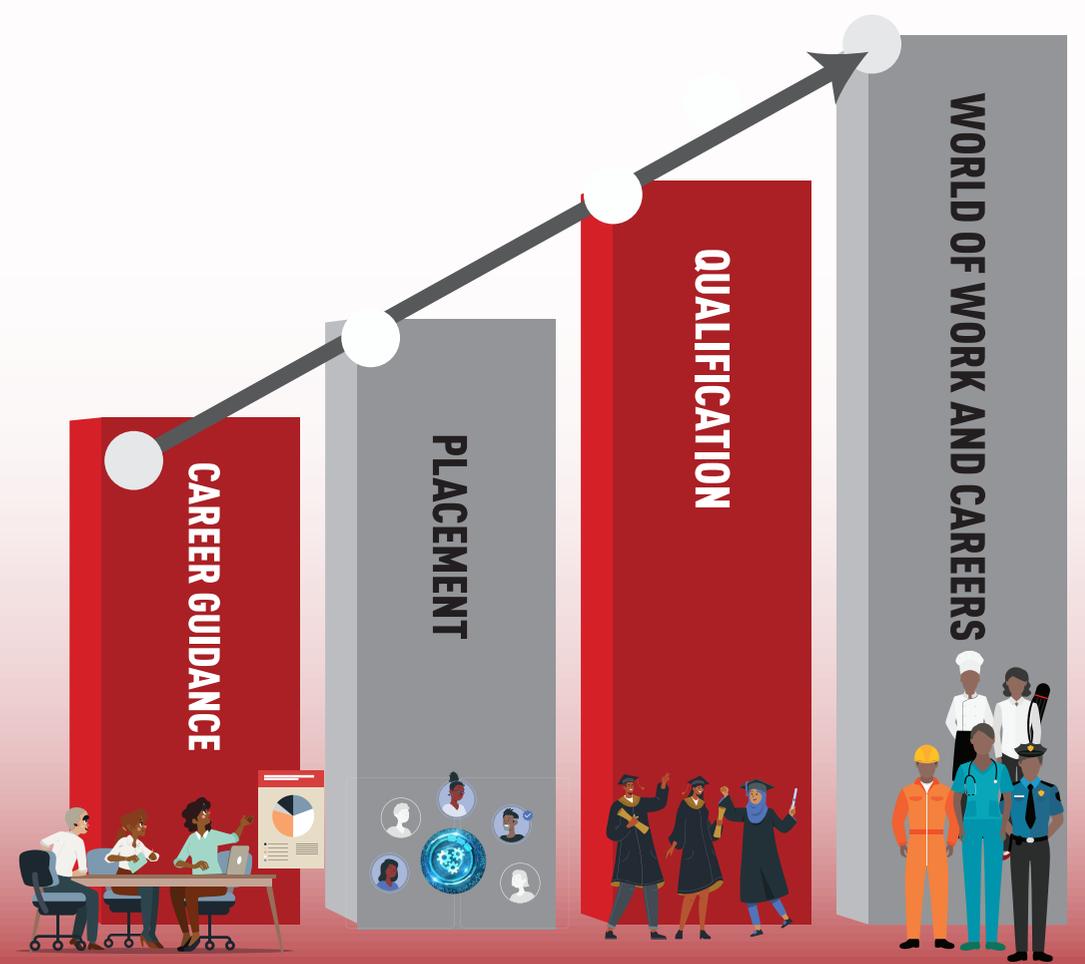




Kenya Universities and Colleges Central Placement Service (KUCCPS) Strategic Plan Abridged Version 2023/24-2027/28



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**STRATEGIC PLAN ABRIDGED VERSION**  
2023/24-2027/28

## **VISION**

**Equitable, Fair and Efficient Placement Service.**

## **MISSION**

**To provide effective and efficient placement and career guidance services to students for globally competitive human capital and sustainable socio-economic development in Kenya.**

## **CORE VALUES**

**Focus on Citizens**

**Access and Equity**

**Innovativeness**

**Teamwork**

**Honesty and Integrity**

## **MOTTO**

**Aligning Careers**

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## FOREWORD

Kenya Universities and Colleges Central Placement Service (KUCCPS) has developed this Strategic Plan to align its operations to proposed reforms in the education sector. The Strategic Plan will assist KUCCPS to achieve its mandate, define strategic direction in the next five years and allocate resources towards implementation of priority activities. It is also a commitment by KUCCPS to undertake its mandate and provide strategies to manage challenges and risks anticipated.

This is the second Strategic Plan since the establishment of KUCCPS; the first one having been developed in 2017 and implemented up to 2022. In 2019, the Board conducted a mid-year review of the 2017-2022 Strategic Plan to assess implementation progress.

The development of this Strategic Plan was done in compliance with the Guidelines for Preparation of the fifth Generation Strategic Plans for Ministries, Departments and Agencies (MDAs). Based on the guidelines, this Strategic Plan is aligned to the Kenya Vision 2030, the fourth Medium Term Plan (MTP IV) 2023/24 - 2027/28, the Bottom-Up Economic Transformation Agenda (BETA) Plan and the Education Sector Plan (NESSP).

Our vision and mission are linked with strategic objectives geared towards realizing our mandate. The plan is also aligned to the operating environment and stakeholders' expectations are incorporated. As part of digitization of Placement Services, fair and competitive practices shall be adopted to catalyse creativity and innovation and improve service delivery. Based on the contextual analysis of our operating environment, we have formulated strategic objectives that KUCCPS will pursue over the next five years as we continually engage key stakeholders at all levels. I wish to highlight that this Strategic Plan is

a key step in our commitment to realise our mandate through aggressive pursuit of our mission.

The Board will regularly monitor and evaluate implementation of this Strategic Plan to ensure targeted objectives are achieved. At the same time, performance challenges encountered in the implementation of the Plan will be handled within the framework identified and mitigation measures put in place. I pledge my personal, and the Board's commitment to ensuring successful implementation of this Strategic Plan. I also encourage the Board members and staff to adhere to the principles of corporate governance. To foster commitment and motivation, the Board will endeavour to provide an enabling environment for staff to realise their full potential. We will also closely engage all key stakeholders to ensure we remain attuned to our operational, social and economic context.

**MR. CYRUS GITUAI**  
**BOARD CHAIRMAN**

## PREFACE AND ACKNOWLEDGEMENT

The Kenya Universities and Colleges Central Placement Service (KUCCPS) was established to coordinate the placement of Government-sponsored students to universities and colleges among other functions. To undertake its mandate effectively, the Placement Service has institutionalised Strategic Planning for effective implementation of its operations. The Strategic Plan 2023/24 - 2027/28 has prioritised and aligned the KUCCPS' activities with institutional, industrial and national aspirations. KUCCPS' key strategic areas are: Placement Coordination, Career Development, Research and knowledge management and institutional capacity. The aim of the key strategic areas is to position the Placement Service to be efficient and effective in promoting access, equity and inclusivity, quality and relevance to education and training.

This Strategic Plan has been developed in cognizance of the Constitution of Kenya 2010, Kenya's Vision 2030, BETA Plan, EAC Protocol, Africa Agenda 2063, Sustainable Development Goals and AU Continental Education Strategy for Africa (CESA 16-25) among other legal and policy instruments. Education and Training are fundamental to the social transformation as envisaged under the social pillar of the Kenya Vision 2030. The Vision of KUCCPS is to be *“Equitable, Fair and Efficient Placement Service”* and our Mission is *“To provide effective and efficient placement and career guidance services to students for globally competitive human capital and sustainable socio-economic development in Kenya”*.

During the development of this Plan, the Board analysed the role of KUCCPS in the realisation of national and international agenda and also appreciated some of the challenges facing the institution. The Plan formulation process provided an opportunity to take stock of past achievements, gaps, challenges and opportunities that lie ahead. This Strategic Plan has been developed

through wide consultations and will form the basis for formulating our annual work plans in the next five years.

As we implement this Plan, we are keen on mitigating the challenges faced in accessing quality and relevant education and training. To do this, KUCCPS will work with the relevant stakeholders to ensure programmes where students are placed guarantee a strong link between skills acquired and labour market needs. KUCCPS will be equipping students with crucial information that can assist in making informed choices through career guidance programmes and thus, produce graduates with employability skills. The Placement Service will also contribute to the legislation reforms addressing the education and training sector.

KUCCPS will also be focusing on establishing stronger Public Private Partnerships (PPPs) that will mobilise additional financial resources for purposes of executing its mandate development of education and training. As we embark on implementation of this Strategic Plan, KUCCPS will marshal support and participation of all relevant stakeholders in the education sector. I therefore call upon all our partners to play an active role in the implementation of the Plan.

**DR. AGNES MERCY WAHOME**  
**CHIEF EXECUTIVE OFFICER**

## DEFINITION OF CONCEPTS AND TERMINOLOGIES

**Activities:** Actions taken or work performed during which inputs are used to produce outputs.

**Evaluation:** Planned and periodic assessment of program or project to assess the relevance, effectiveness, efficiency and impacts it has had on the intended population.

**Indicators:** A measure that can be used to monitor or evaluate an intervention. Indicators can be quantitative (derived from measurements associated with the intervention) or qualitative (entailing verbal/written feedback from beneficiaries).

**Inputs:** All the financial, human and material resources used for the development intervention.

**Monitoring:** The continuous and systematic collection and analysis of information in relation to a program or project that provides an indication as to the extent of progress against stated objectives.

**Objectives:** A measurable statement about the end result that an intervention is expected to accomplish within a given time period.

**Outcomes:** The medium-term results for specific beneficiaries which are the consequence of achieving specific outputs. Outcomes are often further categorised into immediate/direct outcomes and intermediate outcomes.

**Outcome Indicators:** Outcome indicators measure the quantity and quality of the results (change) achieved through the provision of services.

**Outputs:** These are the immediate products, goods or services produced as a result of a project activities.

**Performance indicator:** A measurement that evaluate the success of an organization or of a particular activity (such as programs, products and other initiatives) in which it engages.

**Placement Service:** Refers to Kenya Universities and Colleges Central Placement Service also known as KUCCPS.

**Stakeholders:** A group of people, organisations and institutions who have a direct or indirect interest(s) or/and role(s) in the project, who affect or are affected by it.

**Sustainable Development Goals (SDGs):** The Sustainable Development Goals (SDGs) agenda is a plan of action for people, planet, peace, prosperity and partnership that was adopted by the UN member countries as the 2030 Agenda for Sustainable Development.

**Tertiary Education:** Refers to all formal post secondary education, including public and private universities, colleges, technical training institutes, and vocational schools.

**Tertiary Institutions :** Post secondary school institutions such as universities, national polytechnics, technical institutes, colleges and vocational training centres.

## **ACRONYMS AND ABBREVIATIONS**

<b>AU</b>	Africa Union
<b>BETA</b>	Bottom-Up Economic Transformation Agenda
<b>BRP</b>	Business Re-engineering Process
<b>CBC</b>	Competency Based Curriculum
<b>CBE</b>	Competency Based Education
<b>CBET</b>	Competency Based Education Training
<b>CEO</b>	Chief Executive Officer
<b>CoK</b>	Constitution of Kenya
<b>COVID-19</b>	Coronavirus Disease-19
<b>CRM</b>	Customer Relationship Management System
<b>CSI</b>	Corporate Social Investment
<b>CUE</b>	Commission for University Education
<b>DPA</b>	Data Protection Act, 2019
<b>DQAS</b>	Directorate of Quality Assurance and Standards
<b>DSTE</b>	Diploma in Secondary Teacher Education
<b>EAC</b>	East African Community
<b>ERP</b>	Enterprise Resource Planning
<b>HELB</b>	Higher Education Loans Board
<b>HEMIS</b>	Higher Education Management Information System
<b>HER</b>	Higher Education and Research
<b>HOD</b>	Head of Department
<b>ICT</b>	Information, Communication and Technology
<b>IEC</b>	Information Education Communication
<b>IIT</b>	Inter-Institution Transfer
<b>ISO</b>	International Organization for Standardization
<b>IT</b>	Information Technology
<b>ITIL</b>	Information Technology Infrastructure Library
<b>JAB</b>	Joint Admissions Board

<b>KAPU</b>	Kenya Association of Private Universities
<b>KATTI</b>	Kenya Association of Technical Training Institutions
<b>KEFEP</b>	Kenya Education for Employment Program
<b>KM</b>	Knowledge Management
<b>KNEC</b>	Kenya National Examination Council
<b>KRA</b>	Key Results Area
<b>KUCCPS</b>	Kenya Universities and Colleges Central Placement Service also known as <b>Placement Service</b>
<b>MDAs</b>	Ministries, Departments and Agencies
<b>ME&amp;L</b>	Monitoring, Evaluation and Learning
<b>MLSP</b>	Ministry of Labour and Social Protection
<b>MOE</b>	Ministry of Education
<b>MPLS</b>	Multiprotocol Label Switching
<b>MTP</b>	Medium Term Plan
<b>NEMIS</b>	National Education Management Information System
<b>NESSP</b>	National Education Sector Strategic Plan
<b>PC</b>	Performance Contract
<b>PESTEL</b>	Political, Economic, Social, Technological, Environmental, Legal
<b>PFM</b>	Public Finance Management
<b>PI</b>	Performance Indicator
<b>PMIS</b>	Placement Management Information System
<b>SCAC</b>	State Corporation Advisory Committee
<b>SDG</b>	Sustainable Development Goals
<b>SDGs</b>	Sustainable Development Goals
<b>SDHER</b>	State Department of Higher Education and Research
<b>SECI</b>	Socialisation, Externalization, Combination and Internalization
<b>SFA</b>	Strategic Focus Area
<b>SOPs</b>	Standard Operating Procedures
<b>SP</b>	Strategic Plan

<b>STEM</b>	Science, Technology, Engineering and Mathematics
<b>SWOT</b>	Strengths, Weaknesses, Opportunities and Threats
<b>TNT</b>	The National Treasury
<b>TTC</b>	Teacher Training Colleges
<b>TVET</b>	Technical and Vocational Education and Training
<b>TVETA</b>	Technical and Vocational Education and Training Authority
<b>UFB</b>	Universities Funding Board
<b>WAN</b>	Wide Area Network

## EXECUTIVE SUMMARY

The Strategic Plan of the Kenya Universities and Colleges Central Placement Service (KUCCPS) has been developed in line with the Kenya Vision 2030, Constitution of Kenya (2010), BETA Plan, MTPIV, Education Sector Plan and other legal and policy documents. Its implementation will be based on stakeholder participation, good governance and a professional approach to doing business. The Placement Service is envisaged as a leader in aligning careers by ensuring *“Equitable, Fair and Efficient Placement Service”*. The mission of the institution is *“To provide effective and efficient placement and career guidance services to students for globally competitive human capital and sustainable socio-economic development in Kenya”*.

To achieve its vision and mission, the Placement Service has adopted the following strategic goals:

- a) Enhance access to tertiary education through Placement of students;
- b) Strengthen career guidance programmes;
- c) Enhance advisory services on placement of students to tertiary institutions; and
- d) Strengthen of institutional capacity and corporate governance.

The four strategic goals have been identified following an elaborate situational analysis and a review of the achievements and lessons learned in the implementation of the previous Strategic Plan. Through these goals, we aim to harness our opportunities, strengths, and resources, so as to succeed in the mission and mandate of the Placement Service.

Chapter One of the Strategic Plan covers introduction, historical development of the Placement Service and the institutional framework and the mandate as stipulated in the Universities Act, 2012. The chapter expound the linkage

between the mandate of KUCCPS and the global and national development agenda as outlined in the Sustainable Development Goals (SDGs), African Agenda 2063, Kenya Vision 2030 framework, the Bottom-up Economic Transformation Agenda (BETA) and the Fourth Medium-Term Plan (MTP IV 2023/24 - 2027/28). The Strategic Plan covers integration of KUCCPS operations to the Constitution of Kenya 2010, existing legal framework, policies and regulations.

Chapter Two covers the mandate of KUCCPS, the vision, mission, strategic goals, the core mandate and the quality policy statement. Chapter Three contains situational and environmental analysis indicating how they affect the Placement Service through the Strengths, Weaknesses, Opportunities and Threats (SWOT) and Political, Economic, Social-Cultural, Technological, Environmental, Legal and Ethical (PESTEL) models. A stakeholder analysis was also done to identify our key stakeholders, their expectations and KUCCPS' expectations from these stakeholders.

Chapter Four presents the strategic issues, goals and key results areas. The strategic issues will be addressed by the strategic goals that will guide KUCCPS to achieve its vision and mission statement. The chapter also addresses the Key Result areas namely; Placement Coordination, Career Guidance and Institutional Capacity. In addition, the risk management framework is covered in the chapter.

Chapter Five contains strategic objectives which are broken down into strategies for implementation in the next five years, while chapter Six covers implementation and coordination plan for this Strategic Plan. Chapter Seven contains resource requirements, mobilisation and management and chapter eight covers monitoring, evaluation and reporting framework.

# CHAPTER ONE

## SITUATION AND STAKEHOLDER ANALYSIS

### 1.0 Overview

Situation and Stakeholder analysis were undertaken to understand the environment within which Placement Service operates. The chapter also provides a performance assessment of the Placement Service on Strategic Plan 2017– 2022 implementation. This assessment enables identification of the Board’s key achievements, challenges, lessons learnt and emerging issues that have informed the development of Strategic Plan 2023 – 2027. In addition, the outcomes obtained from internal and external analysis included mitigation measures required to ensure successful implementation of this plan.

### 1.1 Situation analysis

Situational analysis was conducted to identify opportunities and/or threats existing in the external environment to provide appropriate strategic responses.

#### 1.1.1 External environment

The Placement Service analysed opportunities and threats which then informed identification of appropriate strategic responses. The findings from the analysis depicted that the Placement Service needed to explore opportunities such as providing access to the growing number of students transiting to tertiary institutions, embrace changes government education reforms, capitalize on the growing number of government training institutions and development of a legal framework of its operations. This was however, encountered with external threats such as technological risks, encroachment by other actors into KUCCPS mandate, information security threats and natural calamities. The understanding of these responses informed classification of Placement

Service into macro-environment and micro-environment for the development of a comprehensive analysis framework..

#### **1.1.1.1 Macro-environment**

The Placement Service like any other organisations operates in an environment affected by changing economic performance such as inflation, gross domestic products, evolving labour market, dynamic fiscal and monetary trends among others. All these issues have implications on education and training and therefore Placement Service has provided in this plan measures to be undertaken to ensure achievement of the mandate. Prudent financial management, labour market intelligence, collaboration and partnerships are some of the measures to be undertaken for effective service delivery.

#### **1.1.1.2 Micro-environment**

The micro-environment where Placement Service operates forms a significant part of this plan. The Placement Service analysed its immediate operating environment that affects resources and operations geared towards achievement of strategic objectives. The immediate environment which affects its performance and decision-making include; labour related issues, training institutions, students' matters, parents' profiles, professional and regulatory bodies, media, creditors and suppliers among others.

#### **1.1.2 Internal - Environment**

Placement Service identified internal variables such as the resource capabilities, skills, competences, structural design, and organisational culture. Assessment of various functional areas also determined their relative contribution to the overall performance. The successful implementation of this strategy depends on the quality of the human resource in place. Placement Service has seventy (70) members of staff spread across the various functional areas against staff establishment of one hundred and twenty-nine (129). The Placement Service seeks to enhance its human capital by implementing deliberate skills and competencies development programs and maintaining optimum staff levels.

In addition, the Placement Service will implement policies that promote attraction, retention and development of the human resources.

### **1.1.2.1 Governance and Administrative Structures**

The Placement Service is established under Section 55 (3) of the Universities Act (2012) to provide direction, oversight, and strategic leadership to ensure the organisation operates efficiently and fulfils its mandate. Notably, the Board membership consists of representation from key stakeholders in the higher education sector, including HELB, CUE, TVETA, and KATTI. Pursuant to provisions of *Mwongozo* (The Code of governance for State Corporations), the Board has established committees as follows:

#### **a) Placement Committee**

The objective is to make strategic decisions that will enable the Board to effectively discharge the functions of the Placement Service as highlighted in Section 56 (1) of the Universities Act 2012.

#### **b) Finance and Strategy Committee**

The key objective is to give strategic direction relating to planning, development and administration of the Corporation including making recommendations that enhance prudence in financial management.

#### **c) Human Resource Committee**

The Committee's overall objective is to give strategic direction on human resource management of the organisation. This includes: Operationalisation of the organization structure, Staff remuneration, and Disciplinary issues.

#### **d) Audit Committee**

The overall objective is to assist the Board in discharging its duties related to safeguarding assets, control processes and preparation of accurate financial reporting and statements in compliance with applicable laws and regulations. Committee members are appointed based on their technical expertise and experience. The Committees receive quarterly reports from management

comprising three (3) Directors and thirteen (13) Heads of Departments (HODs).

However, the Board encounters challenges, such as not meeting the *Mwongozo* membership threshold of nine (9) members, a shortage of independent members, the two thirds gender rule in membership, and the CEO of the institution not being part of the Board.

### **1.1.2.2 Internal Business Processes**

Most Placement service internal processes are digitised to improve operational efficiency in service delivery. KUCCPS has endeavoured to create an environment that promotes research, innovation and creativity for efficiency and effectiveness in service delivery.

Some of the Strengths in our processes include: having defined processes as per the ISO 2015 standards, there exists Risk Management Plan, existence of a robust internal audit system and a functional budget implementation committee. Some of the weaknesses in our processes include: overreliance on technology, obsolete technology, reliance on other stakeholders to achieve our mandate, budget constraints and inadequate coverage across the counties.

### **1.1.2.3 Resources and Capabilities**

The Placement Service seeks to entrench prudent management of resources that include implementation of debt recovery plan, cost containment measures through strategic partnerships in delivery of services, leveraging on technology in service delivery such as virtual meetings with stakeholders, career guidance services, automation and compliance with the existing policies, legislations, guidelines and circulars issued from time to time. Deploy cost containment measures aimed at reducing cost in office operations, partnering with Huduma Centres to expand KUCCPS outreach in placement and career guidance services.

### **1.1.3 Analysis of Past Performance**

There has been a gradual improvement in the Placement Service during the period of 2017-2022.

#### **1.1.3.1 Key Achievements**

Since 2017, the Placement Service has enhanced and diversified placement of students to TVET, TTC, and KMTC in addition to universities

- a) **Enhance and diversify placement services** - Since 2017, the Placement Service has successfully placed 1,120,062 students to degree, TVET, and TTCs in the last five (5) years as compared to 373,784 students that had been placed in the prior period between **2014-2017** representing **199.17%** increase. In the same period, the Placement Service achieved three (3) placement cycles (September, January and May intakes) to public TVET colleges at the end of the period 2017-2022 as compared to one (1) placement cycle for TVET at the beginning of the period. Additionally, the Placement Service established collaborations and partnerships with institutions such as KENIA, KESSHA and NACOSTI. Additionally, the Placement Service managed to onboard over 80 campuses for KMTC, 32 TTCs, 3 DSTE and the OUK for placement of students and career development services
- b) **Enhance innovation and use of technology** - The Placement Service automated major functions such as placement, Human Resource, Finance and Procurement thus enhancing efficiency and effectiveness.
- c) **Financial sustainability** - KUCCPS maintained financial prudence and won 3 awards by ICPAK and registered unqualified audit reports during the period under review.
- d) **Strengthen career advisory services** - KUCCPS conducted career guidance activities in 8,539 (85%) secondary schools and 7,109 (71%) of career teachers in 10,000 schools for the entire 5-year period. Additionally, KUCCPS diversified modes of delivery through social media, developed and published **50,000** copies of a career guide book

“*The Essential Career Guide*” as well as an e-version of the book for students. As at the end of the 2017-2023 Strategic Plan period, around 42,500 (85%) copies of the guide book had been issued.

- e) **Communication and customer experience** - Developed and implemented policies to guide communication, stakeholder engagement, collaborations and corporate social responsibility programmes and adopted a Customer Relationship Management System for efficient customer service with an average of 90% of issues raised resolved.
- f) **Strengthen institutional capacity and enhance corporate governance** - Staff underwent continuous training and capacity building, conducted and implemented training needs analysis with an average of 80% implementation attained; Additionally, KUCCPS developed and implemented a risk management framework and attained ISO 9001:2015 Quality Management System Certification.

## 1.2 Stakeholder Analysis

The Placement Service maintains a culture of continued interaction and working in collaboration and partnership with various stakeholders in the execution of its mandate. Each of these stakeholders have certain expectations which they expect the Placement Service to fulfil through their association.

The stakeholders’ interests and expectations directly influence Placement Service’ functions and hence, the need to build good working relationships.

**Table 1.1: Stakeholder Analysis**

Stakeholder category	Stakeholder	What stakeholder expect from KUCCPS	What KUCCPS expects from the stakeholder
Internal stakeholders	Board Members	Good governance, compliance with the relevant regulations and organizational performance.	Provide oversight on governance and strategic issues.
	Staff	<ul style="list-style-type: none"> <li>a) Conducive work environment.</li> <li>b) Fair and Competitive remuneration;</li> <li>c) Feedback and development opportunities.</li> <li>d) Enhanced employee welfare initiatives.</li> <li>e) Adequate resource allocation</li> </ul>	<ul style="list-style-type: none"> <li>a) High performance standards;</li> <li>b) Professionalism, commitment and integrity;</li> <li>c) Adherence to policies and procedures;</li> <li>d) Prudent use of resources;</li> <li>e) Innovation and creativity.</li> </ul>
Government	Ministry of Education	<ul style="list-style-type: none"> <li>a) Efficient and effective placement and career guidance services;</li> <li>b) Develop policies to guide in carrying out the mandate;</li> <li>c) Sharing of data for decision making</li> <li>d) Provide advisory services on matters relating to placement and career guidance;</li> <li>e) Compliance with the relevant laws and regulations.</li> </ul>	<ul style="list-style-type: none"> <li>a) Timely dissemination of Government policies, guidelines and priorities.</li> <li>b) Effective and timely communication;</li> <li>c) Collaboration and partnerships in placement, careers and research activities.</li> <li>d) Timely disbursement of funds.</li> </ul>

Stakeholder category	Stakeholder	What stakeholder expect from KUCCPS	What KUCCPS expects from the stakeholder
	The National Treasury	<ul style="list-style-type: none"> <li>a) Prudent utilization of allocated resources;</li> <li>b) Compliance with the relevant laws and regulations.</li> </ul>	Timely disbursement of funds.
	County Governments	<ul style="list-style-type: none"> <li>a) Collaborations and partnerships on matters of placement and career guidance.</li> <li>b) Provision of data on placement of students for decision making.</li> </ul>	<ul style="list-style-type: none"> <li>a) Collaborations and partnerships on matters of placement and career guidance.</li> <li>b) Provide adequate infrastructure for VTCs.</li> </ul>
		<ul style="list-style-type: none"> <li>c) Provision of data on placement to facilitate the development of County Integrated Development Plans.</li> </ul>	<ul style="list-style-type: none"> <li>c) Provision of Human and financial resources to VTCs.</li> </ul>

Stakeholder category	Stakeholder	What stakeholder expect from KUCCPS	What KUCCPS expects from the stakeholder
External stakeholders	Universities, TVET Institutions and Colleges	<ul style="list-style-type: none"> <li>a) Provide an effective and efficient placement system;</li> <li>b) Placement of the students;</li> <li>c) Transfer of students (in and out);</li> <li>d) Support on career guidance;</li> <li>e) Provision of placement data;</li> <li>f) Provision of a platform for engagement and information sharing;</li> <li>g) Publicise programmes offered by institutions</li> <li>h) Publish approved programmes for selection by students.</li> </ul>	<ul style="list-style-type: none"> <li>a) Creating Collaboration and partnerships on placement and careers;</li> <li>b) Availing of data on training programmes, their costs and capacities;</li> <li>c) Offering prompt feedback on placement of students;</li> <li>d) Effective and timely communication;</li> <li>e) Prompt remittance of placement fees.</li> <li>f) Participation in development of placement criteria.</li> </ul>
		<ul style="list-style-type: none"> <li>i) Validation of placement data for Government funding;</li> <li>j) Provide policy direction on placement.</li> </ul>	

Stakeholder category	Stakeholder	What stakeholder expect from KUCCPS	What KUCCPS expects from the stakeholder
	Secondary schools	<ul style="list-style-type: none"> <li>a) Capacity building on career guidance for principals and career teachers;</li> <li>b) Offering support during application process;</li> <li>c) Effective communication and access to relevant information;</li> <li>d) Provision of career guidance information, education and communication materials;</li> <li>e) Facilitate career open days/weeks/fairs;</li> <li>f) Provision of a platform for engagement.</li> </ul>	<ul style="list-style-type: none"> <li>a) Platform to conduct career guidance activities.</li> <li>b) Participate in sensitization of principals and career guidance teachers as organised by KUCCPS.</li> <li>c) Collaboration with KUCCPS through KESSHA on placement and career guidance activities.</li> <li>d) Timely dissemination of information to parents/guardians</li> <li>e) Participate in career open days/weeks/fairs.</li> </ul>
	Students	<ul style="list-style-type: none"> <li>a) Timely and appropriate placement;</li> <li>b) Provision of effective career guidance services;</li> </ul>	<ul style="list-style-type: none"> <li>a) Timely application for placement;</li> <li>b) Provision of accurate information;</li> </ul>

Stakeholder category	Stakeholder	What stakeholder expect from KUCCPS	What KUCCPS expects from the stakeholder
		<ul style="list-style-type: none"> <li>c) User-friendly and interactive communication platforms;</li> <li>d) Dissemination of information on areas of study prioritised by the Government and their costs.</li> <li>e) Prompt feedback on placement and careers.</li> </ul>	<ul style="list-style-type: none"> <li>c) Familiarization and adherence to placement and career guidance requirements and policies.</li> </ul>
	Parents / Guardians	<ul style="list-style-type: none"> <li>a) Clear communication on policies and procedures;</li> <li>b) Access to information;</li> <li>c) Prompt resolution of issues;</li> <li>d) provision of career guidance services..</li> </ul>	<ul style="list-style-type: none"> <li>a) Cooperation and collaboration in advising students;</li> <li>b) Adherence to policies and procedures;</li> <li>c) Provision of accurate information about students;</li> <li>d) Participation in parental engagement and empowerment programmes by KUCCPS;</li> <li>e) Adherence to deadlines and timelines.</li> </ul>

Stakeholder category	Stakeholder	What stakeholder expect from KUCCPS	What KUCCPS expects from the stakeholder
	Regulatory and Professional bodies	<ul style="list-style-type: none"> <li>a) Compliance to the requirements and standards in carrying out KUCCPS mandate;</li> <li>b) Information sharing for decision making;</li> <li>c) Collaboration and partnerships in execution of KUCCPS mandate;</li> </ul>	<ul style="list-style-type: none"> <li>a) Timely communication on approved programmes, capacities and requirements;</li> <li>b) Develop and review standards, policies and regulations in the sector.</li> <li>c) Collaboration and partnerships in execution of KUCCPS mandate.</li> </ul>
		<ul style="list-style-type: none"> <li>d) Participate in development and review of standards and policies in the sector.</li> </ul>	
	Examination Bodies	<ul style="list-style-type: none"> <li>a) Compliance to data protection laws.</li> <li>b) Ensure secure transmission of data.</li> <li>c) Timely data requisition</li> </ul>	<ul style="list-style-type: none"> <li>a. Compliance to data protection laws.</li> <li>b. Timely provision of registration data and examination results.</li> <li>c. Provision of accurate data.</li> <li>d. Data verification.</li> </ul>
	Media	<ul style="list-style-type: none"> <li>a) Enable access to information;</li> <li>b) Engagement on execution of KUCCPS mandate.</li> </ul>	<ul style="list-style-type: none"> <li>a) Provide platform for dissemination of information;</li> <li>b) Disseminate accurate and timely information;</li> <li>c) Ethical and responsive media.</li> <li>d) Marketing/ recognition KUCCPS brand</li> </ul>

Stakeholder category	Stakeholder	What stakeholder expect from KUCCPS	What KUCCPS expects from the stakeholder
	Suppliers	<ul style="list-style-type: none"> <li>a) Compliance to procurement laws and regulations;</li> <li>b) Timely payment for goods and services rendered;</li> <li>c) Effective and efficient communication.</li> </ul>	<ul style="list-style-type: none"> <li>a) Adherence to contractual obligations.</li> <li>b) Timely delivery of contracts.</li> <li>c) Value for money.</li> <li>d) Timely supply of goods and services as per specifications.</li> </ul>
	Citizens	<ul style="list-style-type: none"> <li>a) Efficient and effective service delivery</li> <li>b) Fair, transparent and equitable placement service.</li> <li>c) Access to information</li> <li>d) Public participation</li> </ul>	<ul style="list-style-type: none"> <li>a) Payment for services rendered.</li> <li>b) Utilization information provided by KUCCPS.</li> <li>c) Feedback.</li> <li>d) Public participation</li> </ul>
	Development partners	<ul style="list-style-type: none"> <li>a) Transparency and accountability;</li> <li>b) Timely implementation and reporting;</li> <li>c) Collaboration and Partnerships.</li> </ul>	<ul style="list-style-type: none"> <li>a) Collaboration and Partnerships</li> <li>b) Adherence to the agreements</li> <li>c) Alignment of support to KUCCPS mandate.</li> </ul>

# CHAPTER TWO

## STRATEGIC OBJECTIVES AND STRATEGIES

### 2.0 Overview

This Chapter presents the key strategic objectives and the strategies that the Placement Service has put in place to achieve its Vision, Mission and objectives during the plan period. It also links the strategic objectives to the outcomes, and outcome indicators that measures the performance of the KUCCPS against the set strategic objectives.

### 2.1 Strategic Objectives

The performance projections for the Placement Service have been informed by realistic achievements under the prevailing circumstances on a year to year basis.

The following are strategic objectives of the placement service for the period:

- a) To enhance access to tertiary education through placement of students;
- b) To strengthen career guidance programmes in line with competence-based education and training;
- c) To enhance provision of advisory services, dissemination of information and retention of data on placement of students;
- d) To enhance human resource capacity;
- e) To improve corporate brand and customer experience;
- f) To improve service delivery through information and communication technology and integration of information systems;
- g) To enhance resource mobilization for sustainability;
- h) To strengthen internal processes and corporate governance..

Table 5.1 shows the strategic focus areas, objectives and performance projections for the period.

## 2.2 Strategic Choices

The Placement Service has identified the following strategies in order to achieve the strategic objectives as shown in Table 5.2. Implementation of these strategies will be cascaded to individual staff and a balanced scorecard (BSC) tool will be used to assess the performance. The BSC tool will ensure all the key performance indicators are implemented. The main aspects covered include: Financial performance, customer focus, internal business process, learning and growth, social justice and environmental performance. This will allow KUCCPS to pool information in a single report, monitor service delivery and to help improve efficiencies.

The BSC implementation matrix is shown in *Appendix 3*.

**Table 2.1 Strategic objectives and Strategies**

Key Result Area	Strategic objective(s)	Strategies
1. Access to tertiary education through Placement of students.	i). To enhance access through placement of students to universities and colleges;	a) Provide an efficient and effective placement system; b) Re-engineer the placement process.
2. Career guidance programmes.	ii). To strengthen career guidance programmes in line with Competence Based Education.	a) Enhance career guidance programmes in schools; b) Disseminate information on programmes, their costs and areas prioritised by the Government; c) Maintain a database for programmes offered, their costs and areas of study prioritised by the Government.
3. Advisory services on placement of students to tertiary institutions.	iii). To enhance provision of advisory services, dissemination of information and retention of data on placement of students.	a) Undertake research for advisory, policy development and decision making b) Stakeholder engagement
4. Strengthening of institutional capacity and corporate governance.	i). To enhance human resource capacity.	a. Improve staff productivity to effectively discharge KUCCPS' mandate. b. Improve work environment and operations;
	i). To improve corporate brand and customer experience.	a) Adopt strategic communications management b) Enhance media engagement;

Key Result Area	Strategic objective(s)	Strategies
	ii). To improve service delivery through Information and Communication Technology and integration of information systems	<ul style="list-style-type: none"> <li>a) Adopt business process re-engineering and automation</li> <li>b) Modernize technology infrastructure, systems and services;</li> <li>c) Enhance integration of information systems;</li> <li>d) Enhance information security systems</li> <li>e) Leverage ICT in conducting career guidance</li> <li>f) Use of labour market trends for career guidance</li> </ul>
	iii). To enhance resource mobilization for sustainability.	<ul style="list-style-type: none"> <li>a) Grow and diversify financial resource base</li> <li>b) Enhance efficiency and effectiveness on financial resource utilization</li> </ul>
	iv). To strengthen internal processes and corporate governance.	<ul style="list-style-type: none"> <li>a) Promote good corporate governance</li> <li>b) Enhance transparency, accountability and compliance through audit</li> </ul>

# CHAPTER THREE

## IMPLEMENTATION AND COORDINATION FRAMEWORK

### 3.0 Overview

This Chapter details the strategic implementation and coordination framework that has been put in place to ensure realisation of the Plan. The chapter covers; implementation plan and coordination framework. The implementation plan has provided tools for; action planning, preparation of annual work plan and budget and performance contracting while coordination framework contains information on the role of the Board, management and the systems required for effective implementation of the plan.

### 3.1 Implementation Plan

The plan describes how the Strategic Plan will be operationalised. The components of the Plan include Action Plan, Budgeting and performance contracting.

#### 3.1.1 Action Plan

This is an elaborate plan which constitutes the strategic issues, strategic goal, key result areas, outcomes, strategic objectives, strategies, key activities, expected outputs, output indicators, annual targets, annual budgets and responsibility for execution of the activities. This is presented in the implementation matrix in *Appendix 1*.

#### 3.1.2 Annual Work plan and Budget

The Strategic Plan shall be operationalised through annual work plans with clear performance indicators.

### **3.1.3 Performance Contracting**

The Placement Service will implement annual performance contracts which will be derived from the annual work plans.

## **3.2 Coordination Framework**

The coordination framework of the Placement Service constitutes a functional institutional framework, adequate staffing levels with diverse skills set and competences, visionary leadership and robust systems and procedures which have been elaborated in the subsequent section.

### **3.2.1 Institutional Framework**

The Placement Service is governed by a Board established under section 55(3) of the Universities Act, 2012.

The institution framework comprises the Board and the secretariat. The Board is composed of the Chairperson and members appointed under the Act. The Board is responsible for policy formulation, strategic leadership to the institution as well as providing oversight by monitoring implementation of the plan.

The Secretariat is led by the Chief Executive Officer (CEO) who is the secretary to the Board and responsible for overall coordination, implementation, monitoring, and evaluation of the Strategic Plan. The secretariat is organized into four (4) Directorates and ten (10) Departments responsible for day-to-day operation to ensure that the planned activities are implemented.

### **3.2.2 Staff Establishment, Skills set and Competence Development**

Currently, the Placement Service has seventy-one (71) members of staff, spread across the various functional areas, against staff establishment of one hundred and twenty-nine (129). These staff form a critical team in Placement Service. The current staffing levels are insufficient to successfully implement the Strategic Plan and therefore, the achievement of the Plan will in part be pegged on increasing the current staffing levels. Consequently, it is important to establish and maintain an optimal staffing level. To meet the human resource gaps and attain appropriate staffing levels, KUCCPS will proactively seek to

attract, recruit and retain the highest quality of human resource at all levels. Table 6.2 shows the staff establishment while table 6.3 shows the skills set and competence development and appendix 5 shows the Placement Service’s organogram.

**Table 3.1: Strategic Plan leadership teams per thematic area**

S/N	Theme	Team	Team Leader
1.	Access to tertiary Education	Placement Coordination, Career Guidance, ICT, CCM, Quality Assurance, Risk Management, Research and Knowledge Management.	DPC&CD
2.	Career Programs	Career Guidance, Placement Coordination, Research and Knowledge Management, Finance, CCM, ICT,	DPC&CD
3.	Advisory Services	Research and Knowledge Management, CCM, ICT, Legal, SCM, Strategic Planning, Risk Management	DSP&C
	Institutional Capacity	Finance, HRM, ICT, Legal & Corporation Secretary, CCM, CS, SCM, Quality Assurance, Risk Management	DCS

### 3.2.3 Systems and Procedures

The Placement Service has put in place robust systems and procedures that are needed to support successful implementation of the Plan. Such systems include ISO 9001:2015 certification which is a commitment on implementation of this plan. ISO will complement successful implementation of this plan. it is expected to improve performance, meet customer expectations and demonstrate their commitment to quality. The ISO 9001:2015 standards define how to

establish, implement, maintain, and continually improve a quality management system (QMS). The systems and procedures entail; resource management, electronic document management system and business process re-engineering.

Under resource management, the Placement Service will entrench prudent management of resources that include implementation of debt recovery plan, cost containment measures and compliance with the existing policies, legislations, guidelines and circulars issued by the government from time to time.

The Placement Service has adopted Business Process Re-engineering model which aspires to improve operational efficiency and effectiveness in service delivery through digitization of placement and career services as part and parcel of implementation of this Strategic Plan. The Placement Service also endeavours to create an environment that promotes research, innovation and creativity for efficiency and effectiveness in service delivery.

# CHAPTER FOUR

## RESOURCE REQUIREMENTS AND MOBILISATION STRATEGIES

### 4.0 Overview

This chapter entails all the avenues that the Placement Service will explore to ensure adequate resource requirements for proper implementation of the plan. The Placement Service determines its resource requirement through the Government budgeting process which starts with departments and directorates costing their activities and services which are aggregated and consolidated. It also participates in the Education Sector in bidding and negotiating for resources after ceilings are set. Internally generated revenues are considered given the GoK funding and the requirement for a balanced budget.

The main sources of income for the Placement Service are application and placement processing fees and capitation from the Government of Kenya (GoK). Others include registration of institutions, research fees, interest from investment, sale of career book, collection of debts and disposal of obsolete or unserviceable assets.

This chapter constitutes financial requirements, resource gap and resource mobilisation strategies

### 4.1 Resource Management

While application processing fees and other incomes are received directly at the point of interaction, placement fees are on credit. This calls for a credit management policy and debt collection strategy.

The Placement Service will also seek to collaborate and partner with other institutions to finance some of its operations like career guidance and acquisition of modern ICT equipment

# CHAPTER FIVE

## MONITORING, EVALUATION AND REPORTING FRAMEWORK

### 5.0 Overview

This Chapter outlines the process for monitoring, evaluating and reporting (MER) implementation of the Strategic Plan. It outlines the benchmarks for performance, the mechanisms for reporting progress, and how the institution will actively foster learning while executing the Plan.

### 5.1 Monitoring Framework

Implementation of the Strategic Plan will be monitored continuously and reported on a quarterly and annual basis using predetermined indicators. Quarterly reports will be generated to convey the progress and extent of the Plan's execution. Monitoring the implementation of the Strategic Plan shall be undertaken as follows.

- a) Progress for each activity shall be measured against specific targets and schedules included in the Plan.
- b) Data capture templates shall be developed and used for data collection;
- c) Reporting shall be done quarterly, bi- annually and yearly to management and to the Board.

The Strategic Plan theme team will monitor and report the implementation of their respective KRAs of this plan.

### 5.2 Performance Standards

Monitoring and evaluation team will be established to ensure effective implementation of this plan. The team will be responsible for data collection at baseline, mid-term and end-term and comprise representatives from each of

the four strategic theme teams. The strategic theme leaders will report to the CEO and are composed of; access to tertiary education through placement of students, career guidance programs, advisory services on placement of students to tertiary institutions and institutional capacity and corporate governance.

Monthly review meetings at the functional levels shall be convened to ensure implementation is on track. The Chief Executive Officer will conduct monthly management meetings with the heads of functional levels to review the progress reports. Quarterly review meetings at the Management and Board levels shall be convened to receive reports on implementation of the Plan

### **5.3 Evaluation Framework**

The evaluation of the achievement of objectives, which contribute to the fulfillment of the strategic goals, will involve the examination of mid-term and end-term targets for each key result area as illustrated in table 8.1.

#### **5.3.1 Mid-term Evaluation**

The Placement Service will carry-out a mid-term evaluation of the Strategic Plan to examine the progress towards achieving set targets. This evaluation will be undertaken during the year 2025/26 and will provide evidence regarding the status of implementation, the outcomes, and the operating environment. Based on this review, any necessary changes to the objectives, strategies and activities will be made, to ensure that the Plan remains relevant, strategic and feasible.

The evaluation will be spearheaded internally by the Strategic Plan Implementation Committee (SPIC) and will include:

- a) Measuring actual performance against set targets in terms of outputs/ outcomes/KPIs.
- b) Establishing any variation(s) in performance.
- c) Identifying and addressing the causes responsible for the variation.
- d) Identifying and recommending appropriate remedial measures including a review of objectives, strategies and/or activities.

Ad hoc evaluation may be commissioned by the Board of Directors in case of significant and unexplained variance between the planned and achieved performance targets, identified through the regular, quarterly and annual reports.

Monitoring and evaluation shall be done in accordance with the Kenya Evaluation Guidelines 2020 and the Kenya Norms and Standards for M&E.

### **5.3.2 End-term Evaluation**

End-term evaluation will be conducted at the end of the Strategic Plan period to document the achievements, gaps, challenges, lessons learned and recommendations to inform the next Strategic Planning cycle. The evaluation will be conducted by an independent evaluator.

Monitoring and evaluation shall be done in accordance with the Kenya Evaluation Guidelines 2020 and the Kenya Norms and Standards for M&E.

The evaluation report will be prepared using sample template in *Appendix 4 and 5* Progress Reporting Template and Evaluation Reporting Template respectively.

## **5.4 Reporting Framework and Feedback Mechanism**

The Placement Service will endeavour to ensure that lessons learnt are captured and fed into a continual adjustment and improvement of the necessary corrective interventions in the strategy. Measurements of actual performance will occur at predetermined times and compared with the performance standards. If the actual results fall outside the desired tolerance range, action will be taken to correct the deviation or recurrence.

The M&E shall be coordinated by the Planning Division, supported by the Strategic Planning Implementation Committee, and will comprise of

- a) Chief Executive Officer,
- b) Director Strategy, Planning, Quality Assurance, Research and Compliance,

- c) Director, Placement Coordination and Career Development,
- d) Director Corporate Services
- e) Manager Finance
- f) Manager HR and Adm.
- g) Manager Corporate Communications,
- h) Manager Supply Chain Management,
- i) Manager Placement Coordination
- j) Corporation Secretary/Legal Manager
- k) Manager ICT,
- l) Manager Research and Knowledge Management
- m) Planning and Performance Contract office
- n) Risk Management office
- o) Quality Assurance office.

The SPIC will meet quarterly and prepare quarterly and annuals report on the progress of implementation. These reports will be submitted to the Board of Directors during the regular quarterly committee meetings of the Board. The teams may obtain data from:

- a) Quarterly performance contract reports;
- b) Surveys and rapid assessments reports on implementation progress;
- c) Reports from departments, divisions and sections/units;
- d) Holding semi-annual and annual progress review workshops to assess implementation status;
- e) Conducting risk analysis

Additionally, the Placement Service will document the lessons learned and leverage on key opportunities such as meetings, workshops, webinars, reports and publications to disseminate these lessons to the internal and external audience for shared learning. The learning process shall enhance performance of Placement Service in the implementation of the Strategic Plan. In addition, the lessons learned will be used to inform the next Strategic Plan.