionals' and technicians' examinations in accountancy and company secretarial practice and related disciplines and Section 17 (1)(c) which requires the Examinations Board to arrange and conduct examinations and issue certificates to candidates who have satisfied examination requirements.

The Directorate comprises the following two (2) Divisions:

i. Curriculum Design and Development.
ii. Test Development.

(b) Examinations Management Directorate

The mandate of the Examinations Management Directorate is derived from Section 17 (1)(b), (c) and (e) of the Accountants Act, No 15 of 2008 which requires the Examinations Board to make rules with respect to examinations, arrange and conduct examinations and issue certificates to candidates who have satisfied examination requirements and to investigate and determine cases involving indiscipline by students registered with the Examinations Board.

The Directorate comprises the following two (2) Divisions:
i. Examinations Administration
ii. Examinations Processing

(c) Accreditation and Quality Assurance Directorate

The Directorate is established pursuant to the Accountants Act, No. 15, 2008, 17 (a) and (h) and is responsible for Quality Assurance of examination processes and activities and coordination of the Accreditation of training institutions.

The Directorate comprises the following two (2) Divisions:
i. Accreditation
ii. Quality Assurance

(d) Research and Business Development Directorate

The Directorate is established pursuant to Section 17(1)(f) of the Accountants Act, No. 15 of 2008 which requires the Examinations Board to promote and carry out research relating to its examinations and promotion of the recognition of KASNEB examinations in Kenya and foreign countries. The Directorate is also responsible for Business Development, enhancing KASNEB's visibility, marketing KASNEB qualifications managing partnerships and customer experience.
The Directorate comprises the following two (2) Divisions:
i. Business Development
ii. Research, Innovation and Consultancy

(e) Corporate Services Directorate

The mandate of the Corporate Services Department is to provide Strategic leadership and coordination in Finance and Accounts, Human Resource Management, Administration, Strategy and Information Communication Technology (ICT) functions.
The Directorate comprises the following five (5) Divisions:
i. Finance and Accounts
ii. Human Resource Management
iii. Administration
iv. Strategy
v. Information Communication Technology

(f) Legal Services Division

The Legal Services Division is responsible for advising the Board and management on legal matters, handling court matters/ alternative dispute resolution and ensuring compliance with legal and statutory requirements as well as implementing good corporate governance practices for the Board.

(g) Supply Chain Management Division

The mandate of the Division is pursuant to the provisions of the Public Procurement and Asset Disposal Act, No. 33 of 2015, the Public Procurement and Asset Disposal Regulations, 2020 and is responsible for procurement of goods, works and services, inventory management and asset disposal.

(h) Internal Audit and Risk Assurance Division

The mandate of the Division is pursuant to the provisions of Public Finance Management Act, 2012 and responsible for providing independent assurance on governance, internal control systems, risks, internal policies and procedures.

(i) Corporate Communications Division

The mandate of the Corporate Communications Division is to manage relationships with all stakeholders through effective internal and external communication.

5.5 KASNEB Organisation Structure

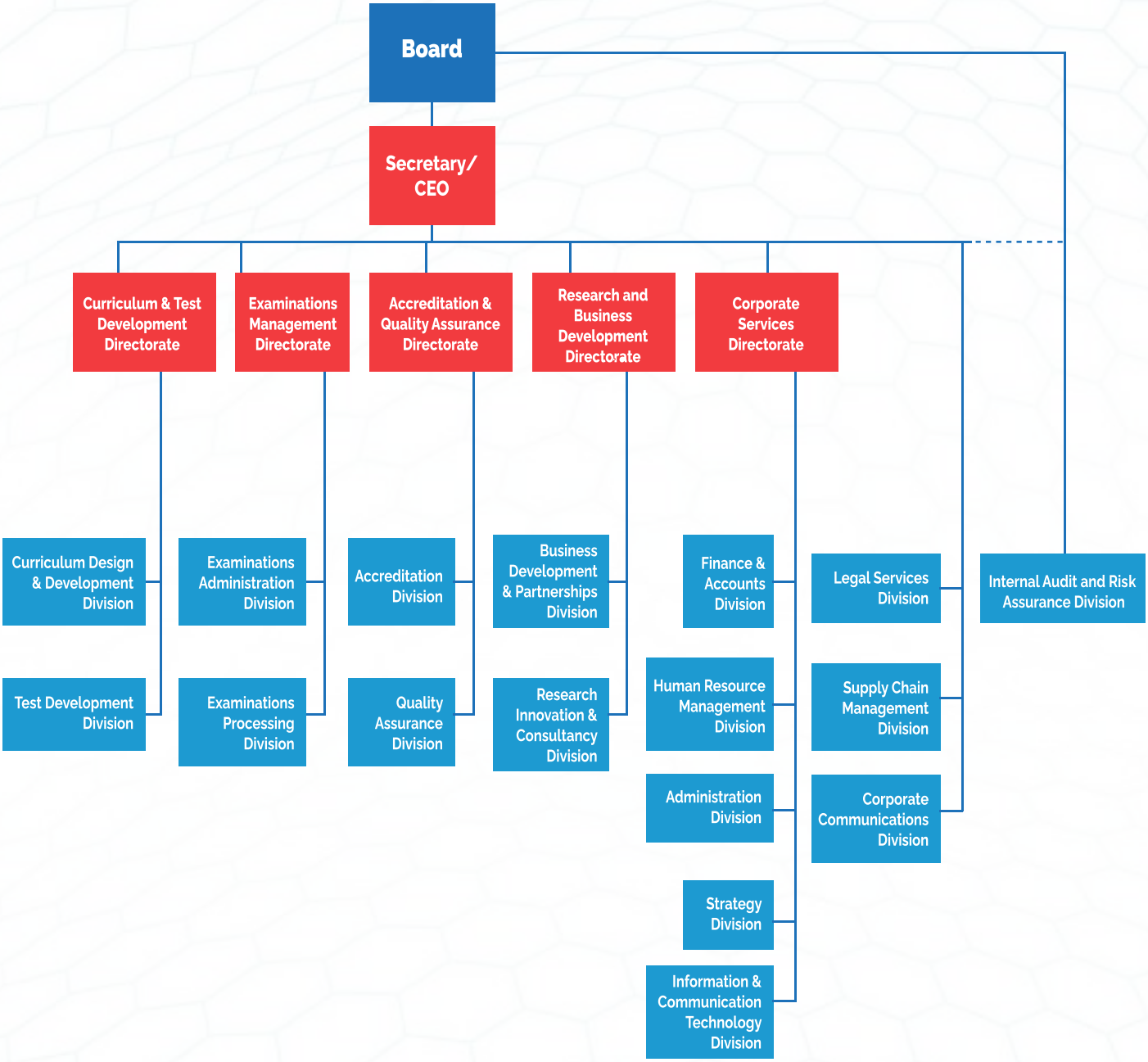
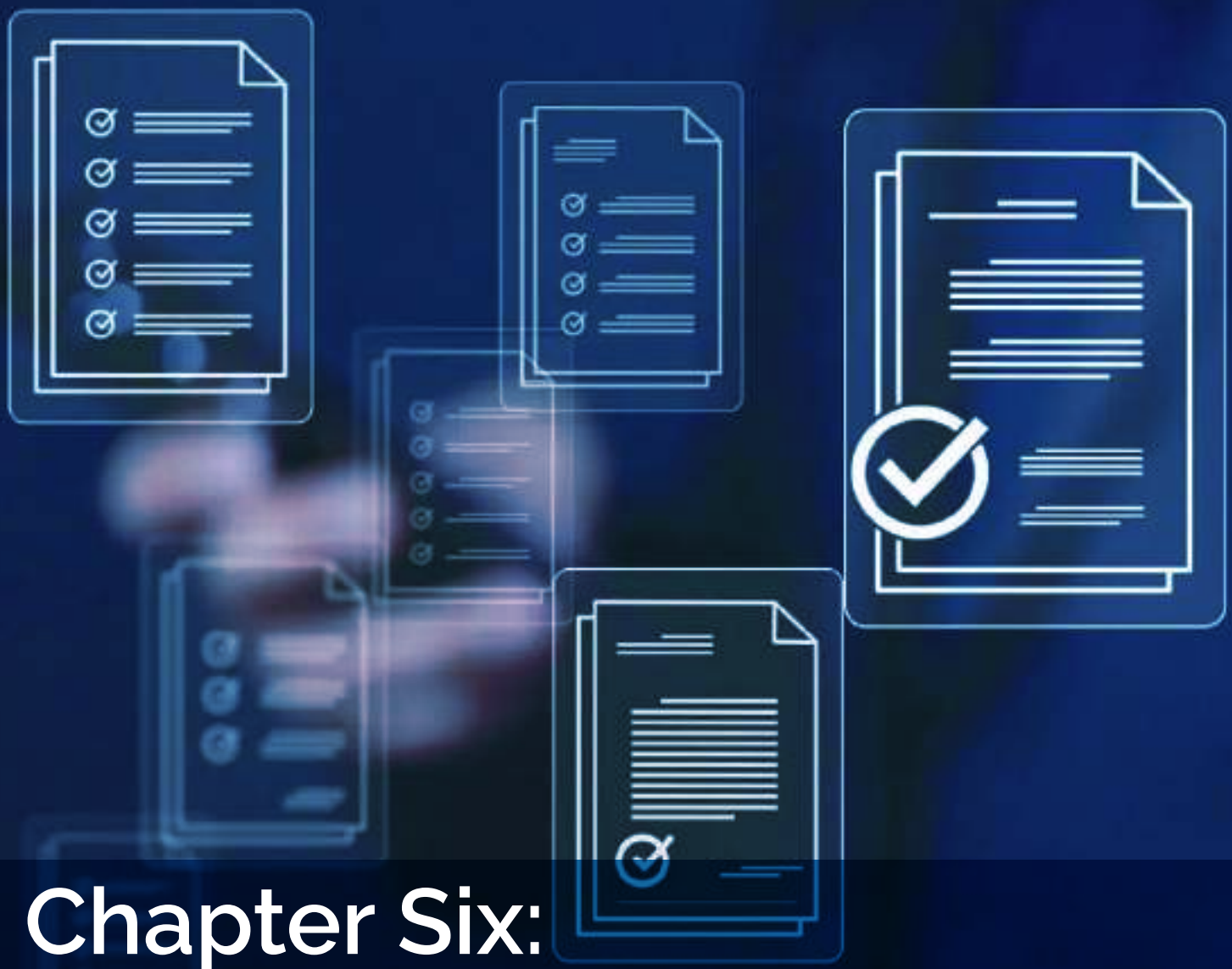


Figure 7: Organisational Structure



Chapter Six:
MONITORING, EVALUATION AND LEARNING FRAMEWORK

Chapter Six: Monitoring, Evaluation and Learning Framework

6.0 Overview

To attain the targets that KASNEB has set, various strategies will be implemented as envisaged in the implementation matrix. Successful implementation of the plan requires sourcing and deploying requisite resources and putting in place adequate monitoring, evaluation and learning (MEL) framework among others. This chapter provides a brief on how KASNEB will monitor, evaluate and learn from progress of strategy implementation as well as the risk management framework in the remaining plan period.

6.1 Monitoring Implementation of the Strategic Plan

KASNEB will coordinate the monitoring of strategy implementation through the Strategy Division. The following monitoring, evaluation and learning (MEL) framework will be put in place to ensure successful implementation of the strategic plan:

- Cascade the strategic plan into annual work plans and budgets which will be further cascaded to the Directorates, Divisions and individual members of staff.
- The Strategy Division will coordinate implementation of the strategic plan and programmes thereof.
- All Directorates/Divisions will hold monthly meetings to review the status of the strategic plan implementation as it relates to their respective functional areas.
- The Strategy Division will report quarterly to the Board on the progress of the strategic plan implementation.
- The strategic plan will be reviewed annually to ensure that necessary changes in the objectives, strategy and activities among others (informed by new information regarding development at KASNEB or the environment) are incorporated.
- A summative review of the implementation of the CSP (2022-2027) will be undertaken to assess the progress and achievement of the proposed outcomes and impact.

6.2 Corporate Key Performance Indicators for The Plan Period 2025/26 – 2026/27

In implementing the strategic plan, the following Key Performance Indicators (KPI's) will provide the basis of monitoring and measuring progress towards achievement of objectives set out for the plan period.

Table 15: Key Performance Indicators (KPI's) for Plan Period (2025/26 – 2026/27)

S/ No.	KPI	UNIT	2023/2024 (Baseline)	2024/2025	2025/2026	2026/2027
Financial perspective						
1.	Total Revenue	Sh. (Million)	863.1	918.8	1,010.7	1,111.8
2.	Net Surplus	Sh. (Million)	0.248	8.7	13	21.125
3.	Cost/Revenue	%	99.9	84.5	95.8	92.5
4.	Staff cost/Revenue	%	47.3	41	46	45
5.	Time taken to pay service providers	Working Days	10	10	10	10
6.	Budget absorption rate	%	82.94	95	98	98
7.	Pending Bills	%	<1%	<1%	<1%	<1%
8.	Current Ratio	Ratio	3:1	4:1	4:1	4:1
Customer perspective						
9.	New student registration	No.	13,334	14,668	16,134	17,748
10.	Number of candidates	No.	67,242	73,966	81,363	89,499
11.	Time taken to resolve customer complaints	Days	4	3	2	1
12.	Customer Satisfaction Index	%	82.83	84	85	85
13.	Net Promoter Score	%	42.58	45	50	55
14.	Brand awareness index	%	81.59	84	85	85
Internal Business Processes Perspective						
15.	Fully accredited training institutions	No.	120	125	140	150
16.	Time taken to issue certificates	Months	4	3	2	2
17.	Examination Results Release Days	Days	18	17	16	15
18.	Internet bandwidth	Mbps	80	100	100	100
19.	Time taken to resolve reported ICT Incidences	Days	1	1	1	0.5
20.	ERP systems uptime	%	100	100	100	100
21.	Automation index	%	69	70	75	75
22.	Preference and reservation index (AGPO)	%	30	30	30	30
23.	Preference and reservation index (Local Content)	%	40	40	40	40

S/ No.	KPI	UNIT	2023/2024 (Baseline)	2024/2025	2025/2026	2026/2027
Internal Business Processes Perspective						
24.	Supplier performance	%	90	95	100	100
25.	Procurement Lead time	Days	56	54	52	50
26.	Performance contracting score	Score	2.9449	<3.0000	<3.0000	<3.0000
27.	Implementation of CSP Activities	%	97	97	98	100
Learning and Growth Perspective						
28.	Staffing gaps	%	TBA	8	6	6
29.	Staff competency index	%	85	87	90	90
30.	Corporate Culture Index	%	71	71	74	74
31.	Employee satisfaction index	%	71.8	75	80	80
32.	Work environment index	%	79.1	82	85	85
33.	Staff engagement Index	%	72	78	80	80
34.	Productivity Index	Index	2.26	2.3	2.4	2.5
35.	Kasneb Towers II occupancy rate	%	86	90	95	100

6.2.1 Income and Expenditure Projections for FY 2025/26 – 2026/27

Table 16: Income and Expenditure Projections for FY2025/26 – 2026/27

Financial Year	Amount in KShs. '000'	
	2025/2026	2026/2027
Total Income	1,010,700	1,111,800
Total Recurrent Expenditure	889,000	958,050
Total Capital Budget	265,500	56,000
Gross Expenditure	**1,154,500**	**1,014,050**
Allow for 5% Contingencies	57,725	50,702
Total Expenditure	**1,212,225**	**1,064,752**

6.2.2 Cash Flow Projections for FY 2025/26 – 2026/27

Table 17: Cash Flow Projections for FY25/26 – 2026/27

Particulars	Amount in KShs. '000'	
	2025/2026	2026/2027
Opening Balance	470,146	258,621
Revenue receipts	1,010,700	1,111,800
Cash available	**1,480,846**	**1,370,421**

Particulars	Amount in KShs. '000'	
	2025/2026	2026/2027
Total Expenditure	1,212,225	1,064,752
Staff Mortgage and advances	10,000	15,000
Closing balance	**258,621**	**290,669**

6.2.3 Key Strategic Assumptions for the Plan Period

The financial projections for the plan period consider the objectives in the Corporate Strategic Plan (2022–2027) and the need to adopt a new business model that is adaptive and flexible in light of the dynamic environment.

The main assumptions and key economic parameters that have been considered in preparing the projections for the financial year 2025/2026 – 2026/2027 are as follows:

i. The economic growth rate over the period is projected to grow steadily averaging at 5.5%.
ii. The inflation rate will remain relatively stable during the period at an average rate of 5%.
iii. There will be a steady growth in income from operations by 10% annually.
iv. There will be a steady growth in net surplus by 10% annually.
v. The number of students will grow at the rate of approximately 10% per annum, while the candidature will grow by 10% per annum during the plan period.
vi. The investment of surplus funds in Treasury bills will attract an average interest rate of between 7% and 8% while average interest rate on Treasury bonds will be 12%.
vii. 90% of the office space earmarked to be leased out in KASNEB Towers II will be occupied during the financial year 2025/2026 and occupancy levels shall incrementally increase by an average of 5% annually. The occupancy levels by 2026/2027 will be above 95%.
viii. The Enterprise Resource Planning (ERP) system will be fully implemented.
ix. E-learning resources and study packs will be availed to the students through the Research and Innovation Centre on subscription basis.
x. The new qualifications recently introduced to the product portfolio and implemented in the Financial Year 2024/2025 are anticipated to accrue benefits of which will be realised from the 2025/2026 financial year.

6.2.4 Resource Mobilisation

Resource mobilisation refers to all activities involved in securing new and additional resources for KASNEB. During the plan period, the resource mobilization strategy (2023/2024 - 2026/2027) will continue to be implemented and monitored. This will lead to creative efforts in using existing assets and incorporation of new initiatives to grow income and expand the resource base, thereby enhancing KASNEB's financial sustainability.

6.3 Flagship Projects

Cross functional Project Implementation Teams (PIT) will be appointed to ensure successful full implementation of the project plans for the eight (8) flagship projects identified below:

1. Digitalisation of KASNEB operations.
2. Upgrading Primary Data Centre (Tier II data center).
3. Operationalise the Customer Experience Centre.
4. Biometric registration and identification of students.
5. Rolling out of Computer Based Examinations (CBE) for all qualifications.
6. Establishment of twenty (20) Centers of Excellence (CoEs).
7. Development and publishing of Study Packs for all qualifications.
8. Operationalise the Research, Innovation and Consultancy Function.

07

Chapter Seven:
RISK MANAGEMENT

Chapter Seven: Risk Management Framework

7.0 Overview

KASNEB has developed and revised the Risk Management Policy and Risk Management framework to guide the risk management processes within the organisation and to support the achievement of the Mandate, Vision, Mission and Strategic Pillars set out in this strategic plan.

The risk policy and framework are both aligned to

- ***ISO 31000 risk management guidelines***
- ***ISO 9001 quality management system international standar***
- ***Public Finance Management Act 2012***
- ***Public Finance Management (National Government) Regulations, 2015***
- ***Mwongozo (The Code of Governance for State Corporations).***

Successful implementation of the risk management framework will entail integration of risks and opportunities management in every aspect of KASNEB's operations and will ensure:

i. Alignment of KASNEB's strategy to its risk appetite.
ii. Enhancement and optimization of risk response decisions.
iii. Seizing and seeking for opportunities.
iv. Reduction of operational surprises and losses.
v. Timely identification and management of multiple and cross-functional risks.
vi. Improvement of deployment of organisational resources.

7.1 Risk Management Process

The risk management process has been designed to ensure that risk management decisions are based on a robust approach; assessments are conducted consistently and a common risk language is used and understood across the organisation.

This is aimed at ensuring that risks and opportunities are identified and reported as a basis for decision making, resource allocation and accountability at all relevant levels.

The Board is responsible for setting the risk appetite and determining the nature and extent of the significant risks. The setting of the risk appetite shall enable the Board and Management to:

i. Better understand the organisation's Mandate, Vision and Mission and to prioritize the strategic goals;
ii. Guide in decision making when faced with a situation where it is necessary to trade off one objective for the achievement of another;
iii. Identify objectives that are in areas that exhibit risks that KASNEB has the capacity to manage and those that are not;
iv. Set risk/performance tolerance for each strategic objective to enable the Board and Management to identify at an early stage, events that may impact adversely on the achievement of these objectives and ultimately the related strategic goal. This will also ensure over or under risk management is avoided.

7.2 Risk Response

The risk response entails developing strategies for responding to the identified risk events. Risk responses should manage the events to be within the acceptable risk tolerance set by Board and Management. Risk treatment shall involve implementation of policies and procedures approved by Management and adopted by the Board falling within the following broad areas:

i. **Reduction:** action shall be taken to reduce the events' likelihood or impactor both.
ii. **Sharing:** action shall be taken to reduce risk likelihood or impact by transferring or otherwise sharing a portion of the risk with a third (3rd) party. This shall involve activities such as but not limited to insurance, outsourcing and co-sourcing.
iii. **Acceptance:** this shall involve acceptance of the potential benefit of gain, or burden of loss, from a particular event.
iv. **Avoidance:** an informed decision shall be made not to be involved in, or to withdraw from an activity in order not to be exposed to a particular event.

During the plan period, KASNEB will continuously devise strategies to exploit identified opportunities and create value.

7.3 Risk and Opportunities Registers

Risks and opportunities registers shall be maintained to document, manage, monitor, review and update strategic and operational risk information. The CEO shall ensure an updated strategic risks and opportunities register is maintained for all events that have an impact on the achievement of the Corporate Strategic Plan while the Heads of the respective Directorates and Divisions shall ensure an updated operational risks and opportunities register is maintained for their respective functions.

7.4 Risk and Opportunities Monitoring and Reporting

The Risk Management Committee comprising the Senior Management Team and chaired by the CEO shall hold quarterly meetings where they shall report progress on the actions already taken or being taken to manage the risks and opportunities. Risks that are beyond the control of Management shall be consolidated and reported to the Board through the Audit and Risk Committee.

On a quarterly basis, the CEO shall present to the Planning and Business Development Committee of the board, a report which shall detail how the top (no more than 10) strategic risks and six (6) opportunities were being managed and any changes thereto. This will also involve highlighting the risks and opportunities that were beyond Management's control and suggested management strategies. The following is the summary of the key risks that are likely to impact the implementation of the strategic plan:

No.	Risk Event	General Risk Response
1.	Inadequate and ineffective ICT systems to support KASNEB programs.	Reduce/Share
2.	Inadequate human capital both in number and skills.	Reduce/Share
3.	Inability to build a consistent and credible customer experience.	Reduce
4.	Inadequate financial resources to sustain operations.	Reduce
5.	Inability to repair and restore brand and reputation of KASNEB.	Reduce
6.	Inadequate security and Integrity of examinations.	Reduce

No.	Risk Event	General Risk Response
7.	Inadequate disaster preparedness.	Reduce/Share/Transfer
8.	Cybersecurity risk.	Reduce/Transfer
9.	Inadequate recognition of KASNEB qualifications	Reduce
10.	Slow uptake of KASNEB qualifications	Reduce

Further, the following is the summary of the key strategic opportunities that should be harnessed and be continuously monitored so as to reduce the risk scores towards implementation of the strategic plan:

No.	Strategic Opportunity
1.	Utilisation of digital platforms for improved service delivery and marketing.
2.	Implementation of the foreign markets policy.
3.	Enhanced partnerships and collaborations with stakeholders for business growth and improved service delivery.
4.	Enhanced data analytics, business research, knowledge management and innovation for decision making and policy formulation.
5.	Alignment of Human Resource Instruments to tap into the PSIP Interns and outsourcing of non-core services.
6.	Implementation of resource mobilisation strategy to enhance alternative investments through; call deposits, treasury bills and bonds amongst other alternative investment sources.

7.5 Business Continuity and Disaster Recovery

The successful implementation of the strategic plan would require a robust business continuity and disaster recovery plan. The unpredictability of the operating environment of KASNEB, unforeseen developments such as COVID 19 pandemic and the wars in Ukraine and the Gaza amongst other disruptions made it even more urgent to have a working business continuity management. KASNEB has developed a business continuity and disaster recovery plan taking into consideration the outbreak of pandemics, epidemics and other disruptors.

Further, KASNEB has constituted a Business Continuity and Crisis Management Committee that meets at least once every quarter to provide continued service to its customers by adopting a combination of proactive, reactive and interactive measures that are geared towards ensuring availability of service to customers and minimal downtimes.

The committee, chaired by the CEO has a cross functional representation and has the following Terms of Reference; developing and maintaining a comprehensive Business Continuity Plan (BCP) and Disaster Recovery Plan (DRP), coordinating training and awareness programmes to ensure preparedness across the organisation and conducting regular risk and business impact assessments among others.

NOTES

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