Republic of Kenya

Kenya Bureau of Standards

Standards for Quality life

STRATEGIC PLAN

2023-2027

KENYA VISION 2030

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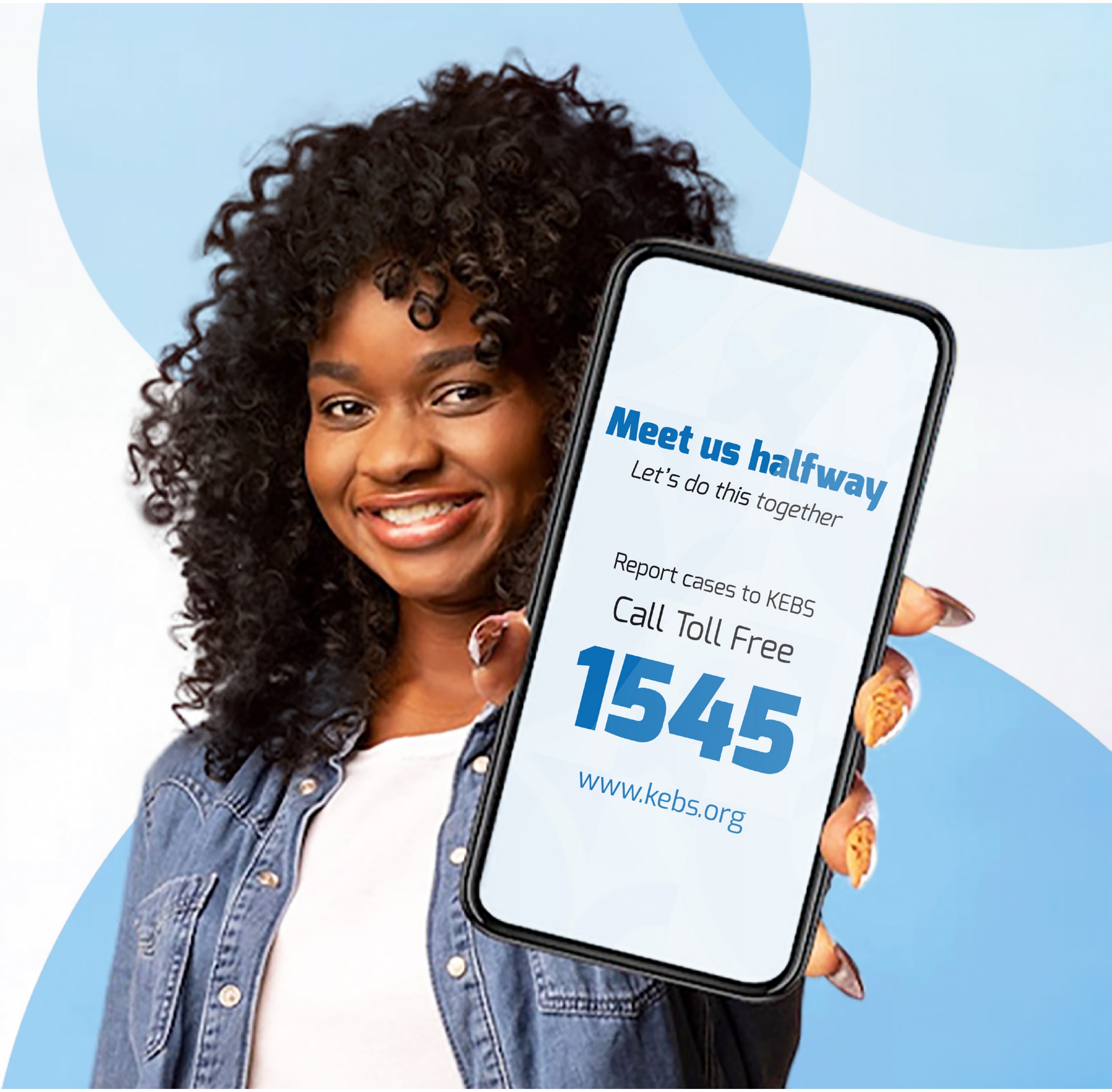
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VISION

A global leader in standards-based solutions for trade and sustainable development

MISSION

To provide Standardization, Metrology, and Conformity Assessment Services that safeguard consumers and facilitate trade for a sustainable future.

CORE VALUES

- Professionalism
- Sustainability
- Customer focus
- Patriotism
- Integrity
- Team Spirit

FOREWORD

KEBS is a strategic organisation that is mandated to support the realization of the government agenda towards industrialization for socio-economic development. KEBS 2023-2027 Strategic plan is aligned with the Bottom-Up Economic Transformation Agenda and the fourth medium term plan, we have looked back, reflected, and considered the future, and the KEBS contributions to regional and international development agenda. Despite the operational challenges, we are able to meet our legal and operational obligations. Based on the lessons learnt, emerging trends and the development agenda, the strategic direction has been aligned to the organizational mandate, Kenya's Vision 2030, BETA value chains, regional and international obligations in matters related to Standardization, Metrology and Conformity Assessment.

The KEBS strategic direction is geared towards transformation of processes for enhancement of service delivery and organizational resilience. KEBS will transform its regulatory and non-regulatory business operations to serve the country and the international community better. One of our core functions being trade facilitation, this strategic plan is aimed at providing an enabling environment for businesses including the BETA value chain priorities.

This strategic direction was arrived at through an extensive consultative process and consideration of inputs from internal and external stakeholders including our parent ministry. The management operationalized the strategic direction by developing operational strategies that were further subjected to stakeholders' review and validation, yielding this strategic plan that I am happy to present to you, our internal and external stakeholders.

I urge all our stakeholders to provide support to KEBS, and work together with us in providing Standardization, Metrology, and Conformity Assessment Services that safeguard consumers and facilitate trade for a sustainable future.

Amb. Peter Munyiri, HSC, OGW *Chairman, National Standards Council*

PREFACE

The KEBS 2022-2027 strategic plan has been revised to align to the Bottom-Up Economic Transformation Agenda and the Kenya Vision 2030 Fourth Medium Term Plan taking cognizance of the Fifth Generation Strategic Plan Guidelines into the 2023-2028 Strategic Plan. It outlines our contribution towards the realization of the United Nations Agenda for Sustainable Development, African Agenda 2063, EAC Vision 2050, Constitution of Kenya, the Standards Act and relevant national, regional, and international policies and legal provisions.

This plan provides an exciting opportunity to serve you better in the provision of standards-based solutions for trade and sustainable development, having learnt from our past experiences. It will enable us to transform our trade facilitation, technical services and standards development processes for efficient and effective provision of Standardization, Metrology, and Conformity Assessment services that safeguard consumers and facilitate trade for a sustainable future. Our commitment to serve you better will be premised on technology & innovation, institutional capacity, and policy & legal framework, which are our key foundations. This will further be reinforced by upholding professionalism, sustainability, customer focus, patriotism, integrity, and team spirit, which are our core values.

We acknowledge all our stakeholders including Ministries, Departments, Agencies, Counties, Constitutional Commissions, and Independent Offices for their support and input during the development of this strategic plan, Ministry of Investments, Trade and Industry, State Department for Industry and the State Department for Economic Planning for their inputs during the review of this strategic plan. We also recognize our customers, suppliers, regional and international partners and look forward to more collaborations and partnerships for a successful implementation of this strategic plan.

Esther Ngari
Managing Director & Council Secretary

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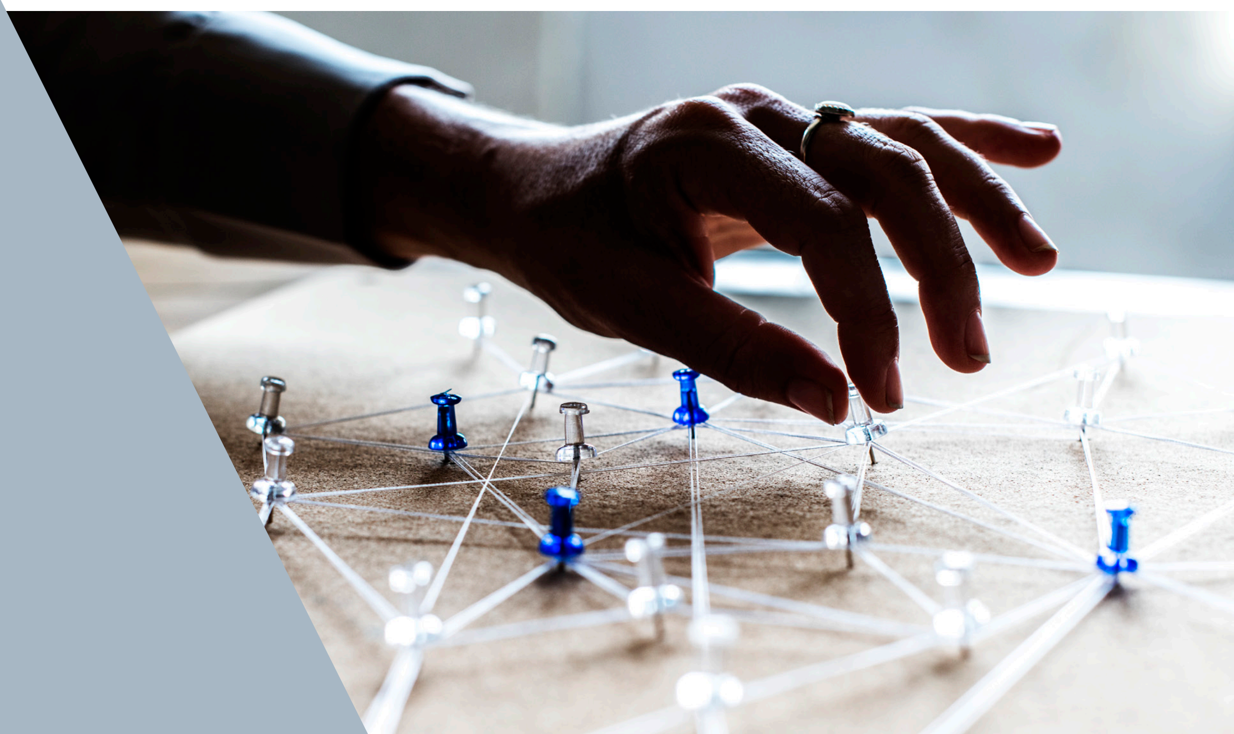


DEFINITION OF CONCEPTS AND TERMINOLOGIES

Term	Definition
Balanced Score Card	A strategy tool that provides a framework for measuring organizational performance using a more balanced set of performance measures.
Core Values	Fundamental and non-negotiable set of rules by which an organisation conducts business
Destination Inspection	The conformity assessment of imported goods on arrival in the country (Kenya)
Goal	High level statement of an achievement of a strategic objective
Mission	The purpose for an organisation's existence
Mutual Recognition Agreement	Government-to-government trade facilitating measures aimed at a global approach to conformity assessment.
National Standards Council	KEBS Governing Body
Performance Indicator	A measure used to assess performance in service delivery.
Strategic Business Units	Departments directly responsible for the delivery of KEBS mandate as stipulated in the Standards Act Cap 496
Turn-around Time	The amount of time taken to meet customer requests.
Vision	A long-term image of the desired future of the organisation


PLAN

ABBREVIATIONS AND ACRONYMS

AFRIMETS	Intra-Africa Metrology System
AFSEC	The African Electrotechnical Standardization Commission
ARSO	African Organisation for Standardization
AU	African Union
BETA	Bottom-Up Economic Transformation Agenda
BIPM	Bureau International des Poids et Mesures (International Bureau of Weights and Measures)
BSC	Balanced Score Card
COMESA	Common Market for Eastern and Southern Africa
CB	Certification Body
DI	Destination Inspection
EAC	East African Community
EAC SACA	East African Community Standardisation, Accreditation and Conformity Assessment
GoK	Government of Kenya
ICT	Information and Communication Technology
IEC	International Electrotechnical Commission
ISO	International Organization for Standardization
KEBS	Kenya Bureau of Standards
KPI	Key Performance Indicator
KRA	Kenya Revenue Authority
LIMS	Laboratory Information Management Systems
MD	Managing Director
MDACs	Ministries, Departments, Agencies and Counties
MITI	Ministry of Investments, Trade and Industry
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MSMEs	Micro, Small and Medium Enterprises
MRA	Mutual Recognition Agreement
NDT	Non Destructive Testing
NQI	National Quality Institute
NSB	National Standards Body
NSC	National Standards Council
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PSCPIT	Professionalism, Sustainability, Customer focus, Patriotism, Integrity and Team Spirit
PVoC	Pre-export Verification of Conformity to Standards
RIP	Rolling Implementation Plan
SAGA	Semi-autonomous Government Agencies
SBUs	Strategic Business Units
SDGs	Sustainable Development Goals
SDI	State Department for Industry
SF	Strategic Foundation
SP	Strategic Pillar
SMCA	Standardization, Metrology and Conformity Assessment
SMC	Senior Management Committee
SQMT	Standardization, Quality Assurance, Metrology and Testing
SWOT	Strengths, Weaknesses, Opportunities and Threats
TAT	Turn-around Time
WTO	World Trade Organization

EXECUTIVE SUMMARY

KEBS is the National Standards Body in Kenya established through "The Standards Act" Cap. 496 of the Laws of Kenya. KEBS started its operations on 12th July 1974 for standardization, consumer protection and trade facilitation. KEBS operates an integrated quality infrastructure that encompasses Standards, Metrology and Conformity Assessment (SMCA). The SMCA services are provided through; promotion of standardization in commerce and industry, provision of testing and calibration facilities, product and system certification, undertaking educational work in standardization and practical application of standards, and maintenance & dissemination of International System of Units (SI) of measurements. KEBS operations and services are aligned and contribute to the delivery of KEBS mandate, Bottom-Up Economic Transformation Agenda (BETA), the Kenya Vision 2030 Fourth Medium Term Plan, East African Community Vision 2050, Africa Agenda 2063 and United Nation's Sustainable Development Goals (SDGs).

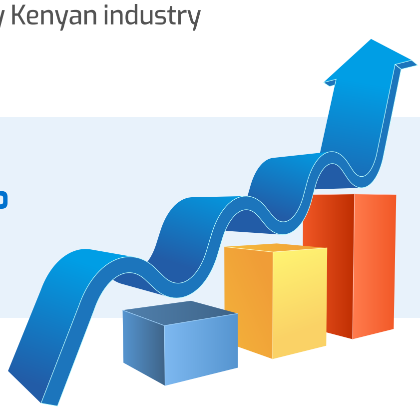
Some of the key achievements made in the 2017-2022 strategic period, include: the formulation of product and service standards leading to increase in number of certified products under SMEs by 114.10% and those under large firms by 59.02%. This is a significant growth in the manufacturing sector indicating that KEBS played a big role in supporting the economic pillar of Kenya Vision 2030. In addition, the number of metrology services provided increased by 14.85% indicating that the measurement systems adopted by Kenyan industry are increasingly becoming traceable to international systems of measurement thus facilitating international trade. Equally, there was a 9.96% growth in the number of samples tested and an improved turnaround time.

Although there were these improvements, several challenges including delay in the revision of the Standards Act and the development of the National Quality Policy affected enforcement of implementation of standards and prevented KEBS from attaining its full potential. Moreover, the operations were also affected by inadequate staffing in technical areas, delays in approval of capital expenditure, emergence of COVID-19 Pandemic and crystallization of litigation risks.

The development of the KEBS 2023-2027 Strategic Plan was done through a consultative process led by the National Standards Council. This plan defines the direction that KEBS will pursue to achieve its goals and objectives in the dynamic operating environment. KEBS strategic focus will be anchored on three strategic pillars (Trade Facilitation, Technical Services, and Standards) and three strategic foundations (Technology and Innovation, Institutional Capacity, and Policy & Legal Framework). These pillars and foundations will transform KEBS to attain its strategic objectives and overcome the challenges experienced in the previous strategic period and mitigate present and emerging environmental threats.

114.10%
Certified products under SMEs

59.02%
Certified products under large firms



14.85%
Number of metrology services provided

9.96%
Growth in the number of samples tested

CHAPTER 1: INTRODUCTION

This chapter contains the KEBS Strategic Plan 2023-2028 as an imperative for success, the context of strategic planning and the linkage of the strategy with KEBS contributions to the achievement of the Government of Kenya development agenda as stipulated in the Kenya's Bottom-Up Economic Transformation Agenda, and Vision 2030 Fourth Medium Term Plan. The chapter also details KEBS contribution towards the realization of the, The United Nations' Sustainable Development Goals, African Union Agenda 2063, East Africa Community Vision 2050, and the Constitution of Kenya. In addition, it contains the sector laws and a brief history of KEBS.

1.1 Strategy as an imperative for Organizational Success

1.1.1 Kenya Bureau of Standards (KEBS) is a key player in the Kenyan economy, with a critical role in ensuring the quality and safety of products and services. KEBS's endeavours to be a world-class standards organization that delivers value to its stakeholders.

The strategy seeks to enhance:

a) **Standardization:** KEBS will develop and implement standards that are relevant to the Kenyan economy and that meet international best practices.

b) **Metrology:** KEBS will maintain national measurement standards to international SI Units to ensure accuracy, reliability, and traceability of measurements in Kenya.

c) **Conformity assessment:** KEBS will provide conformity assessment services, such as testing, certification, and inspection, to ensure that products and services meet the requirements of relevant standards.

d) **Research and development:** KEBS will conduct research and development to support standardisation, metrology, and conformity assessment to improve efficiency and effectiveness of its operations.

1.1.2 KEBS's strategy is driven by a number of key imperatives, including the need to:

a) Support economic growth: KEBS's standards and services help to create a level playing field for businesses and to ensure that products and services are of high quality and meet international standards. This helps to attract investment and to promote economic growth.

b) Safeguard public health and safety: KEBS's standards and services help to safeguard consumers from unsafe products and services. This is essential for public health and safety.

c) Protect the environment: KEBS's standards and services help to protect the environment by promoting the use of sustainable materials and processes.

d) Promote innovation: KEBS's research and development activities help to promote innovation in the Kenyan economy. This is essential for long-term economic growth.

1.1.3 KEBS's strategy is aligned to the Kenyan government's Bottom-Up Economic Transformation Agenda. The strategy contributes to organizational success in the following ways:

a) Developing a strong reputation as a world-class standards organization. This attracts investment and promote Kenyan products and services in international markets.

b) Providing efficient and effective conformity assessment services. This helps businesses to reduce costs and to improve the quality of their products and services.

c) Maintaining national measurement standards to ensure accuracy, traceability, and reliability of measurements in Kenya.

d) Conducting research, innovation and development to support standardisation, metrology and conformity assessment for efficient and effective service delivery.

KEBS's strategy is a key driver of organizational success and its implementation enables KEBS to contribute to the Kenyan economy and improve consumer's quality of lives.

1.2 The Context of Strategic Planning

The strategic plan was developed in consideration of national development priorities, regional and international development frameworks.

1.2.1 United Nations 2030 Agenda for Sustainable Development

The United Nations 2030 Agenda for Sustainable Development is a set of 17 goals that aim to achieve a better and more sustainable future for all. The goals address a wide range of issues, including poverty, hunger, health, education, gender equality, climate change, and sustainable cities and communities. KEBS's work on sustainable development is aligned with the following SDGs:

Sustainable Development Goals	KEBS Delivery
Goal 2: Zero Hunger	Development and enforcement of standards for food safety and quality, to ensure that food produced in Kenya is safe to eat.
Goal 6: Clean Water and Sanitation	Development of standards for water quality and sanitation, to protect public health.
Goal 7: Affordable and Clean Energy	Development of standards for energy efficiency and renewable energy, to reduce the environmental impact of energy production.
Goal 8: Decent Work and Economic Growth	Development of standards for occupational health and safety, which help to protect workers from workplace hazards.
Goal 9: Industry, Innovation and Infrastructure	Development of standards for sustainable infrastructure, which help to reduce the environmental impact of infrastructure projects.
Goal 12: Responsible Consumption and Production	Development of standards for waste management and recycling, to reduce the environmental impact of waste.

Goal 13: Climate Action	Development of standards for climate change adaptation and mitigation, to reduce the impact of climate change.
Goal 15: Life on Land	Development of standards for sustainable forestry and agriculture, to protect and conserve biodiversity.
Goal 17: Partnerships for the Goals	Collaboration and partnership with other organizations to promote sustainable development in Kenya.

KEBS's work on sustainable development significantly contributes to the achievement of the SDGs in Kenya. By developing and enforcing standards that promote sustainable development, this creates a more sustainable future for all Kenyans.

1.2.2 African Union Agenda 2063

KEBS plays a key role in supporting the implementation of Agenda 2063 by developing, harmonization and enforcing standards that support the continent's development goals. Harmonization of standards ensures that goods manufactured in Africa access the African market and international market. Through the implementation of mutual recognition of quality marks, economic operators can freely move products across borders in Africa. This will reduce the cost of doing business and enhance competitiveness of African products and services.

KEBS provides conformity assessment services, such as product testing, product and system certification and inspection. Through the conformity assessment process, KEBS supports the economic operators to ensure compliance to standards and enhance the competitiveness of products and services and market access.

Overall, KEBS plays a critical role in supporting the implementation of Agenda 2063 by developing and enforcing standards, providing conformity assessment services, and promoting regional and continental trade. These efforts help to ensure that Africa's products and services are of high quality and meet international standards, which is essential for the continent's economic development.

1.2.3 East Africa Community Vision 2050

KEBS is a key player in the East African Community (EAC) and is committed to supporting the implementation of the EAC Vision which is aimed to transform EAC into a competitive and sustainable region by 2050. KEBS has institutionalized the following initiatives to support the implementation of the EAC Vision 2050:

a) Development and harmonization of regional standards in partnership with National Standards bodies of respective EAC partner states. This will help to reduce the cost of doing business in the EAC and promote the free movement of goods and services.

b) Providing regional conformity assessment services such as testing, certification, and inspection, to ensure that products and services produced in the EAC meet the requirements of relevant standards. This will help to improve the quality and safety of products and services in the region.

c) Promoting regional trade: KEBS is promoting regional trade by working with other EAC partner states to harmonize standards and to facilitate the movement of goods and services across the region. This will help to increase trade and investment in the EAC.

d) Building capacity in EAC partner states by providing training and technical assistance to standards bodies and conformity assessment organizations. This will contribute towards improvement of the quality of standards and conformity assessment services in the region.

KEBS is committed to supporting the implementation of the EAC Vision 2050 and is working to make the EAC a more competitive and sustainable region. KEBS believes that its work on standards, metrology and conformity assessment will create a level playing field for businesses in the EAC and will promote the free movement of goods and services. This will help to increase trade and investment in the EAC and will improve the lives of all East Africans.

1.2.4 The Constitution of Kenya

KEBS plays a key role in protecting consumers from unsafe products and services, promoting fair trade, and facilitating the movement of goods and services across Kenya. KEBS also supports the development of Kenyan industries by providing standards, metrology and conformity assessment services that help businesses to improve the quality of their products and services. The Constitution of Kenya, 2010, sets out a number of principles that guide KEBS's work.

These principles include:

Consumer protection: KEBS protects consumers from unsafe products and services through development and enforcement of standards, metrology, conformity assessment and market surveillance.

Fair trade: KEBS promotes fair trade by ensuring that all businesses have access to the same standards, metrology and conformity assessment services.

Facilitation of trade: KEBS facilitates the movement of goods and services through harmonization of regional standards and adoption of international standards, harmonization of conformity assessment procedures and mutual recognition of quality marks.

Support for industry: KEBS supports the development of Kenyan industries by providing standards and conformity assessment services that help businesses to improve the quality of their products and services. KEBS also promotes the use of Kenyan standards and conformity assessment services in international trade.

KEBS is committed to implementing the principles of the Constitution of Kenya, 2010, and is working to make Kenya a more competitive, sustainable, and equitable society.

KEBS and the Bill of Rights: The Bill of Rights of the Constitution of Kenya, 2010, guarantees a number of rights that are relevant to KEBS's work. The rights to:

a) **Life and Health:** KEBS protects the right to life and health by developing standards for food safety and other products that have a direct impact on human health and by ensuring that products and services produced in Kenya are safe.

b) **Clean and healthy environment:** KEBS protects the right to a clean and healthy environment by developing standards for environmental protection and by working to reduce the environmental impact of products and services.

c) **Fair trade:** KEBS promotes fair trade by ensuring that all businesses have access to the same standards and conformity assessment services. KEBS also works to prevent the importation of substandard goods.

d) **Information:** KEBS provides information to consumers about products and services, including information about safety risks and compliance with standards.

KEBS is committed to upholding the rights guaranteed by the Bill of Rights and the principles of the Constitution of Kenya, 2010, and is working to make Kenya a more competitive, sustainable and equitable society. KEBS plays a vital role in the Kenyan economy by promoting standardization, metrology, and conformity assessment (SMCA) services.

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

KEBS plays a critical role in Kenya's socio-economic development by aligning its efforts with the country's long-term strategy, Kenya Vision 2030, and the short-term plans to achieve it. KEBS will contribute to Kenya's progress through implementation of this strategic plan by integrating the value chain approach (end-to-end value generation to the customer through efficient processes and procedures) in BETA and MTP IV. KEBS supports this vision by:

Developing and implementing standards: KEBS sets high-quality standards for products and services across various sectors, ensuring that Kenyan products and services meet international benchmarks and can compete effectively in global markets.

Promoting innovation and competitiveness: KEBS fosters innovation by encouraging the adoption of new technologies and practices that enhance productivity and competitiveness among Kenyan businesses.

Facilitating trade and investment: KEBS harmonizes standards with international ones, reducing trade barriers and promoting cross-border trade and investment, thereby stimulating economic growth.

Bottom-Up Economic Transformation Agenda (BETA) is a framework for achieving inclusive and sustainable economic growth in Kenya by prioritizing grassroots development. KEBS contributes to BETA by:

Empowering local communities: KEBS provides training and technical assistance to local communities, enabling them to produce and market high-quality products that meet national and international standards.

Promoting value addition: KEBS supports the development of value chains at the local level, encouraging the processing and transformation of raw materials into higher-value products, creating jobs and boosting incomes.

Enhancing entrepreneurship: KEBS facilitates access to standards and conformity assessment services for small and medium-sized enterprises (SMEs), enabling them to produce high-quality products and services that meet market demands.

Fourth Medium Term Plan (MTP IV) outlines the government's development priorities for the period 2023-2028, focusing on economic recovery and inclusive growth. KEBS supports MTP IV by:

Supporting key sectors: KEBS prioritizes the development and implementation of standards in sectors critical to economic growth, such as agriculture, manufacturing, and infrastructure.

Promoting cost-competitiveness: KEBS streamlines its processes and procedures to reduce the cost of compliance for businesses, making it easier for them to meet regulatory requirements.

Enhancing consumer protection: KEBS strengthens its enforcement mechanisms to ensure that products and services in the market meet safety and quality standards, protecting consumer welfare.

Through its contributions to these national development frameworks, KEBS plays a pivotal role in driving Kenya's economic growth, promoting inclusivity, and enhancing the quality of life for all Kenyans. By prioritizing innovation, competitiveness, and consumer protection, KEBS is helping to shape a brighter future for Kenya.

1.2.6 Sector Policies and Laws

KEBS takes cognisance of the relevant laws, regulations, treaties, and policies in the development of this strategic plan, and has incorporated the legal requirements in its business processes, and standards operating procedures. The relevant legal requirements are reviewed periodically through implementation and operationalization of the various management systems. The applicable legislations are published in the Entropy Platform.

1.3 History of KEBS

KEBS is a government agency under the State Department for Industry (SDI) in the Ministry of Investments, Trade and Industry (MITI). It was established in 1974 through enactment of the Standards Act Cap 496 to provide Standardization, Metrology and Conformity Assessment (SMCA) services. Its mandate is to ensure that products and services produced and imported into the country meet the requirements of relevant standards and technical regulations which are crucial for maintaining quality, safety, and environmental protection.

KEBS's history is closely intertwined with the development of the Kenyan economy. Since its inception, the agency has played a pivotal role in shaping the country's industrial landscape, fostering innovation, and enhancing consumer protection. Its contributions have been instrumental in promoting Kenya's participation in international trade and ensuring that its products meet global market standards.

In its early years, KEBS focused on developing standards for specific products and industries, such as textiles, food, and building materials. It also established a network of testing laboratories and inspection centres to ensure that products conformed to these standards. As the Kenyan economy grew and diversified, KEBS expanded its scope of work, encompassing a wider range of sectors and industries.

Over the years, KEBS has implemented a number of initiatives to enhance its effectiveness and efficiency. It has streamlined its operations, modernized its infrastructure, and adopted innovative technologies to improve its service delivery. KEBS has also strengthened its collaboration with stakeholders, including industry associations, government agencies, and international organizations, to address emerging challenges and foster a more conducive business environment. KEBS participates in the implementation of the SQMT strategy in the East African Community (EAC), where it plays a key role in the harmonization of standards, measurements and conformity assessment regimes for regional integration.

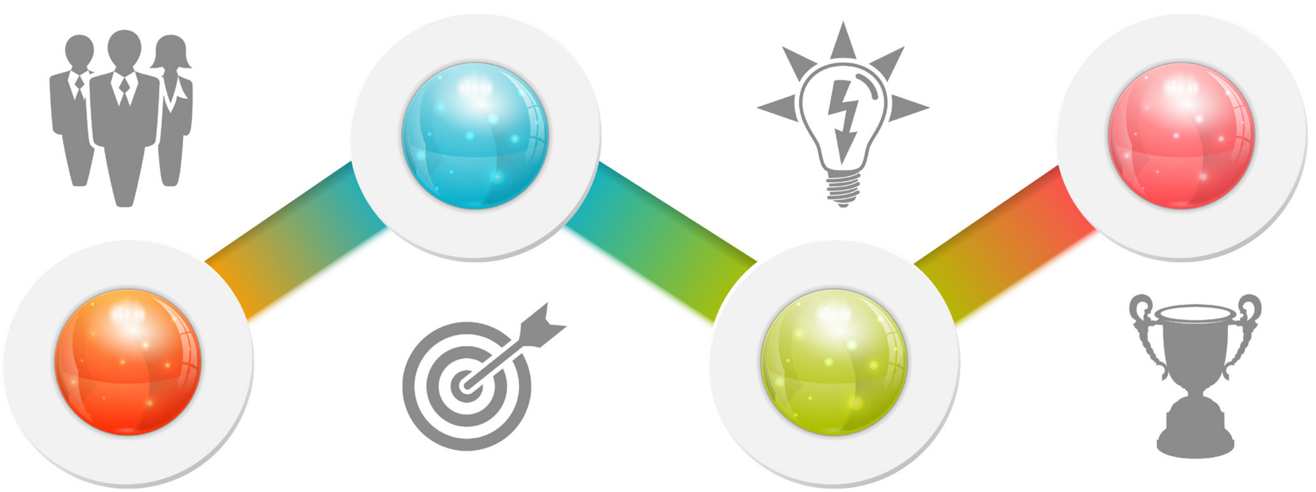
KEBS is an active member of the Africa Organization for Standardization (ARSO) and other international standards bodies such as ISO, IEC, BIPM and Codex Alimentarius. KEBS operates the National Enquiry Point in support of the WTO Agreements on Technical Barriers to Trade (TBT) and facilitates trade in accordance with the Common Market for Eastern and Southern Africa (COMESA) treaty.

KEBS stands as a leading national standards body in Africa, recognized for its expertise and contributions to the development of the Kenyan economy and the protection of consumer interests. It continues to play a central role in promoting innovation, enhancing competitiveness, and ensuring the safety and quality of products and services in Kenya.

1.4 Methodology of Developing the Strategic Plan

This strategic plan was developed through an extensive consultative process and consideration of inputs from internal and external stakeholders including our parent ministry. Steering committee, technical committee, and secretariat were appointed to manage the strategic plan development process. The National Standards Council provided the strategic direction, which was translated to this strategic plan with engagements of the internal and external stakeholders. The National Standards Council reviewed outputs of every stage before proceeding to the next stage. External stakeholders from the country and internationally were engaged in several fora to validate the strategic plan. The final strategic plan was approved by the NSC for implementation. The management operationalized the strategic plan by developing corporate and departmental rolling implementation plans and Key Performance Indicators monitoring tool. The NSC provided the resources required for development of this strategic plan.

The strategic plan will be operationalized through activities and initiatives in the Rolling Implementation Plan (RIP) and monitoring and evaluation matrices provided in subsequent sections. The Balanced Scorecard (BSC) will be maintained as the tool for deployment, execution and monitoring of the KEBS Strategy throughout the organization.



CHAPTER 2: STRATEGIC DIRECTION 2023-2027

This chapter contains the mandate of Kenya Bureau of Standards, vision and mission statement, drivers of changes, core values, and strategic goals.

2.1 The Mandate of the Kenya Bureau of Standards

The functions of KEBS as mandated by the Standards Act, Chapter 496 of the Laws of Kenya are; *inter alia:*

- **a** To promote standardization in industry and commerce;
- **b** To make arrangements or provide facilities for the testing and calibration of precision instruments, gauges and scientific apparatus, for the determination of their degree of accuracy by comparison with standards approved by the Minister on the recommendation of the Council, and for the issue of certificates in regard thereto;
- **c** To make arrangements or provide facilities for the examination and testing of commodities and any material or substance from or with which and the manner in which they may be manufactured, produced, processed or treated;
- **d** To control, in accordance with the provisions of this Act, the use of standardization marks and distinctive marks;
- **e** To prepare, frame, modify or amend specifications and codes of practice;
- **f** To encourage or undertake educational work in connexion with standardization;
- **g** To assist the Government or any local authority or other public body or any other person in the preparation and framing of any specifications or codes of practice;
- **h** To provide for co-operation with the Government or the representatives of any industry or with any local authority or other public body or any other person, with a view to securing the adoption and practical application of standards;
- **i** To provide for the testing at the request of the Minister, and on behalf of the Government, of locally manufactured and imported commodities with a view to determining whether such commodities comply with the provisions of this Act or any other law dealing with standards of quality or description.

2.2

VISION STATEMENT

A global leader in standards-based solutions for trade and sustainable development

2.3

MISSION STATEMENT

To provide Standardization, Metrology, and Conformity Assessment Services that safeguard consumers and facilitate trade for a sustainable future.

2.4 Strategic Goals

SP1: Trade Facilitation	SP2: Technical Services	SP3: Standards
To transform KEBS regulatory service provision	*To transform and enhance the KEBS technical services to global standards with Africa regional coverage*	*To transform standards development for local content and export market needs*
SF1: Technology and Innovation	**SF2: Institutional Capacity**	**SF3: Policy and Legal Framework**
To enhance KEBS transformation through automation and integration of systems	*To strengthen KEBS institutional capacity to enhance productivity and ensure efficient and effective services delivery*	*To strengthen KEBS legal services for institutional resilience*

2.5 Core Values

KEBS corporate culture is based on the following six core values; Professionalism, Sustainability, Customer focus, Patriotism, Integrity and Team Spirit (PSCPIT). These are fundamental beliefs or principles that guide the behaviour, actions and decisions of the organisation.

Professionalism: We uphold high levels of competence and diligence in our operations;

Sustainability: We undertake activities that promote economic and social development within and outside KEBS while ensuring protection of the environment;

Customer focus: We listen to both our internal and external customers and deliver an ever-increasing value to them;

Patriotism: We undertake provision of our Standardization, Metrology, and Conformity Assessment services in ways that safeguard our country and consumers.

Integrity: We are accountable, honest, trustworthy, respectful, and ethical in our actions.

Team Spirit: All persons have a sense of belonging and work together towards a common goal.

2.6 Quality Policy Statement

KEBS is committed to providing Metrology, Standardization and Conformity Assessment Services that meet its customers' requirements as enshrined in the customer Service Charter and endeavour to exceed their expectations.

The Management of KEBS shall provide the necessary resources towards the effective implementation and continual improvement of the Quality Management System that conforms to the ISO 9001 Standard.

The organizational quality objectives shall be established at corporate level on an annual basis in accordance with the annual Balanced Scorecard and Signed Performance Contract as cascaded to relevant functions.

2.7 Drivers of change

KEBS strategy has taken cognizance of the following drivers of change;

a) **Technology:** KEBS has incorporated strategies to adapt positively to rapid technological changes that affect its operations in all spheres. KEBS plans to carry out digital transformation and leverage on new technologies such as artificial intelligence and big data analytics to realize its strategy.

b) **Globalization:** KEBS will keep track of globalization issues with a view of maximizing on their advantages and minimizing the risks associated with globalization. These may be economic (e-commerce, remote inspection, AfCFTA) and environmental (climate change mitigation) issues at the global level.

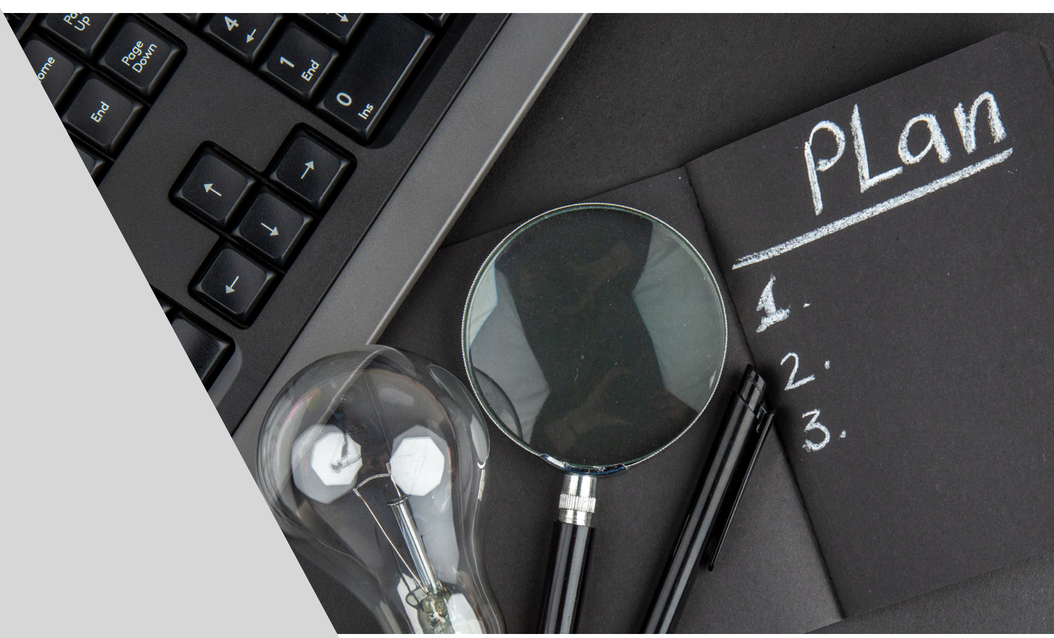
c) **Legislation:** KEBS will seek changes to and enactment of laws to support fulfilment of its mandate, as well as respond to changes in both national and international laws that affect its operations.

d) **Political changes:** Political changes come with changes in ideas, values, policies, development agenda, and leadership. KEBS will consider any relevant political changes locally and internationally and adjust its programs and processes as appropriate.

e) **Innovation:** KEBS will provide an environment for creativity for internal stakeholders and respond to and support innovations from external stakeholders. KEBS will transform its processes and services aligned with global standards to increase employee experience and customer value.

f) **Stakeholder's interests:** KEBS acknowledges and recognizes its stakeholders and their interests and will endeavor to meet and exceed their expectations.

g) **Climate Change:** KEBS takes notice of the current rapid climatic changes and will provide solutions for mitigation against climate change within its mandate, as well as carry out its operations in ways that safeguard the environment.



CHAPTER 3: SITUATIONAL AND STAKEHOLDER ANALYSIS

The situational analysis was done using PESTEL, SWOT and Resource Based View (RBV) considering the context in which KEBS operates. Stakeholder analysis was carried out considering the interested parties and their interests in KEBS. The output of the analysis was used in development of the strategic foundations and strategic pillars, strategic focus areas, and strategic initiatives for the KEBS 2023-2028 strategic period.

3.1 Situational Analysis

3.1.1 External Environment (PESTEL Analysis)

The external factors that affect KEBS business, are prioritized using a 5-point Likert scale (where 1 - Least important, 5 - very important). The issues are further classified and summarised as threats (T) or opportunities (O). Where the rating is at 5 for opportunities, the organization shall sustain and leverage on it. Where the rating is at 5 for threats, the organization shall strive to improve.

3.1.1.1 Macro-environment

PESTEL (Political, Economic, Social, Technological, Environmental, and Legal).

Table 3.1.1: *External Environment Analysis*

SL	FACTOR DESCRIPTION	IMPORTANCE (1-5)	RESPONSIBILITY	CLASSIFICATION Threat(T) or Opportunity (O)
POLITICAL ISSUES				
POL 1	Government policy to merge and consolidate departments and agencies with overlapping mandates on quality regulatory roles	5	NSC/MD	T
POL 2	Reassignment of roles to specialized agencies, such as NCA, NTSA, ACA, AFA may take away some roles currently played by KEBS	5	NSC/MD	T
POL 3	Political interests	5	NSC/MD	T

POL 4	Emerging government directives and policies that affect operations and allocation of resources	5	MD	T
POL 5	Ad hoc assignments arising out of joint enforcement operations by government agencies	5	MD	T
ECONOMIC ISSUES				
ECON 1	Review of mandates within regulatory agencies may lead to loss of revenue	5	SBUs	T
ECON 2	The growth of SMEs may positively impact KEBS activities such as testing, calibration, product certification, training, and system certification,	5	SBUs	O
ECON 3	Opportunities brought by potential petroleum and mining activities	4	SBUs/PSD	O
ECON 4	Competition from accredited labs (both calibration and testing), certification bodies, and training institutions may lead to loss of market share	4	SBUs	T
SOCIAL ISSUES				
SOC 1	Generation Z coming into the workplace may impact the work culture	5	MD	O
SOC 2	High public expectations on KEBS' role in consumer protection	5	NSC/MD	O
SOC 3	The emergence of global disruptions may affect business operations	5	NSC/MD	T
SOC 4	Lifestyle diseases such as HIV, Cancer, Diabetes, Stress, High blood pressure and mental health may affect business operations	5	NSC/MD	T

TECHNOLOGICAL ISSUES				
TEC 1	Information security concerns	5	All	T
TEC 2	Global digital transformation and automation of processes may present an opportunity for improving efficiency, Value & innovation	5	All	O
TEC 3	Global digital transformation on e-commerce may affect product certification, inspection, and consumer protection services	5	All	T
TEC 4	Increased utilization of social media may impact KEBS communication and corporate image	5	All	O
TEC 5	Information avalanche may affect decision making	5	All	T
ENVIRONMENTAL ISSUES				
ENV 1	Requirements for disposal of waste may affect KEBS operations in relation to destruction and disposal of seized products	5	All	O
ENV 2	Implementation of environmental aspects of SDGs 6,7,11,12,13,14,15	5	SDD, NQI, CB QA/Product certification	O
ENV 3	The global push for implementation of climate change mitigations measures may affect KEBS operations	4	All	O
ENV 4	Environmental aspects of the operations of neighbors' may affect our business	3	All	T

LEGAL ISSUES				
LEG 1	Increased consumer awareness leading to increased litigations against KEBS	5	Legal	T
LEG 3	Enactment of Public Procurement and Asset Disposal Act, which recognizes the use of national and international standards	5	All Directorates	O
		5	SBUs, PROC (All Units)	O
LEG 4	Requirements for collaboration within the arrangements of the Kenya Vision 2030 may affect KEBS operations	5	PSD, Directorates	O
LEG 5	Impact of new (or prospective) legislations e.g. Data Protection Act, cosmetics, IPMAS (unified mark), etc. including those by County Governments	5	All Directorates	T

3.1.1.2 Micro-environment

KEBS possesses several key resources that give it a competitive advantage in the Kenyan market for standardization, metrology, and conformity assessment (SMCA) services. These resources include:

A strong reputation: KEBS has a strong reputation for delivering high-quality SMCA services. This reputation is based on the Bureau's long track record of success, its skilled and experienced workforce, and its commitment to innovation.

A skilled and experienced workforce: KEBS has a team of highly skilled and experienced professionals who are experts in SMCA. This team is essential for the Bureau's ability to develop and implement standards, provide conformity assessment services, and conduct research and development.

A commitment to innovation: KEBS is committed to innovation and is constantly working to develop new and better ways of delivering its services. This commitment to innovation has helped KEBS to stay ahead of the curve in the rapidly changing SMCA landscape.

A strong network of relationships: KEBS has a strong network of relationships with stakeholders, including government agencies, businesses, and consumer organizations. These relationships are essential for the Bureau's ability to influence policy, promote standards, and provide its services effectively.

A strong brand: KEBS has a strong brand that is recognized and respected throughout Kenya, Africa, and globally. This brand is a valuable asset that helps the Bureau to attract customers and partners.

3.1.2 Summary of Opportunities and Threats

Based on the analysis of the external environment, MDACs, Constitutional Commissions, and Independent Offices should summarise emergent opportunities and/or threats in the last column of Table 3.1.2 below;

Table 3.1.2: *Summary of Opportunities and Threats*

ENVIRONMENTAL FACTOR	OPPORTUNITIES	THREATS
Economic	The growth of SMEs may impact KEBS activities, such as product certification, training, system certification, testing and calibration	
Political		Review of mandates within regulatory agencies may lead to loss of revenue
Social	High public expectation on KEBS' role in consumer protection	
Political		Possible political interests in KEBS Operations
Technological	Automation of processes presents an opportunity for improving efficiency	
Political		Litigations arising from Multi-Agency activities
Technological	The emergence of social media may impact KEBS corporate communication and image	
Economic		Crystallization of contingent liabilities
Political	Requirements for collaboration within the arrangements of Kenya Vision 2030 may affect KEBS operations	

Technological		Information security concerns
Technological	Global digital transformation and automation of processes may present an opportunity for improving efficiency, value & innovation	
Economic		The impact of emerging global disruptions and the increase in non-communicable diseases may raise the cost of healthcare

3.1.3 Internal Environment (SWOT Analysis)

The table below presents the internal factors that affect KEBS business, prioritized using a 5-point Likert scale (where 1 - Least important, 5 - very important). Where the rating is at 5 for strengths and opportunities, the organization shall sustain and leverage on it. Where the rating is at 5 for weaknesses and threats, the organization shall strive to address and improve.

Table 3.1.3: *Summary of internal environment*

	FACTOR DESCRIPTION	IMPORTANCE (1-5)	RESPONSIBILITY
	STRENGTHS		
S1	Good quality infrastructure (SMCA)	5	SBUs
S2	Skilled, competent, qualified, and diversified human capital	5	HR
S3	A recognized brand	5	Marketing
S4	A signatory to the meter convention (CIPM MRA) – recognition of calibration certificates by other NMIs	5	MET
S5	Provision and participation in measurement comparisons (PTs)	5	TES
S6	Good governance structure and supportive NSC	5	MD

	FACTOR DESCRIPTION	IMPORTANCE (1-5)	RESPONSIBILITY
WEAKNESSES			
W1	Low level of automation - many manual processes and low uptake of automation	5	SBUs
W2	Low level of integration of existing systems which affects workflow	5	ICT
W3	Aging Testing and Metrology equipment	5	MET&TEST
W4	Over reliance on revenue from regulatory services	5	NSC
W5	Increased litigations may affect financial stability	5	NSC

3.1.3.1 Governance and Administrative Structures

KEBS has a well established governance structure and mechanisms which include, the National Standards Council, Managing Director, Directorate, Senior Management Committee, internal policies, regulations and standard operating procedures, that define the decision-making arrangements as well as reporting relationships. The organizational structure is presented in 6.2.1.

3.1.3.2 Internal Business Processes

KEBS has established policies, procedures, guidelines for all organizational operations and published them in the organizational Entropy platform. The internal business processes are reviewed for adequacy regularly. Respective KEBS operations are accredited and certified to various international standards.

3.1.3.3 Resources and Capabilities

KEBS as the National Standards Body in Kenya has invested heavily in rare and inimitable resources and capabilities in Standardization, Metrology, and Conformity Assessment Services.

3.1.4 Summary of Strengths and Weaknesses

Based on the analysis of the internal environment, strengths and weaknesses are as summarised in table 2 above.

3.1.5 Analysis of Past Performance (Review of 2017-2022 Strategic Plan)

The terminal review of the KEBS 2017-2022 strategic plan was carried out to determine the extent of realisation of the strategic objectives. The review also identified challenges, lessons learnt, weaknesses, strengths, and opportunities.

3.1.5.1 Key Achievements

The following were the core mandate achievements during the five years' strategic period 2017-2022:

The formulation of product and service standards leading to increase in number of certified products under SMEs by 114.10% and those under large firms by 59.02%. This is a significant growth in the manufacturing sector indicating that KEBS played a big role in supporting the economic pillar of Kenya Vision 2030. In addition, the number of metrology services provided increased by 14.85% indicating that the measurement systems adopted by Kenyan industry are increasingly becoming traceable to international systems of measurement thus facilitating international trade. Equally, there was a 9.96% growth in the number of samples tested and an improved turnaround time. KEBS remained financially sustainable with an increase in revenue of 11.13%.

The following were the key achievements during the period 2017-2022;

1. Enhanced access to testing and metrology services in Lake Region, Coast Region and North Rift Region through acquisition/construction and commissioning on new office complexes. This has greatly improved the work environment, reduced the testing/metrology turnaround time and enhanced ease of doing business for economic operators in these regions.
2. Establishment and operationalization of Import inspection centres at Syokimau, Kenya Railways, Naivasha Inland Depot Mbita, Shimoni, Lwakhakha, Oloitoktok, and Lamu Port. These efforts are in line with the government's port charter that seeks to improve the turnaround time for cargo clearance at the ports of entry by availing KEBS officers at these entry points.
3. Opening and operationalization of Biashara Centres in Kariobangi, Mombasa, and Kisumu, and Eldoret with a specific focus on addressing the unique needs of MSMEs. Through these centres, MSMEs can access guidance and support on the use of standards in their production systems.
4. Reviewed inspection framework through the Standards (Verification of Conformity to Standards and other Applicable regulations) Order under the Legal Notice No. 78 of 2020 allowing for Pre-export Verification of Conformity and Destination Inspection of imports. This enhanced ease of doing business (trading across borders) by allowing the economic operators to choose the best option without being penalized. Furthermore, this has enhanced competitiveness of Kenya as a preferred trading hub within East Africa.
5. Enhanced protection of health and safety of consumers as required by Article 46 1) a, b, c, d and 3) of the Constitution through the establishment and operationalization of Market Surveillance directorate.
6. Strengthened legal services for institutional resilience through establishment and operationalization of Legal services directorate. This has enabled KEBS to enhance compliance to statutory and regulatory requirements toward reduction of litigation risks.
7. Re-engineered the Product Certification Scheme for Standardization Mark by adopting a risk-based approach and increasing the permit validity period from one year to two years. In addition, we are now accepting test results from accredited laboratories as a basis for certification.
8. Improved operational efficiency through automation and integration of the following processes: fleet management, procurement, bank reconciliation, fixed assets, Imprest management, General Ledger, Accounts payable, Payroll, Webstore, and Customer Relationship Management applications.
9. Certification to ISO 37001-ABMS, ISO/IEC 27001-ISMS, ISO 22301-BCMS in line with international best practices towards improved governance, security, resilience, and sustainability. Additionally, we maintained accreditation to ISO/IEC 17021 for system certification, ISO/IEC 17024 for personnel certification and ISO/IEC 17025 for metrology/testing services as a demonstration for continued competence in provision of SMCA services.

10. Sustained leadership at the global arena through the election of Eng. Zacharia Lukorito to ISO Council Technical Management Board (TMB); election of Ms. Caroline Outa as the Chairperson ISO's Committee on Conformity Assessment CASCO; and Election of Dr. Henry Rotich as the Deputy president Intra-Africa Metrology System (AFRIMETS).

The status of implementation of the initiatives for the strategic period 2017-2022 was as follows per strategic objective;

SO	OBJECTIVE	ACHIEVEMENT
SO1:	Enhance delivery of KEBS mandate by improving operational efficiency by 10% annually	84.45%
SO2:	Improve Customer Satisfaction by 1% annually by providing SMCA solutions that support Vision 2030, Big Four Agenda and SDGs.:	82.45%
SO3:	Attain international recognition and sustain leadership in SMCA through institutional strengthening and alignment to international best practices:	77.78%
SO4:	Provide SMCA solutions that promote innovation:	85.71%.

3.1.5.2 Challenges

The terminal review of the KEBS 2017-2022 performance identified the following challenges:

i. Inadequate staffing in technical areas occasioned by a freeze on employment.

ii. Inadequate office space at the Headquarters.

iii. Low uptake of automated solutions and incomplete integration of KEBS processes.

iv. Delay in development and implementation of service delivery innovations that interface with the customer.

v. Delay in execution of programs such as workload analysis which have delayed other processes like workload balancing.

vi. Delay in the revision of the Standards Act and the development of the National Quality Infrastructure Policy which has affected enforcement of standards.

vii. Ineffective communication of KEBS stories.

viii. Delays in approval of CAPEX which affects implementation of programs.

ix. The push for restructuring of the National Quality Infrastructure.

x. The emergence and effect of COVID-19 Pandemic.

3.1.5.3 Lessons Learnt

While implementing the 2017 – 2022 Strategic Plan, the following key lessons were learnt:

i. **Business Continuity:** Our strategies assumed that the operating environment will be stable and predictable. However, changes in the operating environment affected operations within and outside KEBS. The institution of strategies to address emerging disruption was key in mitigation of the effects on the business operations. There is need for continuous review and application of strategies for achievement of objectives during disruptions.

ii. **Process performance, monitoring and evaluation:** Functions were focused on results and outputs without monitoring and evaluating the performance of processes. Therefore, a weekly reporting framework was introduced to manage this aspect and has been successful in monitoring the effectiveness of processes.

iii. **Emerging changes in the context of the organization:** During the implementation of the strategic plan, several issues emerged from both internal and external environment. This led to 50% of the key achievements being outside the strategic plan but within the organizational mandate. There is, therefore, need for agility in review of strategic initiatives.

3.1.5.4 Weaknesses

The following weaknesses were identified:

i. Lack of clear strategy to address growing competition.

ii. Lack of regulations for various processes such as product certification, Market surveillance, and Calibration services.

iii. Lack of a market surveillance strategy.

iv. Lack of robust data analysis during the 1st four years which affected decision making.

v. Partial systems integration

vi. Over reliance on imports inspection as a major source of revenue and failure to break even in non-regulatory revenue streams.

3.1.5.5 Opportunities

The following opportunities were identified that KEBS can leverage on in the 2023-2027 strategic period.

a) Establishment of a national/regional reference materials and proficiency testing unit

b) Establishment of a private samples testing unit as a revenue generation stream.

c) Establishment of a regional reference laboratory to do tests for Kenya government and other governments and private sector in Africa. Such as Military, Oil and Gas companies, Mining companies, and telecommunication firms.

d) Establishment of a dedicated tyre testing and iron sheets testing capacity.

e) Establishment and conduct of full destination inspection of Motor vehicles in Mombasa.

f) Diversify into imports and exports inspection for other governments and private companies.

g) Establishment of regional/Africa calibration services unit, with footprints in strategic countries in Africa.

h) Provision of calibration services in the medical field.

i) Construction of a KEBS complex (20 floors building) at the HQ and acquisition of additional buildings and facilities

j) Training and certification of quality practitioners in Kenya and Africa.

k) Establishment of a Maximum Residue competence laboratory at JKIA/HQ, to offer testing services for Horticulture sector in Kenya and Africa in general.

l) Development of regulations for product certification, calibration services, and market surveillance.

m) Automation and integration of processes in KEBS.

n) Adoption of new ways of working.

3.2 Stakeholder Analysis – Summary of Interested Parties and their Expectations

ISO 9000: 2015 defines interested parties as stakeholders, persons or organization that can affect, be affected by or perceive themselves to be affected by a decision or activity. KEBS recognizes its interested parties and their needs and expectations by regularly monitoring related information and taking action to address the arising interests.

The National Standards Council, management, staff, UBORA SACCO and other SACCOs, pension scheme and staff union are its internal parties, whereas the external parties include those parties or groups that directly affect KEBS' operations or are affected by it.

The table below presents the identified interested parties and the nature of their interests. These interests will be considered as sources of risk and necessary controls will be entrenched in the functional processes.

Table 3.2: *Stakeholder Analysis*

Stakeholder	Role	Expectation of the Stakeholder	Expectation of the organisation
Staff	i. Delivery of service as stated in KEBS mandate	i. Provision of satisfactory rewards (salary, allowances, pension, cost of living adjustment, performance rewards, Christmas vouchers, performance-based bonuses, 13th month salary)	i. Application of skills and knowledge, ii. work ethic and attitude, and iii. reliability and dependability
		ii. Provision of a satisfactory welfare system (work-life balance, mortgage, car loan scheme, medical insurance, flexi-hours, family friendly policies, lactation station, gym, counselling, vehicle group car insurance and employee assistance programs – Alcohol and Drug Abuse, Mental Health)	
		iii. Job security	
		iv. Job satisfaction	
		v. Career progression	
		vi. Conducive work environment	
		vii. Provision of resources	
		viii. Staff engagement (communication, workflow processes, workload analysis)	
		ix. Capacity building	

Stakeholder	Role	Expectation of the Stakeholder	Expectation of the organisation
Management	i. Day-to-day management of KEBS activities	i. Support from NSC and government	i. Strategic thinking ii. Leadership iii. Effective Communication iv. Decision-making v. Problem-solving vi. Change management vii. Performance management viii. Accountability
	ii. Provision of necessary resources to execute KEBS mandate	iii. Timely communication on strategy, policies, and decisions	
National Standards Council	i. Provision of leadership and strategic direction	i. Efficient and effective generation and utilization of resources	i. Provision of independent oversight of KEBS' governance and risk management processes ii. Provision of strategic advice and guidance to KEBS' leadership team iii. Act in the best interests of KEBS and the public iv. Commitment to continuous improvement
	ii. Governance	ii. Successful delivery of Mandate through improved productivity	
	iii. Provision of resources to execute KEBS mandate	iii. Compliance to statutory and regulatory requirements	
		iv. Timely submission of reports	
		v. Productivity	
UBORA SACCO/ Other SACCOS	i. Provision of financial services to personnel	i. Timely remittances of deductions	i. Financial stability ii. Operational efficiency, iii. Member protection iv. Compliance with Know Your Customer and Anti-Money Laundering v. Data protection
		ii. Authority to hold SACCO meetings	

Stakeholder	Role	Expectation of the Stakeholder	Expectation of the organisation
Pension Scheme Trustees/ Managers	i. Management of the pension scheme	i. Timely remittances of pension deductions ii. Authority to hold meetings	i. To have the necessary skills, experience, and knowledge to manage pension funds. ii. To develop and implement a sound investment strategy. iii. To monitor the performance of pension funds on an ongoing basis. iv. To take corrective action if necessary. v. To provide members with regular information about their pension funds. vi. To comply with all applicable laws and regulations. vii. To act with integrity and honesty viii. To avoid conflicts of interest ix. To Exercise due diligence x. To Maintain confidentiality
Pensioners	i. Membership in the pension scheme	i. Timely payment of terminal dues ii. Information on the status of their pension	i. Provide updated and accurate pension related information

Stakeholder	Role	Expectation of the Stakeholder	Expectation of the organisation
Staff Union	i. Promotion and advocacy for staff welfare	i. Timely remittances of union deductions ii. Authority to hold meetings iii. Compliance with Labour Laws	i. Adherence to Pension Scheme Rules and Regulations ii. Maintain Confidentiality iii. Act with Integrity and Professionalism iv. Promote KEBS Standards and Values v. Adherence to Collective Bargaining Agreement
Technical Committee Members	i. Provide expertise in development of standards	i. Conducive and supportive environment to develop standards ii. Training and tools for standards development iii. Timely payments of allowances	i. Expertise ii. Commitment iii. Ethics iv. Confidentiality v. Active participation vi. Openness to new ideas vii. Communication skills viii. Problem-solving skills ix. Decision-making skills

Stakeholder	Role	Expectation of the Stakeholder	Expectation of the organisation
Customers	i. Consumers of KEBS Services	i. Adherence to KEBS service charter timelines on all processes ii. Timely development and maintenance of standards iii. Timely and quality products and service provision iv. Timely resolution of complaints v. Real-time engagement at KEBS service delivery points. vi. Access to information	i. Compliance with standards and guidelines ii. Cooperation with KEBS iii. Provide feedback to KEBS on its products and services iv. Report any suspected cases of non-compliance to KEBS
Consumers (End users of services and manufactured products)	i. Users of manufactured products	i. Access to safe and quality products or services ii. Timely resolution of complaints iii. Real-time engagement at KEBS service delivery points iv. Access to information	i. Be aware of their rights as consumers ii. Report any substandard products they encounter to KEBS iii. Be aware of the KEBS Marks of Quality iv. Purchase products from reputable retailers v. Keep receipts for all purchases vi. Be vigilant about the products they purchase

Stakeholder	Role	Expectation of the Stakeholder	Expectation of the organisation
Standards Tribunal	i. Provide adjudication services on disputes relating to standards	i. Compliance to the Standards Act	i. Provide independent and impartial adjudication of disputes relating to standards ii. Ensure that KEBS standards are applied fairly and consistently iii. Promote understanding of KEBS standards and the standardization process iv. Make recommendations to KEBS on the development and implementation of standards v. Protect the interests of consumers vi. Maintain confidentiality of information vii. Act in a timely and efficient manner
	ii. Protection of consumers interests	ii. Prompt provision of any requested information iii. Attendance of tribunal hearings and summons iv. Implementation of the rulings	
Industry Sector Associations (e.g. Kenya Association of Manufacturers / Kenya National Chamber of Commerce/ Kenya Private Sector Alliance)	i. Protection and advocacy for manufacturers interests	i. Real-time engagement at KEBS service delivery points	i. Provide input on the development of standards ii. Promote standards adoption and implementation among members iii. Monitor and report non-compliance with standards iv. Participate in standards review and revision.

		ii. Timely resolution of complaints iii. Continuous information bulletins on KEBS	v. Raise awareness of standards among consumers vi. Collaborate with KEBS on training and capacity building. vii. Provide feedback to KEBS on its services and products. viii. Advocate for standardization in Kenya and the Region
MSMEs (includes Jua Kali Associations)	i. Manufacturers of small scale productions	i. Real-time engagement at KEBS service delivery points ii. Timely resolution of complaints iii. Continuous information bulletins on KEBS	i. Provide input on the development of standards ii. Promote standards adoption and implementation among members iii. Monitor and report non-compliance with standards iv. Participate in standards review and revision. v. Raise awareness of standards among consumers vi. Collaborate with KEBS on training and capacity building. vii. Provide feedback to KEBS on its services and products. viii. Advocate for standardization in Kenya and the Region

Stakeholder	Role	Expectation of the Stakeholder	Expectation of the organisation
Interagency Committees (Border Control and Coordinating Committee / Multi Agency Committees Agencies)	i. Coordination of conformity assessment activities	i. Carry out KEBS mandate ii. Prompt provision of any requested information iii. Active participation in activities of the committee iv. Implementation of resolutions	i. Effective coordination and collaboration ii. Risk assessment and profiling iii. Pre-clearance and verification procedures iv. Information sharing and communication v. Intelligence sharing vi. Joint training and capacity building vii. Continuous improvement and innovation
Suppliers	i. Supply goods and services to KEBS	i. Fair and transparent procurement system in compliance with the Procurement and Asset Disposal Act ii. Timely payment for goods and services iii. Timely resolution of complaints iv. Real-time engagement at KEBS service delivery points v. Timely feedback on their performance and obligations	i. adherence to standards ii. Competitive pricing and value for money iii. Reliability and timely delivery iv. Financial stability and sustainability v. Ethical conduct and compliance with laws vi. Innovation and responsiveness to evolving needs vii. Effective communication and collaboration

Stakeholder	Role	Expectation of the Stakeholder	Expectation of the organisation
Statutory/ Regulatory Agencies	i. Collaborate within their mandates to support trade	i. Compliance with the relevant laws ii. Timely remittance of statutory deductions	i. Harmonization of regulations and standards ii. Information sharing and collaboration iii. Capacity building and training iv. Joint inspections and enforcement activities v. Mutual recognition and cooperation agreements vi. Sharing of best practices and experiences vii. Joint research and development
Interest Groups (Kenya Consumer Protection Advisory Committee, Consumers Federation of Kenya, Shippers Council, Kenya International Freight & Warehousing Association, Kenya Auto Bazaar Association, Kenya Car Importers Association etc.)	i. Protect consumer interests ii. Champion for consumer rights	i. Recognition and engagement in relevant KEBS activities ii. Real-time engagement at KEBS service delivery points iii. Timely resolution of complaints iv. Continuous information bulletins on KEBS	i. Collaboration and partnership ii. Advocacy for standardization iii. Consumer protection and advocacy iv. Feedback and recommendations v. Participation in standards development committees vi. Dispute resolution and mediation vii. Public awareness and education

Stakeholder	Role	Expectation of the Stakeholder	Expectation of the organisation
External Auditors	i. Provide third party auditing services to KEBS	i. Timely and full disclosure of information ii. Timely resolution of findings/audit queries iii. Implementation of recommendations iv. Timely submission of reports	i. Professional competence and independence ii. Thorough and comprehensive audit iii. Clear and concise audit reports iv. Timely completion of audits v. Effective communication and collaboration vi. Continuous professional development vii. Proactive identification of risks viii. Commitment to ethical conduct
Accreditation Bodies/ Certification Bodies	i. Provide accreditation/ certification services to KEBS	i. Timely and full disclosure of information ii. Timely resolution of audit findings and queries iii. Real-time engagement at KEBS service delivery points iv. Compliance with contracts	i. Technical competence and expertise ii. Impartiality and objectivity iii. Due diligence and thoroughness iv. Proper documentation and reporting v. Transparency and accountability vi. Compliance with KEBS requirements vii. Continuous improvement viii. Compliance with international standards and guidelines ix. Contribution to standardization efforts x. Support for innovation and technology advancement

Stakeholder	Role	Expectation of the Stakeholder	Expectation of the organisation
Parent Ministry and other Ministries	i. Provide oversight leadership and regulation to KEBS service delivery	i. Support of ministry initiatives ii. Compliance to relevant laws and regulations iii. Implementation of GoK policies and directives iv. Delivery of performance contract targets v. Timely submissions of required reports vi. Real-time engagement at KEBS service delivery points	i. Policy leadership and coordination ii. Resource allocation and support iii. Advocacy for standardization iv. Collaboration on trade facilitation v. Support for enterprise development vi. Consumer protection and awareness vii. Monitoring and evaluation viii. Harmonization of standards and regulations ix. Information sharing and collaboration x. Support for enforcement and compliance xi. Promotion of standardization in sector-specific policies xii. Collaboration on international standardization
SAGAs	i. Provide support within their respective mandates	i. Joint implementation of relevant GoK policies and directives	i. Harmonization of regulations and standards ii. Information sharing and collaboration iii. Capacity building and training iv. Joint inspections and enforcement activities

		ii. Real-time engagement with KEBS service delivery points.	v. Mutual recognition and cooperation agreements vi. Sharing of best practices and experiences vii. Joint research and development viii. Dispute resolution and mediation ix. Public awareness and education
Presidency	i. Provide political leadership to KEBS and all MDACs	i. Full compliance to the Standards Act and other relevant laws and regulations ii. Implementation of GoK policies and directives iii. Delivery of performance contract targets iv. Timely submissions of required reports v. Proactive engagement	i. Political leadership and commitment ii. Integration of standardization into national development agendas iii. Promotion of standardization as a trade facilitator iv. Support for consumer protection and product safety v. Recognition of KEBS's role as a national standards body vi. Support for international standardization initiatives vii. Advocacy for standardization in international forums
PVoC Partners	i. Provide inspection services to KEBS in the countries of origin	i. Fair and transparent procurement system	i. Technical competence and expertise ii. Impartiality and objectivity iii. Due diligence and thoroughness iv. Proper documentation and reporting

		ii. Timely feedback on their performance and obligations iii. Timely resolution of complaints iv. Proactive engagement v. Accessibility of standards vi. Enforcement of legal notices	v. Transparency and accountability vi. Compliance with KEBS requirements vii. Continuous improvement viii. Collaboration and communication with KEBS ix. Protecting the reputation of KEBS x. Contributing to standardization efforts
Media	i. Dissemination of information	i. Timely and accurate information ii. Real time engagement with the organization	i. Accuracy and Timeliness of Information ii. Education on Standards and Consumer Protection iii. Investigative Reporting on Non-Compliance iv. Coverage of Standardization Events and Initiatives v. Fact-Checking and Verification of Information vi. Balancing Business Interests with Consumer Protection vii. Engaging with KEBS for Information and Clarification viii. Promoting Standardization as a National Priority ix. Celebrating Standardization Success Stories

The KEBS strategic direction is geared towards transformation of processes for enhancement of service delivery and organizational resilience.

CHAPTER 4: STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

4.1 Strategic issues

The following strategic issues were identified from the opportunities, threats, strengths and weaknesses. The strategic issues are equivalent to the identified KEBS Strategic Pillars and Foundations and they include.

i. Trade facilitation: The need for transformation of provision of regulatory services, which include, Product Certification, Imports inspection, and market surveillance.

ii. Technical services: Improvement of non-regulatory services for increased revenue generation. Technical services include, systems certification, Training on standardization and consultancy, calibration services, equipment maintenance, private testing, proficiency testing, and reference materials production.

iii. Standards development for local content and export market needs.

iv. Technology and innovation: The need to enhance transformation of services provision through automation and integration of systems.

v. Institutional capacity: The need to strengthen institutional capacity to enhance productivity and ensure efficient and effective services delivery.

vi. Policy and regulatory framework: The need to strengthen legal services in KEBS.

4.2 Strategic Goals

Below are the strategic goals for the period 2023-2027;

1. To transform KEBS regulatory service provision.
2. To transform and enhance the KEBS technical services to global standards with Africa regional coverage.
3. To transform standards development for local content and export market needs.
4. To enhance KEBS transformation through automation and integration of systems.
5. To strengthen KEBS institutional capacity to enhance productivity and ensure efficient and effective services delivery.
6. To strengthen KEBS legal services for institutional resilience.

4.3 Key Results Areas

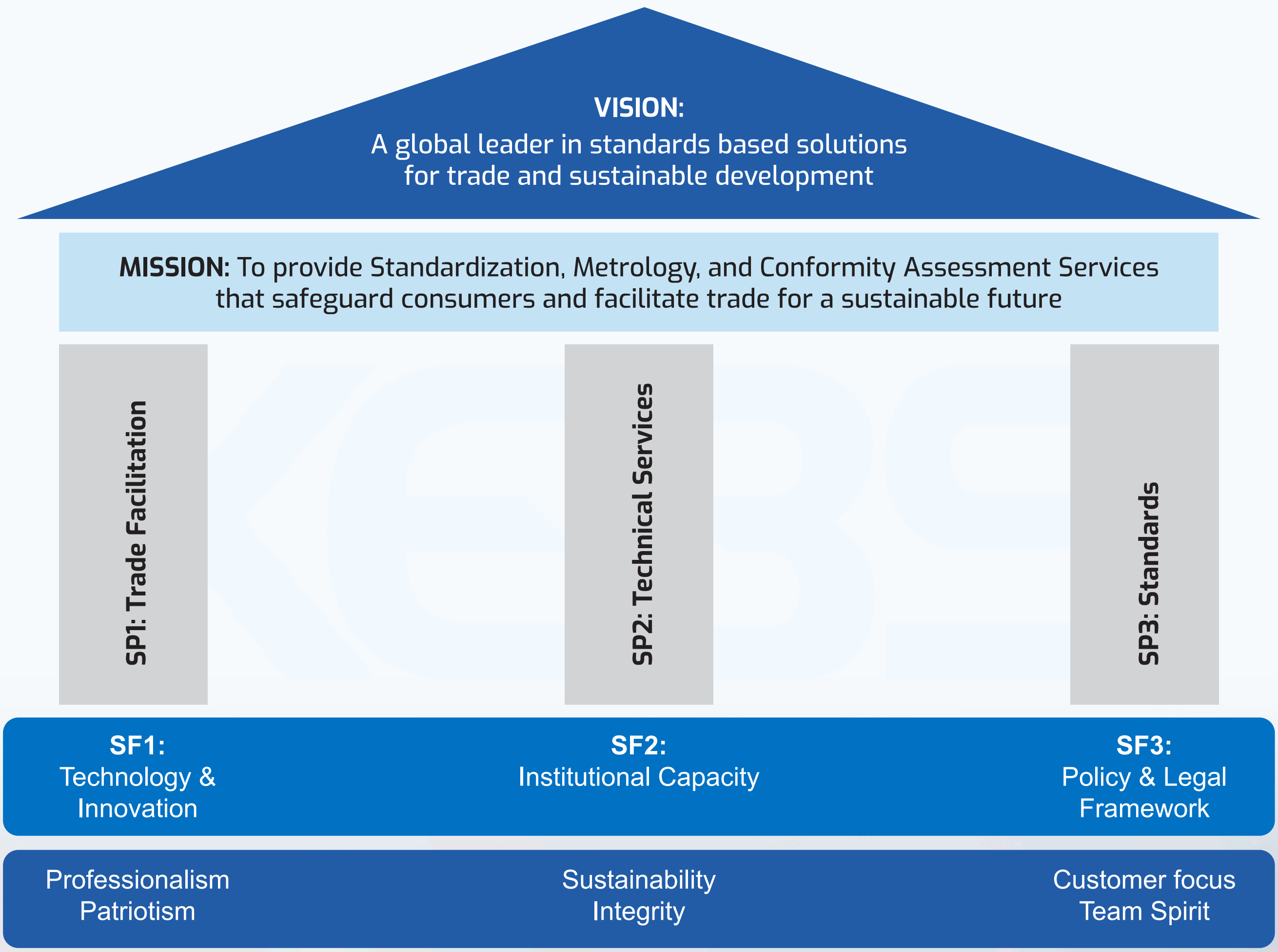
The KEBS key result areas are equivalent to the Strategic Pillars and Foundations in Annex 1 and listed below;

KRA1: Trade Facilitation
KRA2: Technical Services
KRA3: Standards
KRA4: Technology and Innovation
KRA5: Institutional Capacity
KRA 6: Policy and Legal Framework

Strategic Pillars, Strategic Foundations, Strategic Focus areas and Activities

To deliver KEBS mission and attain KEBS vision, the following strategic foundations, strategic pillars, strategic focus areas, and activities will be implemented in the strategic period 2023-2027

Figure 1: *Strategic Temple*



Strategic Pillars and Foundations

KEBS Strategic pillars and foundations form part of the strategic direction. Pillars are the main transformative areas that the organization intends to focus on so as to deliver its mandate while the foundations are the overall enabling factors to be considered in order to ensure that the pillars are fully executed to enable the organization achieve its mandate in an effective and efficient manner.

The pillars and foundations with their defined objectives and focus areas are as explained below;

SP1: Trade Facilitation:

Objective:

To transform KEBS regulatory service provision

Strategic Focus areas:

SP1:1 Promotion of MSMEs for enhancement of their competitiveness

SP1:2 Establish and operationalize imports destination inspection

SP1:3 Promote consumer protection from substandard products, protect the environment and create a level playing ground for economic operators.

KEBS regulatory services include product certification, imports inspection, and market surveillance.

SP2: Technical Services

Objective:

To transform and enhance the KEBS technical services to global standards with Africa regional coverage

Strategic Focus areas:

SP2:1 Upscale private testing, reference materials production and proficiency testing.

SP2:2 Diversify calibration services (medical laboratory equipment; development of regional calibration centers and focus on niche clients)

SP2:3 Increase scope and regional coverage for systems certification and training services.

KEBS technical services include systems certification, training and consultancy, calibration, maintenance, private testing, reference materials and proficiency testing.

SP3: Standards

Objective:

To transform standards development for local content and export market needs

Strategic Focus areas:

SP3:1 Development and harmonization of market driven standards

SP3:2 Enhance uptake of standards

SP3:3 Modernization of the national measurement reference standards

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SF1: Technology and Innovation

Objective:

To enhance KEBS transformation through automation and integration of systems

Strategic Focus areas:

SF1:1 Automation of key KEBS processes

SF1:2 Integration of key automated systems

SF1:3 Modernization of laboratories

SF2: Institutional Capacity

Objective:

To strengthen KEBS institutional capacity to enhance productivity and ensure efficient and effective services delivery

Strategic Focus areas:

SF2:1 Productivity improvement

SF2:2 Infrastructure: Acquisition of offices, laboratories buildings and equipment, and telecommunications

SF2:3 Financial Sustainability: Resource mobilization, enhance revenue collection and prudent use of resources.

SF2:4 Enhance corporate image and branding

SF2:5 Strengthening internal controls

SF2:6 Enhance the implementation, monitoring and evaluation framework

SF2:7 Contribute to climate change mitigation and adaptation.

SF3: Policy and Legal Framework

Objective:

To strengthen KEBS legal services for institutional resilience

Strategic Focus areas:

SF3:1 Management of legal risks

SF3:2 Strengthening legislative and regulatory framework

SF3:3 Enhance good governance and board performance

CHAPTER 5: STRATEGIC OBJECTIVES AND STRATEGIES

This chapter contains the strategic objectives, strategic choices and the respective strategies. For ease of strategy implementation and institutional focus, the strategic objectives, strategic choices, and the strategies, and the yearly achievement projections are as indicated in the chapter 4 and both the corporate and departmental rolling implementation plans.

5.1 Strategic Objectives

KEBS uses the Balance Scorecard methodology for implementation of the strategic plan. The strategic objectives, key result areas, respective key performance indicators and activities and the rolling implementation plan. The projections are informed by realistic achievements, resource mobilization strategy, and the institutional capacity.

5.2 Strategic Choices

The strategic choices for achievement of the strategies are as indicated in rolling implementation plan, available in the Entropy platform.

> **This plan defines the direction that KEBS will pursue to achieve its goals and objectives.**

CHAPTER 6: IMPLEMENTATION AND COORDINATION FRAMEWORK

6.1 Rolling Implementation Plan (RIP)

The RIP provides annual outcomes for each strategic pillar, foundation, and strategy focus area for the period 2023-2027. To increase accountability, track progress, and inspire staff as well as partners to achieve the KEBS strategic objectives for the 2023-2027 period, specific and tangible measures have been set based on the prioritized activities. The progress will be monitored quarterly, evaluated annually, and adjustments made as needed. The rolling implementation plan is as shown in **Annex 1.**

6.1.1 Action Plan (Functional Strategies)

The implementation matrices for the departmental activities for the realization of the corporate strategic Pillars and Strategic Foundations will be published on the entropy platform.

6.1.2 Annual Workplan and Budget

Income and expenditure estimates for operationalization of the KEBS Strategic plan for the strategic period 2023-2028 have been determined. The estimates will be incorporated in the Medium-Term Expenditure Framework. The estimates will be published in the Entropy platform.

6.1.3 Performance Contracting

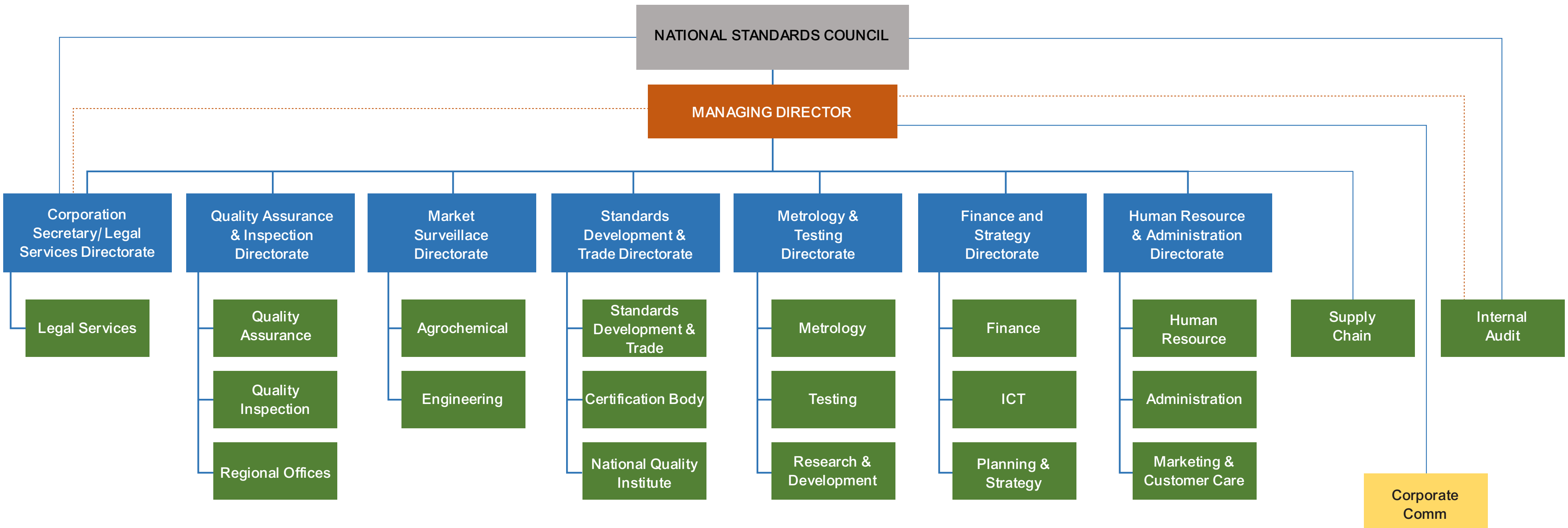
The operational indicators of the annual Government of Kenya Performance Contract will be based on this strategic plan.

6.2 Coordination Framework

6.2.1 Institutional Framework - Organizational Structure (Structure for Strategy Execution)

To ensure the successful execution of the strategies laid down in this Strategic Plan, KEBS shall review the organizational structure in line with the principles of Public Service and State Corporations Act.

Next page is the KEBS organizational structure.



	National Standards Council
	Managing Director - Level 1
	Directorate - Level 2
	Department - Level 3
	Division - Level 4

Solid Line —— Functional Reporting

Dotted Line .... Administrative Reporting

6.2.2 Staff Establishment, Skills Set and Competence Development

KEBS has carried out a skills gap analysis for skills required for implementation of the strategy. The skills gaps are transformed to the live corporate skills matrix, which informs annual training needs assessment and subsequent capacity building interventions. The skills set are informed by the strategy interventions and the career progression guidelines.

6.2.2.1: Staff Establishment

Summary of the staff establishment is provided for in the human resource instruments, available in the Entropy platform.

6.2.2.2: Skills Set and Competence development

The skills set and skills gaps, for every KEBS department and each member of staff are as indicated in the corporate skills matrix, competence development is done through annual training needs evaluation and the annual training plan development and implementation. The skills set and competence development is tabulated and presented in **Annex 3.**

6.2.3 Leadership

The NSC is responsible for providing resources and policy guidance required for implementation of the strategic plan. The Managing Director is responsible for the overall implementation of the strategic plan and reporting on achievements to the National Standards Council. The directors shall spearhead the implementation of the strategy in the specific directorates and the chief managers will lead in the operationalization of the strategy at the functional level through the strategic theme teams comprised of managers and assistant managers. The Strategic Plan Implementation Committee shall be coordinating and monitoring corporate strategy implementation.

6.2.4 Systems and Procedures

KEBS has established the required internal systems, processes, and standard operating procedures required for effective and efficient implementation of the strategic plan. The internal systems processes, and standard operating procedures has incorporated quality standards, digitalization, automation, systems integration, and value chain execution framework. The internal policies, systems, processes and standards operating procedures are published in Entropy.

6.3 Risk Management Framework

KEBS has institutionalised a Risk management Policy which provides a risk management framework based on ISO 31000, principles, governance structure, monitoring and reporting framework and tools. Risks related to strategy has been determined and are managed as per the risk management framework. The Inherent risks, residual risks, and risk mitigation measures are reviewed on a quarterly basis. Implementation of the policy guides KEBS in managing risks. The corporate risk management framework is available on Entropy. The risks are summarized in table 6.3 below.

Table 6.3: *Risk Management Framework*

S/ NO.	RISKS	RISK LIKELIHOOD (L/M/H)	SEVERITY (L/M/H)	OVERALL RISK LEVEL (L/M/H)	MITIGATION MEASURE (S)
1	**Legal risks**	H	H	H	i. Compliance with statutory and regulatory requirements ii. Undertaking the legal compliance audits
2	**Reputational risks**	H	H	H	i. Media monitoring ii. Monitoring of customer feedback iii. Customer satisfaction survey
3	**Financial risk**	H	H	H	i. Compliance with Public Financial Management Act. ii. Compliance with financial reporting standards iii. Prudent financial management and controls iv. Automation of financial accounting systems
4	**Strategic risks**	M	H	M	i. Adherence to policies and standard operating procedures ii. Monitoring and evaluation of the risk exposure and effectiveness of mitigation measures
5	**Operational risks**	M	M	M	i. Adherence to policies and standard operating procedures ii. Monitoring and evaluation of the risk exposure and effectiveness of mitigation measures

CHAPTER 7: RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

This chapter outlines the resource requirements for implementation of the strategy, and the resource mobilization strategies.

7.1 Financial Requirements

The estimates of resource requirements and budget for the implementation of the action plan on Financial Year basis are as indicated for each key result area in the rolling implementation plan. The budgetary estimates will be incorporated in the annual budgeting process and Medium-Term Expenditure Framework.

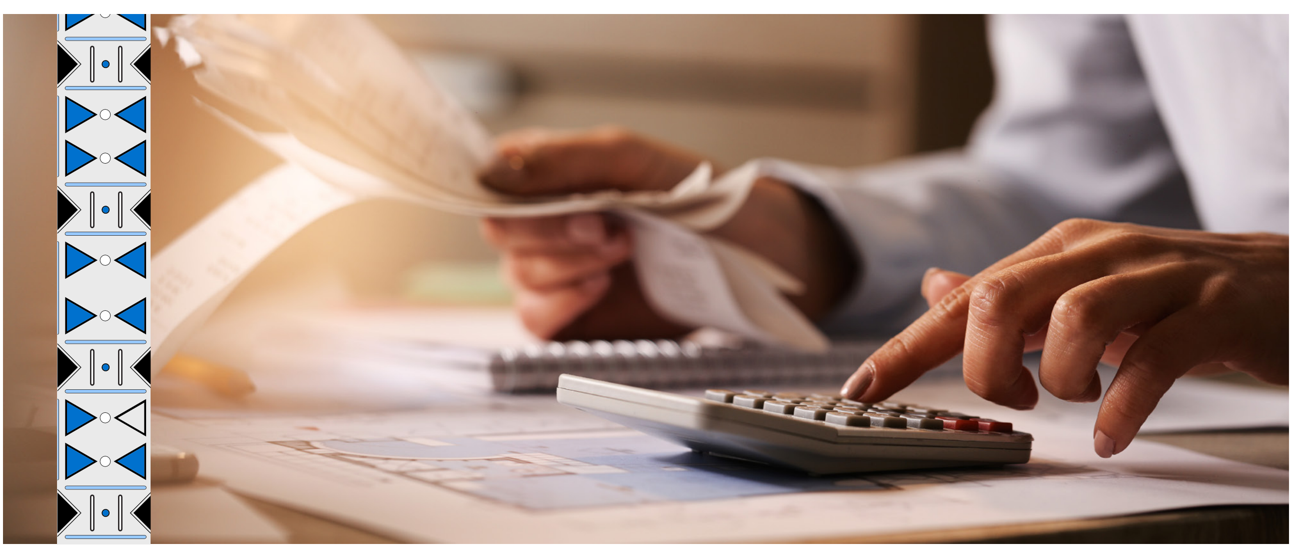
The expenditure and revenue estimates from the strategic interventions are as indicated in the rolling implementation and the budget summary. The budget summary indicates revenue and expenditure from both strategic and non-strategic interventions.

7.2 Resource Mobilization Strategies

The practical, feasible and realistic strategies to finance the resource requirement gaps are as captured in the KEBS rolling implementation plan and the resource mobilization strategy published on the Entropy platform. KEBS will improve the delivery of its technical services, integrate its automated systems and mitigate legal risks to enhance the revenue generation towards the realization of the corporate objectives.

7.3 Resource Management

KEBS has put in place adequate mechanisms for the efficient, effective and economic utilization of resources. It has adopted the value chain execution framework in ensuring that resources are targeted on strategy critical activities. The BETA principle of prioritisation and sequencing in the utilization of scarce resources on impactful value chain activities to achieve desired outcomes (on quick wins, short-term, medium-term and long-term basis), has been incorporated and is captured in the budgeting process and framework. Resources towards system integration, improvement of technical services and mitigation of legal risks are prioritized.



CHAPTER 8: MONITORING, EVALUATION AND REPORTING FRAMEWORK

8.1 Monitoring Framework

The Strategic Plan 2023-2027 will apply the Balanced Scorecard methodology as a tool for monitoring and evaluation. To ensure that the strategy is cascaded throughout the organization, management will ensure the following:

i. Development of the corporate, directorates and functional scorecards
ii. Alignment of the Key Performance Indicators (KPIs) at functional level with the strategic focus areas.
iii. Monitoring, measurement, analysis and evaluation of process performance and related risks at the functional level
iv. Adequate measures will be taken to change the activities to realize the strategic objectives if there are fundamental changes in the operating environment.

8.2 Performance Standards

The strategic plan will be implemented and tracked through the Balanced Scorecard Methodology. Directors shall be responsible for reporting on achievement on a quarterly basis through the Balanced Scorecard. The Chief Manager Planning and Strategy shall oversee the implementation, monitoring, evaluation and reporting the status of the SP to Senior Management Committee (SMC). The SMC shall be responsible for reviewing the SP status on periodic intervals for submission to the NSC.

8.3 Evaluation Framework (Corporate Balanced Scorecard)

The level and extent of achievement of objectives towards attainment of strategic goals along respective key result areas will be evaluated at mid-term and at end-term of this strategic period.

8.3.1 Mid-Term Evaluation

Mid-term evaluation shall be carried out in the Financial 2025/2026 as per the Kenya Evaluation Guidelines 2020 and the Kenya Norms and Standards for Monitoring and Evaluation available in www.planning.go.ke.

8.3.2 End-Term Evaluation

End Term evaluation shall be carried out in the financial year 2026/27 using the Kenya Evaluation Guidelines 2020 and the Kenya Norms and Standards for Monitoring and Evaluation available in www.planning.qo.ke.

8.4 Reporting Framework and Feedback Mechanism

The directors and chief managers shall collect data and report on implementation of the strategic plan interventions on a quarterly basis through the Balanced Scorecard Methodology and the KPIs monitoring tool. Root causes and corrective actions for non-achievement shall be established as provided for in the Balanced Scorecard and the KPIs monitoring tool to prevent recurrence. The lessons learnt shall provide inputs into continual improvement processes.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