



STRATEGIC PLAN

2025-2029

NURTURING EMPOWERED, COMPETENT, ETHICAL
SUPPLY CHAIN MANAGEMENT PROFESSIONALS

**KENYA INSTITUTE OF
SUPPLIES MANAGEMENT**



VISION

*A Model Institute Fostering Competence and
Ethics in Supply Chain Management*

MISSION

*To Empower Supply Chain Professionals through
Registration, Licensing, training, Discipline, and
Regulation for Sustainable and Ethical Practice*

CORE VALUES

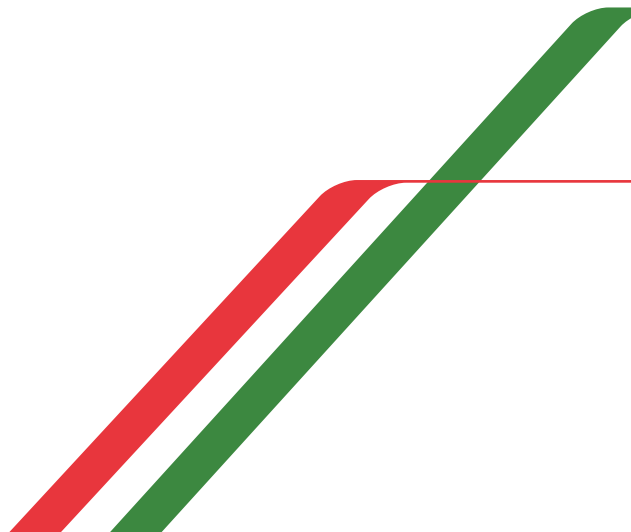
*Integrity
Professionalism
Synergy
Dynamism
Excellence*



2025

2029

STRATEGIC PLAN





COUNCIL CHAIRMAN

FOREWORD

It is with immense pride and a profound sense of purpose that I present the Kenya Institute of Supplies Management (KISM) Strategic Plan for the period 2025-2029. This document represents a culmination of extensive consultation, insightful analysis, and a shared commitment to elevate the standards and impact of the Supply Management Profession in Kenya and beyond, ultimately realizing our Vision of being a Model Institute Fostering Competence and Ethics in Supply Chain Management.

This Strategic Plan is a bold declaration of our ambitions and a clear articulation of the path we will forge over the next five years. It builds upon the solid foundation laid by our predecessors and strategically positions KISM to navigate the evolving landscape of our nation and the global economy.

Our vision for KISM over the next five years is ambitious yet achievable. We aspire to be the authoritative voice and the premier institution for supplies management professionals, recognized for our contribution to economic growth, ethical practices, and sustainable development.

This Strategic Plan outlines how we will empower our members through enhanced professional development, expand our influence through strategic partnerships, champion innovation and technology adoption, and strengthen our organizational capacity to effectively serve our mandate of registration, licensing, training, discipline, and regulation, thereby fostering sustainable and ethical practices.

Further, the Plan recognizes the fact that implementation of the Institute's activities is influenced by both internal and external socio-economic factors and therefore actualization of this Plan will generally depend on how the Institute reinforces its internal strengths, seizes the opportunities and minimizes the weaknesses, while shielding itself against potential threats. I wish to emphasize that successful

implementation of this Plan lies squarely with commitment of staff and support from stakeholders. I, therefore call upon all cadres of staff to fully embrace and commit themselves to implementation of this Plan. To our stakeholders, we invite you in creating a structured stakeholder engagement framework to ensure synergies are sustained in provision of KISM services. As a Council, we are fully committed to implementing this Plan and we undertake to work with all stakeholders to actualize its aspirations.

Together, we will foster a culture of excellence, integrity, and collaboration that will propel KISM to new heights of achievement and solidify the crucial role of supplies management in Kenya's socio-economic advancement, all while upholding the highest standards of competence and ethics.

Finally, I wish to thank the KISM Council and Management for their unwavering support and invaluable input during the planning and development process of this Strategic Plan.

John Karani, MBS, MKISM, MCIPS
Council Chairman

Kenya Institute of Supplies Management



As a Council, we are fully committed to implementing this Plan and we undertake to work with all stakeholders to actualize its aspirations.

MESSAGE FROM CHAIR, STRATEGY COMMITTEE

The 2025-2029 Strategic Plan represents a significant milestone for KISM, building upon the successes of the previous plan, which achieved over 70% of its targets. To further refine our approach and ensure continued progress, we have worked with the Secretariat and Consultant to develop this new strategic framework.

The Strategy Committee recognizes the importance of results-oriented performance and has thus adopted a Balanced Scorecard to guide our implementation efforts. This tool will help us translate our vision and strategy into actionable steps and provide continuous feedback on our performance.

This Strategic Plan is a culmination of extensive research, analysis, and stakeholder consultation. It reflects our commitment to innovation, continuous improvement, and relevance in the dynamic supply chain management landscape.

I am confident that by diligently implementing this plan, KISM will enhance its capabilities and contribute positively to the growth and development of the Kenyan economy. I encourage all members to embrace this plan and work together towards its successful realization.”

CM. Jeremiah Nthusi, OGW, MKISM

**Chairman, Strategy Committee
Kenya Institute of Supplies Management**

I am confident that by diligently implementing this plan, KISM will enhance its capabilities and contribute positively to the growth and development of the Kenyan economy. I encourage all members to embrace this plan and work together towards its successful realization.”





PREFACE & ACKNOWLEDGEMENT

The new KISM Strategic Plan 2025–2029 sets out a coherent and systematic road map to guide the implementation of the Institute’s programs for the 2025 – 2029 period. It acknowledges that the Institute operational environment is dynamic, thus the need to be continually adaptive to changing circumstances.

The Plan has been developed through a collaborative framework involving all our stakeholders. This was aimed at building support and ensuring that all strategies developed were agreed upon. The development of this Strategic Plan comes at a very critical time for the Institute as it takes its position as the driver of Supply Chain Management voice in the region. The 2020 -2024 plan period presented the Institute with numerous opportunities for strategically positioning itself to effectively achieve its mandate pursuant to Section 3(1) of the Supplies Practitioners Management Act, 2007 to inter alia train, register, license, discipline and regulate the Procurement and Supply Chain Management Practitioners in Kenya.

This Strategic Plan reflects our commitment to advancing the supply chain management profession in Kenya and ensuring that our members are equipped with the knowledge, skills, and ethical standards necessary to contribute to the nation’s economic growth and development.

The Strategic Plan has identified five Key Results Areas (KRAs) as pillars upon which implementation will be reported and results measured. These are: Increased membership Growth and Welfare, Enhanced Professional Development and Capacity Building, Strengthened Compliance and Regulatory Framework, Financial Sustainability and Strengthened Institutional Capacity. In focusing on these areas, the Institute has ensured that emphasis is placed on its core mandate.

The Plan has put in place a framework for ensuring that activities are specific enough, accountability is defined, and

the expected results can be measured. Implementation of this Strategic Plan will require the concerted efforts of all those charged with various responsibilities. On behalf of all members of staff, I pledge our commitment to ensuring that this Plan is fully implemented.

We believe that this Strategic Plan will serve as a blueprint for KISM’s future success and will enable us to make a significant contribution to the development of the supply chain management profession in Kenya.

Kenneth Matiba, MBS, MKISM

Secretary/Chief Executive Office



COUNCIL MEMBERS



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1 John Karani, MBS, MKISM
Chairman

2 CM. Jeremiah Nthusi, OGW, MKISM
Member

3 CM. Moses A. Omondi, MKISM
Member

4 CM. Maryanne Karanja, MKISM
Member

5 CM. Jennifer Cirindi, MKISM
Member

6 CM. Mark Kanda, MKISM
Member

7 CM. Fidel Muema, MKISM
Member

8 CM. CPA Martin Omuse
CS National Treasury
Representative

9 CM. Henock Kirungu
DG Public Procurement
Regulatory Authority Representative

10 Mr. Kenneth Matiba MBS, MKISM
Chief Executive Officer/
Council Secretary



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DEFINITION OF CONCEPTS AND TERMINOLOGIES

Act	Cited as the Supplies Practitioner Management Act No.17 of 2007
Chief Executive Officer	Means the person appointed as the CEO under section 9 of the Act
Continuing Professional	
Council	Means the Council of the Kenya Institute of Supplies Management pursuant to section 4 of the Act
Development (CPD)	Means the ongoing process of acquiring and enhancing the knowledge, skills, and competencies necessary for Supply Chain professionals to stay current and in good standing
Frameworks	Is a structured set of guidelines, best practices, and standardized rules designed to optimize end-to-end supply chain processes. They provide a systematic approach for planning, executing, and improving supply chain operations while ensuring compliance with industry standards and regulations.
Key Activities	Actions taken, or work performed, through which inputs are mobilized to produce outputs.
Key Performance Indicator	Means the metric used to measure performance against a set of targets and objectives.
Key Result Area (KRA)	is the mean critical area of focus that is used to measure the progress of performance
Monitoring & Evaluation tools	Means the tools, practice, methods, and standards of monitoring and evaluation.
Output Products	services, or immediate results, tangible or intangible, resulting directly from implementing activities or applying inputs.
Practicing License	Means the official authorization granted by KISM allowing an individual professional to legally and actively engage in the profession in adherence to established standards and ethical guidelines
Professional	Means an individual who has acquired specialized knowledge, skills, and expertise in the field of Supply Chain Management and adherence to set ethical standards
Secretariat	Means staff of the Institute
Strategic Goal	General qualitative statements on what an organization hopes to achieve long-term. Each strategic goal is linked to a strategic issue. Goals are the foundations of your plan and need to be set at the start of the planning process.
Strategic Goal	General qualitative statements on what an organization hopes to achieve long-term. Each strategic goal is linked to a strategic issue. Goals are the foundations of your plan and need to be set at the start of the planning process.
Strategic Issues	These are problems or opportunities emanating from situational analysis that an organization must manage to fulfil its mandate and mission.
Strategic Objectives	They are broader goals used to direct business growth. They connect the company's values in its vision statement to actionable steps and plans. These types of goals help companies break down their general goals into realistic, manageable, and achievable areas. These are what the organization commits itself to accomplish to achieve strategic goals. Strategic objectives should be SMART; establish performance levels to be achieved on priority issues and measures of success in fulfilling critical mission statement elements
Target	A result to be achieved in each time frame.
Templates	They are predefined forms, checklists, or document structures used to streamline reporting, documentation, and supply chain management processes. They ensure consistency in data collection, tracking, and compliance verification across supply chain functions.



ACRONYMS AND ABBREVIATIONS

A-I-A	Appropriation-In-Aid
ASCM	Association for Supply Chain Management
AUC	Africa Union Commission
BCP	Business Continuity Plan
BETA	Bottom-up Economic Transformation Agenda
BSC	Balance Scorecard
CEO	Chief Executive Officer
CIPS	Chartered Institute of Procurement and Supply
EAC	East Africa Community
ERP	Enterprise Resource Planning
FSP	Financial Sustainability Plan
GDP	Gross Domestic Product
GOK	Government of Kenya
IGR	Internally Generated Revenue
ISO	International Organization for Standardization
KISEB	Kenya Institute of Supplies Examination Board
KISM	Kenya Institute of Supplies Management
KPI	Key Performance Indicator
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PPARB	Public Procurement Administrative Review Board
PPRA	Public Procurement Regulatory Authority
PPD	Public Procurement Department
SOP	Standard Operating Procedure
SWOT	Strengths, Weakness Opportunities Threats
QMS	Quality Management System

EXECUTIVE SUMMARY

Recognizing the dynamic and rapidly evolving landscape of supply chain management, KISM in the discharge of its mandate under the Supplies Management Act, 2007, adopted the need to refine its strategies to meet the member's needs and regulatory expectations. The 2025-2029 Strategic Plan aims to consolidate KISM's position as a model professional body in Supply Chain management in the region and drive the Institute to new heights.

A comprehensive review of the 2020-2024 Strategic Plan revealed significant improvements in management, decision-making, and resource utilization. The lessons learned from this review have informed the development of the 2025-2029 plan, ensuring a more focused and effective approach.

This Strategic Plan outlines KISM's commitment to excellence and sustainability in supply chain management. It addresses key areas such as:

Mission, vision, and values: Redefining KISM's purpose and guiding principles.

Goals and strategies: Setting clear objectives and strategies for the next five years.

Activities: Outlining specific actions and timelines for achieving goals.

Lessons learned: Incorporating insights from the previous plan to inform current strategies.

By developing the new strategic plan and implementing it, KISM aims to position itself as a pivotal force in shaping the future of supply chain management in Kenya and the region. This strategic plan will be guided by five (5) key strategic issues, notably; Growing membership base and better serve the needs of Supply Chain professionals, Innovative, industry-driven supply chain management training programs, High standards of professional conduct in the supply chain industry, Long-term financial viability and independence of the Institute, Enhancing organizational effectiveness and efficiency, and to serve members better and support the advancement of the supply chain management profession. The Strategic Goals and Key Results Areas have been aligned to the Strategic Issues.

In order to implement this strategic the financial requirements for the 2025-2029 is estimated at Kshs. 4.671 billion. This will be financed through resource mobilization efforts including Internally Generated Income, Government of Kenya, Private Sector and from development partner funds and agencies.

In conclusion a raft of strategies has been proposed to realize the aspirations of this Plan including strengthening the legal, policy and institutional frameworks, enhanced strategic partnerships, resource mobilizations, research and innovation, leveraging the application of technology, performance management among others. A review and accountability framework have also been adopted in the plan characterized by continuous monitoring, evaluation, reporting and accountability framework. Implementation of the Strategic Plan will be closely monitored bi-annually by the Strategy Committee of the Council to ensure accomplishment of the Plan. The monitoring process will ensure that performance is reviewed and analyzed on a periodic basis.

1 CHAPTER ONE: INTRODUCTION

1.0 Overview

This Chapter outlines strategic planning as an imperative for organizational success. It highlights the Global, Regional, and National Development issues specific to the mandate of the Institute and the role in Kenya Vision 2030 and its Medium-Term Plans (MTPs), the Five Actions Plan of the Bottom-Up Economic Transformation Agenda (BETA), the Africa Agenda 2063 and the UN's Sustainable Development Goals (SDGs).

1.1 Strategy as an Imperative for Organizational Success

Strategic planning is a systematic process that involves setting clear goals, identifying key strategies, and allocating resources to achieve desired outcomes. It provides a framework for organizations to navigate complex and dynamic environments, adapt to changing circumstances, and make informed decisions.

The Kenya Institute of Supplies Management (KISM) plays a pivotal role in promoting professional standards, ethical conduct, and sustainable development within the supply chain management sector in Kenya. To achieve its objectives and contribute effectively to the nation's economic growth, KISM must adopt a well-defined and comprehensive strategic plan. This plan will serve as a roadmap, guiding the organization's decisions and actions toward realizing its vision and mission.

1.2 The Context of Strategic Planning

The Kenya Institute of Supplies Management (KISM) operates within a dynamic and complex environment influenced by various factors, both internal and external. Understanding this context has been essential for developing a relevant and effective strategic plan. The major areas that affect KISM are highlighted below:

1.2.1 United Nations 2030 Agenda for Sustainable Development

The development of this Strategic Plan was guided by a deep reflection of a number of SDG's. Particularly, the plan is guided by SDG 1 (poverty eradication), SDGs 4 (quality education), SDG 5 (gender equality), SDG 8 (productive em-

ployment and decent work for all), SDG 9 (industry, innovation, and infrastructure), SDG 10 (reduced inequality) SDG 11 (sustainable cities and communities), SDG 12 (responsible consumption and production), SDG13 (climate action), SDG16 (peace, justice and strong institutions).

1.2.2 African Union Agenda 2063

The strategic plan is aligned with the key aspirations of Africa's Agenda 2063 that revolve around building a prosperous Africa based on inclusive growth and sustainable development where well-educated and skilled citizens will offer leadership in science, technology, and innovation; strengthening industrial, manufacturing and agricultural value chains to enhance productivity and promote environmentally sustainable and climate resilience communities.

Agenda 2063, and so is the KISM strategy, is founded on principles of good governance, democracy and respect for human rights, justice and rule of law. It also aspires to building capable institutions and transformed leadership in place at all levels facilitating the emergence of development-oriented and visionary leadership in all spheres and at all levels. Lastly, the Agenda focus on development that is people-driven, relying on the potential of African people, especially its women and youth, and caring for children. This calls for equality in all spheres of life strengthening the role of Africa's women as well as creating opportunities for Africa's youth for self-realization.

1.2.3 East Africa Community Vision 2050

The East African Community (EAC) Vision 2050 is a comprehensive development blueprint that outlines the aspirations of the EAC member states to create a prosperous, integrated, and peaceful region by the year 2050. It is founded on the collective commitment of the East African Community (EAC) Partner States to accelerate integration towards a political federation. The vision aims to transform the EAC into an upper-middle-income region characterized by security and political unity, anchored in the principles of inclusiveness and accountability. As KISM seeks to be the model professional body it will also seek to strengthen its engagement at the regional level.

1.2.4 Constitution of Kenya 2010

The aspirations for establishing the Institute are anchored on principles and articles of the Constitution of Kenya, 2010. Article 227 of the constitution requires public procurement to be carried out in a system that is fair, equitable, transparent, competitive and cost-effective within the framework of an act of Parliament. Similarly, Article 46 directs that goods and services shall meet the desired consumer rights protection standards while promoting sustainable development through strategic sourcing and consumption. Additionally, there are supplementary Constitutional provisions that guide the Institute including:

- The national values (Article 10)
- Equality and freedom from discrimination (Article 27)
- Affirmative action programmes (Article 55)
- Principles of Public Finance (Article 201), and
- The values and principles of public service (Article 232)

1.2.5 Kenya Vision 2030, Bottom-Up Economic Transformation Agenda and Fourth Medium-Term Plan

1.2.5.1 Kenya Vision 2030

The aim of Kenya Vision 2030 is to create a globally competitive and prosperous country with a high quality of life by the year 2030. It aims to transform Kenya into a newly-industrialized, middle-income country providing a high quality of life to all its citizens in a clean and secure environment. The Vision is anchored on three key pillars: economic; social; and political governance. KISM will directly contribute to one of the key foundations of the Kenya Vision 2030 “enhance Equity and Wealth Creation Opportunities” through the practice of supply chain management. The Vision identifies flagship programmes and projects to be implemented for its realization. This will be catalyzed by deployment of supply chain practitioners to be trained and regulated by KISM.

1.2.5.2 The Bottom-up Economic Transformation Agenda (BETA);

The Strategic Plan has been aligned to the key government initiative aimed at driving economic growth and inclusivity.

KISM shall significantly contribute to this agenda by aligning its strategic plan with BETA’s objectives. KISM will play a crucial role in enhancing the efficiency and effectiveness of supply chains in key sector such as housing, healthcare, agriculture, industry, MSME, public and private sectors. This shall be achieved through engaging in capacity building, training, and certifying programs for supply chain professionals in the critical sectors. Having a strategy to promote quality standards and certifications, KISM will for instance help reduce incidences of buildings collapsing from incompetence and use of substandard materials and contribute to the safety and efficacy of supplies in healthcare products and services.

1.2.5.3 Fourth Medium Term Plan

The Vision 2030 Fourth Medium Plan outlines the strategic framework for Kenya’s development initiatives between 2023 and 2027, building on the achievements of previous medium plans. This plan is a critical component of the Vision 2030 blueprint, aimed at transforming Kenya into a newly industrialized, middle-income country by 2030.

1.2.6 Sector Policies and Laws

Besides the SPMA, 2007, the mandate and operation of KISM are affected either directly or indirectly by other legal and policy frameworks in supply chain management that include:

- Public Procurement and Asset Disposal Act, 2015 (Revised Edition 2022) (PPADA)
- Public Procurement and Asset Disposal Regulations, 2020 (PPADR)
- National Supply Chain Management Professional Framework (NSCMPF), 2021
- National Public Procurement and Asset Disposal Policy, 2020
- Public Service Commission Act, 2007
- The Supplies Practitioners Management (Registration & Licensing) Regulations, 2015
- The Supplies Practitioners Management (Discipline) Regulations, 2015
- The KISM Code of Ethics and Standards of Professional Conduct, 2021



- Continuous Professional Development Guidelines, 2024
- Public Private Partnership (PPP) Act, 2021
- Companies Act, 2015
- Public Benefit Organization Act, 2013

The supply chain management function is one of the cornerstones in the implementation of the national development goals and Kenya's Vision 2030 which envisage a globally competitive and prosperous nation with a high-quality life for all. Thus, the mandate of KISM falls solidly at the center of development discourses in Kenya, regionally, and globally. Therefore, to realize its long-term vision, KISM will continuously align its vision with the national, regional, and continental trajectories for prosperity and posterity.

1.3 History of the Organization

The Kenya Institute of Supplies Management (KISM) is a professional body established pursuant to the Supplies Practitioners Management Act No. 17 of 2007 to promote and regulate the practice of supply chain management in Kenya.

KISM has continued to grow and evolve over the years, playing a vital role in promoting professional standards, ethical conduct, and sustainable development within the supply chain management in Kenya. The Institute has been instrumental in raising awareness of the importance of supply chain management, advocating for policy reforms, and providing training and development opportunities for supply chain professionals.

1.4 Methodology of Developing the Strategic Plan

The process of developing the comprehensive and progressive KISM Strategic Plan 2025-2029 involved carrying out activities under the following steps:

1. Strategic Environmental Analysis; Internal and External Assessments
2. Strategy Formulation and goal setting
3. Strategy Implementation plan
4. Monitoring and Evaluation Framework
5. Validation and Finalization

The next section of this report details activities carried out in each of the steps.

1.4.1 Strategic Environmental Analysis; Internal and External Environments Scanning

This was done by analyzing data and information from secondary sources such as policy documents, research reports, sectorial trends, and patterns among others. Information from the secondary sources will be compounded through consultative engagement with the KISM Council and Secretariat, partners, and stakeholders to scan current undocumented trends and patterns that may affect the next strategic plan. Data was gathered through individual and group-based workshops with staff, partners, and stakeholders. The strategic environmental analysis was done through an assessment of internal and external analysis:

Internal Assessment: This included the review of the current status of KISM operational and strategic position to identify achievements, SWOT, challenges, lessons learned; carry out gap analysis, stakeholder analyses and prescribed pathways, risk and mitigation measures and approaches to overcome threats, challenges and weaknesses. It also involved assessing the Institute's financial health, human resources, and technological capabilities. This was done through:

- Collecting data from departmental heads regarding current and projected capacity growth within their department and about the entire Institute.
- A Council and Secretariat workshop to reflect the context within which KISM operates as an institute in the wider space.

External Assessment: Secondary evaluation and analysis of the PESTEL factors impacting the KISM programmes. This was done through reviewing social-economic reports on trends and patterns in aspects concerning supply chain management interventions and outcomes in the country and regionally. Just like the internal assessment, external analysis was done through a consultative workshop with the Council and Secretariat. All the data and analysis for the review was compiled and presented in the form of a report presented to Secretariat and Stakeholders for comments and suggestions.

1.4.2 Strategy Formulation and Goal Setting

Based on the strategic review analysis and discussions, a comprehensive strategy was developed that addresses the following key areas:

- Reviewing the Vision, Mission, and Core Values.
- Setting Strategic Goals and Objectives for the Strategic Plan.
- Thematic Areas, Strategic Issues, and Activities.
- Identify Value Drivers for action and growth trajectories.
- Develop Resource Mobilization and Sustainability Strategy.
- Address issues of Corporate Governance, Communication, and Risk Management strategy.
- Propose Capacity Building and Organizational Strengthening Strategy.
- Develop Innovation Strategy.
- Recommend Staffing Needs and review Organizational Structure to support strategic implementation.

1.4.3 Strategic Risks Management

After the Strategic Objectives were developed, a risk analysis was undertaken for each SO to identify potential risks, how they are likely to affect the objective and come up with possible mitigation measures.

1.4.4 Developing the Strategy Implementation and Coordination Framework

The Strategy implementation and coordination framework is based on balanced scorecard perspectives. This entailed the establishment of a structure and framework that was used to guide, regularly measure, and report on the status of the Strategic Plan implementation. To reflect how the Institute will create value for its stakeholders, a Strategy Map was developed, linking inputs, activities, goals, and objectives of the strategy. The implementation and coordination framework will outline;

i. Strategic goals, objectives, and linkage with strategic activities.	iv. Setting Timelines
ii. Measures (KPIs)	v. Costing activities per year
iii. Assigning Responsibility	vi. Setting 5-year Targets

1.4.5 Develop Strategy Monitoring and Control Framework

The KISM strategy team, developed a framework for continuous assessment of the strategy performance during implementation and instituted continuous controls to address deviations. This framework forms the basis for annual stock taking on a degree of strategy execution as well as guiding the midterm review of the plan.

1.4.6 Strategy Compilation

The information from the strategic review was consolidated to create a comprehensive and coherent strategic plan. This plan includes strategies, implementation plans, monitoring frameworks, and control mechanisms to ensure clarity, logical flow, and consistency.

1.4.7 Strategic Plan Validation and Finalization

The Strategic Plan was shared for further internal and external discussions. The reporting and validation phase will involve the following activities:

- Facilitating workshops with the Council, Management, and stakeholders to validate the strategy get feedback, and gain consensus and ownership.
- Inputs from the validation workshop and subsequent feedback will be incorporated to yield the Final KISM Strategic Plan shared for adoption by the KISM Council.

1.4.8 Use of Balance Score Card

In alignment with the Government format for strategic plans, KISM infused the Balanced Scorecard framework to effectively measure and manage its performance. By focusing on the four key perspectives - financial, customer, internal processes, and learning and growth – the Institute will ensure that strategies and initiatives are aligned with the overall goals and objectives. The Balanced Scorecard will provide a comprehensive view of KISM’s performance, enabling us to make data-driven decisions and identify areas for improvement.”

KISM STRATEGY MAP

OUR MISSION

To Empower Supply Chain Professionals through Registration, Licensing, training, Discipline, and Regulation for Sustainable and Ethical Practice

OUR VISION

A Model Institute Fostering Competence and Ethics in Supply Chain Management

CORE VALUES

Integrity
Professionalism
Synergy
Dynamism
Excellence

OUR STRATEGIC DRIVERS

Members Value Proposition
Industry Driven Trainings
Financial Sustainability / Diverse Revenue Streams
Digital Transformation
Strong Regulatory Framework
Thought Leadership

OUR GOAL

Nurturing Empowered, Competent, and Ethical Supply Chain Management Professionals

OUR STRATEGIC FOCUS AREAS

- Membership Growth & Welfare
- Partnership & Stakeholder Engagement
- Professional Development & Capacity Building
- Compliance & Regulatory Framework
- Financial Sustainability
- Institution Capacity

BALANCED SCORE CARD

FINANCIAL

FINANCIAL HEALTH & SUSTAINABILITY

CUSTOMER / MEMBER

MEMBERSHIP VALUE & GROWTH / SATISFIED CUSTOMER

DIGITAL TRANSFORMATION

EFFICIENT AND EFFECTIVE PROCESSES

LEARNING & DEVELOPMENT

MOTIVATED & COMPETENT WORKFORCE

2 CHAPTER TWO: STRATEGIC DIRECTION

2.0 Overview

This chapter outlines KISM's core purpose, aspirations, and guiding principles. It presents the Institute's medium-term goals (2025-2029) for achieving its Key Result Areas and Strategic Objectives. Additionally, the chapter establishes the framework for KISM's initiatives, emphasizing its commitment to enhancing the regulation, competencies, and capabilities of Supply Chain professionals in Kenya while promoting innovative and transformative SCM practices and standards.

2.1 Mandate

Section 5 of the Supplies Practitioners Management Act, No. 17 of 2007, outlines the following functions of the Kenya Institute of Supplies Management.

The Institute shall—

- a. Establish, monitor, improve, and publish the standards of the supplies practitioner's profession and safeguard the interest of all supply chain practitioners;
- b. Make provision for the training and instruction of persons seeking registration under this Act;
- c. Recommend to the Minister for the time being responsible for education institutions to be approved for training of persons seeking registration under this Act;
- d. Advise the Examinations Board on matters relating to examination standards and policies;
- e. Have regard to the conduct of persons registered and licensed under this Act, and take such disciplinary measures as may be necessary to maintain a proper standard of conduct among such persons;
- f. Perform such other functions as may be necessary for the proper administration of this Act.

2.2 Vision Statement

A model Institute for Competent and Ethical Supply Chain Professionals

2.3 Mission Statement

To empower supply chain professionals through Registration, Licensing, Training, Discipline & Regulation for sustainable and ethical practice

2.4 Strategic Goals

1. To increase membership through exceptional value-added services
2. Enhanced Professional Development and Capacity Building
3. Strengthen compliance and Regulatory Framework
4. Financial Sustainability
5. Strengthened Institutional Capacity

2.5 Core Values

KISM has five values to guide the culture and behavior of its management and staff

- Integrity
- Professionalism
- Synergy
- Dynamism
- Excellence

2.6 Quality Policy Statement

KISM is committed to delivering exceptional value to its members and stakeholders through the provision of high-quality services. The Institute strives to consistently surpass the expectations of our members and stakeholders by delivering services that meet or exceed their needs and requirements. A culture of continuous improvement, seeking innovative ways to enhance our processes and practices shall be inculcated. We shall ensure we adhere to all relevant laws, regulations, and industry standards, ensuring that our operations are conducted ethically and responsibly. Further ensure we maintain the highest standards of professionalism, integrity, and ethical conduct in all our endeavors. As we do this, we shall embrace innovation and leverage technology to drive efficiency, improve service delivery, and stay ahead of industry trends.

2.7 Business Excellence Model

The proposed KISM business excellence framework offers a comprehensive approach to Total Quality Management (TQM), encompassing various aspects of organizational excellence. It goes beyond traditional quality categories like “Processes” to include broader areas such as “Leadership,” “People,” “Policy and Strategy,” and “Partnerships.” This holistic approach ensures that KISM addresses all critical factors for achieving sustainable success.

The Business Excellence Model (BEM):

Strategic Clarity: A clear understanding of organizational goals, vision, and mission.

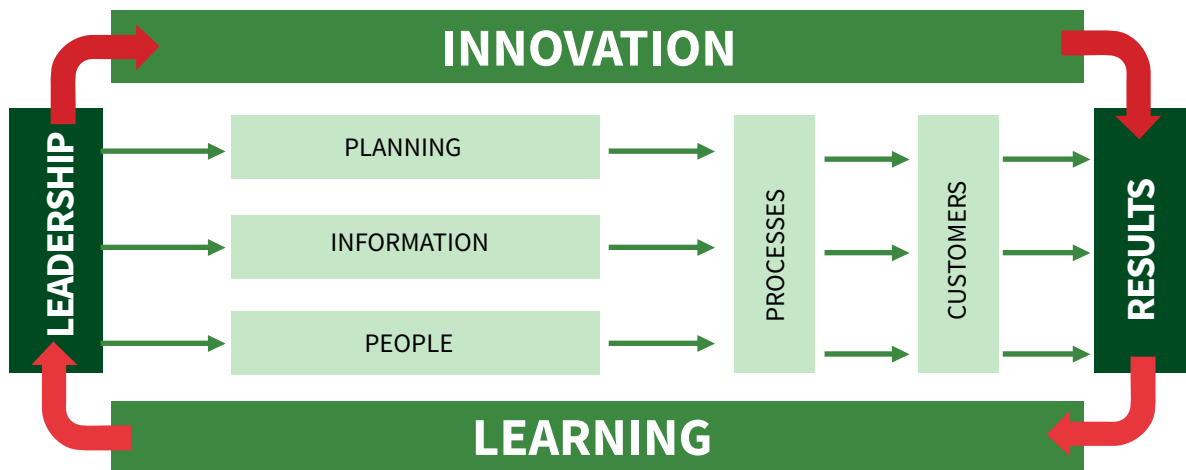
Effective Leadership: Strong leadership that inspires and motivates employees.

People Development: Investing in employee training, development, and well-being.

Policy and Strategy Alignment: Ensuring that policies and strategies support organizational objectives.

Collaborative Partnerships: Building strong relationships with stakeholders, suppliers, and customers.

Figure 1.1: Business Excellence Model



Driver System Results

i. Visionary Leadership

- Leadership direction, with clear values, and strategies to guide all activities and decisions.
- To motivate and inspire the entire workforce to encourage involvement, learning, and innovation.

ii. Customer-Driven Quality

- Meeting member's current and future needs
- Fast and flexible responses and building lasting customer relationship

iii. Innovation Focus

- Making innovation part of culture and a way of life at the Institute

iv. Organizational and Personal Learning

- Commitment to organizational learning
- Invest in staff learning

v. Valuing People and Partners

- Commitment to staff satisfaction, development, and well-being
- Leveraging internal and external partnerships

vi. Agility

- Fast and flexible response to customers is a critical requirement
- Response to shorter product and service introduction cycles

vii. Knowledge-Driven System

- Making effective use of data, information and knowledge
- Building knowledge for future decision-making

viii. Society Responsibility

- Practice good corporate citizenship
- Protection of public health, safety, and the environment

ix. Results Orientation

- Focus on key results that are guided and balanced by the interest of all stakeholders
- Establishment of balanced composite performance indicators to communicate requirements, monitor performance, and strive for improvement

x. Systems Perspective

- Aligning systems and structure to what the organization is trying to achieve
- Viewing and addressing issues from a larger context

3 **CHAPTER THREE:** SITUATION AND STAKEHOLDER ANALYSIS

3.0 Overview

This chapter presents key environmental analyses that affect KISM operations and stakeholder analysis of the parties that are affected either directly or indirectly by KISM operations. It details various aspects of the Institute's internal and external operating environment as well as context and associations between KISM and its stakeholders.

3.1 Situation Analysis

In this strategy, Situation Analysis was one of the important components of KISM's strategic plan, providing a better understanding of the operating environment. This laid the foundation for strategic issues, opportunities, and challenges that informed the strategic objectives and action plans.

3.1.1 External Environment

The external environment analysis examined factors outside KISM's direct control but which significantly impact its operations and strategic direction. This analysis is crucial for anticipating challenges and identifying opportunities in the broader context within which KISM operates.

3.1.1.1 Macro-environment

The macro-environment analysis explored the wider forces (PESTEL) shaping KISM's operating context and included analysis of political factors among them government policies and regulations; economic factors that include growth rates, taxation and inflation, social changes and patterns such as demographic shifts and cultural changes, technological factors that affect supply chain management, environmental or ecological factors such as sustainability initiatives, and Legal frameworks. This PESTEL analysis helped align strategies with the broader national and global context.

3.1.1.2 Micro-environment

The micro-environment analysis focused on the immediate external factors affecting KISM's operations. It involved analyzing relationships with key stakeholders such as members, clients, suppliers, partners, and competitors. The analysis explored how these relationships affect KISM's ability to deliver value, identify areas for collaboration or improvement, and highlight potential challenges or opportunities in the immediate operating environment.

3.1.1.3 Industry Environment

The industry environment analysis involved an in-depth evaluation of supply chain management in Kenya and the African region. This included industry trends, competitive dynamics, technological innovations specific to the sector, and regulatory changes affecting supply chain practices. It also considered the evolving role of professional bodies like KISM in shaping industry standards and practices.

3.1.1.4 Market Analysis

This evaluated the Institutes target markets, including current and potential members, organizations seeking supply chain management expertise, and other consumers of KISM's services.

3.1.2 Summary of Opportunities and Threats

Table 3.1: Matrix of Opportunities and Threats

Items	Factor	Opportunity	Threat
Political	National treasury	Regulatory stick	Control
	Political interest in public procurement process	Push for increased funding for projects	Political pressure and vested interests in procurement awards
	Political engagement and networking	Improve public perception to drive the KISM agenda	Negative political interferences that affect objective decisions/ judgment
	KISM elections are conducted every 3 years	Electing credible and visionary leadership Framework providing election of council members from among members Potential to attract new leadership, skills and talent	Election and transition of a council that disrupt business continuity
	KISM is a public entity	Take the lead in the fight against corrupt practices in P&SCM	Delay in amending SCM laws and applicable regulations
	KISM as a professionals' supply chain regulator	Growth of membership	Non-compliance by supply chain practitioners
Economic	P&SCM is a key pillar in the economic development of the country	Create efficient SC systems for economic growth and development	Corruption in P&SCM activities
	Weak economy and global economic recession due to natural and social-economic disruptions	Process improvement, build local capacity by thinking globally and acting local	Poor uptake of KISM's programs, financial challenges, and limited funds
	Taxation burden and effect on income of practitioners – low disposable income	Revenue increase, increased membership, and improved employment conditions	Expensive training, reduced enrolment, and lack of job opportunities
	Low revenue growth from membership and suboptimal tapping of KISM tower	<ul style="list-style-type: none"> ■ Optimize current sources of revenue ■ Optimize revenue collection from KISM tower ■ Improved linkages and collaborations with private sector organizations ■ Diversification of products ■ Packaging benefits for members ■ Incentivizing membership ■ Scaling membership 	Slow registration of new and affiliate members which affects KISM's revenue Local and global disruption of work patterns leading to growth of work from home model that affect leasing/ renting of spaces in KISM's Towers & training Inadequate resources to deliver services and programmes
	Availability of supply chain partners	Tap partnership to increase market reach and exploit synergies	Alternative partnership offerings from other professional bodies



Items	Factor	Opportunity	Threat
	Enabling network on regulators e.g. PPRA	Leverage on network to streamline compliance and create a platform for influencing favorable policy amendments	Bureaucracy associated with managing networks.
Social	Low Moral value/lack of trust of the management by the leadership/governance	Prudent management of resources and value driven processes Mindset change for P&SCM practitioners and improved access to quality trainings	Loss of resources due to mismanagement Resistance to Change hinders performance, few job opportunities Negative image of P&SCM Profession.
Techno-logical	SCM drives innovation by creating efficiency in systems and processes	Availability of technology solutions that can be adopted by KISM	Inadequate funds to procure or develop the right technology Inadequate capacity to optimize ICT infrastructure
	Technological advancement and Partial automation/ Underutilization of infrastructure	Potential to adopt and improve process automation including members and organization management systems, and exploring tech-based networking opportunities	Hacking, obsolescence of equipment, technological changes etc. Inadequate funding to fully automate
	Social media	Wide outreach, low cost, used for training, networking and sensitization	Data protection;
	Inadequate staff capacity for ICT	Availability of industry capacity to support Institute's processes and services as a legacy project	Lack of resources to onboard requisite ICT capacity
Environmental	The fast-evolving, dynamic, and uncertain nature of the global supply chain (VUCA)	Continuous professional development and adaptation. Initiatives like AfCFTA can create opportunities for increased regional trade and economic growth,	Environmental factors can disrupt supply chains, increase costs, and impact the availability of resources.
Legal	Weak legal framework that is difficult to change	<ul style="list-style-type: none"> ■ Formation of internal systems □ Pursue parliamentary caucus to support legal reforms 	Other professional groups have the support of stronger caucuses
	Government legislative act that gives the Institute its mandate	Anchoring the institute in a strong legal position	Interference by the political class for selfish reasons

3.1.3 Internal Environment

The Institute conducted a thorough internal environment analysis to identify strengths, weaknesses, opportunities, and threats (SWOT). This assessment focused on governance, administrative structures, internal business processes, resources, and capabilities. The Institute aims to leverage its strengths while mitigating the impact of its weaknesses. The findings of this analysis are summarized in Table 3.2.

3.1.3.1 Governance and Administrative Structures

The Kenya Institute of Supplies Management (KISM) is governed by a Council that provides strategic oversight and represents the interests of members and the government. The Council operates following the Mwongozo code for public agencies, utilizing committees to focus on specific areas and ensure informed decision-making. An Annual General Meeting is held to update members on the Institute’s progress.

The Chief Executive Officer (CEO) heads the KISM Secretariat, serving as the Secretary to the Council. The CEO oversees daily operations and implements Council resolutions, translating the strategic vision into tangible actions. The Secretariat is organized into key directorates for streamlined operations. This governance structure ensures that KISM operates transparently, efficiently, and focused on its mission.

3.1.3.2 Internal Business Processes

The Internal Business Processes covers a few key areas that help the Institute run smoothly. These areas include training, member engagement, and ethical behavior. Progress has been made in this area, however there is still room for improvement. For example, there is need to bridge the gap between research and supply chain practices, be more consistent in professionalization, monitor ethical behavior, and strengthen collaborations.

3.1.3.3 Resources and Capabilities

The Resources and Capabilities factor emphasizes the key elements that drive KISM’s effectiveness and sustainability. Financial transparency and accountability are vital for building trust among the members and partners. The Institutes team includes skilled trainers with diverse expertise, and also utilizes online platforms to engage members actively. There is need to improve contingency planning and talent development initiatives.

3.1.4 Summary of Strengths and Weaknesses

Table 3.2: Matrix of Strengths and Weaknesses

Factor	Strengths	Weakness
Governance and Administrative Structures	<ul style="list-style-type: none"> ■ Core mandate for the professionalization of the P&SCM profession ■ Enabling law enacted by the SPMA,2007 ■ Existence of framework of Electing Council ■ Strategically located Headquarters ■ Strong and Diverse Membership ■ Governance structure in place 	<ul style="list-style-type: none"> ■ Inadequate internal capacity to execute key programs ■ Weak monitoring and evaluation system ■ Policy gaps and weak legal framework ■ Lack of work plans ■ Weak Communication



Factor	Strengths	Weakness
Internal Business Processes	<ul style="list-style-type: none"> ■ Ability to develop training content and execute training ■ Enjoys credibility from Government and Public ■ Qualified and competent staff ■ Supportive ministry, department and agencies 	<ul style="list-style-type: none"> ■ Lack of work plans ■ Poor Communication ■ Ethical issues from the perceived actions of practitioners ■ Poor public relations ■ Constrictive organizational culture and lack of strategy ■ Lack of standardized processes and SOPs ■ Poor customer service
Resources and Capabilities	<ul style="list-style-type: none"> ■ Qualified and competent staff ■ Supportive ministry, department and agencies ■ Well recognized KISM Brand ■ Ownership of Assets (The Iconic KISM Tower) ■ Young and vibrant workforce ■ HR instruments in place 	<ul style="list-style-type: none"> ■ Limited networking and Mentorship and job linkage opportunities ■ Limited financial resources ■ Full staff establishment not achieved ■ Unstructured work plan ■ Lack of productivity output measure ■ Lack of diversified financial resource base ■ Weak Internal controls ■ Inadequate policies of debt collection ■ Skewed market mix

3.1.5 Analysis of Past Performance

The implementation of the 2020–2024 strategic plan under review was informed and driven by seven strategic focus areas, thirty-two strategic objectives and one twenty-nine activities. Out of the activities a total of sixty-one activities were fully delivered, and fifty partially done and eighteen not done.

It is evident from the review that remarkable achievements were realized on multiple fronts as a result of deliberate and concerted policy initiatives given direction by the Council and Secretariat. The aggregate performance of the strategic implementation was 68% which is above average.

3.1.5.1 Key Achievements

Some of the major achievements recorded during the implementation phase of the plan period include:

- Launched and implemented KISM annual PSCM Awards
- Registered at least 95% of CPSP finalists
- Gazetted all active members and licenses
- Constituted and established the Disciplinary committee
- Developed and enforced disciplinary policy, Code of ethics and disciplinary procedures
- Conducted extensive corporate and member compliance
- Conducted a perception survey on supply chain management professionals
- Created policy and operational instruments to guide the formation of regional chapters
- Reviewed and implemented a comprehensive corporate governance structure
- Implemented an action plan for diversity and inclusion.

3.1.5.2 Challenges

While the Strategic Period 2020 – 2024 KISM made significant progress toward its goals, there are still areas that require further attention. The Institute has been proactive in adapting its strategies and achieving results, but certain core areas have not been fully implemented and will be a focus of the next strategic plan. These areas include:

- Ensure all members take the professional oath of office
- Active Membership target of 16,000
- License all members of the Institute
- Establish a robust member recruitment initiative quarterly
- Annually assess the code of ethics and regulation
- Develop and enforce standards of professional practice
 - Transforming the plastic membership cards to e-wallets with inbuilt benefits
 - Established Chapters in all 47 counties
 - Conduct legal and governance audits for the Institute
 - Align the SPMA and Regulations to Consultations 2010 by December 2022

3.1.5.3 Lessons Learnt

The general outline of the 2020-2024 Strategic Plan was comprehensive cutting across all key aspects of the Institution as defined by its mandate. However, there were observations emanating from the 2020-2024 strategy review that need to be considered to enhance the efficacy of the next strategy. Their consideration will make KISM 2025-2029 SP more coherent, focused, and actionable to guide its future corporate outcomes. The key areas for improvement include:

- Clear alignment of strategic focus with strategic objectives
- Ensuring that all strategic objectives adhere to SMART principle
- Improving prioritization; as observed from the retiring strategy, with 32 strategic objectives and 129 activities, the strategy appears to be trying to do everything at once. There is also a risk of introducing operational activities into the strategic plan. The next strategy must clarify prioritization to focus resources and efforts on the most critical areas for Institutional success
- Consistent Timeframes: Establish consistent timeframes for activities, distinguishing between short-term goals and ongoing initiatives. The reported ‘ongoing’ status is broad and challenging to reflect, it would rather be reported as a proportion or percentage progress e.g. 30% progress instead of “ongoing”
- More detailed strategic risk Assessment: Analyzing potential risks to strategy implementation and develop mitigation strategies
- Strengthen M&E to streamline and standardized progress reporting. For instance, the outlined Strategic Focus Areas in end-line review were not aligned with what was included in the actual strategy implementation framework
- Strategic Focus Area is a broad thematic area of the strategy that should go beyond departmental responsibility in order to adequately implement it. In a BSC environment, it could be equated to one of the four perspectives. This onboards and interphase interdepartmental effort towards achieving the overall aspiration

3.2 Stakeholder Analysis

By mapping out key stakeholders and their expectations, a professional supply chain organization can strategically prioritize its engagement efforts. High-influence stakeholders such as members, corporate partners, and the board require consistent value delivery through certifications, strategic direction, and professional development. Meanwhile, stakeholders like government bodies, technology partners, and media benefit from advocacy, collaboration, and thought leadership. Tailoring engagement strategies to meet these diverse expectations is crucial for the organization’s continued growth, relevance, and impact on the supply chain industry.

Table 3.3: Stakeholder Analysis

Stakeholder	Interest	Influence	Stakeholder Expectations	Engagement Strategy
Members (Professionals)	High	High	Access to up-to-date industry knowledge, career development, certification, and networking opportunities	Regular training programs, certifications, and networking events
Corporate Partners	Medium to High	High	Access to talent, industry best practices, and compliance guidance	Exclusive partnerships, corporate training, job placement
Educational Institutions	Medium	Medium	Collaboration on curriculum development, research opportunities	Co-develop educational materials offer joint programs
Regulatory Bodies e.g., EACC, Public Service and others	Medium	High	Ensure compliance with regulations, promote workforce development	Advocacy, policy advice, public-private partnerships
County Government	Medium	Medium	Support county government development to ensure transparency and ethical practice supply chain management processes	Memorandum of understanding; Nomination into activities
KISM Governing Council	High	High	Strong governance, strategic direction, financial sustainability	Regular reporting, strategic planning sessions
Industry Suppliers and Vendors	Medium	Medium	Access to market trends, business development opportunities	Exhibitions, sponsorships, partnerships
Local Chapters/ Regional Offices	High	Medium to High	Support in membership growth, localized content, operational autonomy	Regional forums, local event support, chapter autonomy
Accreditation Bodies	Medium	Medium	Assurance of quality and relevance of certifications	Compliance audits, regular updates on certification standards
Non-Members (Potential Members)	Low	Medium	Affordable access to certifications, relevance to career prospects	Marketing campaigns, free webinars, entry-level certifications

Stakeholder	Interest	Influence	Stakeholder Expectations	Engagement Strategy
Technology Partners	Medium	Medium	Collaboration on integrating cutting-edge technologies in supply chains	Joint research initiatives & sponsorships
Public Procurement Regulatory Authority	High	High	<ul style="list-style-type: none"> - Clear regulatory frameworks and compliance enforcement. - Efficient procurement processes and transparency. - Capacity building for stakeholders 	<ul style="list-style-type: none"> - Regular strategy workshops. - Joint policy formulation. - Progress reviews & feedback sessions.
Public Procurement Administrative and Review Board	High	High	<ul style="list-style-type: none"> - Fair dispute resolution mechanisms. - Alignment with national procurement laws. - Streamlined appeals process. 	<ul style="list-style-type: none"> - Collaborative decision-making on procurement disputes. - Quarterly policy alignment meetings.
Attorney General	Medium	Medium	<ul style="list-style-type: none"> - Legal compliance of procurement policies. - Mitigation of litigation risks. - Proper interpretation of procurement laws. 	<ul style="list-style-type: none"> - Legal advisory consultations. - Periodic briefings on legal implications of strategic decisions.
Kenya Institute of Supplies Examination Board	High	High	<ul style="list-style-type: none"> - Alignment of training programs with procurement reforms. - Professional certification standards. - Continuous industry capacity development. 	<ul style="list-style-type: none"> - Joint curriculum development. - Training partnerships & certification reviews.
Supply Chain Consulting Firms	High	High	Networking and business development opportunities	Event partnerships, thought leadership platforms
International IFPSM, ISM ASC, CIPS	High	High	Professional affiliation and growth	Collaboration events; benchmarking



Stakeholder	Interest	Influence	Stakeholder Expectations	Engagement Strategy
Parliament	High	High	<ul style="list-style-type: none"> - Compliance with procurement laws - Transparency & accountability in procurement processes - Regular reporting on KISM performance - Alignment with national development goals including BETA, anti-corruption 	<ul style="list-style-type: none"> - Annual briefings on procurement reforms & challenges - Submission of reports - - Participation in parliamentary committee hearings - Consultation during law-making/review processes
Staff	High	High	<ul style="list-style-type: none"> Prompt payment of salaries and allowances Capacity building Safe working conditions 	<ul style="list-style-type: none"> Transparent communication Regular feedback Training and development
The National Treasury	High	High	<ul style="list-style-type: none"> - Fiscal discipline - Cost efficiency - Budget execution compliance 	<ul style="list-style-type: none"> - Monthly fiscal reports - Procurement planning alignment - Green budgeting initiatives - pre-budget consultations
Development Partners	High	High	<ul style="list-style-type: none"> - Reform implementation - Digital procurement (e-GP) - Joint steering committees - Milestone-based funding 	<ul style="list-style-type: none"> - Social audits - Data disclosure partnerships Donor mapping
Media	High	High	<ul style="list-style-type: none"> - Real-time access to procurement data - Investigative reporting opportunities - Official responses to procurement scandals - Exclusive insights on reform progress Access to thought leadership, news on industry trends 	<ul style="list-style-type: none"> Partner with major media houses and journalism NGOs to co-fund, Media Monitoring Press releases, interviews, white papers



4

CHAPTER FOUR: STRATEGIC ISSUES, GOALS, KEY RESULT AREAS

4.0 Overview

This chapter outlines the strategic direction and focus of the Kenya Institute of Supplies Management (KISM) for the next five years (2025-2029) to effectively fulfill its functions and enhance its impact in supply chain management.

4.1 Strategic Issues

The Institute faces several strategic challenges that must be addressed to fulfill its mandate as outlined in the SPMA 2007:

- i. Growing membership base and better serve the needs of Supply Chain professionals
- ii. Innovative, industry-driven supply chain management training programs
- iii. High standards of professional conduct in the supply chain industry
- iv. Long-term financial viability and independence of the Institute
- v. Enhancing organizational effectiveness and efficiency to better serve members and support the advancement of the supply chain management profession

4.2 Strategic Goals

Based on the analysis of the internal and external environment, KISM’s strategic goals for the next five years are aligned with the strategic issues as follows:

Table 4.1 Goal Alignment

Strategic Issues	Strategic Goal
Growing membership base and better serve the needs of Supply Chain professionals	To increase membership through exceptional value-added services
Innovative, industry-driven supply chain management training programs	To enhance Continuous learning and professional development
High standards of professional conduct in the supply chain industry	To promote ethical conduct and ensure compliance with relevant standards and regulations
Long-term financial viability and independence of the Institute	To achieve financial sustainability and probity
Enhancing organizational effectiveness and efficiency, to serve members better and support the advancement of the supply chain management profession	To Strengthen Institutional capacity through good governance and optimal resource utilization

4.3 Key Results Areas

The Institute will prioritize the following five key result areas (KRAs):

KRA 1: Promote Membership Growth and Welfare

KRA 2: Enhance Professional Development and Capacity Building

KRA 3: Strengthen compliance and Regulatory Framework

KRA 4: Financial Sustainability

KRA 5: Strengthen Institutional Capacity

Table 4.2: Strategic Issues, Goals and KRAs

Strategic Issues	Strategic Goal	Key Result Area
Growing membership base and better serve the needs of Supply Chain professionals	To increase membership through exceptional value-added services	Increased membership Growth and Welfare
Innovative, industry-driven supply chain management training programs	To enhance Continuous learning and professional development	Enhanced Professional Development and Capacity Building
High standards of professional conduct in the supply chain industry	To promote ethical conduct and ensure compliance with relevant standards and regulations	Strengthened Compliance and Regulatory Framework
Long-term financial viability and independence of the Institute	To achieve financial sustainability and probity.	Financial Sustainability
Enhancing organizational effectiveness and efficiency, to serve members better and support the advancement of the supply chain management profession.	To Strengthen Institutional capacity through good governance and optimal resource utilization	Strengthened Institutional Capacity

5 **CHAPTER FIVE:** STRATEGIC OBJECTIVES AND STRATEGIES

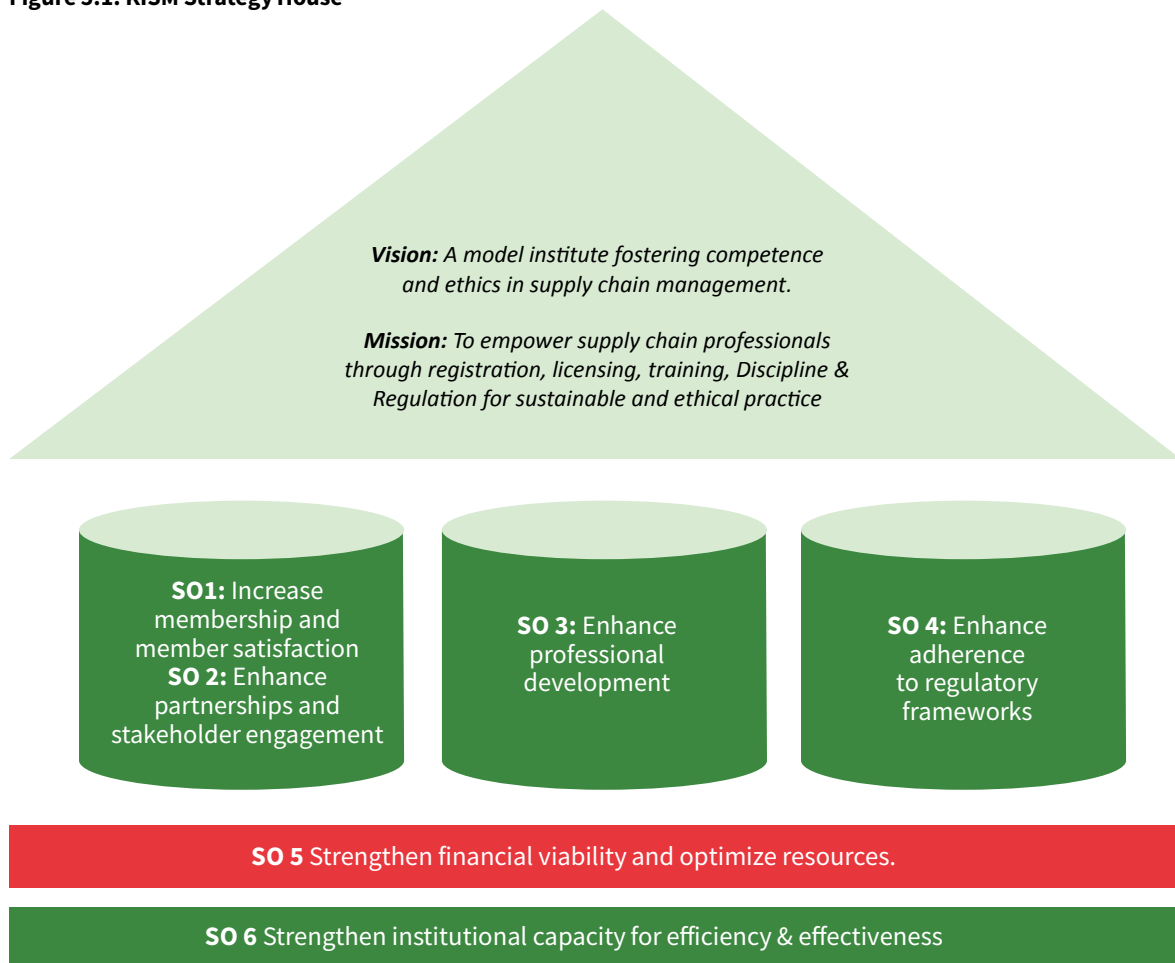
5.0 Overview

The Kenya Institute of Supplies Management (KISM) provides a variety of services, including member registration, licensing, professional regulation, capacity building and member networking. The Strategic Plan 2025-2029 marks the third iteration of such a plan, building on past successes and integrating valuable lessons learned. This plan aligns with the government's Bottom-Up Economic Transformation Agenda (BETA).

5.1 Strategic Objectives

This section details the objectives, expected outcomes, and projected achievements for each strategic objective over the 2025-2029 plan period. KISM has come up with six strategic objectives identified below:

Figure 5.1: KISM Strategy House



KRA1: Promote Membership Growth and Welfare

SO, 1: Increase membership and member satisfaction
 SO, 2: Enhance partnerships and stakeholder engagement

KRA2: Enhanced Professional Development and Capacity Building

SO, 3: Enhance professional development

KRA3: Strengthen compliance and Regulatory Framework

SO, 4: Strengthened regulatory frameworks

KRA 4: Financial Sustainability

SO, 5: Strengthen financial viability and optimize resources.

KRA 5: Strengthened Institutional Capacity

SO, 6: Strengthen institutional capacity for efficiency & effectiveness

Table 5.1: Outcomes Annual Projections

Strategic Objective	Outcome	Outcome Indicators	Year 1	Year 2	Year 3	Year 4	Year 5
KRA1: Promote Membership Growth and Welfare							
SO 1: Increase membership and member satisfaction	A larger, more engaged membership base	<ul style="list-style-type: none"> Percentage increase in new member registrations and retention rates 	30%	50%	70%	90%	100%
SO 2: Enhance partnerships and stakeholder engagement	Strengthened trust and collaboration and higher stakeholders' satisfaction	<ul style="list-style-type: none"> Increased participation in meetings/events Higher stakeholder satisfaction scores and reduced complaints Growth in the number of collaborative projects or partnerships 	60%	70%	80%	90%	100%
KRA2: Enhanced Professional Development and Capacity Building							
SO 3: Enhance professional development	More industry-relevant training curriculum	<ul style="list-style-type: none"> Feedback from industry stakeholders on curriculum relevance Industry absorption rates 	60%	70%	80%	90%	100%
KRA3: Strengthen compliance and Regulatory Framework							

Strategic Objective	Outcome	Outcome Indicators	Year 1	Year 2	Year 3	Year 4	Year 5
SO 4: Strengthened regulatory frameworks	Full compliance with regulatory frameworks and ethical standards in supply chain management	<ul style="list-style-type: none"> ■ Percentage of members adhering to established regulatory framework ■ Number of compliance audits conducted annually ■ Number of reported ethical violations and incidents 	70%	80%	85%	90%	100%
KRA 4: Financial Sustainability							
SO 5: Strengthen financial viability and optimize resources	Diversified revenue streams, more prudent financial management and reduced dependence on traditional sources	<ul style="list-style-type: none"> ■ Percentage increase in revenue from non-traditional sources ■ Percentage of cost reduction 	60%	70%	80%	90%	95%
KRA 5: Strengthened Institutional Capacity							
SO 6: Strengthen institutional capacity for efficiency & effectiveness	Faster and more effective service delivery and higher staff engagement and retention	<ul style="list-style-type: none"> ■ Service delivery cycles; ■ Customer satisfaction rates ■ Employee engagement scores and productivity metrics ■ Annual Turnover score 	60%	70%	80%	90%	100%

5.2 Strategic Choices

Strategic choices are decisions that involve selecting among various options, determining the best course of action based on an analysis of internal capabilities, external conditions, and stakeholder needs. This section presents strategic choices made to realize the objectives and goals set under this strategic plan.

Table 5.2: Strategic Objectives and Strategies

KRA	Strategic Objectives	Strategies
<p>KRA 1: Promote Supply Chain Professional Growth and Development</p>	<p>SO 1: Increase membership and member satisfaction</p>	<ul style="list-style-type: none"> i. Activate inactive members: Develop and implement strategies to re-engage inactive members and encourage their continued participation. ii. Recruit new members: Review entry barriers and implement targeted recruitment campaigns to attract potential members. iii. Value proposition: Develop and implement value proposition strategies iv. Retain members: Provide valuable services and benefits to capture referral traffic and encourage member retention and undertake member satisfaction index. v. Implement loyalty and recognition programs: Conferment of Fellowship status: Establish clear criteria for conferring Fellowship status and promote the benefits of becoming a Fellow. vi. Transition student members to become full members and offer referral incentives; Transition Associate members to full members: Create pathways for Associate members to transition to full membership. vii. Maintain a clean member register viii. License all members: Ensure all members are licensed and comply with regulatory requirements. ix. Support establishment of a welfare body x. Package member benefits
	<p>SO 2: Enhance partnerships and stakeholder engagement</p>	<ul style="list-style-type: none"> i. Linkages and peer-to-peer exchange and Pan-African hub ii. Enhance member experience and leverage on technology through digital platforms, and personalized communication channels: Utilize various channels (email, social media, newsletters, etc.) to keep members informed and engaged. iii. Identify and grow member value proposition iv. Improve member engagement: Organize member events: Conduct regular events (conferences, workshops, and networking sessions) to foster interaction and strengthen relationships. v. Undertake and implement recommendations of member satisfaction survey: Seek member feedback: Actively solicit feedback from members to understand their needs and concerns. vi. Establish and strengthen collaborations: Collaborate with other organizations, partner with like-minded organizations to offer joint events and resources, collaborate with county governments, local and international professional bodies, banks, insurance, development partners, parliament, investigative agencies, Universities, MoE, PSC, PPR among others; pursue Pan Africa agenda; International and regional lens on stakeholder issue vii. Push for favorable policies to support member welfare and advocacy: Advocate for policies and members’ welfare that support the interests of supply chain professionals. Creation of a welfare body; establish members’ SACCO, give professional indemnity to safeguard members from personal liability in discharge of their official duty viii. Public Perception Survey on SCM Practitioners



KRA	Strategic Objectives	Strategies
KRA2: Enhanced Professional Development and Capacity Building	SO3: Enhance professional development	<ul style="list-style-type: none"> i. Curriculum Development: Develop and implement an industry-based curriculum for supply chain professionals, aligned with current trends and best practices. ii. CPD Guidelines Operationalization: Ensure effective implementation of the Continuing Professional Development (CPD) guidelines to promote ongoing learning. iii. LMS Implementation: Design and deploy a robust learning management system (LMS) to deliver high-quality digital and online training programs. iv. Strategic Partnerships: Establish collaborative relationships with industry experts, academic institutions, and professional organizations to enhance capacity development. v. Mentorship and job linkage: Enhance Mentorship and job linkage programs to pair experienced supply chain professionals with new or less experienced members; support young members with job linkages; Support creation of KISM foundation to offer scholarships. vi. Develop and implement strategies for the growth and sustainability of Kenya College of Supply Chain Management. Establish establishing a resource center, increasing student enrolment, diversification of programmes, virtual library, partnerships and accreditations supply chain management leadership development programme.
KRA3: Strengthen compliance and Regulatory Framework	SO 4: Strengthened regulatory frameworks	<ul style="list-style-type: none"> i. Develop and implement a comprehensive regulatory framework: Establish standards and guidelines for supply chain practitioners, ensuring alignment with industry best practices and legal requirements. ii. Monitor and enforce compliance: Implement robust mechanisms to monitor compliance with regulations and take appropriate disciplinary action for violations. iii. Review and update regulatory framework: Regularly review and update the enabling instruments, and policies to ensure they remain relevant and effective. iv. Collaborate with stakeholders: Work closely with government agencies, industry organizations, and international bodies to coordinate regulatory efforts and ensure consistency. v. Conduct stakeholder engagement sessions: Seek input and feedback from members, industry experts, and other stakeholders to inform regulatory decisions.
KRA 4: Financial Sustainability	SO 5: Strengthen financial viability and optimize resources.	<ul style="list-style-type: none"> i. Enhance current revenue sources ii. Diversify revenue streams: Explore new sources of income, such as resource mobilization from development partners, corporates, NGOs, Foundations, accreditations, standards, capacity building levy consulting services; Joint ventures for RM and seek partnerships. iii. Optimize costs: Identify areas where costs can be reduced or eliminated, and implement cost-saving measures. iv. Automate the budgeting process and ensure 100% alignment with finance policy: Utilize technology to streamline the budgeting process. v. Ensure adherence and continuous review of KISM's financial policies and procedures.



KRA	Strategic Objectives	Strategies
KRA 5: Strengthened Institutional Capacity	SO 6: Strengthen institutional capacity for efficiency & effectiveness	<ul style="list-style-type: none"> i. Process Optimization ii. Leverage on technology for Institutional efficiency including knowledge management strategy, Systems integration for verification of information, Data protection & big data management; Integrated referral mechanisms (Complaints sharing referral mechanism). iii. Performance management: Adopt and Implement an enhanced performance management system. iv. Positive culture: Foster a work environment that encourages co-creation, teamwork, learning, consultation, knowledge sharing, and enforcement. v. Employee empowerment and engagement initiatives: Organize team-building activities, provide opportunities for professional development, recognize employee achievements, and involve employees in the decision-making process. Empower employees to take ownership of their work and make decisions and foster Peer-to-peer exchange vi. Review organizational structure to be aligned to organizational strategy & Review and enforce HR instruments vii. Business process re-engineering; Develop and implement the Quality Management System & Review internal operational policies viii. Develop a Business Continuity strategy (Backups, data protection, diversification) and risk management framework ix. Estate management x. Institute rebranding and develop complaints handling framework xi. Member advocacy and welfare

6

CHAPTER SIX:

IMPLEMENTATION AND COORDINATION FRAMEWORK

6.0 Overview

This chapter outlines the implementation plan, including the implementation matrix, key risks, and risk management strategies.

6.1 Implementation Plan

The Institute will implement the strategic plan through a detailed action plan outlining objectives, targets, budgets, and responsibilities. Performance contracting will be used to ensure accountability and effectiveness. This will outline the specific actions, timelines, resources, and responsibilities required to execute a strategic plan effectively.

Key management systems and structures required:

- 6. Digital member management system:** Real-time, verifiable, and accessible member registration system (SO1.2).
- 7. Learning Management System (LMS):** To support digital/online training initiatives (SO2.2).
- 8. Digital compliance management system:** To ensure adherence to industry regulations (SO1.5).
- 9. Financial management and budgeting system:** Automated budgeting process aligned with finance policy (SO4.3).
- 10. Customer Relationship Management (CRM) system:** For improved member engagement and data management.
- 11. Performance measurement system:** To track progress on strategic objectives and key performance indicators.
- 12. Knowledge management system:** To support research, thought leadership, and information sharing.

Implementation of this plan is summarized in a matrix presented in table 6.1 which shows the strategies, activities, outcomes, indicators, targets and budget for five five-year strategic plan period. The matrix has the following key parameters:

- i. Indicators:** These are units or ways used to assess the extent, magnitude or degree of desired output in order to track progress. This strategic plan should be data driven and thus measures in the implementation framework will make it possible to visualize the extent of strategic implementation.
- ii. Targets:** These are Indicators of the desired extent of fulfillment of the specific strategy and they are quantitative, qualitative and/or time based.
- iii. Responsibility:** The specific office or officer to be responsible for the specific action.
- iv. Budget:** Quantification of the cost of each of the Strategic Aspect will aid in planning and ensuring adequate resources are available as required.

The implementation matrices will form the basis for annual action plans, both part of the process in ensuring the actualization of the plan. Implementation will be facilitated by cascading the corporate strategic plan to the departments, teams and individuals' levels. This will provide a higher level of detail on how the strategies will be implemented to achieve the objectives. Additionally, it will also facilitate departments and personnel carrying out different strategies in pursuit of the same objective. To achieve this, regular meetings by the leadership to track progress and ensure coordination of activities and the exploitation of synergies is highly recommended.

6.1.1 Role of the Council in Strategic Plan Implementation

Successful Implementation of this strategic plan will depend on the Council's commitment to provide guidance and support. Specifically, the Council:

- i. Will work closely with the KISM Secretariat and all stakeholders to oversee the SP implementation ensuring there are proper management frameworks for successful implementation of the Plan.
- ii. Ensure that the Strategic Plan is implemented through timely preparation of annual work plans and performance contracts derived from the Plan and regular monitoring and evaluation through quarterly Council meetings.
- iii. Support Implementation through pushing for resources and strengthening of relevant policies and legal frameworks required to achieve the goals and objectives in this strategic plan.

6.1.2 Role of Secretariat in Strategic Plan Implementation

- i. The Secretariat team will be responsible for the day-to-day implementation of this strategic plan; cascading and development of this plan to departmental teams and individuals.
- ii. The management will also be required to develop annual work plans and incorporation into the performance management framework; and initiating and coordinating the mid-term strategic plan review.

6.1.3 Action Plan

The action plan outlines the specific activities required to achieve the objectives, along with associated budgets.

Table 6.1: Implementation Matrix

Strategy	Key Activities	Expected Output	Output Indicator	5 Years Target	Target					Budget (Ksh. Mn)					Responsibility		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
Key Strategic Issue: Growing membership base and better serve the needs of Supply Chain professionals																	
Strategic Goal: To increase membership through exceptional value-added services																	
KRA1: Promote Membership Growth and Welfare																	
Outcome: Sustained membership growth through value-added services, fostering a more engaged and loyal member community.																	
SO. 1: Increase membership and member satisfaction																	
Recruit new members, activate inactive members & retain	Corporate / Institutional Visit	Grow membership base from 23,000 to 40,000 by 2029	System go-live date	40,000	40%	60%	80%	90%	100%	15	15	15	15	15	15	Registrar	Deputy
		Increase active from 9,000 to 24,000 by 2029	User adoption rate (%). - % of automated processes.														
	Member drives and sensitization forums	Increase Active membership	Growth in membership	24,000	60%	70%	80%	90%	100%	5	5	5	5	5	5	Registrar	Deputy
		Decentralize membership activities	The number of forums attended														
	Conduct recruitment drives with Regional Chapters	County visits to check on member issues	The number of counties visited	47	9	9	10	9	10	10	10	10	10	10	10	Registrar	Deputy

Strategy	Key Activities	Expected Output	Output Indicator	5 Years Target	Target					Budget (Ksh. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Membership support at CPD training	Seamless membership & License renewal process	Number of membership & license renewals	100%	50%	60%	70%	80%	100%	10	10	10	10	10	Registrar	Deputy
	Conduct free webinars quarterly on membership services	Sensitization on renewals and addressing renewal challenges Increase in member sensitization	The number of webinars held per quarter	100%	50%	60%	70%	80%	100%	10	10	10	10	10	Registrar	Deputy
	Undertake membership service week quarterly	Increased visibility and membership growth.	The number of service weeks held The number of active Members	100%	50%	60%	70%	80%	100%	10	10	10	10	10	Registrar	Deputy
	Utilize corporate communication and brand visibility campaigns,	Increased visibility	The number of active Members Growth of active members	100%	50%	60%	70%	80%	100%	10	10	10	10	10	Registrar	Deputy
	Annual membership sensitization on social media platforms	Create awareness and visibility	Membership increase	100%	40%	50%	60%	70%	100%	10	10	10	10	10	Registrar	Deputy



Strategy	Key Activities	Expected Output	Output Indicator	5 Years Target	Target					Budget (Ksh. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Retain members	Membership forums	Exposure of KISM Membership Corporate/institutional visits	The number of membership forum	10	2	2	2	2	2	5	5	5	5	5	Registrar	Deputy
	County Drives/ regional forums	Enhance member retention	Number of drives done at regional forums	45	9	9	9	9	9	10	10	10	10	10	Registrar	Deputy
	Offer value for referrals	Tailor make incentives for referrals	Number of incentives offered Number of members/licenses renewed from referrals	20	4	4	4	4	4	10	10	10	10	10	Registrar	Deputy
	Corporate/ Institutional visits	Enhance member renewals	Number of visits	20	4	4	4	4	4	10	10	10	10	10	Registrar	Deputy
Implement loyalty and recognition programs	Introduction of Fellowship policy	Recognize persons who have contributed to the supply chain profession	Number of Fellow recognized	50	10%	50%	80%	90%	100%	10	8	8	8	8	Registrar	Deputy
	Increase member satisfaction for retention	Satisfaction survey results.	Increased satisfaction index	80% satisfaction 80% members retention	50%	60%	70%	80%	100%	10	10	10	10	10	Registrar	Deputy

Strategy	Key Activi- ties	Expected Output	Output Indicator	5 Years Target	Target					Budget (Ksh. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5		
<p>Value proposition: Develop and implement a membership engagement and retention strategy</p>	<p>Provide member benefits, privileges, and differentiated membership tiers (incen- tive packages/ arrangements with banks, insurance companies, medical facil- ities)</p>	<p>Member recognition, Clear mem- bership tiers</p>	<p>Number of tiers. % of mem- bers in each tier.</p>	100%	50%	60%	70%	80%	100%	10	10	10	10	10	Registrar	Deputy
	<p>Create a compelling member value proposition</p>	<p>Clear value proposition. Increased engagement and sign-ups.</p>	<p>Member feedback. Increase in sign-ups. Retention rate.</p>	100%	50%	60%	70%	80%	100%	10	10	10	10	10	Registrar	Deputy
	<p>Networking forums</p>	<p>Increase member engagement</p>	<p>Number of networking forums</p>	10	2	2	2	2	2	2	5	5	5	5	Registrar	Deputy
	<p>Establish & maintain the KISM Consul- tancy vehicle</p>	<p>Enhance member engagement</p>	<p>Number of consultancies acquired through KISM</p>	5	1	1	1	1	1	1	10	10	10	10	Registrar	Deputy
	<p>Establish & maintain a resource center</p>	<p>Enhance member academic research</p>	<p>Number of publications and confer- ence papers</p>	5	1	1	1	1	1	1	20	20	20	20	Registrar	Deputy
	<p>Increase sat- isfaction and retention</p>	<p>Satisfac- tion survey results.</p>	<p>Increased sat- isfaction and retention</p>	100%	50%	60%	70%	80%	100%	10	10	10	10	10	Registrar	Deputy



Strategy	Key Activities	Expected Output	Output Indicator	5 Years Target	Target					Budget (Ksh. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Student sensitization forum	Increase in membership	Number of student sensitization forums	100%	70%	80%	90%	100%	100%	10	10	10	10	10	Registrar	Deputy
Graduate Students to Members and Associate members to full members	Utilize corporate communication and brand visibility targeted marketing, classroom engagement, and online campaigns	Effective campaigns. Increased visibility and membership growth.	Number of students converted to full members Number of students registered Number of campaigns. Engagement metrics. Membership sign-ups.	100%	40%	50%	70%	95%	100%	10	10	10	10	10	Registrar	Deputy
License all members	Member sensitization	All active members licensed	Number of active members licensed	90%	50%	50%	70%	80%	90%	6	6	6	6	6	Registrar	Deputy
Maintain a clean member register/database and make it current	Clean and continuously update the Membership register	Member-ship audit, validation of member register Maintain full automation Undertake data clean up Training	Updated Member Register End-to end automation	100%	100%	100%	100%	100%	100%	10	2	2	2	0	Registrar	Deputy

Strategy	Key Activities	Expected Output	Output Indicator	5 Years Target	Target					Budget (Ksh. Mn)					Responsibility		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
Outcome: Strengthened partnerships and stakeholder relationships that contribute to achieving organizational goals and impact.																	
SO. 2: Enhance partnerships and stakeholder engagement																	
Establish linkages and peer-to-peer exchange and Pan-African hub	Conduct research forums and conferences	Stronger member working and partnerships. Impactful partnerships locally and abroad Increased international Visibility for KISM	Number of forums with international partners Number of Partnership MOU	5 50	50%	60%	70%	80%	100%	10	2	2	2	2	2	2	Director Resource Mobilization Deputy
	Establish peer to peer exchange programmes	Peer to peer exchanges delivered locally and abroad	Number of exchanges	10	2	2	2	2	2	2	2	2	2	2	2	2	Director Resource Mobilization Deputy
	Establish online platforms and forums dedicated to Pan-African dialogue	Resource sharing & Mentorship and job link-up opportunities across boarders	Number of memberships programmes	5	50%	60%	70%	80%	100%	10	2	2	2	2	2	2	Director Resource Mobilization Deputy
	Foster collaborative projects and research initiatives that involve partners from multiple countries	Platform for exchange of skills & expertise	Active online platform	100%	70%	80%	90%	95%	100%	10	2	2	2	2	3	2	DDC&M Deputy



Strategy	Key Activities	Expected Output	Output Indicator	5 Years Target	Target					Budget (Ksh. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Enhance member experience and leverage on technology through digital platforms, and personalized communication channels	Implement mobile interface with the member portal and friendly services	Enhanced effective communication	Member feedback	100%	70%	80%	90%	95%	100%	10	2	2	2	3	DDC&M	Deputy
Identify and grow member value proposition	Carry out stakeholder perception surveys and implement recommendation	Survey reports Perception levels	Number of reports Improved stakeholder perception	80%	60%	65%	70%	75%	80%	2	-	2	-	2		
	Undertake Capacity development for members	Tailormade & targeted training	Number of advocacy efforts undertaken. Success rate in policy changes or support.	100%	60%	70%	80%	90%	100%	10	2	2	2	2	Director Registration	Deputy

Strategy	Key Activities	Expected Output	Output Indicator	5 Years Target	Target					Budget (Ksh. Mn)					Responsibility			
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support		
Identify and grow member value proposition	Support consultancies by members	Establishment of a hub for consultancy and research services.	Number of research projects/consultancies conducted.	100%	50%	70%	80%	100%	100%	100%	10	2	2	2	4	Director Strategy	Deputy	
			Revenue generated from services.	100%	50%	70%	80%	100%	100%	100%	10	2	2	2	4	Director Strategy	Deputy	
			The number of consultants registered	25	5	5	5	5	2	2	2	2	2	2	2	Director Strategy	Deputy	
	Develop welfare and advocacy guidelines	Clear guidelines supporting member welfare and advocacy.	Guidelines published and implemented.	100%	80%	90%	100%	100%	100%	100%	10	8	8	8	8	Director Registration	Deputy	
			Member adoption and adherence.															
			Number of agency collaborations.	100%	60%	70%	80%	90%	100%	100%	100%	10	2	2	2	3	Director Strategy	Deputy
	Collaborate with other agencies to amplify advocacy efforts	Amplified advocacy efforts and wider influence.	Advocacy impact or policy shifts.															
			Number of engagement sessions.	100%	70%	75%	80%	90%	100%	100%	10	2	2	2	2	Director Registration	Deputy	
	Undertake member engagement sessions (e.g., town hall meetings)	Increased member involvement and feedback.	Attendance and feedback ratings.															



Strategy	Key Activities	Expected Output	Output Indicator	5 Years Target	Target					Budget (Ksh. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Under-take and implement recommendations of member satisfaction survey & Public Perception Survey on SCM Practitioners	Seek member feedback	Understand customer queries and needs	Customer satisfaction index	100%	50%	70%	80%	80%	100%	1	1	1	1	1	DD Communication	Support
	Undertake Public Perception Survey on SCM	Implement findings of the Public Perception Survey	% of implementation of the findings of the Perception Survey	100%	50%	70%	80%	80%	100%	1	1	1	1	1	DD Communication	
	Collaborate with other organizations	Strengthen partnerships with peer organizations	Number of MOU's signed	100%	50%	60%	80%	90%	100%	5	15	15	15	15	D Director, Strategy	
Establish and strengthen collaborations	Conduct joint events	Implementation reports of MOU's	% Implementation of MOU's	100%	20%	50%	70%	90%	100%	10	10	10	10	10	Registrar	Deputy
	Community networking and collaboration opportunities	Stronger member networking and partnerships.	Number of networking events/colaborations. Member participation rates.	100%	50%	60%	70%	80%	100%	10	2	2	2	2	Registrar	Deputy
Advocate for favorable policies to support member welfare and advocacy	Advocate for policies and members' welfare that support the interests of supply chain professionals	Support members Address member issues Standardize member issues like salaries, scheme of work	Number of policies put in place	100%	20%	50%	70%	90%	100%	10	10	10	10	10	Registrar	Deputy

Strategy	Key Activities	Expected Output	Output Indicator	5 Years Target	Target					Budget (Ksh. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Operationalization of a tailor-made professional indemnity framework for SCM Professionals	Operational framework	Percentage of implementation by 2027	100%	25%	50%	75%	100%	-	5	5	5	5	5	Registrar	Deputy
	Entrenchment of value proposition for members (incentive packages/arrangements with banks, insurance companies)	Incentives packages offered	Members satisfaction with incentive products or value-added services Percentage increase in membership retention rates	85%	50%	55%	65%	75%	85%	5	5	5	5	5	Registrar	Deputy
	Functional Scale of fees for SCM professionals	Operational scale of fee	Percentage of scale of fee implementation	100% by 2026	50%	50%	-	-	-	1	1	1	-	-	Registrar	Deputy
	Operationalization of regional chapters for members' centric service delivery	Regional chapters delivering tailored, member-focused services	Number of regional chapters fully established by 2026 Number of member-centric services introduced	9 9	3	3	3	-	-	5	5	5	-	-	Registrar	Deputy

Strategy	Key Activities	Expected Output	Output	Indicator	5 Years Target	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Key Strategic Issue: Innovative, industry-driven supply chain management training programs																	
Strategic Goal: To enhance Continuous learning and professional development																	
KRA2: Enhanced Professional Development and Capacity Building																	
Outcome A highly skilled, adaptable, and engaged practitioner continuously improving their capabilities and performance through impactful learning and development opportunities.																	
SO 3: Enhance professional development																	
Develop and implement industry-ready curriculum	Engage and conduct regular industry need assessments	Aligned training programs with industry needs.	<ul style="list-style-type: none"> Number of assessments conducted annually. Stakeholder feedback on relevance. 	100%	70%	80%	85%	90%	95%	10	10	10	10	10	10	Director Capacity	Deputy
	Incorporate industry feedback into curriculum development and optimization	Enhanced curriculum quality and relevance.	<ul style="list-style-type: none"> Percentage of curriculum updated based on feedback. Member satisfaction ratings. 	100%	60%	70%	80%	90%	100%	5	4	3	3	2	Director Capacity	Deputy	
	Continuously utilize data analytics to refine training offerings based on industry trends and skills demand	Training programs that reflect current skills demand.	<ul style="list-style-type: none"> Number of data-driven adjustments made. Improvement in course enrollment rates. 	100%	70%	80%	85%	90%	100%	2	2	2	2	2	Director Capacity	Deputy	
	Benchmark with international institutions to identify emerging trends in supply chain management	CPD calendar which encompasses trainings on emerging trends	<ul style="list-style-type: none"> Training programs from international institutions. Certificates of attendance to trainings offered by other institutions 	100%	70%	80%	85%	90%	100%	3	3	3	4	4	Director Capacity	Deputy	

Strategy	Key Activities	Expected Output	Output	Indicator	5 Years Target	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
CPD Guidelines Operationalization: Ensure effective implementation of the Continuing Professional Development (CPD) guidelines to promote ongoing learning	Promote uptake of CPD programmes by active members	Members graduating CPD programme	<ul style="list-style-type: none"> Number of Members graduating annually 	3000	600	600	600	600	600	600	2	2	2	2	2	Director Capacity	Deputy
	Invite speakers/facilitators with expertise in emerging issues for KISM trainings	Increased knowledge and skills on emerging issues in SCM	<ul style="list-style-type: none"> Invitations for renowned speakers and experts in related themes High ratings of KISM workshops 	100%	70%	80%	85%	90%	100%	20	20	20	20	20	20	Director Capacity	Deputy
	SCM strategic leadership development programmes	Enrolment of SCM professionals in the programme	<ul style="list-style-type: none"> Number of professionals engaged 	150	30	30	30	30	30	30	2	2	2	2	2	Director Capacity	Deputy
CPD Guidelines Operationalization: Ensure effective implementation of the Continuing Professional Development (CPD) guidelines to promote ongoing learning	Operationalize and automate accreditation processes of training institutions under the Act	Applications for accreditation	<ul style="list-style-type: none"> Online applications for accreditation Online submission of documents for application for accreditation 	100%	70%	80%	85%	90%	100%	10	5	4	3	2	2	Director Capacity	Deputy
	Quarterly reminders to members on the importance of CPD – webinars, social media and email platforms	Increase in attendance at workshops	<ul style="list-style-type: none"> Reflection of CPD hours in members' portals Application of award of CPD hours from attendance of external workshops 	100%	70%	80%	85%	90%	95%	1	1	1	1	1	1	Director Capacity	Deputy



Strategy	Key Activities	Expected Output	Output	Indicator	5 Years Target	Target					Budget (Ksh. Mn)					Responsibility	
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Design and implement a robust learning management system (LMS) to deliver digital/online training effectively	Digitize the Institute's training materials, course contents, presentations, and assessments	<ul style="list-style-type: none"> Increased accessibility and engagement in training. Enhanced learner interaction and feedback 	<ul style="list-style-type: none"> Percentage of materials digitized. User engagement metrics. 	Percentage of materials digitized.	100%	70%	80%	85%	90%	95%	30	10	5	5	5	Director Capacity	Deputy
	Implement features within the LMS that foster active engagement, interaction, and real-time feedback for learners	<ul style="list-style-type: none"> Improved learner interaction and feedback Partnership with institutions to support building the Institute's capacity 	<ul style="list-style-type: none"> Number of interactive features utilized. Learner feedback scores. MoUs with partners to support this initiative 	<ul style="list-style-type: none"> Frequency of progress reports generated. Improvement in course completion rates. 	Frequency of progress reports generated.	100%	70%	80%	85%	90%	95%	2	2	2	2	2	Director Capacity
	Implement robust analytics and reporting capabilities to track participant progress and improve course delivery	<ul style="list-style-type: none"> Improved tracking of participant progress and course delivery. 															



Strategy	Key Activities	Expected Output	Output	Indicator	5 Years Target	Target		Budget (Ksh. Mn)					Responsibility				
						Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Design and implement a robust learning management system (LMS) to deliver digital/online training effectively	Operation-ization of virtual library and technology-based learning materials	Fully operational virtual library and technology-based learning platform	■	Number of digital resources (e.g., e-books, journals, videos, courses) uploaded to the platform	500	100	100	100	100	100	2	2	2	2	2	Director Capacity	Deputy
	Establish International Journal of Supply Chain Management	Fully functional journal	■	Number of peer reviewed journals	50	10	10	10	10	10	1	1	1	1	1	Director Capacity	Deputy
	Ensure the training system is accessible across multiple platforms, including mobile devices	Wider access to training materials for learners.	■	Number of platforms supported (web, mobile, etc.). ■ User satisfaction.	100%	70%	80%	85%	90%	95%	20	5	5	5	5	Director Capacity	Deputy
Establish strong partnerships with industry leaders and provide placement support for professional learners.	Establish strong partnerships with industry leaders and provide placement support for professional learners.	Stronger job placement support for learners.	■	Number of partnerships established. ■ Placement rates for graduates.	100%	80%	85%	90%	95%	95%	5	5	4	3	3	Director Membership	Deputy
	Rollout short courses on emerging issues in SCM targeting both private and public	Upskilled members on emerging issues	■	Number of courses introduced annually ■ Number of members taking short courses annually	3 100	3 100	3 100	3 100	3 100	3 100	2 2	2 2	2 2	2 2	2 2	Director Membership	Deputy



Strategy	Key Activities	Expected Output	Output Indicator	5 Years Target	Target					Budget (Ksh. Mn)					Responsibility			
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support		
Mentorship and job linkage Programs: Create Mentorship and job linkage programs to pair experienced supply chain professionals with new or less experienced members.	Develop and implement a Mentorship and job linkage program in line with the KISM Mentorship and job linkage policy	Upskilling and high professional performance by members that undertake the program	<ul style="list-style-type: none"> Enrolment of members to the Mentorship and job linkage program Graduation by members that have enrolled in the Mentorship and job linkage program 	100%	80%	85%	90%	95%	95%	40	40	40	40	40	Director Membership	Deputy		
				100%	50%	50%	-	-	2	2	2	2	2	Director Membership	Deputy			
				40	-	10	10	10	-	-	-	-	-	-	-	-	-	
Market KCSCM in various KISM forums	Market KCSCM in various KISM forums	Increased student enrolment	<ul style="list-style-type: none"> Student enrolment numbers Student enquiries Student application forms 	5000	1000	2000	3000	4000	5000	1	2	3	4	5	College Principal	Deputy		
Improve infrastructure and study materials to facilitate the examination centre	Improve infrastructure and study materials to facilitate the examination centre	Increased student enrolment Increased income from exam centre fee	<ul style="list-style-type: none"> Maximum use of the resource centre by students, trainers and KISM members 	100%	40%	15%	15%	15%	15%	2	1	0.5	0.5	0.5	College Principal	Deputy		

Strategy	Key Activities	Expected Output	Output Indicator	5 Years Target					Budget (Ksh. Mn)					Responsibility				
				Target Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support			
Key Strategic Issue: High standards of professional conduct in the supply chain industry																		
Strategic Goal: To promote ethical conduct and ensure compliance with relevant standards and regulations																		
KRA3: Strengthen Compliance and Regulatory Framework																		
Outcome A deeply embedded culture of ethical conduct and consistent adherence to all relevant standards and regulations, safeguarding institute's integrity and reputation.																		
SO4.: Strengthened regulatory frameworks																		
Establish, monitor, improve and publish the standards of the supplies practitioners' profession.	Establish a comprehensive regulatory surveillance program	Enhanced monitoring of compliance and regulatory adherence.	Number of compliance audits conducted.	100	70%	80%	85%	90%	95%	10	10	10	10	10	10	10	Director Compliance	Deputy
	Enforce the code of conduct and ethics	Improved ethical standards within the organization.	Number of reported violations.	100	80%	80%	85%	90%	95%	15	10	10	10	15	10	10	Director Compliance	Deputy
	Implement an effective disciplinary process	Fair and consistent handling of breaches.	Average time taken for disciplinary actions.	100%	80%	90%	95%	95%	95%	6	6	6	6	6	6	6	Director Compliance	Deputy
	Develop system-level controls and automated checks to monitor and enforce compliance with the SPMA	Increased efficiency in monitoring compliance.	Number of automated checks implemented.	100%	80%	90%	95%	100%	100%	10	10	10	10	10	10	10	Director Compliance	Deputy
	Carry out compliance audits and checks	Increased level of compliance	Annual audits	5	1	1	1	1	1	2	2	2	2	2	2	2	Director Compliance	Deputy
Ensure adoption of the standards of practice	Enhanced level of adoption	Annual review	100%	100%	100%	100%	100%	100%	100%	1	1	1	1	1	1	1	Director Compliance	Deputy

Strategy	Key Activities	Expected Output	Output Indicator	5 Years Target	Target		Budget (Ksh. Mn)					Responsibility					
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
Review the regulations to align to the constitution	Align the SPMA, 2007, regulations and policies with the constitution of Kenya 2010	Harmonized regulatory framework.	Completion of alignment process. Stakeholder approval ratings.	100%	50%	90%	100%				10	10	10	10	10	Director Legal	Deputy
Collaboration with other agencies, industry stakeholders, and international organizations for effective regulatory oversight	Enhance regulatory oversight and compliance	Strengthened regulatory environment.	Number of compliance training sessions held. Compliance rate among members.	100%	80%	80%	85%	90%	95%		10	10	10	10	10	Director Strategy	Deputy
Conduct stakeholder engagement sessions for input and alignment on regulatory practices	Cultivate a culture of professionalism and accountability	Improved organizational culture and member conduct.	Member feedback on professionalism. Number of accountability initiatives launched.	100%	70%	80%	85%	90%	95%		10	10	10	10	10	Director Corporate	Deputy
	Improve customer service by providing seamless access to professional development opportunities	Increased access to training and development.	Number of professional development sessions offered. Participant satisfaction scores.	100%	80%	85%	90%	95%	95%		10	10	10	10	10	Director Compliance	Deputy
	Adopt AI-powered compliance systems for real-time monitoring and adherence	Real-time monitoring of compliance.	Implementation date of AI systems. Frequency of compliance alerts generated.	100%	80%	80%	85%	90%	95%		10	10	10	10	10	Director Compliance	Deputy

Strategy	Key Activities	Expected Output	Output Indicator	5 Years Target	Target					Budget (Ksh. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Issue advisories on all recruitment processes for compliance in the public and private sector	Enhanced recruitment and compliance	Level of annual implementation	100%	100%	100%	100%	100%	100%	1	1	1	1	1	Director Compliance	Deputy

Strategy	Key Activities	Expected Output	Output Indicator	5 Years Target	Target					Budget (Ksh. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support

Key Strategic Issue: Long-term financial viability and independence of the Institute

Strategic Goal: To achieve financial sustainability and probity

KRA 4: Financial Sustainability

Outcome: Secure and ethical financial sustainability through sound management and resource optimization.

SO5.: Strengthen financial viability and optimize resource

Diversification of revenue	Explore revenue from new product offerings and partnerships	Increased revenue from diversified sources.	<ul style="list-style-type: none"> Number of new products/services launched. Revenue generated from partnerships. 	100%	70%	80%	85%	90%	95%	5	5	5	5	5	Director Strategy	Deputy
	Sustain Com-pounded Annual Revenue growth rate	Graduated annual revenue growth	Revenue growth rate	50%	10%	10%	10%	10%	10%	-	-	-	-	-	Deputy Director Finance	Deputy
	Resource mobilization initiatives targeting donors and sponsors	Secured funding from donors and sponsors.	-Amount of funds raised. - Number of new donor/sponsor relationships.	100%	60%	70%	80%	90%	95%	6	6	6	6	6	Director Strategy	Deputy

Strategy	Key Activities	Expected Output	Output Indicator	5 Years Target	Target					Budget (Ksh. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Diversification of revenue	Grow the proportion of revenue streams from non-traditional sources including green supply chain center of excellence and ensure full occupancy of KISM tower	Increased revenue from diversified product offering	Proportion of revenue from non-traditional sources	100%	20%	20%	20%	20%	20%	3	3	3	3	3	Director Strategy	Deputy
					70%	80%	85%	90%	95%	10	10	10	10	10	10	10
Cost Optimization	Partner with technology providers to create revenue-generating products and services	Revenue growth from tech-based services.	<ul style="list-style-type: none"> Number of tech partnerships. Revenue from tech-based products. 	100%	70%	80%	85%	90%	95%	3	2	2	2	2	Director Internal Audit	Deputy
					70%	80%	85%	90%	95%	10	10	10	10	10	10	Deputy Director Finance
Cost Optimization	Conduct regular financial audits to identify and eliminate unnecessary expenditures	Reduced unnecessary expenditures.	<ul style="list-style-type: none"> Number of audits conducted. Savings identified and implemented. 	100%	70%	80%	85%	90%	95%	3	2	2	2	2	Director Internal Audit	Deputy
					70%	80%	85%	90%	95%	10	10	10	10	10	10	Deputy Director Finance
Cost Optimization	Implement cost-saving measures and efficiency programs	Reduced operational costs.	<ul style="list-style-type: none"> Percentage reduction in costs. Efficiency gains reported. 	100%	70%	80%	85%	90%	95%	10	10	10	10	10	Deputy Director Finance	Deputy
					70%	80%	85%	90%	95%	10	10	10	10	10	10	Deputy Director Finance



Strategy	Key Activities	Expected Output	Output Indicator	5 Years Target		Budget (Ksh. Mn)					Responsibility				
				Target	Y1	Y2	Y3	Y4	Y5	Lead	Support				
Cost Optimization	Optimize debt management	Reduced debt revenue ratio	<ul style="list-style-type: none"> Percentage of debt revenue ratio reduced 	90%	18%	18%	18%	18%	18%	18%	-	Deputy Director Finance	Deputy		
	Adopt AI-based cost optimization tools to improve efficiency	Enhanced efficiency and cost control.	<ul style="list-style-type: none"> Number of AI tools implemented. Percentage improvement in cost efficiency. 	100%	70%	80%	85%	90%	95%	10	8	8	7	ICT	Deputy
Implement an automated budgeting system to enhance efficiency, accuracy	Redesign budgeting workflows to eliminate redundancies and manual steps	Improved budgeting accuracy and automation. Streamlined process maps with RACI matrices.	<ul style="list-style-type: none"> Software implementation date. Reduction in manual budgeting errors. 	100%	60%	70%	85%	90%	95%	35	10	5	5	Director Corporate	Deputy
	Ensure strict adherence to the finance policy manual through training and compliance checks.	Strengthened financial governance and compliance. Streamlined process maps with RACI matrices.	<ul style="list-style-type: none"> Number of compliance checks. Percentage of staff trained on finance policies. 	100%	80%	85%	90%	95%	100%	7	7	7	7	Deputy Director Finance	Deputy
	Train staff on self-service analytics and scenario planning.	Reduced dependency on Finance for routine queries.	<ul style="list-style-type: none"> Percentage of staff trained on scenario analysis 	100%	80%	85%	90%	95%	100%					Deputy Director Finance	Deputy



Strategy	Key Activities	Expected Output	Output Indicator	5 Years Target					Budget (Ksh. Mn)					Responsibility			
				Target	Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
Implement an automated budgeting system to enhance efficiency, accuracy	Institutionalize Program-Based Budgeting (PBB) and integrate KPIs into programs and link to budget allocations	Improved understanding and skills in PBB	<ul style="list-style-type: none"> Number of staff trained on programme based budgeting Number of budget programs with defined KPIs 	100%	80%	85%	90%	95%	100%							Deputy Director Finance	Deputy
	Adopt Block-chain technology for secure and transparent budgeting processes	Increased security and transparency in budgeting.	<ul style="list-style-type: none"> Block-chain system implementation. Number of secure transactions verified via block-chain. 	100%	70%	80%	85%	90%	95%	20	10	10	10	10		Deputy Director Finance	Deputy

Strategy	Key Activities	Expected Output	Output Indicator	5 Years Target					Budget (Ksh. Mn)					Responsibility					
				Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support				
Key Strategic Issue: Enhancing organizational effectiveness and efficiency, to serve members better and support the advancement of the supply chain management profession.																			
Strategic Goal: To Strengthen Institutional capacity through good governance and optimal resource utilization																			
KRA 5: Strengthened Institutional Capacity																			
Outcome: Enhanced institutional effectiveness and sustainability achieved through robust governance practices and the efficient and impactful deployment of re-sources.																			
SO 6: Strengthen institutional capacity for efficiency & effectiveness																			
Improve efficiency in business processes and service delivery	Conduct a thorough review of existing processes to identify bottlenecks and areas for improvement.	Identification of process inefficiencies.	<ul style="list-style-type: none"> Number of bottlenecks identified. Time taken to resolve identified issues. 	100%	30	30	20	20	20	20	10	10	5	5	5	5	5	Director Corporate	Deputy
	Implement process automation tools to streamline workflows and reduce manual intervention	Streamlined workflows and reduced manual tasks.	<ul style="list-style-type: none"> Percentage reduction in manual interventions. Improvement in process completion times. Procure latest ICT equipment 	100%	30	20	20	20	20	20	10	10	5	2	2	2	2	Director Strategy	Deputy
	Develop and fully implement a robust performance management system for strategic implementation	Enhanced performance management	<ul style="list-style-type: none"> Level of development Level of implementation 	100% 100%	50% -	100% 100%	- 100%	- 100%	- 100%	- 100%	0.8 -	0.8 -	- -	- -	- -	- -	- -	Director HR	Deputy
	Leverage AI to automate routine processes and improve efficiency in service delivery	Enhanced efficiency in service delivery.	<ul style="list-style-type: none"> Number of processes automated using AI. Increase in service delivery speed. Adopt AI technology Training of staff on AI Technology 	100%	10	20	50	10	10	10	10	3m	2m	2m	2m	1m	1m	1m	Director Corporate



Strategy	Key Activities	Expected Output	Output Indicator	5 Years Target	Target					Budget (Ksh. Mn)					Responsibility			
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support		
	Attain ISO certification	ISO Certified	<ul style="list-style-type: none"> Percentage of process improvement complying with ISO standards Timeline of attaining the certification 	100% By 2025	50%	100%	-	-	-	-	-	2	2	2	2	2	Director Corporate	Deputy
	Implementation of Customer Experience Management	Improved customer experience	<ul style="list-style-type: none"> Customer satisfaction index 	90%	60%	-	70%	-	-	2	-	-	-	2	-	2	Director Corporate	Deputy
Increase employee engagement and productivity	Develop and implement an employee engagement program that includes regular feedback and recognition initiatives	Higher employee morale and retention rates.	<ul style="list-style-type: none"> Participation rates in engagement initiatives. Develop employee recognition policy and reward policy Increase employee satisfaction index by Conducting Employee satisfaction survey in every 2 years 	100%	30	0	30	0	40	5	2	2	2	2	2	2	Director Corporate	Deputy
	Implement the revised human resource instruments	Improved HR management	<ul style="list-style-type: none"> Level of implementation 	100%	25%	25%	25%	25%	25%	1	1	1	1	1	1	1	Director Corporate	Deputy



Strategy	Key Activities	Expected Output	Output Indicator	5 Years Target	Target					Budget (Ksh. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Provide training and professional development opportunities to enhance skills and career growth.	Enhanced skills and career growth opportunities.	<ul style="list-style-type: none"> Annual skills gap analysis Biennial training needs assessment Developing annual training plan Mentorship and job linkage and Coaching framework Benchmarking tours and exchange programmes 	100%	100	100	100	100	100	5m	5m	5m	5m	5m	Director Corporate	Deputy
	Improved knowledge sharing	Develop Knowledge management framework and implement knowledge management systems (Policy, strategy and infrastructure) to retain critical institutional knowledge	<ul style="list-style-type: none"> Number of Mentorship and job linkage pairs established. Participant feedback on Mentorship and job linkage effectiveness. Knowledge management policy Develop Knowledge depository Develop Records management center Procure Digital Records management system 	100%	10	20	30	20	20	10	10	10	10	10	Director Corporate	Deputy

Strategy	Key Activities	Expected Output	Output Indicator	5 Years Target	Target					Budget (Ksh. Mn)					Responsibility		
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support	
	Increase employee productivity	Adopt productivity measurement performance management system	<ul style="list-style-type: none"> ■ Conduct productivity baseline index ■ Identify institutional productivity parameters ■ Increase institutional productivity index ■ Train staff and Council members on productivity mainstreaming 	100%	10	20	30	40	10	5	5	5	5	5	5	Director Corporate	Deputy
	Annual team building events	More cohesive workforce and enhanced communication	<ul style="list-style-type: none"> ■ Employee productivity and HR surveys 	100%	60%	70%	80%	90%	95%	0.7	0.7	0.7	0.7	0.7	0.7	Director Corporate	Deputy
Implement Strategies to Attract and retain High-Performers and Increase Employee Retention	Perform systematic exit interviews to analyze turnover trends and implement corrective actions for recurring concerns	Reduces turnover rate.	<ul style="list-style-type: none"> ■ Address interventions from exit interviews 	100%	100	100	100	100	100	1	1	1	1	1	1	Director Corporate	Deputy



Strategy	Key Activities	Expected Output	Output Indicator	5 Years Target	Target					Budget (Ksh. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
	Enhance employee benefits and work-life balance initiatives to improve job satisfaction	Improved job satisfaction and retention rate.	<ul style="list-style-type: none"> Adopt flexi hours policy Develop wellness programmes Staff canteen and cafeteria Establish gym Establish breastfeeding rooms for mothers Review Salary structure Develop clear JDs 	100%	20	20	30	20	10	5m	3m	3m	2m	2m	Director Corporate	Deputy
	Foster a positive organizational culture that emphasizes respect, inclusion, and employee well-being	Increased employee well-being and inclusion.	<ul style="list-style-type: none"> Employee feedback on organizational culture. Training staff on culture and change management 	100%						1	1	1	1	1	Director Corporate	Deputy
	Develop a robust onboarding process that helps new employees integrate smoothly into the organization, enhancing their initial experience and retention.	Smoother integration for new employees.	<ul style="list-style-type: none"> Conducting induction, the first 1 month on reporting. Feedback from new employees on onboarding experience. 	100%	100	100	100	100	100	1	1	1	1	1	Director Corporate	Deputy
	Develop individual development plans (IDPs) for all staff	Personalized professional growth paths	Percentage of staff with active IDPs	100%	100	100	100	100	100							

Strategy	Key Activities	Expected Output	Output Indicator	5 Years Target	Target					Budget (Ksh. Mn)					Responsibility			
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support		
	Conduct regular market salary benchmarking	Competitive pay structures aligned with market standards	<ul style="list-style-type: none"> Salary competitiveness index (position vs. market average) 	100%	100	100	100	100	100	100								
	Provide training and professional development opportunities to enhance skills and career growth	Enhanced skills and career growth opportunities for employees.	<ul style="list-style-type: none"> Number of training sessions conducted annually. Percentage of employees participating in professional development programs. 	100%	100	100	100	100	100	100			6m	6m	6m	Director Corporate	Deputy	
Property management	Increase occupancy rate	Increase occupancy rate to 100%	<ul style="list-style-type: none"> tenant turnover to average 5-year occupancy period % occupancy rate Maintenance schedule in place Common Area Costs (CAC) to Service charge (SC) collected Fire and risk safety Audits conducted annually in line with OSH Act 2007 24 HRS CCTV Surveillance 													DCS		
Enforce Data protection	Data safety	Implement data protecting laws and policies	<ul style="list-style-type: none"> Data protection policy Enhance Data backups Sensitization of staff on data protection 	100%	20	30	20	20	20	10	5m	4m	3m	2m	2m		DCS	



Strategy	Key Activities	Expected Output	Output Indicator	5 Years Target	Target					Budget (Ksh. Mn)					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Increase customer satisfaction	Provide quality services to clients	Increase customer satisfaction index	<ul style="list-style-type: none"> ■ develop complaints handling framework ■ Conduct customer satisfaction survey ■ Customer satisfaction report ■ Procure CRM System ■ Enhanced customer care desk 	100%	20	20	20	20	20	3m	4m	3m	3m	3m	DCC&M	
Institute rebranding	Develop rebranding strategy / framework	Enhanced corporate image	<ul style="list-style-type: none"> ■ Approved Brand Strategy / Rebranding framework ■ Upgraded website ■ Review of Logo ■ Marketing strategy ■ Documentary 	100%	30	20	20	20	20	5m	6m	5m	5m	3m	DCC&M	
Institute rebranding	Conduct a comprehensive brand audit (internal and external perception analysis) Benchmark with peer institutions and global best practices	Clear understanding of current brand perception and gaps Number of benchmarks completed and documented	Brand perception score from stakeholder feedback	100%	20	20	20	20	20	5m	6m	5m	5m	3m	DCC&M	

6.1.4 Annual Workplan and Budget

The Institute will create an Annual Work Plan for each financial year within the planning period, which will be further translated into departmental and individual work plans. These work plans will include cost estimates based on the corresponding activities and available budget.

The Institute will prepare and submit its annual budget and medium-term projections following the guidelines issued by the National Treasury and Economic Planning.

6.1.5 Performance Contracting

Performance contracting is a strategic management tool that shall be used by the Institute to improve efficiency, accountability, and results. Clear performance contracts will be prepared with each annual work plan.

6.1.6 Coordination Framework

The KISM Strategic Plan Coordination Framework is designed to ensure effective implementation, monitoring, and evaluation of the strategic objectives. This framework outlines the roles, responsibilities, and processes involved in coordinating the various initiatives outlined in the plan.

6.1.7 Institutional Framework

The Institute’s Strategic Plan Institutional Framework outlines the organizational structure, roles, and processes necessary to facilitate effective implementation of the strategic objectives. This framework has ensured alignment between strategic goals and operational activities while promoting accountability and transparency.

6.1.8 Staff Establishment, Skills Set, and Competence Development

KISM’s staff establishment is designed to ensure the organization has the right mix of personnel to effectively implement its strategic initiatives. The approved staff establishment is 54 comprising 38 representing 70.37% in Core business and 16 representing 29.63% in administrative service as per the below table.

Table 6.2: Staff Establishment

Cadre	KISM Grade	Approved Establishment (A)	Optimal Staffing Levels (B)	In-Post (C)	Variance D=(B-C)
OFFICE OF CHIEF EXECUTIVE OFFICER					
Chief Executive Officer	1	1	1	1	0
Office Administrator / Senior	6/5	1	1	0	1
Driver / Senior Driver	9/8	1	1	1	0
Office Assistant	10/9	1	1	1	0
TOTAL		4	4	3	1
CORPORATION SECRETARY & DIRECTOR LEGAL					
Corporation Secretary & Director Legal	2	1	1	0	1
Deputy Director Legal Services	3				
Principal Legal officer	4	1			
Legal Officer / Senior	6/5		1	1	0
TOTAL		2	2	1	1
REGISTRATION & LICENSING DIRECTORATE					
Registrar	2	1	1	0	1
Deputy Registrar	3				
Principal Registration officer	4	1	1	1	0



Cadre	KISM Grade	Approved Establishment (A)	Optimal Staffing Levels (B)	In-Post (C)	Variance D=(B-C)
Registration Officer / Senior	6/5	7	7	4	3
Assistant office Administrator / Senior	8/7	1	1	1	0
TOTAL		10	10	6	4
STANDARDS & COMPLIANCE DIRECTORATE					
Director Standards & Compliance	2	1	1	1	0
Assistant Office Administrator / Senior	8/7	1	1	0	1
TOTAL		2	2	1	1
Standards and Compliance Department					
Deputy Director, Standards & Compliance	3	1	1	0	1
Principal Registration officer	4				
Registration Officer / Senior	6 / 5	3	3	1	2
TOTAL		4	4	1	3
Discipline Surveillance & Enforcement Department					
Deputy Director Discipline Surveillance & Enforcement	3		1	0	1
Principal Registration Officer	4	1			
Registration Officer / Senior	6/5	3	3	0	3
TOTAL		4	4	4	4
CAPACITY DEVELOPMENT AND ACCREDITATION DIRECTORATE					
Director of Capacity Development & Accreditation	2	1	1	1	0
Assistant Office Administrator / Senior	8/7	1	1	0	1
TOTAL		2	2	1	1
Continuous Professional Development Department					
Deputy Director Continuous Professional Development	3	1	1	0	1
Principal Registration officer	4				
Registration Officer / Senior - Capacity Development	6/5	3	3	2	1
TOTAL		4	4	3	3
Internship & Industrial Attachment Department					
Principal Registration Officer	4		1	0	1
Registration officer / Senior – Internship & Industrial Attachment	6/5	1			
TOTAL		1	1	0	1
Capacity Development & Accreditation Department					

Cadre	KISM Grade	Approved Establishment (A)	Optimal Staffing Levels (B)	In-Post (C)	Variance D=(B-C)
Deputy Director, Capacity Development & Accreditation	3	1	1	0	1
Principal Registration officer	4				
Registration officer / Senior Accreditation	6/5	2	2	0	2
TOTAL		3	3	0	3
STRATEGY, PLANNING & RESEARCH DIRECTORATE					
Director Strategy, Planning & Research	2	1			
Deputy Director, Strategy, Planning & Research	3		1	1	0
Principal Planning Officer	4		1	1	0
Planning Officer / Senior	6/5				
TOTAL		2	2	2	0
CORPORATE SERVICES DIRECTORATE					
Director Corporate Service	2	1	1	1	0
TOTAL		1	1	1	0
Finance & Accounts Department					
Deputy Director, Finance & Accounts	3	1	1	1	0
Principal Finance & Accounts Officer	4				
Accountant / Senior	6/5	1	1	3	-2
Accounts Assistant / Senior	8/7	1	1	1	0
TOTAL		3	3	5	-2
Human Resource & Administration Department					
Deputy Director of Human Resource & Administration	3	1	1	1	0
Principal Human Resource & Administration	4	1			
Human Resource Officer / Senior	6/5		1	1	0
Records Management Assistant/ Senior	8/7	1	1	0	1
TOTAL		3	3	2	1
Information Communication Technology Department					
Deputy Director, Information Communication Technology	3	1	1	0	1
Principal Information Communication Technology Officer / Senior	4	1	1	0	1
Information Communication Technology Officer	6/5				
TOTAL		2	2	1	1
Marketing & Communications Department					



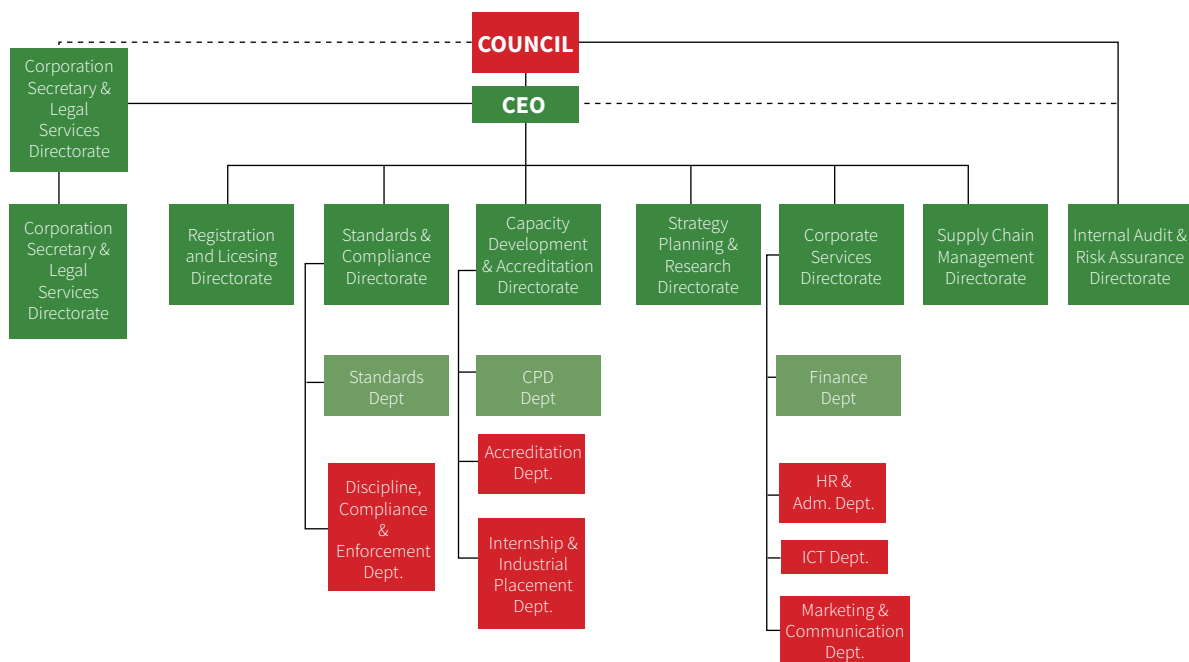
Cadre	KISM Grade	Approved Establishment (A)	Optimal Staffing Levels (B)	In-Post (C)	Variance D=(B-C)
Deputy Director, Marketing & Communication	3	1	1	1	0
Principal Marketing & Communication Officer	4	1			
Marketing & Communication Officer / Senior	6/5		1	1	0
TOTAL		2	2	2	0
SUPPLY CHAIN MANAGEMENT DIRECTORATE					
Director of Supply Chain Management	2				
Deputy Director Supply Chain Management	3	1	1	1	0
Principal Supply Chain Management	4	1			
Supply Chain Management Officer / Senior	6/5	1	1	0	1
TOTAL		3			
INTERNAL AUDIT DIRECTORATE					
Director Internal Audit	2				
Deputy Director Internal Audit	3	1	1	1	0
Principal Auditor	4	1	1	0	1
Senior Auditor	6/5				
TOTAL		2	1	1	1

To realize the aspiration stipulated in the 2025-2029 strategic plan, the following human resource capacity need to be enhanced.

Table 6.3: Skills Set and Competence Development

Human Capital Requirement	Purpose
Adaptive learning	Continuously updating curricula and training methods to meet industry needs
Digital proficiency:	Skills in managing online platforms, digital member systems, and e-learning tools
Machine learning and AI/ Data Analytics	Capability to analyze member data, industry trends, and performance metrics support the integration of AI and Blockchain processes
Regulatory expertise	In-depth knowledge of industry regulations and ability to enforce compliance
Stakeholder engagement and communication	Skills in member communication, industry partnerships, and public relations
Financial management / Enterprise development	Capabilities in diversifying revenue streams and optimizing costs
Innovation culture	The habit of embracing new technologies and methodologies
Ethical leadership	Consistently modeling and promoting ethical practices

Figure 3: Organization Structure



6.1.8 Leadership

The leadership of the Kenya Institute of Supplies Management (KISM) plays a crucial role in ensuring the successful implementation of its strategic plan. Effective leadership is essential for providing direction, motivating staff, and fostering a culture of innovation and continuous improvement.

6.1.9 Systems and Procedures

To ensure effective implementation and monitoring of the strategic plan, KISM shall establish the following systems and procedures

6.2 Risk Management Framework

The Institute has an established risk management process which has been used to identify, analyze, evaluate and treat the principal risks that are likely to be faced during the implementation of the Strategic Plan. Risk management is important for the Institute to reduce the possibility of failure and ensure set objectives are accomplished and identify possible opportunities that may add value to the implementation of the SP. The Institute has identified possible risks that can have adverse impacts at varying levels and plan for mitigation strategies to manage potential risks.

Table 6.4: Risk Management Framework

Strategic Objective	Anticipated Risk	Cause	Likelihood	Impact	Mitigation Strategies
SO 1: Increase membership and member satisfaction	Inadequate/lack of welfare advocacy packages and programs.	Gaps in the enabling statute; SPMA 2007	H	H	Continuously benchmark with similar member bodies on the welfare programs such as benevolence fund, Sacco recruitment and professional indemnity)
	Weak legal anchorage of member welfare and advocacy	Gaps in the enabling statute; SPMA 2007	M	M	Sensitize members on all relevant legislations Establish and continuously update a compliance matrix indicating compliance with legislation Comprehensive Legal Audit
SO 2: Enhance partnerships and stakeholder engagement	Reputational risks	Negative Publicity	M	M	Public Relations
SO3.: Enhance Professional development	Low member registration	Low registration	H	H	Aggressively enhance member registration and retentions

Strategic Objective	Anticipated Risk	Cause	Likelihood	Impact	Mitigation Strategies
SO4.: Strengthened regulatory frame-works	Uncertain Regula-tory environment	Changes in govern-ment policies Shift in political priorities Updates to existing laws an jurisdic-tional overlaps	H	H	Engage in periodic policy reviews and transparent communication with stakeholders Coordination between regulatory bodies to reduce jurisdiction overlaps and potential legal disputes
	Regulatory cap-ture.	Decisions by the Institute deemed unfavorable un-dermined, resisted or even overruled through the influ-ence of interested parties.	H	H	Ensure transparency, account-ability and independence in decision-making processes. Regular stakeholder engagement, effective communication and pro-active measures to avoid conflicts of interest Creating a regulatory environ-ment that fosters competition, innovation and fair practices
SO5: Strengthen financial viability and optimize resources.	Budgetary uncer-tainties leading to financial con-straints.	Caused by changes in government priorities, econom-ic conditions or shifting industry dynamics	H	H	Actively seek opportunities to diversify the revenue streams Implementation of measures to optimize resource allocation and improve operational efficiency
SO6: Strengthen institutional capacity for efficiency & effec-tiveness	Operational chal-lenges due to govern-ance failures, lack of capacity, poor culture and resistance to change affecting performance and service delivery.		H	H	Governance and leadership development programs Regularly assess the skills and competencies of the workforce to identify skill gaps and implement improvement interventions Robust culture change manage-ment strategy that involves clear communication, succession planning, employee involvement and incentives for adopting new initiatives.
	Rapid technologi-cal changes caus-ing regulations ineffectiveness	Rapid globalization	M	M	Fostering agility and flexibility in responding to technological changes in the industry.

7 **CHAPTER SEVEN:** RESOURCE REQUIREMENT AND MOBILIZATION STRATEGIES

7.0 Overview

In order to implement this Strategic Plan financial, human, and physical resources will be required. The Financial requirements for the 2025-2029 implementation of the strategic plan are estimated at Ksh. 4.671 billion. A detailed breakdown is presented in table 7.1.

7.1 Financial Requirements

Table 7.1 outlines the projected annual resource needs over five years, with a total budget of **Ksh. 899 million** for Year 1, and a subsequent decline in the outer years. The key cost drivers are distributed across strategic focus areas and administrative expenses. In the first year, **Ksh. 130 million** is allocated to promoting supply chain professional growth and development, while **Ksh. 374 million** towards professional development and capacity building. Strengthening regulation and governance is budgeted at **Ksh. 91 million**, ensuring financial sustainability requires **Ksh. 106 million**, and strengthening institutional capacity allocated **Ksh. 120 million** while administrative costs allocated **Ksh. 78 million**.

Table 7.1 Financial Requirements for Implementing the Strategic Plan

Cost Item	Projected Resource Requirements (Ksh. Mn)				
	Year 1	Year 2	Year 3	Year 4	Year 5
KRA 1: Promote Supply Chain Professional Growth and Development	130	136	141	145	150
KRA 2: Enhanced Professional Development and Capacity Building	374	338	331	330	329
KRA 3: Strengthen Regulation and Governance	91	96	101	111	116
KRA 4: Financial Sustainability	106	108	113	117	122
KRA 5: Strengthened Institutional Capacity	120	140	151	165	175
Admin Cost	78	84	86	91	96
Total	899	902	923	959	988

7.2 Resource Mobilization Strategies

The themes and activities in this Strategic Plan will be financed mainly from; Internally Generated Income (IGI), the Government of Kenya (GoK), and from development partner funds and agencies (Table 6.2).

Table 7.2: KISM main sources of funds for the Strategic Plan period (2025-2029)

Sources of Funds	Type of Funding
Government of Kenya	a) Exchequer Allocations
Internal	a) Training and Capacity building b) Consultancy services c) Membership fee
External	a) Development partner's grants b) Public-Private Partnerships

Resource Mobilization Strategies

KISM will diversify its funding streams and achieve greater financial sustainability. These strategies will not only support the Institute’s capacity to offer high-quality services but also position the Institute as a leader in procurement and supply chain management regulation and training within Kenya and beyond. By leveraging both public and private sector resources, the Institute will be better equipped to deliver its strategic mandate and drive meaningful impact in the sector. To enhance the resource mobilization strategy, the following avenues will be explored.

- **Sponsorship and Co-Funding.** The Institute will approach potential partners to sponsor key events including conferences, training sessions, and research projects.
- **Membership Subscriptions:** Enhance membership subscriptions to increase retention of members as a steady stream of income.
- **Workshops and Conferences:** KISM will offer specialized programs in procurement both nationally and regionally to cater to various target groups.
- **Professional Development and Technical Assistance:** Provide bespoke technical support, consultancy, and professional development programs for government bodies, state corporations, and private enterprises.
- **School/Institutional Income:** KISM will deepen the student enrolment to grow the college as a center of excellence.
- **Government Grants:** Continue to pursue government grants aimed at improving governance, transparency, and procurement practices.
- **Development Funding from Donor Agencies:** Seek funding from international donor agencies or development partners for specific capacity-building programs that align with national development goals, such as improving procurement processes in the public sector.
- **Youth Engagement and Mentorship Programs:** Design initiatives aimed at high school and university students, encouraging them to explore careers in procurement and supply chain management.

KISM Financial Resource Gap Analysis (2025-2029)

Financial Year	Estimated Requirements	Required	Estimated Allocation	Variance (Gap)	Funding Coverage
FY 2025	899		750	(149)	83.4%
FY 2026	902		820	(82)	90.9%
FY 2027	923		870	(53)	94.3%
FY 2028	959		920	(39)	95.9%
FY 2029	988		960	(28)	97.2%
Total	4,671		4,320	(351)	92.5%

7.3 Resource Management

The Kenya Institute of Supplies Management (KISM) is committed to optimizing resource utilization to ensure business stability and maximize efficiency. The Council, through its Strategy and Finance Committee, oversees the planning, scheduling, and allocation of resources for various activities.

KISM employs detailed activity reporting, management reports, statutory reports, budgeting, and budgetary controls to ensure effective resource management. This comprehensive approach helps KISM achieve its strategic objectives and maintain financial stability.

8

CHAPTER EIGHT:

MONITORING, EVALUATION AND REPORTING FRAMEWORK

8.0 Overview

Monitoring, Evaluation, and Reporting Framework is an important management tool that KISM will use to ensure that implementation of this Strategic Plan is on course. Monitoring, Evaluation and Reporting will be used to measure accomplishments and detect any deviation, and where there is need for adjustment, appropriate and timely action will be taken. The M&E process will consider emerging issues, and changes in the environment that may affect this Plan. The Strategic Plan will be subjected to Mid-term and End of Plan reviews to gauge the extent of achievement of intended results.

8.1 Monitoring and Reporting Framework

The M&E process will be undertaken at the Council, Secretariat and functional levels. KISM will maintain and establish an M&E function at all levels to ensure that the Institute incorporates M&E frameworks into plan implementation.

8.1.1 Monitoring, Evaluation, and Reporting at Council Level

Implementation of the Strategic Plan will be closely monitored bi-annually by the strategy committee of the Council to ensure accomplishment of the Plan. The monitoring process will ensure that performance is reviewed and analyzed on a periodic basis. During the quarterly and annual review meetings, the Council will receive and review progress reports from the Secretariat indicating overall progress made on key strategic objectives. The nature and scope of reporting will include: (a) progress made against Strategic Plan; (b) causes of deviation from Strategic Plan; (c) areas of difficulties and suggested solutions to problems that may adversely affect implementation; and (d) suggested or corrective measures taken to mitigate the challenges encountered.

8.1.2 Monitoring, Evaluation, and Reporting at the Secretariat Level

Monitoring and Evaluation at the Secretariat level will be carried out by a committee of management led by the head of the strategy. The Committee will meet quarterly and progress reports made in the implementation of the Strategic Plan. The strategy department will coordinate the collection of M&E data, analysis, and reporting to the management. Recommendations by the committee will be submitted to the Secretariat chaired by the CEO. The recommendations will be factored into developing the work plan of the Institute in the following financial year.

8.1.3 Monitoring, Evaluation, and Reporting at the Functional Level

Monitoring and Evaluation at the functional level will involve routine data collection and analysis on the progress of the Strategic Plan implementation. The departmental heads will monitor programmes and projects administered within their respective jurisdictions and subsequently submit quarterly and annual M&E reports to the strategy committee of the secretariat.

8.1.4 Monitoring, Evaluation, and Reporting Tools

In conducting M&E, the following tools will be applied:

- a) Annual implementation matrix review
- b) Annual performance management and work plans
- c) Annual budget and quarterly expenditure review
- d) Annual staff appraisal

8.2 Performance Standards

Performance standards are important guidelines that will help in assessing the efficiency and achievement of this strategic plan. The standard will, therefore, be able to present the measurable qualifications towards the accomplishment of the strategic objectives and achievement on the impact of the organization. The following are some of the major performance standards of this strategic plan:

Member growth and welfare performance standard will ensure at least a.60% increase in new member registrations annually. The metric will be tracking the number of new member sign-ups against previous years annually. The KRA will also entail ensuring that the Institute retains.90% or more of all active members annually measured through analysis of membership records.

Legal and Regulatory Requirements performance standards will require 100% compliance with regulatory framework measured through regular assessment and auditing. Standards will also entail having members give a rating of satisfaction about clarity and accessibility to compliance guidelines that is 90% or higher measured through member-based surveys. Professional Development and capacity building performance standard will be to enhance members' participation in PDPs by 100% in five years. This will be done through enumerating numbers of enrollment in the training programs and professional courses. Updating of training program will be second standard measured through responsiveness of the curriculum based on industry feedback.

Financial sustainability KRA performance standard will be percentage increase in non-traditional every year measured through revenue reports classifying sources of income. Cost optimization will be measured through comparing budget reports to establish level of cost savings.

Strengthening Institutional Capacity will revolve around increasing efficiency of business processes and service delivery by at least 50% annually as measured by service delivery time and member satisfaction surveys. Measurement will entail evaluating and auditing the performance regarding service delivery. Employee engagement scores should increase by 25% annually measured through employee engagement surveys to check satisfaction and morale fluctuations. The employee turnover rate must remain below 5% annually measured through year-to-year turnover statistics.

The performance for strategy execution will entail completing all strategic initiatives outlined in the plan within the time-lines defined. This will be measured using a strategy implementation management tracking system to track the progress of strategic initiatives. The standard will be to have the actual execution of at least 90% of the strategic objectives to meet predefined targets for those objectives. This will be measured through quarterly reviews to determine if strategic objectives are being realized.



8.3 Evaluation Framework

Table 8.1: Outcome Performance Matrix

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-term Period	End-Term Period
KRA 1: Promote Supply Chain Professional Growth and Development	<ul style="list-style-type: none"> ■ Larger, more engaged membership base ■ Streamlined, accurate, and up-to-date member data management. ■ Stronger member loyalty ■ Attraction of new members ■ Full compliance with industry regulations ■ More skilled and compliant professionals. 	<ul style="list-style-type: none"> ■ Percentage increase in new member registrations and retention rates ■ Number of errors in member data ■ Time taken to access member information ■ User satisfaction rate ■ Annual member retention rate ■ Number of new members recruited annually ■ Percentage of members in full compliance with industry regulations. ■ Percentage increase in member participation in training; compliance rate with regulatory standard 				
KRA 2: Enhanced Professional Development and Capacity Building	<ul style="list-style-type: none"> ■ Training programs aligned with current industry requirements. ■ Greater accessibility to training programs 	<ul style="list-style-type: none"> ■ Feedback from industry stakeholders on curriculum relevance ■ updates made to curricula based on industry feedback ■ Percentage increase in enrollment in digital/online training programs 				
KRA 3: Strengthen Regulation and Governance	Full compliance with regulatory frameworks and ethical standards in supply chain management	<ul style="list-style-type: none"> ■ Percentage of members adhering to established regulatory frameworks - Number of compliance audits conducted annually. ■ Number of reported ethical violations and incidents. 				

<p>KRA 4: Financial Sustainability</p>	<ul style="list-style-type: none"> ■ Diversified revenue streams and reduced dependence on traditional sources ■ Streamlined financial operations with minimal wastage ■ Efficient, automated financial processes with full compliance 	<ul style="list-style-type: none"> ■ Percentage increase in revenue from non-traditional sources ■ Cost savings achieved; ■ Percentage of budget allocated to non-essential expenses reduced. ■ Percentage of the budgeting process automated; ■ Alignment of budget with the finance policy manual 				
<p>KRA 5: Strengthened Institutional Capacity</p>	<ul style="list-style-type: none"> ■ Faster and more effective service delivery ■ A motivated, productive workforce ■ Higher employee retention and job satisfaction 	<ul style="list-style-type: none"> ■ Percentage reduction in service delivery times; user satisfaction rates ■ Percentage increase in employee engagement scores and productivity metrics. ■ Percentage reduction in employee turnover annually. 				

8.3.1 Mid-Term Evaluation

The mid-term review of the Strategic Plan will be conducted in the third year of implementation. This evaluation will assess the progress made over the first two years and determine the extent to which the Institute has achieved its strategic objectives. The findings will be used to refine the remaining activities and ensure timely goal attainment.

8.3.2 End-Term Evaluation

This evaluation will assess KISM’s performance against its strategic objectives for the 2025-2029 strategic period. This shall be a comprehensive assessment of the performance, of the Institute and will inform future strategic plan.

8.3.3 Reporting Framework and Feedback Mechanism

Regular reporting will be conducted quarterly and annually through Performance Contracts. This will create a knowledge base to support problem-solving, innovation, and program sustainability.



2025
2029

STRATEGIC PLAN

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