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2020 - 2025

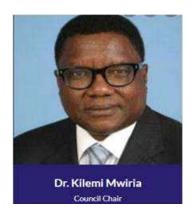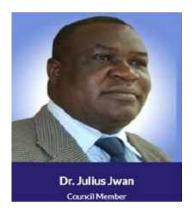## Kenya National Qualifications Authority

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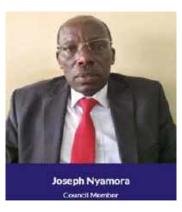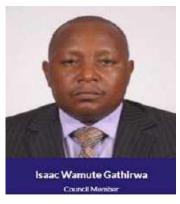Shaping the future of Kenya

KENYA NATIONAL QUALIFICATIONS AUTHORITY

STRATEGIC PLAN

2020-2025

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KENYA NATIONAL QUALIFICATIONS AUTHORITY

MISSION

To establish and manage the KNQF aimed at promoting globally recognized and competitive qualifications for sustainable development

VISION

Globally Recognized and Competitive Qualifications Transforming Kenya

CORE VALUES

- Professionalism
- Quality
- Relevance
- Equity
- Integrity
- Accountability
- Teamwork
- Responsiveness

MOTTO

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ABBREVIATIONS AND ACRONYMS

ACQF	-	Africa Continental Qualification Framework
AIA	-	Appropriation In Aid
AWPs	-	Annual Work Plans
CATs	-	Credit Accumulation and Transfer System
CEO	-	Chief Executive Officer
CS	-	Corporate Services
DG	-	Director General
EAC	-	East African Community
EAQFHE	-	East African Qualification Framework for Higher Education
EDE	-	Ending Drought Emergencies
EMIS	-	Education Management Information System
E&T	-	Education and Training
FHC	-	Finance Human Resource Committee
GATS	-	General Agreement on Trade in Services
IA	-	Institutional Accreditation
ICD	-	Institutional Capacity Development
ICT	-	Information Communication Technology
IGAD	-	Intergovernmental Authority on Development
KCATs	-	Kenya Credit Accumulation and Transfer System
KNQA	-	Kenya National Qualifications Authority
KNQD	-	Kenya National Qualifications Database
KNQF	-	Kenya National Qualifications Framework
KShs.	-	Kenya Shillings
LIS	-	Library and Information Services
MDAs	-	Ministries, Departments and Agencies
MoE	-	Ministry of Education
MOU	-	Memorandum of Understanding
MTP	-	Mid Term Plans
M&E	-	Monitoring and Evaluation
NAQIMS	-	National Qualification Information Management System
NEMA	-	National Environment Management Authority

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NLQD	-	National Learners Qualifications Database
NLRD	-	National Learners Record Database
No.	-	Number
PC	-	Performance Contract
PESTEL	-	Political, Economic, Social, Technological, Environmental and Legal
PPP	-	Public Private Partnership
PR&D	-	Planning Research and Development
P&RM	-	Planning and Resource Mobilization
PROSP	-	Planning, Research, Outreach, Strategy and Policy
QA	-	Quality Audit
QAIs	-	Qualification Awarding Institutions
QAS	-	Quality Audits and Standards
QF	-	Quality Framework
RAD	-	Registration, Accreditation and Documentation
RBM	-	Results-Based Management
REV	-	Recognition, Equation and Verifications
RPL	-	Recognition of Prior Learning
SAQA	-	Standards, Assessment and Quality Assurance
SCAC	-	State Corporations Advisory Committee
SDGs	-	Sustainable Development Goals
S	-	Strategic
SO	-	Strategic Objective
SPC	-	Strategic Plan Committee
SR	-	Standards and Recognition
STI	-	Science, Technology and Innovation
SWOT	-	Strengths Weaknesses Opportunities Threats
TNA	-	Training Needs Analysis
VTT	-	Vocational Technical Training
WTO	-	World Trade Organization

DEFINITION OF KEY TERMS

Accreditation: procedure by which institutions offering education and training are formally recognized as having met the standards set out in various laws of Kenya

Assessment: the process used to gather, interpret and evaluate evidence of an individual's learning achievements, including assessments and tests

Authority: the agency of Kenya National Qualification

Credit Accumulation and Transfer: involves a set of agreed upon procedures and specifications aimed at facilitating recognition of prior learning, quality assurance, progression and credit transfers between institutions and education sectors both at national and international levels.

Council: members of the highest governing organ of the Authority

Learner's record: an entity to help learners investigate and inquire about learning in order to better understand their learning and share a falsifiable record of their knowledge and achievements.

Lifelong learning: all learning activities undertaken throughout life for the development of knowledge, competencies and qualifications

National Qualifications Framework: national system for the articulation, classification, registration, quality assurance, and the monitoring and evaluation (M&E) of national qualifications as developed in accordance with this KNQA Act; 2018

National Qualifications: qualification in education and training as recognized by the Authority in accordance with KNQA Act

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Qualification awarding and assessment institution: bodies accredited by KNQA to award and or quality assure qualifications

Quality assurance: the process by which the quality and consistency of a qualification's standard, assessment and certification are maintained

Recognition of prior learning: the consideration of knowledge skills or competencies acquired through formal, non-formal or informal learning.

Stakeholder: any individuals, groups, organizations and institutions that have an interest in the Authority or are impacted by the Authority's activities.

Verification of Qualifications: the process of proving the reality of or truth of a score by assure that it complies with the set standards, condition and/ or specific requirements.

Vocational Education: a non-formal education that equips individuals with the skills and knowledge for technical employment.

Industrial Education: the form of education that prepares individuals to more successfully follow an industrial or trade pursuit.

FOREWORD

A well-coordinated and harmonized education and training sector is crucial in the production of the human resources required for implementing Vision 2030. The current Kenyan education and training system is fragmented leading to varied quality of qualifications. It is difficult to compare and equate qualifications offered by different sub-systems and by different educational and training institutions. Because of this process and levels, it's very cumbersome; and sometimes unclear what the learners get out of the system. Moreover, the growing demand for education and training has triggered the establishment of many educational and training institutions and alternative modes of delivery offering both local and foreign qualifications whose comparability is very difficult to discern. The Authority's challenge is to ensure that there is transparency in the education and training system; and that qualifications at the same level impart the same knowledge, skills and competences.

To achieve this, the Authority has developed the Kenya National Qualifications Framework; which describes learning outcomes in form of knowledge, skills and competences gained at each level of our education and training system. These developments enhance quality of education and training in Kenya. The mandate of the Authority is to ensure the maintenance of standards, quality and relevance at all levels of the education and training sector in Kenya. The Authority has established and maintains the Kenya National Qualifications framework. The framework has increased transparency and brought better coordination and harmony in our education system. This Strategic Plan is a positive step by Kenya National Qualifications Authority (KNQA) in addressing the underlying challenges facing the education and training sector in Kenya. The sector has multiple and unique issues which call for a coherent and comprehensive approach. The plan will guide the Authority in the delivery of tangible results to its stakeholders for the next five years, as well as playing its role in achieving the national goals of the country and society. The Strategic Plan endeavours to address issues affecting the sector by providing broad-based strategies that can give it meaningful opportunities to maximize its potential in providing services. The plan will also enable Kenya to meet its international obligations describing its education and training system in a way that is understandable by all and ensuring international comparability of its qualifications.

I wish to emphasize that the Plan is a statement of intent. Its key result areas will only be realized if it is effectively implemented. Responsibility for the execution of the strategies rests with all stakeholders. I sincerely thank all those who participated in the formulation of the Strategic Plan for their ideas and commitment.

DR. KILEMI MWIRIA
CHAIRMAN, KNQA

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PREFACE AND ACKNOWLEDGEMENT

The Authority is mandated to promote better coordination and harmony among the various players in the education and training sector in Kenya. To realize this mandate, KNQA will employ a participatory and all-inclusive approach in working with the relevant government ministries, education and training institutions, industries and other relevant stakeholders in the development of a globally competitive qualification system for Kenya.

This Strategic Plan articulates the shared vision, mission, core functions, policy priorities, strategic objectives and resource requirements of the Authority for the period 2020-2025. In developing this Strategic Plan, we have recognized the Authority's strengths, weaknesses, opportunities and threats. Similarly, KNQA has been able to fully appreciate some of the underlying challenges facing the sector. In realizing its Vision and Mission, the Authority is guided by its mandate, strategic themes and strategic objectives which also take into consideration the environment within which the Authority operates.

To actualize the strategies and activities outlined in this document, the Authority shall continue to engage key stakeholders. The operational processes will be reviewed continuously to provide any necessary strategic adjustments. The formulation of this Strategic Plan was made possible through serious engagement and consultations. I would like to appreciate the commitment of the KNQA management team for constituting an effective Strategic Planning Committee. They played a major coordinating role and generated valuable information. We profoundly acknowledge the professional input provided by the Brisk Resource International consultants, various stakeholders from the parent Ministry and State Corporations Advisory Committee (SCAC).

To all our stakeholders who contributed either directly or indirectly towards the successful preparation of this Strategic Plan, we thank you most sincerely and encourage you to partner with us in its implementation.

DR. JUMA MUKHWANA
DIRECTOR GENERAL/CEO

KNQA

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Executive Summary

The Strategic Plan of the Kenya National Qualifications Authority has been developed in cognizance of Kenya's Vision 2030, Sustainable Development Goals, the Constitution of Kenya and other legal and policy government and sectoral documents. The implementation of this Strategic Plan is based on stakeholder participation, good governance and a professional approach to institutional management. The mandate of KNQA is to establish and maintain the Kenya National Qualifications Framework (KNQF). In doing this, the Authority accredits and registers qualifications, recognizes and equates local and foreign qualifications, provides for the Recognition of Prior Learning, establishes the National Learners Record database (NLRD) and creates the Kenya Credit Accumulation and Transfer System (KCATs). The vision of the Authority is **"Globally Recognized and Competitive Qualifications Transforming Kenya"** while its mission is **"To establish and manage the KNQF aimed at promoting globally recognized and competitive qualifications for sustainable development"**. The Authority is committed to development of a harmonized national accreditation, quality assurance, assessment and examination system to ensure that qualification awarded in Kenya are of highest quality and meet the international standards.

KNQA operations contribute to the national development goals. The national goals are the main focus. However, Kenya operates within the global and the regional environment and thus the need to align agencies development plans to support the realization of national, regional and global development goals. Therefore, this strategic plan was prepared in the context of Kenya National Development Agenda namely Kenya Vision 2030 that is being achieved through, the Medium Term Plans, currently at (MTP-III) of 2018-2022 and the Big Four Agenda guided by the Kenyan Constitution, national policies, regulatory and institutional frameworks. The Kenya national development plans are also aligned to Sustainable Development Goals (SDGs) and the African Union (AU) Agenda 2063. This legal and institutional framework presents the development of KNQA, the rationale and the methodology of the Strategic Plan. It also provides an institutional framework which expounds on the Authority's mandate in relation to the education sector in Kenya; and its international obligations.

The Strategic Plan process enables KNQA to examine the environment in which it operates, explore the factors and trends that affect the way it does business, attain its strategic vision and mission, identify strategic issues which must be addressed and find ways to address them. Therefore, an analysis of the Authority's operating environment was undertaken as part of the strategic planning process. The objective of Political, Economic, Social, Technological, Environmental and Legal (PESTEL), Strengths, Weaknesses, Opportunities and Threats (SWOT) and Stakeholder analysis was to provide detailed information on factors influencing KNQA working environment. From this

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analysis, emerging issues and challenges were identified. This included inadequate staffing, underdeveloped physical and ICT infrastructure, duplication of mandate with other government agencies, alignment of Quality Framework (QF), increasing demand for KNQA services and research on QF.

During the Plan period, the Strategic focus for the Authority will emphasize five strategic themes (Pillars) namely:
- Institutional Capacity Development (ICD)
- Planning, Research, Outreach, Strategy and Policy (PROSP)
- Standards, Assessment and Quality Assurance (SAQA)
- Registration, Accreditation and Documentation (RAD)
- Recognition, Equation and Verification (REV)

The strategic themes will be actioned through the following strategic objectives:
- Register and accredit all national qualification and qualification awarding institution
- Strengthen Assessment and Quality Assurance of qualifications to international standards
- Enhance integration, flexibility and mobility into the education and training system and labour market
- Strengthen Planning, Research, Outreach, Strategy and Policy for informed decision making and excellent service delivery
- Continuously develop the Authority HR capacity
- Enhance financial and infrastructural resources to ensure efficient and effective management
- Enhance Corporate Image and Brand of the Authority

A strategy matrix has been developed to match the identified strategic themes with strategic objectives and appropriate plan of action that will enable the Authority to achieve the strategic objectives. Implementation structure and resource requirements were analysed to determine the technical and material resources that will be needed to implement the Plan. An appropriate implementation and coordination mechanism has been developed which identifies what the Authority must accomplish before, during and post- implementation period.

A set of risk factors were identified which might affect the implementation of the Plan and appropriate mitigating factors have been recommended. The Plan puts in place Monitoring, Evaluation and Reporting which include monitoring methodologies, evaluation mechanisms, progress reports, internal audit, monthly and quarterly management meetings, performance management, staff appraisal and external reporting in the achievement of the Plan results. A mid-term review will be undertaken and appropriate amendments made at that time. A final evaluation will be done to create the baseline for the next Strategic Plan.

INTRODUCTION AND BACKROUND

1.1 Background

The Kenya National Qualifications Authority (KNQA) was established by the KNQF Act No. 22 of 2014; to develop, implement and maintain the Kenya National Qualifications Framework (KNQF). The provisions of the Act are operationalized by KNQF Regulations of 2018.

1.2 Mandate of KNQA

The mandate of the Authority is to establish and maintain the Kenya National Qualifications Framework (KNQF). In doing this, the Authority accredits and registers qualifications, recognizes and equates local and foreign qualifications, provides for the Recognition of Prior Learning, establishes the National Learners Record Database (NLRD) and creates the Kenya Credit Accumulation and Transfer System (KCATs). The Authority aims to create harmony and better coordination within the education and training sector by working with quality assurance bodies, professional associations, examination and assessment bodies, education and training institutions. In essence, the work of KNQA cuts across Basic, TVET and University sector in Kenya.

1.3 Functions of KNQA

The functions of the KNQA are:

- To co-ordinate and supervise the development of policies on national qualifications;
- To develop a framework for the development of an accreditation system on qualifications;
- To develop a system for the assessment of national qualifications;
- To develop and review inter-relationships and linkages across national qualifications in consultation with stakeholders, relevant institutions and agencies;
- To maintain a national database of national qualifications;
- To publish manuals, codes and guidelines on national qualifications;

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- To advice and support any person, body or institution which is responsible for the award of national qualifications;
- To publish an annual report on the status of national qualifications;
- To Set standards and benchmarks for qualifications and competencies including skills, knowledge, attitudes and values;
- To define the levels of qualifications and competencies;
- To provide for the recognition of attainment or competencies including skills, knowledge, attitudes and values;
- To facilitate linkages, credit transfers and exemptions and a vertical and horizontal mobility at all levels to enable entry, re-entry and exit;
- To conduct research on equalization of qualifications;
- To establish standards for harmonization and recognition of national and foreign qualifications;
- To build confidence in the national qualifications system that contributes to the national economy;
- To provide pathways that support the development and maintenance of flexible access to qualifications;
- To promote the recognition of national qualifications internationally; and,
- To perform such other functions as may be provided under this Act.

1.4 Quality Policy Statement

The Authority is committed to development of a harmonized national accreditation, quality assurance, assessment and examination system to ensure that qualification awarded in Kenya are of highest quality and meet the international standards. The commitment will be actualized through adherence to international quality standards, M & E of implementation of both internal and national policies.

1.5 Policy and Legal Frameworks

A number of policies and legal frameworks affect the operations of KNQA. This Strategic Plan will operate within the current policy and legal framework for education and training in Kenya. The following policies and legislation affect specifically KNQA Practice.

Table 1.1: Policy and Legal Frameworks

The Constitution: The Authority recognizes the Constitution of the Republic of Kenya as the Supreme Law of the Republic which binds all persons and all state organs at all levels. The Authority shall respect, uphold and defend the Constitution.

The KNQF Act No. 22 of 2014: The ACT of Parliament establishes the Kenya National Qualifications Authority and provides for the development of Kenya Qualifications Framework and for connected purposes.

Budget Policy Statement (BPS) 2018: The policy requires Ministries, Counties, Departments and Agencies (MCDAs) to align their strategic plans and prioritize public investment geared towards realization of the Medium Term Plans (MTP3) for Vision 2030 and the Big 4 Agenda.

The Basic Education Act No. 14 of 2013: The Cabinet Secretary Education shall in collaboration with the relevant stakeholders, develop the National Qualifications Framework and oversee the administration and implementation of the National Qualifications Framework with regard to basic education.

Science, Technology and Innovation Act, 2012: Accredit research institutes and undertake, or cause to be undertaken, regular inspections, monitoring and evaluation of research institutions to ensure compliance with set standards. Most of them award qualifications.

Technical and Vocational, Education and Training Act No 29 of 2013: Also has a role to recognize and equate qualifications awarded by local or foreign technical and vocational education institutions in accordance with the Standards and guidelines set out by the Authority from time to time.

Ministry of Education Sessional Paper No. 1 of 2019: on 'A Policy Framework for Reforming Education and Training for Sustainable Development in Kenya; Towards Realizing Quality, Relevant and Inclusive Education and Training for Sustainable Development.'

National education sector strategic plan (2018-2022): The Plan aims: to enhance access and equity; to provide quality and competency based education, training and research; to strengthen management, governance and accountability; and enhance relevance and capacities for Science, Technology and Innovation (ST&I) in education, training, and research for labour markets.

CUE Act No.42 of 2012: Mandate universities to recognize and equate degrees, diplomas and certificates conferred or awarded by foreign universities and institutions in accordance with the standards and guidelines set by the Commission from time to time.

Industrial Training Act Chapter 237 Rev 2012: Assess industrial training, testing occupational skills and awarding certificates including Government trade test certificates; equating certificates; and also accrediting institutions engaged in skills training for industry.

KNEC Act 2012: Has a role to award certificates or diplomas to candidates that shall not be withheld from the candidate by any person or institution; confirm authenticity of certificates or diplomas issued by the Council upon request by the government, public institutions, learning institutions, employers and other interested parties.

KICD Act No 4 of 2013: Promote equity and access to quality curricula and curriculum support materials.

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1.6 Rationale

The Public Sector has been undergoing reforms to improve quality, efficiency and transparency in service delivery. It has developed Results Based Management (RBM) and Performance Contract (PC) strategies. In order to implement these reforms, the Authority like all other Public Institutions requires a Strategic Plan which clearly defines the strategic direction of the institution.

The plan provides the Authority with a framework of medium-term goals and outcomes to guide annual work plans and a means to optimize the use of resources. The Strategic Plan process enables KNQA to examine the environment in which it operates, explore the factors and trends that affect the way it does business, attain its strategic vision and mission, identify strategic issues which must be addressed and find ways to address them.

1.7 Methodology

This strategic plan was reviewed by the members of the KNQA technical team facilitated by a team of consultants from Brisk Resource International Ltd. Key stakeholders were also involvement in the strategic planning process. There were extensive consultations and deliberations on the internal and external environments to determine the strategic themes, strategic objectives, strategies and activities. Primary data was generated through brain storming sessions, while secondary data was drawn from the appropriate legal instruments, policy documents, including the Constitution of Kenya 2010 and the Kenya Vision 2030.

Government guidelines for the preparation of strategic plans and other sectoral policy documents also informed the process. This enabled the strategic planning team to identify the national, sectoral, ministerial and the Authority's policy priorities that the strategic plan addresses.

1.8 Organization of the Strategic Plan

This strategic plan has six chapters. Chapter One provides the introduction and background information of KNQA which captures the background, the mandate and functions of the Authority, quality policy statement, the policy and legal framework, strategic plan rationale and methodology. Chapter Two describes the role of the KNQA in global, regional and national development with focus on Sustainable Development Goals (SDGs); AU Agenda 2063 and Kenya's National development agenda. Chapter Three is on the situational analysis which focuses on

PESTEL, SWOT, stakeholder analysis and emerging issues and challenges. Chapter Four presents the strategic focus of KNQA comprising the fundamental statements of vision, mission, goals, Strategic themes, strategic objectives, and strategies. Chapter Five presents the implementation structure, coordination and resource requirement. Chapter six presents implementation, monitoring and evaluation framework. It also provides the risk management framework and key assumptions. In addition, the document has three annexes namely the organizational structure, monitoring and implementation matrix and the KNQA strategic plan technical team.

THE ROLE OF KNQA IN THE GLOBAL, REGIONAL AND NATIONAL DEVELOPMENT AGENDA

2.1 Introduction

This strategic plan was prepared in the context of Kenya National Development Agenda namely; Kenya Vision 2030 that is being achieved through, the Medium-Term Plans, currently at (MTP-III) of 2018-2022 and the Big Four Agenda guided by the Kenyan Constitution, national policies, regulatory and institutional frameworks. The Kenya national development plans are also aligned to Sustainable Development Goals (SDGs) and the AU Agenda 2063.

KNQA operations contribute to the national development goals. The national goals are the main focus. However, Kenya operates within the global and the regional environment and thus the need to align agencies development plans to support the realization of national, regional global development goals.

2.2 KNQA Role in Sustainable Development Goals (SDG)

The Sustainable Development Goals (SDGs) are also referred to as Global Goals for Sustainable Development. There are 17 global goals which the Kenya government is trying to align the national development agendas to. KNQA operations only help contribute to specific and not all global goals directly through their various programmes and activities while other goals are being pursued by different State Ministries, Departments and Agencies (MDAs). KNQA activities will directly contribute to Goal 4: Quality education which aims to ensure inclusive and equitable quality education and promote lifelong opportunities for all.

2.3 KNQA Role in Regional Development-AU Agenda 2063

The Lisbon convention on recognition of qualifications ignited the need for National

Qualifications Frameworks, which has culminated into the establishment of regional and continental frameworks.

The establishment of the African Continental Qualifications Framework (ACQF) has been considered as a way of providing Africa with necessary skills and qualifications to support the implementation of AU Agenda 2063: "THE AFRICA WE WANT", which is a blueprint and a master plan for revival of Pan Africanism vision by refocusing the continent from the independence and apartheid struggles to social and economic development, continental and regional integration, democracy and governance, peace and security. The KNQF will be aligned to the ACQF to facilitate the free movement of persons to support intra African trade as adopted by AU assembly in Article 18, on mutual recognition and equation of African qualifications.

In the Treaty for the Establishment of the East African Community [hereafter referred to EAC], the partner States have prepared an explicit agreement to embark on concerted measures to foster cooperation in education and training in the Community, particularly, in harmonization of education and training systems for them to promote comparable and compatible qualifications among the partner States. The partner States agreed to co-ordinate their human resources development policies, programmes and also to harmonize curricula, examination, certification and accreditation of education systems and training institutions through the joint action of their relevant national accreditation organs. The current national qualifications frameworks alignment came from this partnership agreement.

As a qualifications Authority, the KNQA's mandate has been directly affected by the East African Qualification Framework for Higher Education (EAQFHE), the ACQF and how they relate to other global frameworks for comparability and efficient mobility of labour. KNQA has established KNQF which outlines educational pathways, defines levels descriptors, volume of learning and how it relates to other qualifications frameworks. The Authority has also developed the Recognition of Prior Learning (RPL) policy and Credit Accumulation and Transfer (CAT) system to facilitate flexibility within the pathways and upward progression.

Moreover, Intergovernmental Authority on Development (IGAD) member countries are in the process of developing regional Qualifications Framework where Kenya is a signatory. It is expected that this framework will be aligned with already existing qualifications frameworks.

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KNQA plays a key role in the development of the regional qualifications framework by facilitating the regional meetings, providing resource persons and providing benchmarks on which to fashion the regional qualification framework. KNQA is also mandated to align KNQF to regional QF.

2.4 The Role of KNQA in National Development Agenda

The Authority positions itself to play its role in the national development agenda

2.4.1 The Role of the Authority in implementing Kenya Vision 2030

Kenya Vision 2030 is the long-term development of the country blue print. It reaffirms the government's commitment to create a conducive economic, social and political environment that will lead to higher living standards for Kenyans by the year 2030. The Vision aims at creating a globally competitive and prosperous country and transforming Kenya into a newly industrialized middle-income country. The Vision is anchored on three key interdependent pillars namely: **Economic, Social and Political**. The Economic pillar aims at achieving an economic growth rate of 10 per cent per annum and sustaining the same till 2030 in order to generate adequate resources for achieving the Vision goals and the Millennium Development Goals (MDGs). The Social pillar seeks to achieve a just, cohesive and equitable social development in a clean and secure environment. The Political pillar aims for an issue-based, people-centred, results-oriented and accountable democratic system. Vision 2030 will be operationalized through Medium Term Plans that articulate strategies, action plans and expected outcomes spread over a period of five years.

KNQA operation is mainly anchored in the Social pillar, however; its functions are also greatly influenced by the Economic and Political pillars. Conversely, the success of KNQA's operations will largely depend on the realization of the aspirations of the other two pillars. KNQA will ensure that training institutions fulfil their responsibility of creating knowledge and skilled based society that upholds justice, democracy and accountability besides encouraging issue-based and results-oriented political engagements. In so doing, KNQA will ultimately play a leading role in realizing the education and training objectives of Vision 2030 which is to provide globally competitive quality education, training and research for development.

The KNQA will specifically contribute to the realization of Vision 2030 in the following ways:
- **Lifelong learning:** KNQA is mandated to promote the objectives of lifelong learning. Some Kenyans have competence and skills acquired informally that are not supported by documentary evidence. The KNQA will develop and implement a system for Recognizing Prior and Learning.

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This will bring into the database of national qualifications, people that have skills obtained out of the formal education and training system that can deliver on vision 2030. The Authority is also implementing the CATs that facilitate continuous professional development (CPD).

- **Quality of Qualifications**: Quality education and training is crucial in the production of the competent workforce. Rapid increase in demand for education and training without commensurate increase in infrastructural and technical skills, existence of fake certificates, possession of qualification that do not match skills, poor documentation of awards and fragmented qualification systems undermine quality labour for achievement of Vision 2030. KNQA's role is to ensure qualifications are regulated to deliver quality HR for sustainable national development.
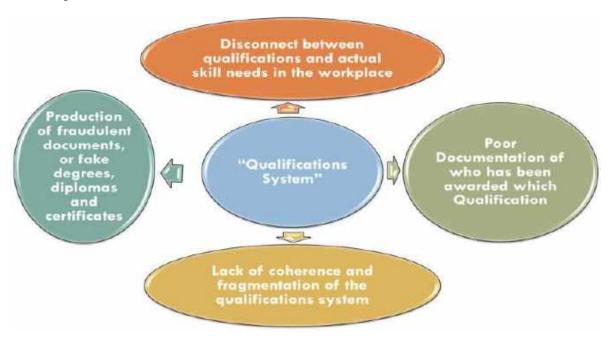

Figure 2.1: Current Challenges Facing the Education and Training Sector in Kenya

- **Creating international recognition and comparability of the qualifications system:** Kenya contributes a significant number of employees to the regional and international market. Operational and technical issues prevent many regional and international students from accessing the Kenyan education and training system and labour market. Kenyan students also

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face difficulties when attempting to study in foreign countries owing to lack of comparability of the Kenyan and international educational systems. KNQA will create a compatible education and training system that will lead to integration of worker with foreign qualifications into the labour force through recognition of their qualifications hence increasing the country's labour pool.

- **Better coordination and harmony in the education and training system:** The Kenyan education and training system operates in silos. Confusion and complexities exist when trying to move students from one level of learning to another and between different formal, informal, vocational and professional training and educational institutions. This causes wastage, dead ends and inefficiencies. To realize the strategic thrusts of Vision 2030, it is imperative to place more emphasis on improving the coordination of Kenya's education and training sector, improving transparency in the system and removing bottlenecks and setbacks to produce human capital that will effectively address the needs of a knowledge-based economy and society; in an efficient and cost-effective manner. KNQA will create the Kenya Credit Accumulation and Transfer system (KCATs) to support movement of students between different levels and institutions of learning.
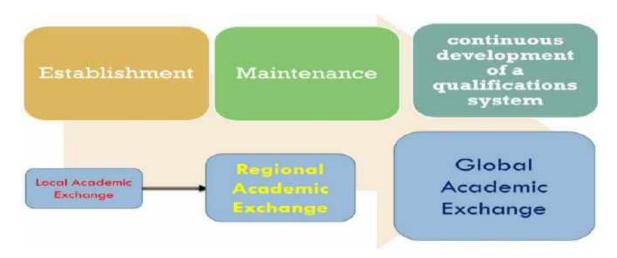

Figure 2.2: Development of the KNQF is Part of Kenya's International Commitment to Create Harmony and Better Coordinate its Education and Training System

- **National Learners Record Database (NLRD):** Kenya lacks a comprehensive and consolidated data and information on its education and training qualification and available labour market competences. This makes it difficult to plan for the right education and training skills, as well as where to appropriately direct scarce resources. KNQA will work with other stakeholders to formulate policies and create NLRD that has accurate records of students, their performance and qualifications. This will inform planners where to allocate scarce resources and the labour market on available skills. Development and maintenance of the National Qualification Database is one of the critical mandates of KNQA.

2.4.2 The Medium-Term Plan III 2018-2023 of Kenya Vision 2030

The third Medium-Term Plan (2018-2023) of Kenya Vision 2030 outlines policies designed to implement devolution, accelerate growth, reduce poverty, transform the structure of the economy and create more quality jobs. In striving to achieve these shorter-term goals the following were identified as key foundations and enablers for national transformation namely; Infrastructure, Information Communication and Technology (ICT), Science, Technology and Innovation (STI), Land reforms, Public sector reforms, Labour and Employment, National values and ethics and Ending drought emergencies, Security, peace building and conflict resolutions.

The Authority's role in the Third MTP will be to develop NLRD, registration of Qualification Awarding Institutions (QAIs), RPL, creating a system of CAT and recognize, equate and verify local and foreign qualifications to ensure human capital is adequate and quality to deliver on the objectives of MTP-III.

2.4.3 The Big 4 Agenda

The government's strategic agenda for 2018-2022 is referred to as the Big Four Agenda which integrates SDGs and Kenya Vision 2030 to be achieved in the short term. The Big 4 Agenda aim is to accelerate job creation, improve the standards of living, health standards, better living conditions, poverty reduction and elimination of inequalities. The areas of focus are Manufacturing; Affordable Housing; Food Security and Affordable Healthcare for all. KNQA will contribute to the Big 4 Agenda by streamlining the production of skilled manpower to deliver on the thematic areas of the Big 4 Agenda.

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2.5 Achievements of KNQA

- **Kenya National Qualifications Framework:** The Authority has completed the development of the Kenya National Qualifications Framework (KNQF) after a long and tedious process of stakeholder engagement. The Framework has developed levels descriptors and credited an education and training system that has 10 levels. Each level has clear level descriptors that describe the outcome at each level, and the volume of learning that takes place in terms of credits.
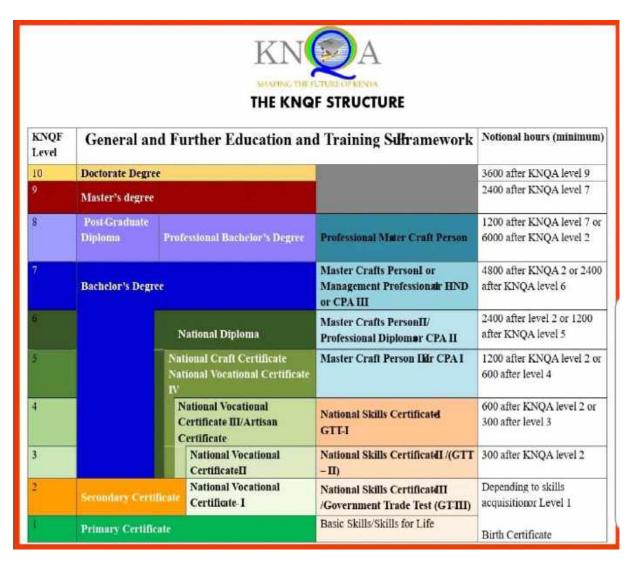

THE KNQF STRUCTURE

KNQF Level	General and Further Education and Training Subframework			Notional hours (minimum)
10	Doctorate Degree			3600 after KNQA level 9
9	Master's degree			2400 after KNQA level 7
8	Post-Graduate Diploma	Professional Bachelor's Degree	Professional Mater Craft Person	1200 after KNQA level 7 or 6000 after KNQA level 2
7	Bachelor's Degree		Master Crafts PersonI or Management Professionair HND or CPA III	4800 after KNQA 2 or 2400 after KNQA level 6
6		National Diploma	Master Crafts PersonII/ Professional Diplomar CPA II	2400 after level 2 or 1200 after KNQA level 5
5		National Craft Certificate National Vocational Certificate IV	Master Craft Person IIIr CPA I	1200 after KNQA level 2 or 600 after level 4
4		National Vocational Certificate III/Artisan Certificate	National Skills Certificated GTT-I	600 after KNQA level 2 or 300 after level 3
3			National Vocational CertificateII	National Skills CertificatII /(GTT – II)	300 after KNQA level 2
2	Secondary Certificate		National Vocational Certificate- I	National Skills CertificatIII /Government Trade Test (GTIII)	Depending to skills acquisitionor Level 1
1	Primary Certificate			Basic Skills/Skills for Life
				Birth Certificate

Figure 2.3: The Various Levels and Sub-frameworks of the Kenyan Education System as designed in the KNQF

- **Development and implementation of policies and standard guidelines on various aspects of the KNQF**: These include RAD, Recognition, Equation and Verification of qualifications, Credit Accumulation and Transfers, Registration of QAIs, qualification and learners, quality assurance and recognition of prior learning.

- **Stakeholder sensitization and engagement:** The Authority has done a number of workshops to sensitize the key stakeholders on the KNQF and its implementation approaches.

- **KNQF International Visibility:** Through a number of international conferences, the Authority has created international recognition of KNQF. The regional countries are using Kenya Quality Framework (QF) as a benchmark.

- **Credit Accumulation and Transfers:** CATs for the agricultural qualification has been developed for implementation.

- **Capacity building of resource persons**: The Authority has trained over 55 resource persons to assist in the implementation of the QF.

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Chapter Three

SITUATIONAL ANALYSIS

3.1 Overview

An analysis of the Authority's operating environment was undertaken as part of the strategic planning process. The objective of Political, Economic, Social, Technological, Environmental and Legal (PESTEL), Strengths, Weaknesses, Opportunities and Threats (SWOT) and Stakeholder analysis was to provide detailed information on factors influencing KNQA's working environment.

3.2 PESTEL Analysis

A broad Political, Economic, Social, Technological, Environmental and Legal (PESTEL) scan was undertaken with a view to describing the circumstances under which the Authority operates. This was so to be able to appreciate the factors that will either support or impede the process of implementing the Plan. A synthesis of the outcome of the PESTEL analysis is presented beneath:

3.2.1 Political Factors

The current political environment is stable allowing for government support for KNQA program. The focus of Vision 2030, MTP III and the Big Four Agenda emphasize on the development of Science, Technology and Innovation based skills. The need to deliver on the national development agenda has seen keen interest by the government to ensure NQF is developed and implemented. Kenya is also playing a leading role in the development of regional and continental QF which must be aligned to KNQF.

However, bureaucratic process in government and vested interests in the qualification sector continue to delay and create bottlenecks in the implementation of KNQF programs.

3.2.2 Economic Factors

The Kenya's public debt currently stands at Kshs. 6 trillion and the national treasury has called for continued austerity measures on government expenditure to reduce the pressure from the burden

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of mounting debt. Tight government budget allocations will therefore require the Authority to mobilize funding from other sources.

Kenya is running a liberalized economy in all sectors which have led to the development of many private education and training institutions awarding different levels of qualifications. Therefore, KNQA has a role to ensure both public and private education and training players comply with the requirements of the NQF

Changes in the structure of the economy have led to skill mismatch. Employers are complaining that they have trouble finding technical skills they need, whereas, the youth are finding it difficult to find jobs that match their training and skills. This has contributed to high rate of unemployment which currently stands at around 9.3%. The role of KNQA in providing centralized record of qualification and relevant market driven skills will be critical for focused career development. Furthermore, employers have also realized that employees don't possess the qualification they purport to; hence the Recognition, Equation and Verifications (REV) department of KNQA will be a very busy one in establishing authenticity of qualification in the labour market.

3.2.3 Social Factors
The government is currently implementing 100% transition policy to secondary schools and thus government funds are directed towards improving physical infrastructure and provision of bursaries in secondary and post-secondary training. The outbreak of the deadly new corona virus in Wuhan city China has put all countries at risk and panic mode. A number of Kenya students are held up in Wuhan City and the government medical team effort is directed towards the crisis in case of an outbreak.

The Al-Shabaab insurgence in North Eastern province has forced many non-local teachers and other workers out of the area, leaving behind huge gaps in the education and training sector that is likely to compromise the quality and qualification of learning if unchecked.

The culture of accumulation of papers and demand for white-collar jobs is changing towards skills acquisition and competences. Moreover, there is disproportionately huge informal education and training sector in Kenya that has not been recognized.

3.2.4 Technological Factors
Kenya has been described as the Silicon Savannah due to its dynamic ICT sector and large presence

as well as influence in the social media. The internet-enabled mobile devices have led to the rapid increase in the access and use of social networking sites by individuals and groups. Other emerging trends in ICT application include cloud computing, mobile application and utilization of user interface. E-governance strategy requires government agencies to provide e-services to citizen. The Authority will leverage on ICT as a key business enabler in communication, decision making, security, big data management among others.

3.2.5 Environmental Factors

The National Environment Management Authority (NEMA) provides relevant environmental legislations and regulations in regard to noise pollution, solid waste, liquid waste and e-waste management, which the Authority will have to comply. The Persons with Disabilities (Amendment) Bill of 2019 requires that physical infrastructure of the work premises facilitate reasonable access for persons with disabilities. Thus, KNQA facilities will require modification to support persons with special needs. The Authority Corporate Social Responsibility (CSR) initiative will be geared towards environmental sustainability.

3.2.6 Legal Factors

The 2010 Constitution, specifically the provision of The Bill of Rights guarantees every Kenyan right to access education.

The KNQF Act No 22 of 2014 and the KNQA Regulations of 2018 provide the legal framework for KNQA existence and legitimate operation. However, the overlapping mandate with other government agencies creates duplication of effort, disharmony and conflicts slowing down performance.

3.3 Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

3.3.1 Internal Environment Analysis

The strengths and weaknesses of the company were thoroughly analysed and are presented in Table 3.1.

Table 3.1: Strengths and Weaknesses

Strengths	Weaknesses
• Strategic and visionary leadership • Access to a large and diverse pool of experts in the education and training sector in Kenya • Qualified, motivated and committed staff • Conducive working environment; • Local and international recognition; • Organization has a clear niche within the Kenyan qualification sector • Strategic location of KNQA offices • Revenue generating opportunities exist	• Absence of the Council • Inadequate ICT skills and systems e.g. NAQIMS to integrate all KNQA operations • Inadequate space for expansion • Inadequate human resource capacity to carry out the mandate of KNQA • Inadequate publicity on KNQA's presence • Weak enforcement mechanisms of existing standards • Inadequate exposure to international best practices in various aspects of QF • Inadequate transport facilities

3.3.2 External Environment Analysis

As the Authority sets out to implement its Strategic Plan, there are bound to be opportunities and threats. Opportunities are the operational potentials that the Authority will exploit to achieve its stated goals and objectives. Threats are the external operational challenges that are likely to hinder the Authority from realizing its mandate. Analysis of the Authority's opportunities and threats are outlined in Table 3.2.

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a) Opportunities and Threats

Table 3.2: Opportunities and Threats

Opportunities	Threats
• Goodwill and support from Government • National recognition and commitment to the need to transform the qualifications sector • Opportunity to charge fees for KNQA services • Several Public sector reforms • Supportive legal and policy framework • The advent of the knowledge and skills economy as a driving factor in achieving competitive advantage • High demand for education and training services in Kenya • Public expectation of efficiency and harmony in the educational sector • Increased investment in education and training by the government and the private sector • Increased commitment to quality education and training by stakeholders; • Increased utilization of ICT infrastructure and social media in communication • An enabling legal framework -KNQF Act 2014; KNQF Regulations, 2018 • Strong regional and continental partnerships in development and implementation of the QF • Regional and international protocols demanding automatic recognition of academic credentials	• Inadequate funding from Government • Tight budgetary allocations • Mushrooming of fake and substandard qualifications • Lack of adequate research to inform policy on QF • Conflicting legislation leading to duplication of mandate with other state agencies • Resistance to KNQA work • Coronavirus (Covid19) pandemic • Cyber crime

3.4 Stakeholder Analysis

Stakeholder analysis was conducted to identify the interests and expectations of the Authority. This involved taking an inventory of all parties that have a stake in this Strategic Plan taking into consideration the various ways they may influence its implementation. This analysis was conducted in order to understand the nature and extent of the functional relationships and the various stakeholder expectations. Table 3.3 gives the summary of the analysis.

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3.4.1 Stakeholders

Table 3.3: Stakeholder Analysis

Stakeholders	KNQA Expectations	Stakeholders' Expectation
• Education and Training Institutions and Students	• Curricula designed according to KNQA guidelines and minimum standards • Accredited education and training institutions which meet set standards • Harmonized and equitable admission criteria • Sharing of the best practices and dissemination of information	• Timely delivery of services • KNQF that takes interest of all qualifications • Information sharing
• Government/ Government Agencies	• Adequate allocation of funds • Policy review to get clear mandate of each agency • Timely Gazettement of Council members	• Adherence to the KNQA mandate; • Prudent utilization of resources • Submission of timely budget estimates; • Compliance with statutory requirements;
• Council Members and Staff	• Provision of effective and efficient services to stakeholders and the public	• Conducive work environment and resources • Training and Development • Fair Appraisal • Commitment to their welfare
• Employers	•To attend KNQA stakeholder engagement forums •Support review, development and implementation of KNQF •Seek validation of qualification from KNQA •Partner with KNQA in lobbying for KNQF legislation, policies and regulations Support professionalization of KNQA functions	• Efficient and effective secretariat for excellent service delivery • Provide accurate and timely information • Operate within legal and regulatory framework
• Funding Partners	• Funding of specific programmes and activities • Provision of Technical Support	• Submission of funding proposals; • Accountability; • Timely reports;
• Suppliers	• Timely supply of quality goods and services	• Timely payments for goods and services • Adequate and accurate information
• Public	• Duly completed applications • Timely payment for services	• Quality services
• Media	• Objective reporting of correct information to the wider public	• Receive timely reports and accurate information
• Sponsors of educational sector	• Mobilization of resources to put up facilities • Adherence to standards and guidelines	• Guidance on educational sector establishment • Timely processing of application

Professional bodies	• Maintenance of standards in professional disciplines	• Programs in professional areas approved with input from the professional bodies • Professional bodies comply with set guidelines

3.5 Emerging Issues and Challenges

- Inadequate staff;
- Underdeveloped physical and ICT infrastructure;
- Duplication of mandate with other government agencies;
- Lack of alignment of many qualifications with the KNQF;
- High demand for KNQA services;
- Lack of benchmarking with international best practices; and
- Inadequate research and publications on qualification frameworks in the country.

STRATEGIC FOCUS

4.1 Introduction

The Authority intends to strategically focus on its core functions and operations as stipulated in the Vision, Mission, Motto and Core Values to realize its objectives. The Vision is the mental desired picture of the organization. The Mission is the overriding reason that gives KNQA its identity and unique purpose. The Motto is an expression of the guiding principle. The Core Values reflects the Authority's culture and common belief to which all members subscribe.

4.2 Fundamental Statements

Mission
To establish and manage the KNQF aimed at promoting globally recognized and competitive qualifications for sustainable development.

Vision
Globally recognized and competitive qualifications transforming Kenya

Core Values
- Professionalism
- Quality
- Relevance
- Equity
- Integrity
- Accountability
- Teamwork
- Responsiveness

Motto
Shaping the Future of Kenya

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Vision   Globally Recognized and Competitive Qualifications Transforming Kenya

Mission   To establish and manage the KNQF aimed at promoting globally recognized and competitive qualifications for sustainable development

Strategic Themes

- Institutional Capacity
- Planning, Research, Outreach, Strategy & Policy
- Standards, Assessment & Quality Assurance
- Registration, Accreditation and Documentation
- Recognition, Equations and Verification

Strategic Objectives

- Register and accredit all national qualification and qualification awarding institution
- Strengthen Assessment and Quality Assurance of qualifications to international standards
- Enhance integration, flexibility and mobility into the education and training system and labour market
- Strengthen Planning, Research, Outreach and Strategy & Policy for informed decision making and excellent service delivery.
- Continuously develop the Authority HR capacity
- Enhance financial and infrastructural resources to ensure efficient and effective management
- Enhance corporate image and brand

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4.4 Strategic Themes, Objectives and Strategies

During the strategic plan period the Authority will pursue programmes and activities in the following strategic themes:

- Institutional Capacity Development (ICD);
- Planning, Research, Outreach, Strategy and Policy (PROSP);
- Standards, Assessment and Quality Assurance (SAQA);
- Registration, Accreditation and Documentation (RAD); and
- Recognition, Equation and Verification (REV).

These strategic themes will be achieved through the pursuit of the following strategic objectives and strategies.

4.4.1 Strategic Theme 1: Institutional Capacity Development (Capacity) (ICD)

SO 1	Continuously develop the Authority HR capacity
S1.1	Ensure organizational structure, staff establishment and HR strategies support the proposed corporate strategy
Activities	• Undertake organizational job evaluation exercise • Recruit, select and induct competent staff to attain KNQA optimal levels • Assign strategic roles to specified committee and provide them with adequate resources • Develop and implement HR policy manual and procedures
S1.2	Undertake training and development for both the Council Members and Staff
Activities	• Conduct Training Needs Assessment (TNA) • Develop and implement relevant training activities based on TNA • Evaluate impact of training
S1.3	Develop and institutionalize a sound Performance Management System
Activities	• Implement performance contracting framework • Monitor and evaluate staff performance • Reward staff based on performance recognition scheme
S 1.4	Enhance staff motivation and welfare
Activities	• Develop an attractive grading and salary structure • Develop and implement an employee car loan scheme • Establish employer negotiated mortgage scheme • Hold regular interdepartmental meeting • Acquire, furnish and maintain additional office space • Acquire and maintain adequate working tools and equipment
S 1.5	Mainstream emerging issues in HR
Activities	• Develop specific policies in HIV/AIDS, drug and substance, disability and gender issues • Conduct Alcohol, Drug, substance Abuse survey and undertake campaign against drug and substance abuse • Develop gender policy and implement gender specific programmes; • Undertake disability mainstreaming programs
SO 2	Enhance financial and infrastructural resources to ensure efficient and effective management
S 2.1	Develop and implement annual financial plans
Activities	• Request for resource requirements from departments • Prepare annual financial plans

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S 2.2	**Develop and implement internal control systems**
Activities	• Purchase and implement an accounting software • Develop and implement financial and procurement manuals • Develop and implement internal audit and financial control systems • Establish budget implementation committee • Develop monitoring and evaluation instruments • Conduct quarterly monitoring of activities and projects • Prepare and document M & E reports • Disseminate and discuss the M&E reports • Develop risk management framework
S 2.3	**Enhance efficiency in utilization of funds**
Activities	• Undertake capacity building of staff on financial management • Sensitize staff on cost saving measures • Develop a mechanism for outsourcing non-core services
S 2.4	**Enhance resource mobilization from internal and external sources**
Activities	• Streamline fees collection mechanism • Review of fees and charges or Gazetting fees/rates • Identify areas requiring external funding • Identify relevant funding partners • Prepare funding proposals and submit to relevant funding partners • Prepare collaboration agreements with strategic funding partners • Lobbying for increased annual funding by national Government
S 2.5	**Reduce the cost of doing business**
Activities	• Lobby for land allocation from government and construct KNQA HQ • Drawing and approvals of construction plans • Undertake construction of the facility • Equip the facility • Purchase company vehicles
S 2.6	**Embrace Information Communication Technology in all sections of the Authority**
Activities	• Develop and implement ICT policy • Procure, install and operationalize appropriate software and hardware to support ICT and ERP • Enhance ICT information generation, gathering and dissemination
SO 3	**Enhance Corporate Image and Brand of the Authority**
S 3.1	**Put in place appropriate corporate instruments and practices**
Activities	• Develop and implement a KNQA Service Delivery Charter • Create awareness on the corporate values and code of conduct and ethics • Establish Corporate Communication function • Develop a Corporate Social Responsibility (CSR) policy and implement CSR initiatives • Undertake annual customer and employee satisfaction surveys • Develop Corporate Communication Strategy • Undertake corporate branding

4.4.2 Strategic Theme 2: Planning, Research, Outreach, Strategy and Policy (PROSP)

SO 4	Strengthen Planning, Research, Outreach, Strategy and Policy for informed decision making and excellent service delivery
S 4.1	Facilitate annual planning of KNQA activities
	• Develop and implement quarterly and annual plans • Develop reporting mechanisms and M and E for annual work plans
S 4.2	Promote research and innovation
Activities	• Develop a research, innovation and outreach policies • Implement research, innovation and outreach policies • Undertake motivational activities that promote quality research and innovation • Set up an information management system for QF
S 4.3	Undertake strategic research on topical issues that impact on the KNQF
Activities	• Identification of topical issues for research on KNQF • Develop research proposals and status reports • Mobilize funding for KNQF • Contract researchers and conduct research
S 4.4	Monitor national and global QF trends and emerging issues
Activities	• Develop indicators for monitoring the KNQF • Implement the M & E system • Benchmark with best practices from other countries on QF • Join local and international networks to support KNQF • Promote and support conferences and dissemination meetings for QF
S 4.5	Develop and promote knowledge sharing platforms
Activities	• Develop research and innovation repository database for KNQF • Organize inter-educational sector research symposia/workshops and seminars • Briefing meetings with the Ministry and relevant partners for advocacy & lobbying in support of KNQF • Support publication of research findings • Establishment of a library and information centre for qualifications
S 4.6	Establish partnerships, linkages, and networking with organizations working in QF
Activities:	• Identify areas for linkages, partnerships and networking • Develop criteria for entering into partnerships, linkages and networks by KNQA
S 4.7	Facilitate policy dialogue and regular reviews based on international best practices
Activities:	• Write up policies and lessons learnt from international best practices • Share finding and lessons with stakeholders in Kenya • Facilitate annual workshops to discuss the implementation of KNQF
S 4.8	Develop and implement a system of Recognition of Prior Learning (RPL)
Activities:	• Develop standards and guidelines for Recognition of Prior Learning (RPL) • Implement standards and guidelines for Recognition of Prior Learning (RPL) • Accredit QAIs to carry out RPL • Sensitize stakeholders audit systems for RPL • Monitor and evaluate the RPL assessment system.

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4.4.3 Strategic Theme 3: Standards, Assessment and Quality Assurance (SAQA)

S O5	Strengthen Assessment and Quality Assurance of qualifications to international standards
S 5.1	Establish a National Assessment and Quality Assurance system for qualifications
Activities:	• Develop policies, standards, guidelines and instruments for KNQF • Sensitize stakeholders on policies, standards and guidelines
S 5.2	• **Monitor and evaluate the standards of awarding institutions, qualifications and learners**
Activities	• Recruit and train resource persons to audit the QAIs • Carry out baseline survey of all QAIs • Conduct bi-annual surveys and report on the status of QAIs • Periodically monitor and evaluate implementation of IQA mechanisms in the education and training sector • Develop standards and frameworks for a National QA system
S 5.3	**Harmonize qualifications in related study fields**
Activities:	• Develop a system of classification of qualifications in collaboration with stakeholders (The Kenya National Qualifications Classification Standards, KNQCS) • Publication and dissemination of classification standards • Sensitize QAIs on classifications standards
S 5.4	**Establish the Kenya Credit Accumulation and Transfer System (KCATs)**
Activities:	• Develop standards and guidelines for the KCATs • Align various study fields into KCATs • Implement the KCATs system and regularly audit it • Develop discipline level instruments for KCATs and link it to admission systems

4.4.4 Strategic Theme 4: Registration, Accreditation and Documentation (RAD)

SO 6	Register and accredit all national qualification and qualification awarding institutions
S 6.1	**Implement, maintain and review the KNQF**
Activities	• Maintain and review the KNQF level descriptors • Create awareness on the KNQF • Develop and implement policies, standards, guidelines, and instruments for the KNQF • Train and build capacity for various stakeholders on review and revision of curricular to meet KNQF requirements (competence-based and outcomes based)
S 6.2	**Register national qualification and accredit qualifications awarding institutions**
Activities	• Develop policies and guidelines on registration of qualifications and qualification awarding institutions • Evaluate application for registration of qualification and qualification awarding institutions • Carry out inspections of QAIs to assure the quality of registered qualifications • Create awareness and publicize registered and accredited qualifications and qualification awarding institutions • Carry out stakeholder consultations with professional bodies, QA agencies and examination bodies

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S 6.3	• **Maintain a register of national qualifications, accredited QAIs and learners record**
Activities	• Develop the National Qualifications Information Management System (NAQMIS) • Train staff and stakeholders on the use of NAQMIS • Digitize all KNQA documents

4.4.5 Strategic Theme 5: Recognition, Equation and Verification

SO 7	**Enhance integration, flexibility and mobility into the education and training system and labour market**
S 7.1	Establish mutual recognition agreements with foreign authorities and/or foreign qualification awarding bodies
Activities	• Develop criteria for recognition of foreign and local qualification • Conduct consultative meetings with foreign qualification authorities and/or foreign qualification awarding bodies • Sensitize local training institutions on REV • Facilitate and attend regional and continental QF meetings
S 7.2	• **Automate the REV process**
	• Procure, install and operationalize ICT tools to support REV • Sensitize local training institutions on REV online application system

4.5 Critical Success Factors

The achievement of the strategic objectives shall be hitched on the following factors:

- Existence of an effective Council;
- Good governance and accountability;
- Adequate funding and resource mobilization;
- Supportive regulations and legislative environment;
- Sustained culture of high performance and quality improvement;
- HR capacity and capability; and
- Sustained positive relations and engagement with key stakeholders.

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IMPLEMENTATION STRUCTURE, COORDINATION AND RESOURCE REQUIREMENTS

5.1 Introduction

The KNQA Strategic Plan 2020-2025 requires sound governance framework, which specifies roles, responsibilities and accountabilities that will facilitate its successful implementation. In addition, an ideal institutional framework ensures proper coordination and efficient use of resources to meet the expectations of both the internal and external stakeholders.

5.2 The Implementation Structure

The Strategic Plan (2020-2025) is a management tool that will be implemented within the approved organizational structure which consists of the Members of the Council, The Authority Committees, The Director-General/Chief Executive, Divisions, Departments and the Secretariat.

5.2.1 Membership of the Council

The Council is the supreme decision-making organ of the KNQA. Its members are appointed in accordance to section 10 of the KNQF Act, No 22 of 2014. The Council is composed of the following:

- A chairperson appointed by the Cabinet Secretary;
- The Principal Secretary responsible for matters relating to education;
- The Principal Secretary responsible for matters relating to labour;
- The Principal Secretary responsible for matters relating to finance;
- Six persons appointed by the Cabinet Secretary as follows:—
    - One person representing the Commission for University Education;
    - One person representing the Technical and Vocational Education and Training Authority;
    - One person representing the Education Standards and Quality Assurance Council;

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- One person nominated by an organization representing professional associations in Kenya;
- One person nominated by the Federation of Kenya Employers;
- One person nominated by an organization representing workers unions; and
- The Director-General who shall be the secretary.

The Council shall Recruit Director General (DG) and secretariat to oversight and approve budget.

5.2.2 Authority's Committees

The Authority executes its functions through specialised committees and ad hoc committees. The committees shall examine and determine specific issues and advise the Authority on the actions to be taken. These committees shall engage the services of resource persons where necessary. The specialised committees are:

- Finance and Human Resources Committee (FHC)
- Technical Committee (TC)
- Planning, Research, Strategy and Policy Committee (PROSP)
- Audit, Risk and Compliance Committee (ARC)

The role of the committees will be to provide technical support to employees on strategy implementation.

5.2.3 The Director-General/Chief Executive

The Authority's Secretary who is the Chief Executive and an ex-officio member of the Authority as head of the Secretariat. The Chief Executive is appointed by the Council, for five years.

The CEO of KNQA will provide leadership, allocate resources and ensure strategic objectives are realized within the projected timelines.

5.2.4 Directorates and Departments

There are two directorates in the Authority headed by a Director. These are: Technical Services and Administration, Finance and Strategy. These are further divided into the following departments and units.

- Registration, Accreditation and Documentation (RAD)
- KNLRD Department

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- Standards, Equation and recognition of qualifications Department;
- Assessment, CATs and QA
- Research, Policy and Outreach
- Planning and Strategy
- Finance and Accounts
- Human Resource and Administration
- ICT
- Supply Chain Management
- Corporation Secretary and Legal Service
- Internal Audit
- Corporate Communication Unit

This team will be responsible for effective implementation of the strategic plans.

5.2.5 The Secretariat

The Secretariat of the Authority is, for the time being, domiciled at Uchumi House along Aga Khan Walk Nairobi. The Secretariat consists of competitively recruited professionals with experience in Education, ICT, Planning, Finance, HR, Research and other related fields. The team will implement policies, programs and work plans of the Authority among other roles.
The approved organizational structure is provided in Annex 1.

5.3 Governance and Coordination

During the planned period, the Director General will work closely with the Heads of the Directorates namely:
- Technical Services
- Administration, Finance and Strategy

The Authority top management will provide overall leadership in the strategic plan implementation process. In addition, the Strategic Plan Committee (SPC) will be created to ensure successful implementation of the plan. The pivotal role of the Committee will be to ensure that the Plan remains a vibrant document and an important yardstick for measuring progress, achievements and success. Prior to implementation, the SPC will disseminate the Plan to the staff and ensure that it is embraced and clearly understood. The Strategic Plan Committee will report its functions and

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activities directly to the Director General.

The coordination will, therefore, be as follows:

- Strategic leadership/direction: The Council
- Overall leadership and commitment – Director General
- Support, coordination and M&E – Directors
- Implementation and supervision – Strategic Plan Committee

The Department of Planning, Research, Outreach, Strategy and Policy will be responsible for feedback reporting, documentation and dissemination throughout the plan period. However, implementation, monitoring and evaluation as well as management and coordination will be the responsibility of the Directorates, departments and sections units. This will be achieved through preparation of Annual Work Plans (AWPs) and Operational Plans (OPs); preparation and operationalization of a comprehensive monitoring and evaluation system, budgetary allocation and efficient utilization of resources. The management and coordination systems for the Plan should be integrated, efficient and effective.

5.4 Resource Requirements

5.4.1 Human Capital Establishment and Projected Requirements

The successful implementation of any program depends on the quality of the human resource. The Authority requires adequate, competent, innovative, highly motivated and engaged workforce. Under the current organization structure, the Authority has one staff member and nine officers deployed from the state department of Vocational and Technical Training (VTT) and Ministry of Education (MOE). The implementation of the strategic plan will require additional manpower and capacity enhancement through recruitment, training and development programs. Table 5.1 below shows the staff projection over the Strategic Plan period.

Table 5.1: KNQA Staff Establishment and Projection (October 2020-2025)

Staff Level	2020	2021	2022	2023	2024	2025
Strategic Management Staff	1	1	15	15	15	15
Senior level Staff	3	13	20	25	25	**30**
Middle level staff	1	7	12	15	20	20
Lower level Staff	3	8	10	15	15	15
Total	**8**	**29**	**57**	**70**	**75**	**80**

5.4.2 ICT Infrastructural Development

During the strategic plan period, KNQA will have to continually develop a robust ICT infrastructure to support e-management operations. The strategies to be adopted include automation of systems and processes, website interactivity, building and sustaining the ICT skills of technical and professional officers, procuring advance hardware and software, putting in place data management and disaster recovery strategies. The planned establishment of NAQMIS and KNQA online application system will facilitate efficient and effective networking between the Authority, the Ministry of Education, Educational sector and other stakeholders.

5.4.3 Physical Infrastructure

Additional infrastructure is necessary for effective implementation of this plan. This strategic plan has therefore articulated mechanisms of improving the current infrastructural situation. Emphasis is placed on proper utilization and maintenance of the available equipment and physical facilities. In addition, security, office space and furniture will be enhanced to create a more secure and conducive environment for staff and clients. The Authority intends to lobby the government for land to construct KNQA HQ.

5.4.4 Transport

The KNQA functions entail extensive field activities throughout the country which require vehicles with tactical advantages. Therefore, there will be need to support Authority transport needs.

5.4.5 Financial Resources

The successful implementation of this strategic plan will depend not only on the quality and commitment of Authority staff but also on the availability and efficient utilization of the resources that are required. The Authority will require adequate funding to implement the outlined strategic objectives for the plan period covering financial years 2020-2025. Prioritized budgeting will be entrenched to ensure that critical areas are adequately funded. The identified funding projections will be obtained from the exchequer, Appropriation In Aid (AIA) and additional funding will be obtained through other resource mobilization strategies. Detailed activities and financial estimates have been provided in the annexed implementation matrix. Table 5.2 gives estimated projections for the Authority to undertake its institutional and operational programmes.

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Table 5.2 Projected budget in Kshs. (000) for the financial years 2020−2025

Particulars	2020/ 2021	2021/ 2022	2022/20 23	2023/ 2024	2024/ 2025	Totals
Personal emoluments and related expenses for KNQA members	8	6	7	8.69	11	**40.69**
Maintenance, Operation and Capital Expenditure(Strategy implementation)	24	38	44	52.14	59	**217.14**
Gross Resource Requirement	32	44	51	61	70	**258**
KNQA fées, Rent and RelatedIncome	6	2	3	2.89	3	**16.89**
Capitation Grant from GoK	24	41	44	57.94	66	**232.94**
Expected Gross Income	30	43	46	60.84	69	**248.84**
Resource Gap to be raised from partners	2	8	27	0	5	**42**
Totals	**126**	**182**	**222**	**243.5**	**283**	**1,057.5**

5.5 Strategies for Resource Mobilization

The Authority will explore additional sources of revenue through the following strategies:

- Request for increased annual funding by national government:

  The KNQA Act No 22 of 2014 section 8 bestows upon the Authority a huge mandate that would of necessity, require adequate funding. The Authority will endeavour to convince government that its big mandate calls for increased funding.

- Licensing and service fees: To bolster its revenue base, the Authority will review upwards the various charges for both licensing and other services.

- Engagement of strategic partnerships: The Authority plans to engage strategic partners to support some of its activities especially in capital development.

- Review of KNQA charges for their services

5.6 Implementation Plan

The Implementation Matrix, given as Annex 2, illustrates the Strategic Themes, Strategic Objective(s), Strategies, Activities and Expected Outcomes. The Matrix also gives Verifiable Performance Indicators, Targets, and Time frames for implementation of the Plan as well as the partners involved. Included in the matrix also, are Projected Costs of the planned activities. The detailed matrix will be used to draw the Corporate Annual Work Plans (AWPs). The Plan Implementation Matrix will be a critical and important management tool for:

- Mobilizing, allocating and utilizing resources during plan implementation
- Efficient and effective management and coordination of plan implementation
- Soliciting collaboration and support from partners and stakeholders in educational and training sector
- Facilitating Monitoring and Evaluation.

MONITORING, EVALUATION, REPORTING AND RISK MANAGEMENT

6.1 Introduction

The effective implementation of the strategic goals and objectives will depend on successful Monitoring, Evaluation and Reporting mechanism. Realization of the planned objectives will also depend on how well risks are mitigated. The Authority will track inputs, activities and outputs to assess whether the plan implementations are on course and expected outcomes are being achieved. In this respect, KNQA has developed a detailed implementation matrix (See Annex 2) that clearly outlines the set activities, outputs, targets, expected timelines and resource allocation.

6.2 Monitoring and Evaluation Framework

The Strategic Plan Committee (SPC) comprising senior officers from KNQA directorates and departments chaired by the Director General/Chief Executive Officer will provide leadership in ensuring effective monitoring and evaluation of the Plan. The SPC committee will provide day-to-day coordination in ensuring monitoring and evaluation activities are carried out in the most efficient and effective manner. The committee will hold meetings once every quarter to evaluate progress of implementation of various strategic objectives.

6.3 Evaluation Mechanisms

A mid-term and a terminal evaluation of the Strategic Plan are foreseen during the plan period. The evaluation will entail the following:

- Measuring actual performance against target levels
- Establishing variances, if any, and identifying the causal factors
- Identifying and recommending appropriate remedial measures

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6.4 Data Collection, Processing and Analysis

Data will be collected through secondary sources, workshops, field visits, exchange visits and NAQMIS interface. All collected data will be processed and analysed. To guarantee efficient repository of generated information, KNQA will maintain databases that capture the information needed for M&E Databases.

6.5 Linking M & E to Performance Management

The M&E will be an integral part of the KNQA performance management system. The report from M&E department will inform the performance contract reporting on quarterly and annual basis.

Figure 6. 1: Linkages between M & E and Performance Management

6.6 Reporting

Progress Reports: Monitoring will be continuous and three different reports will be prepared as follows:-

- **Quarterly Progress Report (QPR)**: Quarterly progress reports shall include information on key process and output indicators against set targets for that quarter. The reports shall be used for reviewing progress and forward planning.

- **Annual Review Report (ARR)**: At the end of every financial year, an annual progress report will be prepared that objectively highlights key achievements against set targets, comprising both physical progress and financial status, constraining factors, lessons learned and recommendations on the way forward.

- **Terminal Review (TR)**: At the end of the strategic plan period, there will be an external evaluation to get a summative report on the extent to which the strategic plan achieved its planned activities and to provide direction for the next strategic plan.

6.7 Communication and Dissemination of Reports

KNQA will put in place an aggressive dissemination strategy to ensure that reports are widely disseminated to influence effective program management and policy making. Forums like meetings, review workshops, retreats, and seminars will be organized annually for the secretariat and stakeholders to share the findings and recommendations of the reports. Other channels such as newsletters, news releases, press conferences, public debates and electronic (e-mail, social media, websites) transmission will also be used.

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6.8 Risk Management and Mitigation Strategies

Despite the detailed plans encapsulated in this Strategic Plan, risks abound that may militate against realization of the Plan. The Authority is awake to these possible adverse developments and will put in place strategies for risk mitigation.

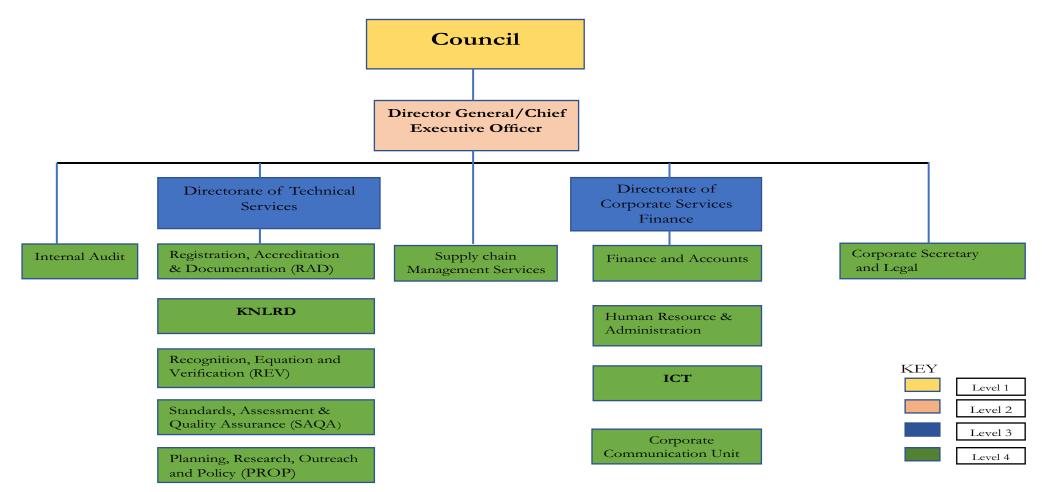*Table 6.1: Risk Management Framework*

S/No	Risk Factor	Level of Risk	Mitigation Strategies
1	Political interference	High	• Establishment of a Risk Management Committee • Risk management policy framework • Stakeholder engagement
2	Inadequate funding	High	• Prudent resource utilization • Mobilization of resources
3	Corruption risk	Moderate	• Training Council Members and staff • Whistle blowing policy • Risk framework to include corruption risk • Anti-Corruption boxes and suggestion boxes • Anonymous hotline
4.	Overlapping mandate	High	• Negotiations • Review of laws and policies
5	Loss of data	High	• ICT security and data recovery mechanism

6.9 Key Assumptions

The Strategic Plan 2020-2025 has been developed and will be implemented with the following key assumptions**:**

- The KNQF Act, No 22 of 2014, will be fully adhered to and upheld to facilitate holistic regulation of the education and training sector
- The entire governance structure shall be in place
- There will be continued and timely budgetary allocation from the government
- Sustained partner relations, collaboration and engagement especially the Parent Ministry, Development Partners and the Private Sector as well as other education and training sector stakeholders
- The social-economic and political dynamics will favour development of QF
- Optimal infrastructural and human resource capacity

ANNEX 1: ORGANIZATIONAL STRUCTURE

Council

Director General/Chief Executive Officer

Directorate of Technical Services

Directorate of Corporate Services Finance

Internal Audit

Registration, Accreditation & Documentation (RAD)

Supply chain Management Services

Finance and Accounts

Corporate Secretary and Legal

KNLRD

Human Resource & Administration

Recognition, Equation and Verification (REV)

Standards, Assessment & Quality Assurance (SAQA)

ICT

Planning, Research, Outreach and Policy (PROP)

Corporate Communication Unit

KEY
- Level 1
- Level 2
- Level 3
- Level 4

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ANNEX 2: IMPLEMENTATION STRATEGY MATRIX

Strategic Theme 1: Registration, Accreditation and Documentation (RAD)										
SO 1: Register and accredit all national qualification and qualification awarding institutions										
	Outputs	**Performance Indicators**	**Resources**	**Total Costs (Kshs. Million)**	**Time Frame/Allocation in Millions**					**Resp.**
					2020 / 2021	**2021 / 2022**	**2022 / 2023**	**2023 / 2024**	**2024 / 2025**	
S 1.1 Implement, maintain and review the KNQF										
Activities Maintain and review the KNQF level descriptors	Reviewed KNQF	Revised KNQF published	HR/ Finances	**5**	-	-	-	-	5	RAD, SAQA
Create awareness on the KNQF	Awareness created	Number of stakeholders reached	HR/ Finances	**10**	2	2	2	2	2	RAD
Develop and implement policies, standards, guidelines, and instruments for the KNQF	Regulations, standards, guidelines, processes and instruments	Published regulations, standards, guidelines, processes and instruments	HR/ Finances	**7**	3	1	1	1	1	RAD
Train and build capacity for various stakeholders on review and revision of curricular to meet KNQF requirements	Training and learning materials developed; professional trained	No. of participants trained	HR/ Finances/ Peer Reviewer	**20**	4	4	4	4	4	RAD

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(competence-based and outcomes based)										
S 1.2 Register national qualifications and accredit qualification awarding institutions										
Activities Develop policies and guidelines on registration of qualification and qualification awarding institutions	Regulations, standards, guidelines, processes and instruments for implementing the KNQF developed	Published regulations, standards, guidelines, processes and instruments	HR, Finances and Stakeholders	7	3	1	1	1	1	RAD
Evaluate application for registration of qualification and qualification awarding institutions	Duly evaluated proposals	Percentage of submitted proposals evaluated	HR, Finances and experts	**1**	0.2	0.2	0.2	0.2	0.2	RAD
Carry out inspections of QAIs for maintenance of registration and accreditation	Inspection reports	No QAI inspected	HR, Finances and Experts	**10**	2	2	2	2	2	RAD
Create awareness and publicize registered and accredited qualifications and qualification awarding institutions	Awareness created	No. of participants reached through the workshops	HR, Finances and peer reviewer	**20**	4	4	4	4	4	RAD
Carry out stakeholder consultations with professional bodies,	Professional bodies, QAIs and assessment	No. of professional bodies, QA and	HR, Finances and peer reviewer	**5**	1	1	1	1	1	RAD

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QAIs and assessment agencies	institutions reached	assessment agencies reached							
S1.3 Maintain a register of national qualifications, accredited QAIs and learners' record									
Activities Develop National Qualification Information Management System (NAQIMS)	NAQMIS develop and installed	NAQMIS in operation	HR and Finances	**20**	20	-	-	-	-	RAD
Train staff and stakeholders on the use of NAQIMS	Trained staff	No of staff trained	HR and Finances	**5**	1	1	1	1	1	RAD
Digitize all KNQA documents	Institutional repository developed and disseminated	% increase in KNQA documents digitized and disseminated	HR and Finances	**3**	2	0.25	0.25	0.25	0.25	RAD
Sub Totals for ST 1				**113**	**42.2**	**16.45**	**16.45**	**16.45**	**21.45**	**RAD**

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Strategic Theme 2: Standards, Assessment and Quality Assurance (SAQA)									
So2: Strengthen Assessment & Quality Assurance of qualifications to international standards									
	Outputs	Performa nce Indicators	Resource s	Total Costs (Ksh s. Milli on)	Time Frame/Allocation in Millions					Resp.
					2020 / 2021	2021/ 2022	2022 / 2023	2023 / 2024	2024 / 2025	
S2.1 Establish a National Assessment & Quality Assurance system for qualification										
Develop and implement policies, standards, guidelines, and instruments for the KNQF	Documents on Policies, standards, guidelines, and instruments	Self-Assessment and Audit Instruments developed	HR and Finances	**15**	3	3	3	3	3	SAQA
Sensitize the stakeholders on policies, standards and guidelines	Sensitization workshops reports	Number of sensitization workshop conducted	HR and Finances	**10**	2	2	2	2	2	SAQA
2.2 Monitor and evaluate the standards of awarding institutions, qualifications and learners										
Recruit and train resource persons to audit the QAIs	Recruited and trained resource persons	No of resource person recruited and trained	HR and Finances	**10**	2	2	2	2	2	SAQA
Carry out baseline survey of all QAIs	Baseline survey report	No. QAI covered by the baseline survey	Finances and consultant	**10**	2	2	2	2	2	SAQA
Conduct bi-annual surveys and report on the status of QAIs	Surveys report on the status of QAIs	Survey conducted	HR, Finances and consultant	**20**	4	4	4	4	4	SAQA
Periodically monitor and evaluate implementation of QF mechanisms in the education and training sector	M & E reports on implementation	-No of M & E conducted No of QAI covered	HR and Finances	**5**	1	1	1	1	1	SAQA

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2.3 Harmonize qualifications in related study fields										
Develop a system of classification of qualifications in collaboration with stakeholders	A system of classification	No of collaboration meetings held Classification system published	HR and Finances	**20**	4	4	4	4	4	SAQA
Publication and dissemination of classification standards	Classification standards	Classification standards published	HR and Finances	**5**	1	1	1	1	1	SAQA
Sensitize QAIs on classifications standards	QAIs sensitized	-No of QAI sensitized -No of sensitization workshop done	HR and Finances	**15**	3	3	3	3	3	SAQA
2.4Establish the Kenya Credit Accumulation and Transfer System (KCATs)										
Develop standards and guidelines for the KCATs	Standards and guidelines developed	Standards and guidelines published	HR, Finances and stakeholders	**5**	1	1	1	1	1	SAQA
Develop discipline level instruments for KCATs and link it to admission systems	No. of discipline levels CAT systems developed	No. of instruments developed	HR, Finances and stakeholders	**5**	1	1	1	1	1	SAQA
Align various study fields into KCATs	Study fields aligned into the KCATs	% increase in no of study fields aligned into KCATs	HR	**20**	4	4	4	4	4	SAQA
Implement the KCATs system and regularly audit it	KCATs system in place	-KCATs operationalize	HR & Finances	**5**	1	1	1	1	1	SAQA
		-Audit of the KCATs system done								
Sub Totals for Strategic Theme 2				**145**	**29**	**29**	**29**	**29**	**29**	**SAQA**

STRATEGIC THEME 3: Recognition, Equation and Verifications										
SO 3: Enhance integration, flexibility and mobility into the education and training system and labour market										
	Outputs	Performance Indicators	Resources	Total Costs (Kshs. Million)	Time Frame/Allocation In Millions					Resp.
					2020 / 2021	2021 / 2022	2022 / 2023	2023 / 2024	2024 / 2025	
S3.1: Establish mutual recognition agreements with foreign qualification authorities and/or foreign qualification awarding bodies										
Activities Develop criteria for recognition of foreign qualification	Criteria format for recognition	Published Criteria format for recognition	HR, Finance and stakeholders	**6**	2	1	1	1	1	REV
Conduct consultative meetings with foreign qualification authorities and/or foreign qualification awarding bodies	Minutes/reports of consultative meetings	No of consultative meetings held	HR, Finance and stakeholders	**8**	1	1	2	2	2	REV
Sensitize local training institutions on REV	Sensitization workshop reports	No of sensitization workshop conducted	HR and Finance	**4**	1	0.5	1	0.5	1	REV
Facilitate and attend regional and continental QF meetings	Reports on attend regional and continental QF meetings	No of regional and continental QF meetings	HR, Finance and stakeholders	**2.4**	–	–	1	1.4	–	REV
S3.2 Automate the application for REV										
Procure, install and operational ICT tools to support REV	ICT tools on REV	ICT tools on REV operationalized	HR and Finance	**45**	–	25	20	–	–	REV
Sensitize local training Institutions on REV	Sensitization workshop reports	No of sensitization workshops conducted	HR and Finance	**5**	–	–	1	2	2	REV
Disseminate REV automations to embassies and high commissions in Nairobi	Disseminate REV automations to embassies and high commissions in Nairobi	No of embassies and high commissions in Nairobi reached	HR and Finance	**4.5**	–	–	1.5	1.5	1.5	REV
Totals for Strategic Theme 3				**74.9**	**4**	**27.5**	**27.5**	**8.4**	**7.5**	REV

	Outputs	Performance Indicators	Resources	Total Costs (Kshs. Million)	Time Frame/Allocation In Millions					Resp.
					2020 / 2021	2021 / 2022	2022 / 2023	2023 / 2024	2024 / 2025	

Strategic Theme 4: Planning, Research, Outreach, Strategy and Policy (PROSP)

SO4: Strengthen Planning, Research, Outreach, Strategy and Policy for informed decision making and excellent service delivery

S4.1 Facilitate annual planning of KNQA activities

	Outputs	Performance Indicators	Resources	Total Costs	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	Resp.
Activities Develop and implement quarterly and annual plans	Annual planning policies developed and implemented	Policies developed and in use	HR and Finances	7	3	1	1	1	1	PROSP
Develop reporting mechanisms, M & E for annual work plans.	M & E system developed and implemented	Policy developed and in use	HR and Finances	4	-	4	-	-	-	PROSP

S4.2: Promote research, innovation and Outreach

	Outputs	Performance Indicators	Resources	Total Costs	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	Resp.
Activities ☐ Develop a research, innovation and outreach policies	Research, innovation and outreach policy developed	Policy developed and in use	HR and Finances	5	2	2	1	-	-	PROSP
☐ Implement research and innovation policies	Research and innovation policy	Policies in use	HR and Finances	10	-	-	4	3	3	PROSP
☐ Undertake motivational activities that promote quality research and innovation	Increased research & innovation	No. of research and innovations done	HR and Finances	10	-	-	4	3	3	PROSP
☐ Set up and maintain an Information Management System for QF	Information Management System for QF	Information Management System for QF in place	HR and Finances	20	20	-	-	-	-	PROSP

S4.3: Undertake strategic research on topical issues that impact on the KNQF										
Activities Identification of topical issues for research on KNQF	Needs assessment	Topical issues identified	HR and Finances	-	-	-	-	-	-	PROSP
Develop research proposal and status reports	Proposals	No. of proposals developed.	HR and Finances	**8**	-	2	2	2	2	PROSP
Mobilize funding for KNQF	Funds available	Amount of funds availed	HR and Finances	-	-	-	-	-	-	PROSP
Contract researchers and Conduct research	M& E reports	Research report	HR, Finances and researchers	**17**	7	5	3	2	-	PROSP
Disseminate research findings through various knowledge sharing platforms	Dissemination reports	No of reports published	HR and Finances	**5**	1	1	1	1	1	PROSP
Promote and support conferences and dissemination meetings for QF	Conferences and dissemination meetings for QF	No of conferences and dissemination meetings for QF	HR and Finances	-	-	-	-	-	-	PROSP
S4.4: Monitor national and global QF trends and emerging issues										
Activities Develop indicators for monitoring KNQF	Indicator system	Indicators developed	HR and Finances	**10**	2	2	2	2	2	PROSP
Implement the indicator system	Indicatory system implemented	system implemented	HR and Finances	**5**	1	1	1	1	1	PROSP

Activity	Output	Indicator	Responsible	Total						Source
Join local and international networks to support the KNQF	Participation in local and international networks to support the KNQF	No of local and international networks attended	HR and Finances	**1**	-	0.25	0.25	0.25	0.25	PROSP
Benchmark with best practices from other countries	Bench marking done	Number of benchmarks done	HR and Finances	**15**	3	3	3	3	3	PROSP
Review the indicator system	Indicatory system reviewed	Systems reviewed	HR and Finances	**5**	-	-	-	-	5	PROSP
S4.5: Develop and promote knowledge sharing platforms										
Activities Develop research and innovation repository database for KNQF	Repository developed.	Updated database	ICT/ HR/ Finances	**10**	-	5	5	-	-	PROSP
Organize inter-educational sector research symposia/workshops & seminars	Symposia/workshop & seminars conducted.	No of research symposia/workshop & seminars	HR/Finances	**5**	1	1	1	1	1	PROSP
Briefing meetings with the Ministry and relevant partners for advocacy & lobbying in support of KNQF	Briefs	No. of policy briefs	HR, Finances and stakeholders	**5**	1	1	1	1	1	PROSP
Support publication of research findings	Research findings reports	Research findings published	HR, Finances and researchers	**5**	1	1	1	1	1	PROSP
Establishment a library and information centre for qualifications	Library and information centre	Library and information centre operational	HR and Finances	**5**	1	1	1	1	1	PROSP

S4.6:Establish partnerships, linkages, and networking with organizations working in QF										
Activities: Identify areas for linkages, partnerships and networking	Areas for partnerships, linkages and networking identified	Number of areas identified	HR and	**3**	3	–	–	–	–	PROSP
Develop criteria for entering into partnerships, linkages and networks by KNQA	Criteria for partnership, linkages and networking developed	MOU or MOA Developed	HR and Finances	**0.5**	0.1	0.1	0.1	0.1	0.1	PROSP
S4.7: Facilitate policy dialogue and regular reviews based on international best practices										
Activities: Write up policies and lessons learnt from international best practices	Policies and lessons written	No of policies	HR, Finance and peer reviewers	**1**	0.2	0.2	0.2	0.2	0.2	PROSP
Share finding and lessons with stakeholders in Kenya	Finding and lessons shared	No. of participants	HR, Finance and peer reviewers	**30**	6	6	6	6	6	PROSP
Facilitate annual workshops to discuss the implementation of KNQF	Annual KNQF conference	Annual KNQF conference held to discuss milestone and challenges	No. of participants	**–**	–	–	–	–	–	PROSP
S 4.8 Develop and implement a system of Recognition of Prior Learning (RPL)										
Develop standards and guidelines for Recognition of Prior Learning (RPL)	Standards and guidelines developed	Standards and guidelines developed	HR & Finances	**5**	3	2	–	–	–	PROSP
Implement standards and guidelines for Recognition of Prior Learning (RPL)	Standards and guidelines RPL operationalized	No of RPL	HR & Finances	**10**	2	2	2	2	2	PROSP
Sensitize stakeholders on the audit systems for RPL	Audit reports	No of stakeholders sensitized	HR & Finances	**5**	5	–	–	–	–	PROSP
Sub Totals for Strategic Theme 4				**206**	**62.3**	**40.55**	**39.55**	**30.50**	**33.55**	**PROSP**

Strategic Theme 5: Institutional Capacity Development (Capacity) (ICD)										
SO 5: Continuously develop the Authority's HR capacity										
	Output	**Indicator**	**Resources**	**Total Costs (Kshs. Million)**	**Time Frame/Allocation In Millions**					**Resp.**
					2020 / 2021	**2021 / 2022**	**2022 / 2023**	**2023 / 2024**	**2024 / 2025**	
S5.1: Ensure organizational structure, staff establishment and HR strategies support the proposed corporate strategy										
Activities Undertake organizational job evaluation exercise	Job Evaluation exercise carried out	Job Evaluation report	HR and Finances	**3**	-	3	-	-	-	HOD HR/ Admin
Recruit, select and induct competent staff to achieve KNQA optimal staff levels	Staff Recruited	No of staff Recruited	HR and Finances	**90**	45	45	-	-	-	HOD HR/ Admin
Assign strategic roles to specified committee and provide them adequate resources	Strategic roles and resources assigned	Strategic roles performed	HR and Finances	**-**	-	-	-	-	-	SPC
Develop and implement HR policy manual and procedures	HR manual reviewed	Human Resource Manual approved and implemented	HR and Finances	**2**	2	-	-	-	-	HOD HR/ Admin
S5.2:Undertake training and development for both the Council Members and Staff										
Activities Conduct Training Needs Assessment (TNA)	Training Needs Assessment (TNA) Report	Training Needs Assessment (TNA) Report implemented	HR and Finances	**0.5**	-	0.2	0.1	0.1	0.1	HOD HR/ Admin
Develop and implement relevant training activities based on TNA	Report on Staff Trained	Training Report, Increased performance and productivity	HR and Finances	**5**	1	1	1	1	1	HOD HR/ Admin
Evaluate impact of training	Training Impact Report	Skills gaps to be addressed	HR and Finances	**0.5**	0.1	0.1	0.1	0.1	0.1	HOD HR/ Admin

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S5.3: Develop and Institutionalize a sound Performance Management System

Activities										
Implement performance contracting framework	Performance contracting framework institutionalizing	Operational Performance contracting framework	HR and Finances	**0.5**	0.1	0.1	0.1	0.1	0.1	HOD HR/ Admin
Monitor and evaluate staff performance	Performance targets, indicators and measures set at all levels	Performance targets, indicators and measures achieved, Have an evaluation report	HR and Finances	**0.5**	0.1	0.1	0.1	0.1	0.1	HOD HR/ Admin
Reward staff based on performance recognition scheme	Staff performance reward recognition scheme	Higher staff satisfaction	HR and Finances	**5**	1	1	1	1	1	HOD Admin & HR

S 5.4 Enhance Staff Motivation and Welfare

Activities										
Develop an attractive grading and salary structure.	Staff salaries reviewed	Operational new salaries	HR and Finances	**1**	0.5	-	-	0.5	-	HOD Admin & HR
Develop and implement an employee car loan scheme	Car loans enhanced	Enhance car loans scheme	HR and Finances	**40**	-	40	-	-	-	HR & Admin
Establish employer negotiated mortgage scheme	Mortgage scheme	No of mortgage schemes given	HR and Finances	**80**	-	80	-	-	-	HR & Admin
Hold regular interdepartmental meeting	Interdepartmental meeting	-No of interdepartmental meeting -Minutes	HR and Finances	**0.5**	0.1	0.1	0.1	0.1	0.1	HR & Admin
Acquire, furnish and maintain additional office space	Office space acquired	Office space acquired	HR and Finances	**20**	20	-	-	-	-	HR & Admin
Acquire and maintain adequate working tools and equipment	Working tools and equipment procured	% increase in No. of working tools and equipment procured	HR and Finances	**20**	10	-	5	5	-	HR & Admin

S 5.5: Mainstream emerging issues in HR										
Activities Develop specific policies in HIV/AIDS, drug and substance, disability and gender issues	Policies developed	No of policies developed and are being implemented	HR and Finances	**5**	-	2	1	1	1	HR & Admin
Conduct Alcohol, Drug, substance Abuse survey and undertake campaign against drug and substance abuse	Survey reports	No of surveys conducted	HR and Finances	**5**	-	2	1	1	1	HR & Admin
Develop gender policy and implement gender specific programmes	Gender policies and specific programmes developed	No. of beneficiaries programmes	HR and Finances	**1**	-	0.4	0.2	0.2	0.2	HR & Admin
Undertake disability mainstreaming programs	Disability mainstreaming undertaken	No of PWD integrated No of other mainstreaming programs done	HR and Finances	**1**	-	0.4	0.2	0.2	0.2	HR & Admin
SO 6:Enhance financial and infrastructural resources to ensure efficient a nd effective management										
S6.1: Develop and implement annual financial plans										
Activities Request for resource requirements from departments	Requirements requested	Reports for resource requirements	HR and Finances	**-**	-	-	-	-	-	HR & Admin
Prepare annual Financial Plan	Financial plans prepared	Report on financial plan	HR and Finances	**-**	-	-	-	-	-	HR & Admin
S6.2: Develop and implement internal control systems										
Activities Purchase and implement an accounting software	Accounting system purchased and implemented	Accounting system implemented	HR and Finances	**0.5**	0.1	0.1	0.1	0.1	0.1	HR & Admin
Develop and implement financial and procurement manuals	Financial and procurement manuals reviewed	Financial and procurement manuals	HR and Finances	**-**	-	-	-	-	-	HR & Admin
Develop and implement internal audit and financial control systems	Internal Audit and Financial Control Systems reviewed	Internal Audit and Financial Control	HR and Finances	**0.5**	0.1	0.1	0.1	0.1	0.1	HR, Finance & Intern

		Systems in place, Accurate quarterly and annual audit reports								al audit
Establish budget implementation committee	Budget implementation committees established	Budget implementation committees in place	HR and Finances	**0.5**	0.1	0.1	0.1	0.1	0.1	DG
Develop monitoring and evaluation instruments	Monitoring and evaluation instruments developed	Monitoring and evaluation instruments in place	HR and Finances	**0.5**	0.1	0.1	0.1	0.1	0.1	PROSP
Conduct quarterly monitoring of activities and projects	Report on quarterly monitoring and evaluation of activities and projects and prepared	No. of reports prepared	HR and Finances	**5**	1	1	1	1	1	PROSP
Prepare and document M & E reports	Report discussed and disseminated	No. of reports discussed and disseminated	HR and Finances	**5**	-	2	1	1	1	HOD Internal audit
Disseminate and discuss the M&E reports	Report discussed and disseminated	No. of reports discussed and disseminated	HR and Finances	**5**	-	2	1	1	1	PROSP
Develop risk management framework	Risk Management policy developed	Risk management policy in place	HR and Finances	**2**	-	2	-	-	-	HOD HR Internal audit
S6.3: Enhance efficiency in utilization of funds										
Activities Undertake capacity building of staff on financial management	Staff capacity enhanced	No. of Staff trained on financial management	HR and Finances	**10**	2	2	2	2	2	HOD HR

Sensitize staff on cost saving measures	Staff sensitized	Number of staff sensitized	HR and Finances	**0.5**	0.1	0.1	0.1	0.1	0.1	HOD HR
Develop a mechanism for outsourcing non-core services	Non-core services outsourced	Percentage saving on outsourced services	HR and Finances	**0.5**	0.1	0.1	0.1	0.1	0.1	HR
S6.4: Enhance resource mobilization from internal and external sources										
Activities Streamline fees collection mechanism, Review of fees and charges or Gazetting fees/rates	Gazetted fees/rates	Operational new rates	HR and Finances	**0.5**	0.1	0.1	0.1	0.1	0.1	DG
Identify areas requiring external funding	Areas identified	List of area identified/ projects	HR and Finances	**0.5**	0.1	0.1	0.1	0.1	0.1	PRO SP
Identify relevant funding partners	Relevant funding partners identified	List of funding partners	HR and Finances	**0.5**	0.1	0.1	0.1	0.1	0.1	DG
Prepare funding proposals and submit to relevant funding partners	Proposals prepared and submitted for funding	No. of proposals submitted to development partners	HR and Finances	**0.5**	0.1	0.1	0.1	0.1	0.1	PRO SP
Prepare collaboration agreements with strategic funding partners	Agreement on collaboration with funding partners prepared	No. of agreement prepared and signed	HR and Finances	10	4	3	1	1	1	DG
Lobbying for increased annual funding by national Government	Increased annual funding by national Government	% increase on annual funding allocation by government	HR and Finances	-	-	-	-	-	-	Council/ DG
S6.5: Reduce the cost of doing business										
Activities Lobby for land allocation from government and construct KNQA HQ	Resources mobilized	Amounts mobilized	HR and Finances	-	-	-	-	-	-	**CS**Council DG & PROS P

Drawing and approvals of construction plans Undertake construction of the facility Mobilize resources,	Drawings approved	Approved drawings	HR and Finances	**1**	-	1	-	-	-	CS, DG PROS P
	Resources mobilized	Amount Mobilized	HR and Finances	**200**	-	100	50	50	-	
	Facility completed	Completion certificate	HR and Finances	-	-	-	-	-	-	CS DG PROS P
Equip the facility	Equipped facility	Functional facility	HR and Finances	**200**	-	-	100	100	-	CS, DG PROS P
Purchase company vehicles	Company vehicles	No. of company vehicles purchased	HR and Finances	**30**	10	10	10	-	-	CS, DG & PROS P
S6.6: Embrace Information Communication Technology in all sections of the Authority										
Activities Develop and implement ICT policy	ICT policy developed	ICT policy in place	HR, Finances and Infrastructure	**5**	1	1	1	1	1	HOD ICT
Procure, install and operationalize appropriate software and hardware to support ICT and ERP	Appropriate hardware and software for ICT and ERP procured	ICT and ERP infrastructure in place	HR and Finances	**40**	15	15	2.5	2.5	5	HOD ICT
Automate Key process	Key process automated	No. of key process automated	HR and Finances	**5**	1	1	1	1	1	HOD ICT
Enhance ICT information generation, gathering and dissemination	Staff trained on ICT	No. of staff trained on ICT	HR, Finances and trainees	**5**	1	1	1	1	1	HOD ICT

SO 7:Enhance Corporate Image and Brand of the Authority

	Output	Indicator	Resources	Total Costs (Kshs. Million)	Time Frame/Allocation in Millions Resp.					Resp.
					2020 / 2021	2021 / 2022	2022 / 2023	2023 / 2024	2024 / 2025	
S7.1 Put in place appropriate corporate instruments and practices										
Activities Develop and implement a KNQA Service Delivery Charter	Authority charter developed	Charter booklet	HR & Finances	**2**	-	2	-	-	-	HOD LED
Create awareness on the corporate values throughout the organization	Awareness creation on the corporate values carried out	All staff trained on corporate values	All staff trained on corporate values	**5**	1	1	1	1	**1**	HOD LED
Establish Corporate Communication function	Corporate Communication Unit	Corporate Communication Policy document developed and implemented	HR & Finance	-	-	-	-	-	-	HOD Admin & HR
Develop a Corporate Social Responsibility (CSR) policy	CSR Policy developed	CSR Policy implemented	HR & Finance	**6**	-	3	1	1	1	LED
Undertake annual customer and employee satisfaction surveys	Annual Customer & Employee Satisfaction Surveys carried out	Customer and Employee Satisfaction survey questionnaire developed and report and Index	HR & Finance	**7.5**	1.5	1.5	1.5	1.5	1.5	HOD Admin &HR
Develop Corporate Communication Strategy	Corporate Communication Plan developed	Corporate Communication Plan implemented	HR	**2**	2	-	-	-	-	HOD Admin & HR
Enforce adherence to code of conduct for all staff and corruption policy	Code of Conduct for all staff developed and enforced	Code of Conduct manual	HR/Finance	**5**	1	1	1	1	1	HOD Admin & HR
Undertake corporate branding	Branding undertaken	Appropriate artefacts in place	HR/Finance	**20**	-	20	-	-	-	HOD Admin & HR
Totals for Strategic Theme 5				**856**	**121. 4**	**345.9**	**186.9**	**177.4**	**24.4**	Admin & HR

ANNEX 3: STRATEGIC PLANNING TEAM

S/NO.	NAME	DESIGNATION
1.	Dr. Kilemi Mwiria	Council Chairman
2	Isaac Gathirwa	Council Member
3	Dr. Juma Mukhwana	Director General / CEO
4	Ephraim Munene	Deputy Director, Head, REV
5	Stanley Maindi	Deputy Director, Head PROP
6	Dr. Winnie Bulimo	Deputy Director, Head SAQA
7	Franklin Mukuna	Deputy Director, Head RAD
8	Dr. John Osoro	Deputy Director, RAD
9	Blandina Malimu	Senior Accountant
10	Mary Thiiru	Supply Chain Officer
11	Alfrick Biegon	Economist, PROP
12	Dianarose Wanyonyi	ICT Officer

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