



KENYA ACCREDITATION SERVICE (KENAS)

STRATEGIC PLAN

2013 – 2017

OCTOBER 2013

TABLE OF CONTENTS	Page
FOREWORD.....	iv
ACKNOWLEDGEMENT	v
INTRODUCTION.....	1
1.1 ORGANIZATIONAL BACKGROUND.....	1
1.2 KENYA ACCREDITATION SERVICE AND THE CONSTITUTION OF KENYA.....	2
1.3 KENYA ACCREDITATION SERVICE AND VISION 2030.....	2
1.4 KENYA ACCREDITATION SERVICE AND MINISTRY OF INDUSTRIALIZATION.....	3
1.5 RATIONALE FOR THE STRATEGIC PLAN.....	5
1.6 METHODOLOGY IN DEVELOPING THE PLAN.....	5
1.7 ORGANIZATION OF THE PLAN	6
INSTITUTIONAL REVIEW	8
2.1 CORE BUSINESS	8
2.2 VISION.....	8
2.3 MISSION.....	8
2.4 CORE VALUES	8
SITUATIONAL ANALYSIS.....	9
3.1 REVIEW OF PAST PERFORMANCE	9
3.2 INTERNAL ENVIRONMENT	10
3.3 EXTERNAL ENVIRONMENT	11
3.4 STAKEHOLDER ANALYSIS.....	13
STRATEGIC ANALYSIS.....	15
4.1 STRATEGIC THEMES.....	15
4.2 STRATEGIC OBJECTIVES	16
4.3 STRATEGIES	16
IMPLEMENTATION PLAN	19
INSTITUTIONAL STRUCTURE.....	29
6.1 THE BOARD OF DIRECTORS	29
6.2 ACCREDITATION COMMITTEE.....	29
6.3 THE CHIEF EXECUTIVE OFFICER.....	29
6.4 DEPARTMENTAL FUNCTIONS	29
6.5 TECHNICAL SERVICES DEPARTMENT.....	30
6.5.1 CERTIFICATION DIVISION	30
6.6 FINANCE AND ADMINISTRATION DEPARTMENT.....	32
7.1 OBJECTIVES OF MONITORING AND EVALUATION	38
7.2 M&E FRAMEWORK	38
7.3 KEY PERFORMANCE INDICATORS	39
7.4 KENAS BALANCED SCORECARD.....	39
7.5 CONCLUSION	43

LIST OF ABBREVIATIONS AND ACRONYMS

ABs	–	Accreditation Bodies
ADMIN	–	Administration
CABs	–	Conformity Assessment Bodies
CBs	–	Certification Bodies
EAAB	–	East African Community Accreditation Board
GoK	–	Government of Kenya
IAF	–	International Accreditation Forum
IBs	–	Inspection Bodies
IEC	–	International Electro-technical Commission
ILAC	–	International Laboratory Accreditation Cooperation
ICT	-	Information and Communication Technology
ISO	–	International Organization for Standardization
KEBS	–	Kenya Bureau of Standards
KENAS	–	Kenya Accreditation Service
MDA	–	Ministries Departments and Agencies
MDG	–	Millennium Development Goals
MLA	–	Multi-Lateral Agreement
MOI	–	Ministry of Industrialization
MoU	–	Memorandum of Understanding
MRA	–	Mutual Recognition Agreement
M&E	–	Monitoring and Evaluation
NAB	–	National Accreditation Body
NCS	–	National Calibration Scheme
QSAC	–	Quality System Assessment Committee
SWOT	–	Strengths, Weaknesses, Opportunities and Threats
TBT	–	Technical Barriers to Trade
WTO	–	World Trade Organization

FOREWORD

With increased and accessible technology, all countries are competing for trade within a global environment. In order to effectively participate in this trade, Kenya must ensure that its goods and services are competitive and acceptable worldwide. In this regard, it is essential to have international recognition of Kenya's quality infrastructure (AQI) which encompasses metrology, standards, accreditation and conformity assessment.

It is thus crucial to have assurance of product quality and safety which are derived from the product's compliance to standards and/or technical regulations. Such compliance is determined through conformity assessment: i.e. testing, calibration, certification and inspection. In this regard, global acceptance of test and calibration certificates; certification and inspection reports, the competence of those providing conformity assessment services should never be in doubt. This competence is confirmed through accreditation.

Accreditation contributes to the development of a solid basis for effective participation in the regional and global markets through facilitating acceptance of test, calibration, inspection and certification results issued by conformity assessment bodies. To this end, it is important to have a plan, a ploy a perspective and a position clearly stating the roadmap of how this will be achieved. This will ensure that KENAS provides accreditation services that are expected to enhance competitiveness, and lay the basis for Kenya's economic growth. This is laid out in the strategic plan.

This strategic plan states the background of KENAS its mandate, anchorage to vision 2030 delivery and the rationale for development of the plan. The document then outlines and reviews the institution looking at its core business, its mission, vision and core values and aligning these to the constitution to meet current and future demands for accreditation within the constitutional provisions. A situation analysis follows using the SWOT analysis and PESTEL, thereby leading to the development of the strategic themes, objectives and strategies to deliver the set objectives. The operationalization of this plan is stated in the implementation plan and the monitoring and evaluation framework.

The KENAS Board believes that pursuance of the identified objectives set out in this strategic plan will facilitate achievement of a nation where "plenty is found within our borders".

Hon. Dr Robert Monda
Chairperson
KENAS BOARD OF DIRECTORS

ACKNOWLEDGEMENT

First and foremost, due acknowledgement is made to the almighty God without which this strategic plan could not have been realized. KENAS wishes to acknowledge the invaluable commitment of the team that was tasked with the development of the KENAS 2013– 2017 Strategic plan and all the KENAS staff who participated in workshops and review of this document. Valuable contribution by all members of staff is also acknowledged.

Special mention is made of Mirie Mwangi of VAS Consultants who took lead in drafting and development of the Strategic Plan, including directing the discussions at the workshops.

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Sammy Milgo

Chief Executive Officer

EXECUTIVE SUMMARY

The Kenya Accreditation Service (KENAS) is established under Legal notice no.55 of May 2009. In pursuit of its objectives, Kenya Accreditation Service (KENAS) made a decision to develop its 2013-2017 strategic plan. The strategic plan development was necessitated by the continuously changing operating environment coupled with the need to provide quality services. The strategic plan was developed through a participatory approach which ensured that views of the key stakeholders were incorporated. The participation was through discussions, consultations and workshops with the Board of Directors and Management.

In developing the 2013-2017 strategic plan for KENAS, its core business was reviewed and new mission statement and the core values crafted. Further, a situation analysis was carried out to evaluate the past performance of the organisation, identifying the strengths, weaknesses, opportunities and threats and hence isolate the key strategic themes that require intervention in the plan period. The identified strategic issues formed the basis for the setting of the objectives of KENAS for the next five years and strategies that would enable the achievement of the objectives.

The strategic themes identified are:

1. Attainment of international recognition.
2. Building national, regional and international collaborations.
3. Business development.
4. Operational excellence.
5. Human resources development.

For the identified thematic areas, the following objectives were developed:

1. To achieve global acceptance of accredited conformity assessment test and inspection results by June 2014.
2. To achieve global acceptance of accredited conformity assessment certification results by June 2014.

3. To achieve International co-operation with other ABs within the ILAC/ IAF framework.
4. To collaborate with MDAs for the purpose of improvement of service delivery aimed at achieving specific Vision 2030 objectives and Millennium Development Goals by June 2014.
5. To attain a strong and unified regional accreditation co-operation aimed at advancing the accreditation agenda/programs by June 2014.
6. To increase the uptake of accreditation within Kenya and the EAC region by increasing accredited CABs from 13 to 84 by the year 2017.
7. To improve the accreditation process by reducing the turnaround time from application to decision making from 8 months to not more than 3 months by 2017.
8. To build human resource capacity through improving employee satisfaction to 80% and competence level to 95% by 2017.

To enable the achievement of these objectives, strategies and the appropriate activities for each strategy were identified. In addition, the implementing actors, the time frame, the expected output and output indicators were determined. These have been documented in an implementation plan presented in chapter five of this strategic plan.

Further, annual key performance indicators that would help track the progress towards the achievement of the set objectives were identified. A monitoring and evaluation framework that will help ensure successful implementation of the strategic plan has also been provided.

CHAPTER ONE

INTRODUCTION

1.1 ORGANIZATIONAL BACKGROUND

The Kenya Accreditation Service (KENAS) is recognized by the Government of Kenya as the sole National Accreditation Body that gives formal recognition that Certification Bodies (CBs), Inspection Bodies (IBs) and Laboratories (testing and calibration, proficiency testing scheme providers) are competent to carry out specific conformity assessment tasks.

The Kenya Accreditation Service (KENAS) is established under Legal notice no.55 of May 2009.

KENAS performs the following functions:

- (a) Develop, regulate and review the criteria or requirements for accreditation of Conformity Assessment Bodies;
- (b) Accredite Conformity Assessment Bodies;
- (c) Open, maintain and update the register of accredited Conformity Assessment Bodies;
- (d) Design and issue identification numbers and certificates to all accredited Conformity Assessment Bodies;
- (e) Publish in the Kenya Gazette all Conformity Assessment Bodies that have been accredited within a particular year;
- (f) Promote the use of accreditation marks and certificates issued to accredited Conformity Assessment Bodies;
- (g) Promote competence and equivalence of accredited bodies;
- (h) Establish and nurture relations and co-operation with regional and international accreditation bodies, persons, associations and organizations that KENAS may consider desirable or appropriate, in furtherance of the objectives and purposes for which KENAS is established;
- (i) Promote accreditation as a means of facilitating regional and international trade and enhancing economic performance and transformation;
- (j) Participate in the formulation of regional and international guidelines and standards to facilitate the accreditation process;
- (k) Raise awareness on the importance and purpose of accreditation; and
- (l) Promote KENAS as the sole National Accreditation Body in the scope of accreditation.

KENAS carries out accreditation based on:

- (a) Relevant statutes and government regulations;
- (b) Regional directives;
- (c) The requirement for health, safety, and protection of the environment; and
- (d) The market and the needs of clients.

1.2 KENYA ACCREDITATION SERVICE AND THE CONSTITUTION OF KENYA

Article 46 of The Constitution of Kenya, 2010 deals with consumer rights and provides that consumers shall have the right to:

- i. Goods and services of reasonable quality;
- ii. Information necessary for them to gain full benefit from goods and services;
- iii. Protection of their health, safety and economic interest; and
- iv. Compensation for loss or injury arising from defects in goods or services.

According to Article 43 of The Constitution of Kenya, 2010 "every person has the right to the highest attainable standards of health". KENAS through the accreditation of CABs, ensures that they provide the highest attainable standards of health and safety to consumers.

KENAS is mandated to provide accreditation services to the conformity assessment bodies so that consumers are guaranteed quality goods and services. Accredited CABs provide quality products and services to consumers and also ensure that their health, safety and economic interests are protected as stipulated in the Constitution.

1.3 KENYA ACCREDITATION SERVICE AND VISION 2030

Kenya's long term development agenda is set out in the Kenya Vision 2030. The aim of Vision 2030 is to make Kenya a globally competitive and prosperous country by transforming it into an industrialized middle income nation, providing high quality of life in a clean and secure environment.

Kenya Vision 2030 is anchored on three pillars; -

- i. The Economic pillar: Aims at providing prosperity for all Kenyans by attaining an annual growth rate of 10% per annum and sustaining it through the Vision period. Under this pillar, flagship projects have been identified in tourism, agriculture,

manufacturing, wholesale and retail, business process outsourcing and financial services.

- ii. The Social pillar: Seeks to build a just and cohesive society with social equity in a clean and secure environment. To achieve this, the priority sectors identified include education and training, health, water and sanitation, the environment, housing and urbanization, gender, youth and vulnerable groups.
- iii. The Political pillar: Aims to realize an issue based, people centered, result oriented and accountable democratic system. The specific areas identified for achievement of this priority are respect for the rule of law, protection of individual rights and freedom, electoral and political processes, democracy and public service delivery, transparency and accountability, security, peace building and conflict resolution.

The economic pillar of Vision 2030 strives to improve the productivity level in the country. KENAS contributes to the improvement of the economy through providing quality assurance by accrediting Conformity Assessment Bodies (CABs). Improvement in quality of CABs' services will lead to high productivity level which will in turn improve Kenya's economy as envisaged in Vision 2030.

The social pillar of the Vision 2030 has health and safety as one of the key social sectors to be transformed. The 2030 vision for health aims to ensure that health and safety is maintained with one of its flagship projects being to improve the country's health institutions. KENAS will help in realization of the long and medium term goals of Vision 2030 by providing accreditation services to CABs which include testing laboratories, medical laboratories, calibration laboratories, certification bodies, blood transfusion laboratories, proficiency test providers and inspection bodies according to the standards requirement. By doing this, KENAS will ensure that health and safety is maintained by conformity assessment bodies through provision of their services as outlined in Vision 2030.

1.4 KENYA ACCREDITATION SERVICE AND MINISTRY OF INDUSTRIALIZATION

The Ministry of Industrialization has the mandate to formulate industrial development policies and strategies, and is specifically responsible for the following:

- (i) Industrialization Policy;

- (ii) Industrial Property Rights Policy and Settlement of Industrial Property Rights Disputes;
- (iii) Quality Control and Standardization;
- (iv) Industrial Training and Capacity Building;
- (v) Training, Infrastructure and Business Development Services for Micro, Small and Medium Industries;
- (vi) Industrial Research and Development ;
- (vii) Finances and Venture Capital for Industrial Development;
- (viii) Development of Micro, Small and Medium Industries; and
- (ix) Provision of Market Linkages and Access to Finance for Micro, Small and Medium Industries.

The broader ministerial functions have in turn been spelt out to include:

- (i) Formulation, co-ordination and implementation of the National Industrialization Policy;
- (ii) Formulation, co-ordination and implementation of Industrial Property Rights Policy for the protection and use of industrial property;
- (iii) Facilitation of the development and enforcement of quality standards;
- (iv) Provision of an enabling environment for domestic and foreign direct investment;
- (v) Promotion of the development of industrial tooling and machining;
- (vi) Facilitation of the development of technical, entrepreneurial and managerial skills for the industrial sector;
- (vii) Arbitration and settlement of Industrial Property Rights disputes;
- (viii) Promotion of Industrial Research and Development, Innovation, and Technology Transfer;
- (ix) Creation and promotion of market linkages for MSMIs, and
- (x) Facilitation of access to short, medium and long-term financing for MSMIs.

KENAS is mandated to enforce standards by accreditation of CABs which will lead to provision of high quality products/services. In pursuing its mandate, KENAS will play a critical role in fulfilling the Ministry's mandate.

1.5 RATIONALE FOR THE STRATEGIC PLAN

Strategic planning is the process by which an organization develops the most desirable vision of the future, taking into account the constraints it is likely to work within and determines how it can realize that vision.

The development of the Kenya Accreditation Service strategic plan (2013-2017) has been necessitated by the need to undertake initiatives aimed at serving the Conformity Assessment Bodies (CABs) and other stakeholders better. Directing KENAS' activities towards achieving specific outcomes will help in accomplishing the most out of limited resources.

This strategic plan charts a definite course based on indicators of what the environment in which KENAS will be operating will be like in years to come. Thus, this strategic plan takes cognizance of demographic statistics, economic indicators, government policies, and technological advances. Development and effective implementation of this strategic plan will:

- i. Enable KENAS assume a proactive posture which will facilitate the Organisation to deal with emerging issues.
- ii. Result in enhanced stakeholders' motivation which will facilitate their participation/support during the implementation of the strategic plan.
- iii. Provide the Organisation with a framework for evaluating alternative strategies for achieving its objectives.
- iv. Provide clarity on the overall mission of KENAS which will result in increased organizational effectiveness and efficiency.
- v. Facilitate information and knowledge sharing, planning and coordination of various activities in the Organisation.

1.6 METHODOLOGY IN DEVELOPING THE PLAN

A participatory strategic planning process was used to ensure ownership of the strategic plan by the key stakeholders and enhance effective and efficient implementation of the plan. The process entailed involvement of various stakeholders of the Organization which included KENAS Board of Directors and the Management. Specifically the following methodology was used:

1.6.1 Document Review

Various documents were referred for the purposes of extracting relevant information for use in the strategic plan. These documents included:

- i. KENAS Draft Strategic Plan 2008-2012;
- ii. Ministry of Industrialization Strategic Plan;
- iii. KENAS audited financial statements for 2010/2011;
- iv. KENAS Performance Contract 2011/2012 and 2012/2013;
- v. KENAS Performance Evaluation Reports;
- vi. The State Corporation Act (Cap. 446);
- vii. Legal Notice No. 55 of 2009;
- viii. KENAS Service Charter;
- ix. KENAS Organization Structure;
- x. The Constitution of Kenya 2010;
- xi. Vision 2030 and Medium Term Plan;
- xii. Millennium Development Goals; and
- xiii. Other relevant documents.

1.6.2 Pre-Workshop Interviews

Discussions were held with the Management of KENAS who gave insights on the envisaged role of KENAS and which informed the strategic planning process.

1.6.3 Strategic Planning Workshops

To prepare the draft strategic plan, a strategic planning workshop was held with both the management and the Board of Directors to discuss the draft strategic plan.

1.7 ORGANIZATION OF THE PLAN

This strategic plan consists of seven chapters:

Chapter one is the introduction, which covers KENAS' background, the rationale for strategic planning, the methodology of developing the plan and organization of the plan. This chapter also covers KENAS relationship with various government ministries and agencies and the Organisation's role in the attainment of vision 2030.

Chapter two provides the institutional review covering the core business, vision, mission and core values.

Chapter three presents situational analysis covering evaluation of past performance of KENAS, the internal environment, the external environment and stakeholder analysis.

Chapter four covers the strategic themes, objectives and strategies.

Chapter five presents the implementation plan, which covers for each of the strategic objectives, the strategies, expected outputs, activities, implementing actors, time frame and output indicators.

Chapter six covers the institutional structure which consists of the main divisions and the support departments under it.

Chapter seven covers the mechanisms for monitoring and evaluating the implementation process, the key performance indicators and the balanced score card.

CHAPTER TWO

INSTITUTIONAL REVIEW

2.1 CORE BUSINESS

The mandate of KENAS is:

- (i) Provide accreditation services to Conformity Assessment Bodies (CABs);
- (ii) Creation of order in trade in products and services;
- (iii) Elimination of incompetent practices;
- (iv) Provision of level playing ground to CABs; and
- (v) Provide competitive accreditation services which are recognized internationally.

2.2 VISION

Our vision is: *To be a global leader in the provision of accreditation services.*

2.3 MISSION

Our mission is: *Provision of accreditation services that promote fair trade, health and safety as well as protection of the environment.*

2.4 CORE VALUES

In its endeavor to realize its vision and mission, KENAS upholds the following core values:

(i) Ethics

We embrace the principles of good governance, integrity, transparency and accountability in service delivery.

(ii) Teamwork

We endeavor to pull in one direction in delivering on our mandate.

(iii) Customer focus

We provide services that satisfy customer needs and expectations.

(iv) Creativity and innovation

We are committed to realizing new ideas for continual improvement and sustainability of our services.

(v) Impartiality and objectivity

We are devoted to being impartial and factual in our processes.

CHAPTER THREE

SITUATIONAL ANALYSIS

3.1 REVIEW OF PAST PERFORMANCE

A review of KENAS past performance was undertaken by reviewing the draft strategic plan and the status of the key performance indicators. The review was as follows:

3.1.1 Strategic Plan Implementation

CORE FUNCTION	STRATEGIC OBJECTIVES	ACTIVITIES		CURRENT POSITION	EXPLANATION FOR ANY VARIANCE
Provision of Accreditation services to Conformity Assessment Bodies (CABs) and Registration of Assessors	KENAS shall provide services to Conformity Assessment Bodies dealing in Certification, Inspection, Calibration and Laboratory testing. It shall also register Assessors for Accreditation activities	1.	Strengthen/review the legal framework for KENAS: -Liaise with the Ministry, State Law Office, and other relevant stakeholders to come up with the legislation	Legal Notice 55 of 2009 in place and operational. Draft Bill in place to progress the legal notice into an act of parliament.	Team in place to fast track the progression of the Bill to submission.
		2.	Build the necessary technical capacity: -Training of staff, assessors and CABs	The staff establishment is at 51%. 43 staff on board and 43 assessors / experts on the database.	A recruitment plan in place to get to 100% establishment
		3.	Improved stakeholders awareness on the benefits of accreditation.	Stakeholders' workshops have been held in past one year. Public awareness campaigns still pending both locally and internationally.	Lack of technical support for the activities therein.
		4.	Regional and international recognition at ILAC/IAF level.	The QMS has been developed awaiting pre / peer evaluation.	Delay in recruitment of technical expertise. Peer review now planned for November 2012.
		5.	Accreditation of Inspection, certification, Calibration and Laboratory Testing	11	N/A
		6.	Registration of Assessors	43 assessors / expert on the database	Plan in place to recruit additional assessors.

KENAS attained most of the strategic objectives set out in 2007/08-2011/12 while some are still being pursued.

3.1.2 Key Performance Indicators Data

An analysis of some of KENAS' key performance indicators was undertaken for three years. The results are as follows:

KPI's	2009	2010	2011	2012
Automation (%)	N/A	N/A	13	80
No. of accredited CABs	7	9	11	20
No. of awareness campaigns	N/A	N/A	3	22
Turnaround time (months)	N/A	N/A	8	7
No. of Employees/Support staff	N/A	4	20	43
No. of Assessors/Experts	N/A	43	43	60
Government Grants (Ksh 'millions')	N/A	106	104	98.5
Total Expenditure (Ksh 'millions')	N/A	22.89	143.9	152

Source: KENAS

The number of accredited conformity assessment bodies has increased from 7 in 2009 to 9 in 2010 and finally to 20 in 2012. This depicts an improvement in the number of accredited CABs. KENAS also increased the number of its employees from 4 employees in 2010 to 43 employees in 2012.

Even though there has been an increase in the number of assessors on the database, those who have updated their records hence indicated as active are 43.

The income statement items including government grants decreased by Kshs 2 million in year 2011 while the total expenditure increased to Kshs 143.9 million in year 2011.

3.2 INTERNAL ENVIRONMENT

Analysis of the internal environment identifies factors within KENAS that may influence the organization positively (strengths) or negatively (weaknesses).

3.2.1 Strengths

The main strengths of KENAS include the following:

- i. Sole National accreditation body.
- ii. Competitive pricing.
- iii. Availability of standards, procedures and guidance documents.
- iv. Skilled staff.
- v. Proactive and dynamic leadership.
- vi. Independent and impartial accreditation committee.
- vii. Government funding.
- viii. Diverse and skilled Board.
- ix. Diversity in age and gender of staff.
- x. Diversity in training and experience of staff.
- xi. KENAS is new Organization with no historical baggage.

3.2.2 Weaknesses

The weaknesses of KENAS are:

- i. Low uptake of ICT.
- ii. Inadequate awareness on accreditation.
- iii. Low staffing levels.
- iv. Low coverage of accreditation scope.
- v. Incomplete database of potential clients.
- vi. Insufficient resources in terms of assessors and technical experts.
- vii. Insufficient financial resources.
- viii. Lack of assessment criteria in some schemes.
- ix. Poor mechanism to address accreditation grievances.
- x. Lack of a unique organization identity and culture distinct from other CABs e.g. KEBS.

3.3 EXTERNAL ENVIRONMENT

Analysis of the external environment identifies factors outside the control of the organization that impact on the organization positively (opportunities) or negatively (threats).

3.3.1 Opportunities

The opportunities available to KENAS are:

- i. The new constitution provides an opportunity to embed accreditation in the country during the review of the legal instruments that establish various agencies.
- ii.

- iii. Enactment of the current draft Accreditation Bill.
- iv. Goodwill from the government through allocation of resources to drive accreditation activities.
- v. Education to society on the benefits of accreditation.
- vi. Partnerships with other agencies to create awareness on accreditation.
- vii. Availability of experts within the country.
- viii. Demand of integrity of management system certification.
- ix. Creating awareness of the value of accreditation services to CAB's.
- x. Market potential both locally and regionally.
- xi. Client goodwill and support.

3.3.2 Threats

Threats to KENAS are:

- i. KENAS is not widely known.
- ii. Lack of support from Accreditation focal points within the EAC region and other member states.
- iii. Lack of understanding of the legal framework of KENAS by the market.
- iv. Weak legal instrument.
- v. Economic hard times impacting accreditation services.
- vi. Lack of understanding on accreditation by regulators and the public.
- vii. Lack of full membership to ILAC/IAF limiting acceptance of KENAS.
- viii. Inadequate resource allocation by Government.
- ix. Continued operations of foreign accreditation bodies.
- x. Bureaucratic process of gazettelement hindering service delivery.
- xi. Lack of regionally recognized co-operation hindering peer evaluations.
- xii. Changes in international requirements e.g. removal of the cross frontier policy.
- xiii. Competition from MRA AB signatories.
- xiv. Accreditation being voluntary even in areas of health and safety.

3.4 STAKEHOLDER ANALYSIS

A stakeholder is any person, group or institution that has an interest in the activities of an organization. KENAS has many stakeholders which include:

STAKEHOLDER GROUP	STAKEHOLDER NEED FROM KENAS
Conformity Assessment Bodies (CABs)	<ul style="list-style-type: none"> • Timely and efficient provision of quality accreditation services. • Objective, fair and impartial accreditation decisions. • Recognition of the accreditation certificate across borders. • Promotion of competence and equivalence of accredited bodies.
Government Ministries/Agencies	<ul style="list-style-type: none"> • Attainment of mandate in an efficient manner. • Provision of adequate information on accreditation. • Compliance with the legal framework. • Development, regulation and reviews of the criteria or requirements for accreditation. • Compliance with budgetary and financial requirements. • Alignment of activities and programs with the National Vision. • High uptake of accreditation services.
Experts/Assessors	<ul style="list-style-type: none"> • Transparent and fair recruitment process. • Transparent and fair assignment to assessments. • Fair and timely processing of compensation. • Engagement on changes to assessment requirements. • Encourage continuous professional development.
Accreditation Bodies (ABs)	<ul style="list-style-type: none"> • KENAS to uphold standards of accreditation. • KENAS to provide factual information on accreditation services. • A respectable Mutual recognition signatory. • Conformance to cross frontier requirements.
International Laboratory Accreditation Conference (ILAC) and International Accreditation Forum (IAF)	<ul style="list-style-type: none"> • KENAS to uphold standards of accreditation. • KENAS to be an active participant at international level including commenting and balloting on international

	<p>documents in a timely manner.</p> <ul style="list-style-type: none"> • KENAS to establish and nurture relations and co-operations at regional and international level. • List of accredited CAB's.
General Public	<ul style="list-style-type: none"> • KENAS to provide accreditation services that will enhance confidence on results of CABs. • KENAS to be a responsible corporate entity. • Enhance integrity and confidence in service provision. • Maintenance of an updated register of conformity assessment bodies that is readily available to the public. • Promotion of fair trade practices.
Suppliers of Goods and Services	<ul style="list-style-type: none"> • Fairness in procurement of goods and services. • Prompt payment. • Clear communication on procurement processes.
Employees	<ul style="list-style-type: none"> • Conducive work environment. • Fair treatment. • Career development, growth and retention. • Sense of belonging. • Recognition and motivation. • Teamwork. • Coaching and mentorship. • Objective appraisal. • Equal opportunity in employment.

CHAPTER FOUR

STRATEGIC ANALYSIS

4.1 STRATEGIC THEMES

Strategic themes are the key areas of performance for an organization in a given time period. The following are the strategic themes of KENAS for the planning period.

1. Attainment of international recognition.
2. Building national, regional and international collaborations.
3. Business development.
4. Operational excellence.
5. Human resources development.

4.1.1 Attainment of International Recognition

KENAS aspires to attain international recognition and global acceptance of its accreditation services. This will be achieved through signing of two agreements; the Mutual Recognition Agreement (MRA) at ILAC level and the Multi-Lateral Agreement (MLA) at IAF level.

4.1.2 Building National, Regional and International Collaborations

KENAS aspires to build national collaborations through partnerships with Ministries, Departments and Agencies (MDAs) for the purpose of improving service delivery.

Building regional and international collaboration is important and KENAS will achieve this through executing of MRA at East African Community (EAC), Common Market for Eastern and Southern Africa (COMESA) and African Accreditation Co-operation (AFRAC) level.

4.1.3 Business Development

To increase the uptake of accreditation within Kenya and the EAC, KENAS will develop strategic partnerships with other agencies to enhance awareness of accreditation.

4.1.4 Operational Excellence

To attain operational efficiency that enables financial sustainability, optimal resource utilization, system and process improvement. To improve on its operational efficiency, the organization will continually review its operational systems and processes.

4.1.5 Human Resources Development

To attract, motivate and retain the required human resource, KENAS will develop and implement appropriate human resource strategies, policies and procedures. In addition,

KENAS will implement a performance management system for its employees in order to periodically monitor its staff performance.

4.2 STRATEGIC OBJECTIVES

The objectives of the Kenya Accreditation Services during the 2013-2017 plan period are:

1. To achieve global acceptance of accredited conformity assessment test , inspection and certification results by June 2016.
2. To achieve International co-operation with other ABs within the ILAC/ IAF framework.
3. To collaborate with MDAs for the purpose of improvement of service delivery aimed at achieving specific Vision 2030 objectives and Millennium Development Goals by June 2014.
4. To attain a strong and unified regional accreditation co-operation aimed at advancing the accreditation agenda/programs by June 2015.
5. To increase the uptake of accreditation within Kenya and the EAC region by increasing accredited CABs from 13 to 84 by the year 2017.
6. To reduce the turnaround time in the accreditation process from 8 months to not more than 3 months by 2017.
7. To improve employee satisfaction to 80% and competence level to 95% by 2017.

4.3 STRATEGIES

The following are the strategies geared towards the attainment of the respective objectives:

Theme 1: Attainment of International Recognition	
Objective	Strategy
To achieve global acceptance of accredited conformity assessment test and inspection results by June 2014.	To become a full member and execute mutual recognition agreement at ILAC level
To achieve global acceptance of accredited conformity assessment certification results by June 2014.	To become a member at IAF To, become a full member and execute multi-lateral agreement at IAF level

To achieve International co-operation with other ABs within the ILAC/ IAF framework.	Execute MoU's with other ABs as per the ILAC/IAF cross frontier accreditation policy
Theme 2: Building National, Regional and International Collaborations	
Objective	Strategy
To collaborate with MDAs for the purpose of improvement of service delivery aimed at achieving specific Vision 2030 objectives and Millennium Development Goals by June 2014.	Executing of memorandum of understanding with five MDAs identified under Vision 2030 and MDG projects
To attain a strong and unified regional accreditation co-operation aimed at advancing the accreditation agenda/programs by June 2015.	Executing of mutual recognition agreements at EAC, COMESA and AFRAC level
Theme 3: Business Development	
Objective	Strategy
To increase the uptake of accreditation within Kenya and the EAC region by increasing accredited CABs from 13 to 84 by the year 2017.	<ul style="list-style-type: none"> (i) Develop strategic partnerships with ministries and agencies by 2015 (ii) Brand development to enhance credibility and corporate citizenship by 2014 (iii) New product development. (iv) Implement risk management systems.

Theme 4: Operational Excellence

Objective	Strategy
To reduce the turnaround time in the accreditation process from 8 months to not more than 3 months by 2017.	<ul style="list-style-type: none">(i) Enhancement of the technical competence of staff, assessors and experts(ii) Client sensitization on the accreditation processes(iii) Re-engineering of KENAS operational processes(iv) Automation of KENAS processes in order to improve the operational efficiency and move to paperless office by 2017.

Theme 5: Human Resources Development

Objective	Strategy
To improve employee satisfaction to 80% and competence level to 95% by 2017.	<ul style="list-style-type: none">(i) Alignment of organization structure to meet business development needs by December 2014(ii) Enhance performance management(iii) Initiate mentorship and coaching programs(iv) Enhance training(v) Optimize ICT uptake(vi) Adopt best communication practices within and outside KENAS

CHAPTER FIVE IMPLEMENTATION PLAN

This chapter presents the implementation matrix, which covers the strategic objectives, the strategies, activities, implementing actors, expected outputs, output indicators and time frame.

Objective 1: To achieve global acceptance of accredited conformity assessment test and inspection results by June 2014.

Strategy	Expected Output (s)	Activity	Output Indicator (s)	Implementing Actors	Time Frame
To become a full member and execute mutual recognition agreement at ILAC level	Signed MRA at ILAC level	(i) Implement a management system (ii) Undergo peer evaluation (iii) Execute MRA	Executing of MRA at ILAC level	Deputy Director Technical Services and Legal Officer	June 2014

Objective 2: To achieve global acceptance of accredited conformity assessment certification results by June 2014.

Strategy	Expected Output (s)	Activity	Output Indicator (s)	Implementing Actors	Time Frame
To become a member at IAF	Signed MLA	(i) Implement a management system (ii) Present the Quality	Associate membership at IAF	Deputy Director Technical Services and Legal Officer	Dec. 2013

Strategy	Expected Output (s)	Activity	Output Indicator (s)	Implementing Actors	Time Frame
		Management system to IAF secretariat. (iii) Be enrolled as an associate member at IAF			
To become a full member and execute multi-lateral agreement at IAF level	Executed Multi- lateral agreement at IAF level	(i) Accredite one certification body (ii) Apply for peer evaluation (iii) Peer evaluation	MLA signatory at IAF	Deputy Director Technical Services and Legal Officer	June 2014

Objective 3: To achieve International co-operation with other ABs within the ILAC/ IAF framework.

Strategy	Expected Output (s)	Activity	Output Indicator (s)	Implementing Actors	Time Frame
Execute MoU's with other ABs as per ILAC/IAF cross frontier accreditation policy	Executed MoU's with ABs	(i) Identification of ABs (ii) Develop, negotiate and execute the MoU with ABs	Number of ABs MoU executed	Deputy Director Technical Services and Legal Officer	June 2014

Objective 4: To collaborate with MDAs for the purpose of improvement of service delivery aimed at achieving specific Vision 2030 objectives and Millennium Development Goals by June 2014.

Strategy	Expected Output (s)	Activity	Output Indicator (s)	Implementing Actors	Time Frame
Executing the MoU with 5 MDAs identified under Vision 2030 and MDG projects	Executed MoU with MDAs	(i) Identification of the MDAs (ii) Prepare proposals for presentation to the MDA's (iii) Develop, negotiate and execute the MoU	Number of MDA executed	Deputy Director Technical Services.	2014

Objective 5: To attain a strong and unified regional accreditation co-operation aimed at advancing the accreditation agenda/programs by June 2015.

Strategy	Expected Output (s)	Activity	Output Indicator (s)	Implementing Actors	Time Frame
Executing of MRA at EAC, COMESA and AFRAC level	Executed MRA at EAC, COMESA and AFRAC level	(i) Identify areas of engagement at EAC, COMESA and AFRAC level. (ii) Prepare, submit and defend proposals for engagement and funding. (iii) Sign up MoU's / MRA's	Number of regional MRAs signed	Deputy Director Technical Services	2015

Objective 6: To increase the uptake of accreditation within Kenya and the EAC region.

Strategy	Expected Output (s)	Activity	Output Indicator (s)	Implementing Actors	Time Frame
Develop strategic partnerships with ministries and agencies by 2017	Approved MoU's with MDA's to support accreditation	(i) Identify the partners (ii) Prepare, submit and defend proposals for engagement.	Executed MoU's	Deputy Director Technical Services and Legal Officer	2015
		(iii) Conduct a survey for identification of CABs within the country. (iv) Market accreditation services in Kenya and the EAC. (v) Conduct awareness and sensitization campaigns. (vi) Conduct generic training on implementation of conformity assessment standards (vii) Follow up on potential CABs	Increase in number of accredited CABs from 13 to 400	Deputy Director Technical Services	Continuous

Strategy	Expected Output (s)	Activity	Output Indicator (s)	Implementing Actors	Time Frame
Brand development to enhance credibility and corporate citizenship.	Increased clients	(i) Develop and implement communication plan for various clients		Assistant Director Communication and Public Relations	2014
		(ii) Develop and implement a corporate social responsibility plan		Assistant Director Communication and Public Relations	2014
		(iii) Finalise the accreditation Bill and submit to parliament		Deputy Director Technical Services and Legal Officer.	2014
Adopt best communication practices within KENAS	Improved communication practices	(i) Review and revise the communication practices in place (ii) Enhance one on one interactions. (iii) Coach on writing right	Improved methods of communication. Reduction in conflicts.	Assistant Director Communication and Public Relations	2014
New product development	Increased schemes of accreditation	(i) Conduct market research to identify key areas of need	Increase in number of accredited CABs	Deputy Director Technical Services	2017

Strategy	Expected Output (s)	Activity	Output Indicator (s)	Implementing Actors	Time Frame
		(ii) Build capacity to support the new product through project organisation			
		(iii) Transition into main stream organization for implementation			
Implement risk management systems	Improved risk management systems	(i) Develop a procedure for risk identification, mitigation or elimination. (ii) Identifying risks and manage the risks associated with KENAS operations.	Internal controls in place	Internal Auditor / Deputy Director Technical Services.	2017

Objective 7: To improve the accreditation process by reducing the turnaround time from application to decision making from 8 months to not more than 3 months by 2017.

Strategy	Expected Output (s)	Activity	Output Indicator (s)	Implementing Actors	Time Frame
Enhancement of the technical	Seamless operation	(i) Annual assessors/experts conclave	Reduction in turn-around time from 8 months to 3	Deputy Director Technical	2017

Strategy	Expected Output (s)	Activity	Output Indicator (s)	Implementing Actors	Time Frame
competence of staff, assessors and experts		(ii) Development of programs for need areas	months	Services	
		(iii) Training of staff and assessors		Deputy Director Technical Services and Deputy Director Finance and Administration	
Client sensitization on the accreditation process	Informed client creating a pull on accreditation services	Awareness campaigns targeted at various sectors	Increase in number of accredited CABs	Deputy Director Technical Services and Assistant Director Communication and Public Relations	Continuous
Re-engineering of KENAS operational processes	Improved operational processes	Infrastructure and hardware upgrading	Operational efficiency	Deputy Director Finance and Administration	2017
Automation of KENAS processes in	Customer satisfaction	(i) Operationalizing the electronic complaints	Improved customer satisfaction index from	Deputy Director Finance and	2017

Strategy	Expected Output (s)	Activity	Output Indicator (s)	Implementing Actors	Time Frame
order to improve the operational efficiency and move to a paperless office by 2017		handling process in order to reduce time taken from 21 days to 5 days	64% to 80%	Administration	
		(ii) Written enquiries response within 5 days by 2013			
		(iii) Payments of claims on the 2 nd day on receipt of documents			
	Paperless office	(i) Develop an interactive website	Daily updates on the intranet and weekly updates on the internet	Assistant Director Communication and Public Relations	2014
		(ii) Presenting KENAS financial information on enterprise resource planning software	Reduction in turn-around time	Deputy Director Finance and Administration	2014
		(iii) Implement E-QMS Documenting the management system electronically	Reduction in turn-around time, electronic access to minimize paper prints.	Deputy Director Technical Services / ICT	2014

Objective 8: To build human resource capacity through improving employee satisfaction to 80% and competence level to 95% by 2017.

Strategy	Expected Output (s)	Activity	Output Indicator (s)	Implementing Actors	Time Frame
Alignment of organization structure to meet business development needs by December 2013	Increased number of competent staff	(i) Conduct job evaluations for proper placement (ii) Performance reviews (iii) Develop a progressive organization structure and annual recruitment plan aligned to delivery of the Strategic plan. (iv) Develop a competence enhancement plan	Improved employee competence level from 60% to 95% and technical capacity to handle the growth in business	Deputy Director Finance and Administration.	December 2013
Performance management	Staff Morale enhancement	(i) Strengthen staff skills through training programs (ii) Enhance staff motivation by developing fair performance appraisal systems (iii) Improvement of work environment.	Operational efficiency	Deputy Director Finance and Administration	2017

Strategy	Expected Output (s)	Activity	Output Indicator (s)	Implementing Actors	Time Frame
Initiate mentorship and coaching programs	Increased number of mentorship and coaching programs	Mentoring and coaching employees on various aspects of KENAS mandate	Increased number of skilled staff	Assistant Director Human Resource and Training	2017
Enhance training	Increased number of competent staff	Strengthen staff skills through training programs	Improved employee technical capacity to handle the growth in the business	Assistant Director Human Resource and Training	2017
Optimize ICT uptake	Operational efficiency	(i) Development of computerized systems. (ii) Electronic record filing / archiving. (iii) Electronic document generation	% Improvement in automation and turn around time	ICT Manager	2015

CHAPTER SIX

INSTITUTIONAL STRUCTURE

This chapter presents the institutional structure covering the Board of Directors, the office of the Chief Executive Officer, description of the division and departments with their functions and proposed organizational structure (organogram).

6.1 THE BOARD OF DIRECTORS

The Board of Directors is responsible for overseeing the management of the affairs of the Organisation and for that purpose may give directions to the office-bearers as to the manner in which, within the law, they shall perform their duties.

6.2 ACCREDITATION COMMITTEE

The functions of the Accreditation Committee include:

- (a) Determining the accreditation marks or symbols and how the accreditation mark or the symbol and certificate shall be used by registered persons and accredited bodies;
- (b) Making rules to regulate its procedures and affairs to ensure independence and impartiality;
- (c) Reviewing applications for accreditation, and grant, renew, suspend or cancel registration or accreditation;
- (d) Hearing disputes relating to registration or accreditation; and
- (e) Dealing with any other issue relating to accreditation.

6.3 THE CHIEF EXECUTIVE OFFICER

The Chief Executive Officer is responsible for the daily operations of the organization by ensuring that the organization activities are conducted as per its mandate.

6.4 DEPARTMENTAL FUNCTIONS

There are two departments under the current establishment: Accreditation Services Department and Corporate Services Department

6.5 ACCREDITATION SERVICES DEPARTMENT

The technical services department is responsible for providing accreditation services to the conformity assessment bodies. Services provided by the division include: certification, testing and calibration, health and safety, inspection and verification, business development and standards & training.

The roles of the divisions under the Accreditation Services Department are described as follows:

6.5.1 Certification Division

The core functions of the division are:

- Raise awareness and market accreditation of certification;
- Recruit CABs for accreditation
- Advise management on certification issues;
- Prepare and manage certification plans and resources of the department to meet the organization's objectives;
- Hold Stakeholders consultative forum to identify accreditation concerns and solutions;
- Establish and maintain relationships with certification bodies;
- Develop, direct and control certification programs, policies, systems and procedures;
- Create and utilize existing technical committees to develop criteria for assessment of certification bodies;
- Prepare annual operating budget for the division; and
- Regularly report on certification matters.

6.5.2 Testing and Calibration Division

The core functions of the division include:

- Raise awareness and market accreditation of general testing and calibration laboratories;
- Recruit CABs for accreditation
- Advise management on testing and calibration issues;
- Prepare and manage calibration plans and resources of the division to meet the organization's objectives;
- Hold Stakeholders consultative forum to identify accreditation concerns and solutions;

- Establish and maintain relationships with testing and calibration bodies;
- Develop, direct and control testing and calibration programs, policies, systems and procedures;
- Create and utilize technical committees to develop criteria for assessment of testing and calibration bodies;
- Prepare annual operating budget for the division; and
- Regularly report on calibration matters.

6.5.3 Health and Safety Division

The division undertakes the following activities:

- Raise awareness and market accreditation of medical, clinical, veterinary , pharmaceutical laboratories and proficiency test service providers;
- Recruit CABs for accreditation
- Advise management on health and safety issues with respect to medical, pharmaceutical, veterinary and proficiency testing bodies;
- Prepare and manage health and safety plans and resources of the division to meet the organization’s objectives;
- Hold stakeholders consultative forum to identify accreditation concerns and solutions;
- Establish and maintain relationships with health and safety bodies;
- Develop, direct and control health and safety programs, policies, systems and procedures;
- Create and utilize technical committees to develop criteria for assessment of medical, pharmaceutical, veterinary and proficiency testing bodies;
- Prepare annual operating budget for the division; and
- Regularly report on health and safety matters.

6.5.4 Inspection and Verification Division

The inspection and verification division is responsible for:

- Raise awareness and market accreditation of inspection and verification bodies;
- Recruit CABs for accreditation
- Advise management on inspection and verification issues;

- Prepare and manage inspection and verification plans and resources of the division to meet the organization's objectives;
- Hold stakeholders consultative forum to identify accreditation concerns and solutions;
- Establish and maintain relationships with inspection and verification bodies;
- Develop, direct and control inspection and verification programs, policies, systems and procedures;
- Create and utilize technical committees to develop criteria for assessment of inspection and verification bodies;
- Prepare annual operating budget for the division; and
- Regularly report on inspection and verification matters.

6.6 CORPORATE SERVICES DEPARTMENT

The finance and administration department is responsible for support functions such as: finance and accounting, communication and public relations, information & communication technology, procurement and human resource.

The roles of the division under the finance and administration department are described as follows:

6.6.1 Finance and Accounts Division

The core functions of the division include:

- Manage the financial, human, material and information resources of the organization;
- Prepare strategic plans aligned to government guidelines;
- Direct and control implementation of policies, systems and procedures.
- Preparing annual operating and capital budgets;
- Coordinate the department's operations and overall administration so as to ensure that the department operate in conformity with overall performance targets;
- Liaising with external auditors on all financial statements reports and matters relating to management letter on all final audit queries;
- Coordinating implementation of targets outlined in the Performance Contract;
- Regularly report on financial, human, material resource positions;

- Coordinate staff medical scheme and pension scheme;
- Coordinate staff welfare issues; and
- Coordinate staff induction, placement and appraisal process.

6.6.2 Communication and Public Relations Section

The division undertakes the following activities:

- Advice management on communication, marketing and PR issues;
- Manage the communication resources of the organization;
- Enhance two-way information exchange with the public to ensure customer satisfaction;
- Prepare communication and public relations strategies and plans aligned to government guidelines;
- Direct and control implementation of communications and public relations policies, systems and procedures;
- Prepare communication and public relations annual operating and capital budgets;
- Quarterly reporting on communication, marketing and public relations positions for the organization;
- Developing corporate branding activities; and
- Preparing the communication and PR Section work plans in tandem with the corporate work plans.

6.6.3 Information and Communication Technology (ICT) Unit

The division undertakes the following activities:

- Participate in the process of formulating and implementing business strategy;
- Plan, design and implement aligned ICT strategies for effective management of services at all levels;
- Handle all networking software, troubleshooting and computer hardware issues;
- Oversee all organization's web intranet and internet issues;
- Advise management on institutionalizing effective ICT governance structures;
- Formulate and enforce ICT policies, procedures and standards;
- Establish standardization processes and procedures in the procurement of ICT equipment and services to ensure value for money;

- Plan, develop, review and implement KENAS business disaster recovery strategy;
- Ensure ICT quality control standards and security systems are in place;
- Coordinate development and management of all electronic and communication infrastructure including email, telephone and data networks;
- Preparation and execution of ICT training program; and
- Provide technical support services to computer users.

6.6.4 Procurement Division

The procurement division is responsible for:

- Overseeing the procurement processes and procedures to ensure compliance with the Public Procurement & Disposal Act & Regulations;
- Formulating and implementing supplies and stores policies including effective stock control systems;
- Prepare annual procurement plan for goods and services;
- Procuring required goods and services at the most competitive prices;
- Advise management and department on procurement matters;
- Conducting boarding and disposal of unserviceable and/or other stores;
- Maintaining updated lists of pre-qualified and approved suppliers;
- Participating in annual budget preparation & Preparing and initiating annual procurement plans & maintaining accurate records;
- Supervising, appraising staff and identifying their training and development needs; and
- Submit Quarterly reports to Public Procurement Oversight Authority (PPOA).

6.6.5 Human Resource Management and Development Division

The core functions of the division include:

- Advice management on HR and training issues;
- Manage and develop the human resources of the organization;
- Prepare human resources strategic plans aligned to KENAS establishment and government guidelines;

- Prepare and implement training plans to meet the needs of the organization;
- Develop and coordinate implementation of HR policies, systems and procedures;
- Participate in preparation of annual operating and capital budgets;
- Regularly report on human and training positions;
- Oversee the staff welfare, medical and pension schemes;
- Oversee staff induction, placement and appraisal process.

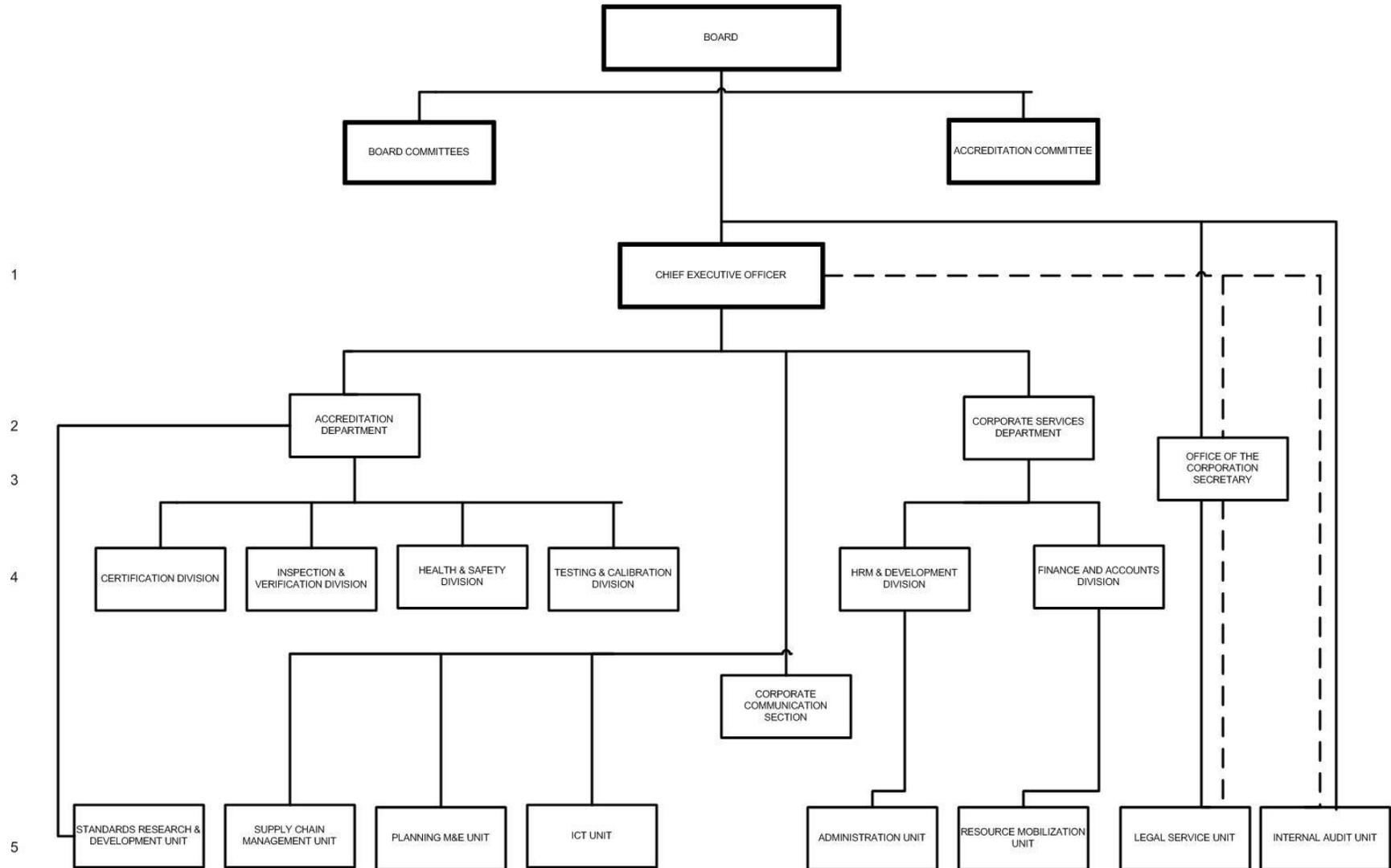
6.6.6 Legal Service Unit

The key tasks of the office include:

- Advising the board and management on all legal matters;
- Formulating and implementing strategies on all legal matters;
- Providing secretarial services to the Board and its Committees;
- Ensuring that the corporation complies with statutory and other regulatory requirements by undertaking periodic legal audit compliance;
- Ensuring that the corporation is represented in Court and arbitrations as may be required;
- Coordinating all litigations in liaison with the State Law Office, Government Ministries and external lawyers;
- Developing and implementing the relevant plans, objectives, strategies, policies, and procedures of the Department;
- Drawing and processing legal notices and other gazettelements that is to be issued by corporation;
- Drawing contracts, agreements, leases and other legal documents and vetting those drawn by other parties;
- Coordinating the review of laws, by-laws and regulations relating to the Corporation;
- Compiling information and evidence on legal matters touching on the corporation;
- Participating in the negotiations of agreements, treaties and contracts between the corporation and other parties /organizations;
- Providing legal opinions/advice and reports on legal matters as required.
- Interpreting legal instruments and statutes;
- Creation of legal awareness among staff of the corporation;

- Negotiating disputes with customers and other parties with a view to settling them out of court; and
- Performing any other duties that may be assigned by the Board and management from time to time.

6.6 Organisation structure of KENAS is depicted in the diagram below:



CHAPTER SEVEN

MONITORING AND EVALUATION

7.1 OBJECTIVES OF MONITORING AND EVALUATION

In order for Kenya Accreditation Service to attain the targets that it has set, it is of importance that the various strategies are implemented. Successful implementation of the plan requires sourcing and deploying the requisite resources and putting in place an adequate monitoring and evaluation framework among others.

7.2 MONITORING & EVALUATION FRAMEWORK

The following Monitoring & Evaluation framework will be put in place in order to ensure implementation of the strategic plan:

1. Establish M & E committee comprising of the Chief Executive Officer and departmental heads to oversee the implementation of the strategic plan.
2. The M&E team will hold regular meetings to review the status of the strategic plan implementation as it relates to their respective sectors. In addition, areas requiring strategy change should be identified.
3. The M&E team will be reporting quarterly to the Board of Directors on the progress made towards the attainment of the objectives.
4. The strategic plan will be reviewed annually so as to ensure that necessary changes in the objectives, strategy, activities etc. (informed by new information regarding the Organisation or the environment) are effected.

Note: The key performance indicators will provide guidance on more objective review of the progress of the strategic plan implementation.

7.3 KEY PERFORMANCE INDICATORS

The following table shows the projected key performance indicators (KPIs):

	YEAR					
	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
Number of signed MRA at ILAC level	0	1	1	1	1	1
Number of signed MLA at IAF level	0	1	1	1	1	1
Number of ABs Memorandum of understanding signed	0	2	2	0	0	0
Automation (%)	13	33	54	75	75	75
Number of accredited CABs	13	68	76	76	84	84
Number of new products developed	0	2	2	2	2	2
Number of awareness campaigns	4	4	4	4	4	4
Number of employees	25	43	49	54	58	62
Number of assessors/experts	43	45	50	55	58	60
Turnaround time (months)	8	7	6	5	4	3
Customer satisfaction	65	68	71	74	77	80
Employee satisfaction (%)	62	66	70	74	78	80
Competence level (%)	60	67	74	81	88	95
Number of accreditation bill developed	0	1	-	-	-	-
Web updates (Intranet)	-	Daily	Daily	Daily	Daily	Daily
Web updates (Internet)	-	Weekly	Weekly	Weekly	Weekly	Weekly

Note: This is subject to change based on results of the monitoring & evaluation of the strategic plan implementation coupled with resource availability, performance contracting requirements and the dynamics of business environment.

7.4 KENAS BALANCED SCORECARD

Perspective	Objectives	Strategy	Time frame	KPI	Target
Financial	Increase revenue and government grants	Diversify into new schemes	2017	Number of new schemes	Increased revenue from new schemes
		Enhance revenue management	Annually	Measure % of revenue growth	Achieve a revenue growth.
Customer	Enhance Corporate Image	Provide timely information to media about corporate event and other developments on accreditation.	Quarterly	% positive/neutral media mentions.	Achieve positive media stories/mentions.
		Organise and publicise corporate events	Annually	Number of corporate events held	Increased participation in corporate events
	Enhance business development	Improve on KENAS trademark.	2013	The percentage of accreditation services branded.	All KENAS related services are branded by 2013
		Market the brands	2013	% increase in accredited CABs	Increased number of accredited CABs
		Develop MoU's with MDA	2015	Margins realized	Strategic partnerships with agencies by 2015

Perspective	Objectives	Strategy	Time frame	KPI	Target
	Enhance market share	Product diversification and service diversification	2017	Number of new products/schemes	Increased revenue from new schemes
		Quality enhancement	Continuous	Timely internal and external reporting	Enhanced quality of accreditation services
	Enhance customer satisfaction	Conduct customer satisfaction surveys twice a year	Annual	% customer satisfaction index	80%
Internal processes	Improve assessment and customer complaint handling system	Maintain customer complaint records	Continuous	Turnaround time for processes Number of complaints lodged	Increased customer satisfaction
	Enhance Risk Management	Business Process Review and Mapping	Continuous	Risks Identified and managed	100%

Perspective	Objectives	Strategy	Time frame	KPI	Target
	Re-Engineer Business Processes	Infrastructure and hardware upgrade	by 2017	% of processes automated	
Learning and growth	Enhance human resource capacity	Performance management	by 2017	Operational efficiency	Increase in employee satisfaction index to 80%
		Alignment of the organisation structure to meet business needs	by 2017	Growth in technical capacity	Improved employee competence level from 60% to 95%

7.5 CONCLUSION

The implementation of this strategic plan will be monitored and evaluated regularly to ensure that it remains relevant in a changing and dynamic business environment. The results of the monitoring and evaluation will be implemented accordingly taking into account the international Accreditation benchmarks, KENAS budget, work plans and performance contracting requirements and obligations negotiated with the Government of Kenya