STRATEGIC PLAN
2022-2027
# Table of Contents

**Abbreviations and Acronyms**

**Foreword - The National Standards Council (Chairman)**

**ISO President (2020-2021)**

**KEBS Managing Director**

**Executive Summary**

1. **Strategic Direction 2022-2027**
   1.1 Introduction
   1.2 Background of Kenya Bureau of Standards
   1.3 The Mandate of the Kenya Bureau of Standards

2. **Review of 2017-2022 Strategic Plan**
   2.1 Achievements
   2.2 Challenges and Lessons Learnt
      2.2.1 Challenges
      2.2.2 Weaknesses
      2.2.3 Lessons Learnt
      2.2.4 Opportunities

3. **Situational Analysis**
   3.1 PESTEL Analysis
   3.2 SWOT Analysis
   3.3 Summary of Interested Parties and their Expectations

4. **KEBS 2022-2027 Strategic Direction and Strategies**
   4.1 Vision
   4.2 Mission
   4.3 Drivers of change
   4.4 Core Values
   4.5 Motto
   4.6 Strategic Pillars, Strategic Foundations, Strategic Focus areas and Activities
   4.7 Rolling Implementation Plan (RIP)
   4.8 Functional Strategies

5. **Monitoring and Evaluation**
   5.1 Monitoring and Evaluation Framework
   5.2 Performance Contracting
   5.3 Corporate Balanced Scorecard
   5.4 Risk Management Framework

6. **Organizational Structure**
   6.1 Structure for Strategy Execution
   6.2 Budgetary projections
# Abbreviations and Acronyms

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AFIMETS</td>
<td>Intra-Africa Metrology System</td>
</tr>
<tr>
<td>AFSEC</td>
<td>The African Electrotechnical Standardization Commission</td>
</tr>
<tr>
<td>ARSO</td>
<td>African Organisation for Standardization</td>
</tr>
<tr>
<td>ASTM</td>
<td>American Society for Testing and Materials</td>
</tr>
<tr>
<td>AU</td>
<td>African Union</td>
</tr>
<tr>
<td>BIPM</td>
<td>Bureau International des Poids et Mesures (International Bureau of Weights and Measures)</td>
</tr>
<tr>
<td>BSC</td>
<td>Balanced Score Card</td>
</tr>
<tr>
<td>COMESA</td>
<td>Common Market for Eastern and Southern Africa</td>
</tr>
<tr>
<td>EAC</td>
<td>East African Community</td>
</tr>
<tr>
<td>EAC SACA</td>
<td>East African Community Standardisation, Accreditation and Conformity Assessment</td>
</tr>
<tr>
<td>ERS</td>
<td>Economic Recovery Strategy</td>
</tr>
<tr>
<td>GoK</td>
<td>Government of Kenya</td>
</tr>
<tr>
<td>ICT</td>
<td>Information and Communication Technology</td>
</tr>
<tr>
<td>IEC</td>
<td>International Electrotechnical Commission</td>
</tr>
<tr>
<td>ISO</td>
<td>International Organization for Standardization</td>
</tr>
<tr>
<td>KEBS</td>
<td>Kenya Bureau of Standards</td>
</tr>
<tr>
<td>KRA</td>
<td>Kenya Revenue Authority</td>
</tr>
<tr>
<td>LIMS</td>
<td>Laboratory Information Management Systems</td>
</tr>
<tr>
<td>MD</td>
<td>Managing Director</td>
</tr>
<tr>
<td>MOU</td>
<td>Memorandum of Understanding</td>
</tr>
<tr>
<td>MF</td>
<td>Measurement Framework</td>
</tr>
<tr>
<td>MSMEs</td>
<td>Micro, Small and Medium Enterprises</td>
</tr>
<tr>
<td>NDT</td>
<td>Non Destructive Testing</td>
</tr>
<tr>
<td>NQI</td>
<td>National Quality Institute</td>
</tr>
<tr>
<td>NSC</td>
<td>National Standards Council</td>
</tr>
<tr>
<td>OVI</td>
<td>Objectively Verifiable Indicators</td>
</tr>
<tr>
<td>PC</td>
<td>Performance Contracting; Performance Contract</td>
</tr>
<tr>
<td>PESTEL</td>
<td>Political, Economic, Social, Technological, Environmental and Legal</td>
</tr>
<tr>
<td>PSDS</td>
<td>Private Sector Development Strategy</td>
</tr>
<tr>
<td>PVoC</td>
<td>Pre-export Verification of Conformity to Standards</td>
</tr>
<tr>
<td>RIP</td>
<td>Rolling Implementation Plan</td>
</tr>
<tr>
<td>SAGA</td>
<td>Semi-autonomous Government Agencies</td>
</tr>
<tr>
<td>SBUs</td>
<td>Strategic Business Units</td>
</tr>
<tr>
<td>SDGs</td>
<td>Sustainable Development Goals</td>
</tr>
<tr>
<td>SP</td>
<td>Strategic Plan</td>
</tr>
<tr>
<td>SMCA</td>
<td>Standardization, Metrology and Conformity Assessment</td>
</tr>
<tr>
<td>SQMP</td>
<td>Standardization, Quality Assurance, Metrology and Testing</td>
</tr>
<tr>
<td>SWOT</td>
<td>Strengths, Weaknesses, Opportunities and Threats</td>
</tr>
<tr>
<td>WTO</td>
<td>World Trade Organization</td>
</tr>
</tbody>
</table>
As we come to the close of the KEBS 2017-2022 strategic period, we have looked back, reflected, and considered the future. In the last strategic period, we were faced with major challenges and trying moments including the COVID-19 pandemic. Despite these challenges, we were able to meet our legal and operational obligations. Based on the lessons learnt and the emerging trends, we have developed a new strategic direction that is aligned to the organizational mandate, Kenya’s Vision 2030 and international obligations in matters related to Standardization, Metrology and Conformity Assessment.

Our new 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, especially the Micro Small and Medium Enterprises (MSMEs).

MSMEs are the most important engines of growth, innovation, job creation and social cohesion in our country and the world. It is in cognizant of this fact that this strategic plan provides for incubation and support of MSMEs to enhance their sustainability.

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 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.

Eng. Bernard Ngore
Chairman
National Standards Council
Failure to appreciate the implications of Standardization, Metrology and Conformity Assessment (SMCA) can have a serious ramification to; our economy and competitiveness of our processes. It not only has an intimate impact on daily life of people but also is a critical component to healthy development of industrial economies. With the rapid evolution of global markets, borderless economies and informed consumers, its role has become increasingly important in regional and global trade and the attainment of UN sustainable development goals.

Stakeholders have an opportunity through this strategic plan to participate in the development and deployment of standardization solutions that promote trade and sustainable development in Kenya and beyond.

Eddy Njoroge
ISO President 2020-2021
This strategic plan provides an exciting opportunity to transform our services to serve you better in the provision of standards-based solutions for trade and sustainable development, having learnt from our past experiences.

The strategic plan 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 enhanced by Technology and Innovation, Institutional Capacity, and Legal Health, 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.

This strategic plan takes cognizance of and is aligned with the Kenya Vision 2030, the Africa Agenda 2063, the United Nation’s Sustainable Development Goals, and relevant national, regional, and international policies and legal provisions.

We acknowledge all our stakeholders including Ministries, Departments and Agencies for their support and input during the development of this strategic plan. We also recognize our customers, suppliers, regional and international partners and look forward to more collaborations for a successful implementation of this strategic plan.

Lt Col (Rtd.) Bernard N. Njiraini
Managing Director & Council Secretary
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, the Kenya Vision 2030, 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 Infrastructure 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 2022-2027 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, Standards) and three strategic foundations (Technology and Innovation, Institutional Capacity and Legal Health). 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.
A global leader in standards based solutions for trade and sustainable development

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

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.
STRATEGIC PLAN 2022-2027

STRATEGIC DIRECTION

2022-2027
1. STRATEGIC DIRECTION 2022-2027

1.1. Introduction

The KEBS Strategic Plan 2022-2027 is anchored on three strategic foundations and three strategic pillars that aim to make KEBS a global leader in standards-based solutions for trade and sustainable development. The strategic focus areas align the operations with the Government of Kenya development agenda as stipulated in the Kenya Vision 2030. The plan also supports the realization of the African Union Agenda 2063 and the United Nations’ Sustainable Development Goals.

1.2. Background of Kenya Bureau of Standards

The Kenya Bureau of Standards (KEBS) is a government agency established in 1974 for the provision of Standards, Metrology and Conformity Assessment (SMCA) services. 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.

1.3. 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:

- To promote standardization in industry and commerce;
- 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;
- 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;
- To control, in accordance with the provisions of this Act, the use of standardization marks and distinctive marks;
- To prepare, frame, modify or amend specifications and codes of practice;
- To encourage or undertake educational work in connection with standardization;
- 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;
- 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;
- 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. 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 for the next strategic period.

2.1. Achievements

2.1.1 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%.
2.1.2 The following were the key achievements during the period 2017-2022

- 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.
- 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.
- 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.
- Reviewed inspection framework through the Imports inspection 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.
- 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.
- 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.
- 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.
- 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.
- 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.
- Sustained leadership at the global arena through the election of Mr. Eddy Njoroge as the ISO President for 2020 and 2021 period; Election of Lt Col (Rtd.) Bernard N. Njiraini to ISO Council Membership under Group 4; election of Ms. Caroline Outa as the Deputy Chairperson ISO’s Committee on Conformity Assessment CASCO; and Election of Dr. Henry Rotich as the Deputy president Intra-Africa Metrology System (AFRIMETS).
2.1.3 The status of implementation of the initiatives for the strategic period 2017-2022 was as follows per strategic objective;

<table>
<thead>
<tr>
<th>OBJECTIVE</th>
<th>ACHIEVEMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>SO1:</td>
<td>82.45%</td>
</tr>
<tr>
<td>SO2:</td>
<td>84.45%</td>
</tr>
<tr>
<td>SO3:</td>
<td>77.78%</td>
</tr>
<tr>
<td>SO4:</td>
<td>85.71%</td>
</tr>
</tbody>
</table>

2.2. Challenges and Lessons Learnt

2.2.1. Challenges

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

- Inadequate staffing in technical areas occasioned by a freeze on employment.
- Inadequate office space at the Headquarters.
- Low uptake of automated solutions and incomplete integration of KEBS processes.
- Delay in development and implementation of service delivery innovations that interface with the customer.
- Delay in execution of programs such as workload analysis which have delayed other processes like workload balancing.
- Delay in the revision of the Standards Act and the development of the National Quality Infrastructure Policy which has affected enforcement of standards.
- Ineffective communication of KEBS stories.
- Delays in approval of CAPEX which affects implementation of programs.
- The push for restructuring of the National Quality Infrastructure.
- The emergence and effect of COVID-19 Pandemic.

2.2.2. Weaknesses

The following weaknesses were identified:

- Lack of clear strategy to address growing competition.
- Lack of regulations for various processes such as product certification, Market surveillance, and Calibration services.
- Lack of a market surveillance strategy.
- Lack of robust data analysis during the 1st four years which affected decision making.
- Partial systems integration
- Over reliance on imports inspection as a major source of revenue and failure to break even in non-regulatory revenue streams.

2.2.3. Lessons Learnt

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

- 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.
2.2.4. Opportunities

The following opportunities were identified that KEBS can leverage on in the 2022-2027 strategic period.

- Establishment of a national/regional reference materials and proficiency testing unit
- Establishment of a private samples testing unit as a revenue generation stream.
- 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, telecommunication firms.
- Establishment of a dedicated tyre testing and iron sheets testing capacity.
- Establishment and conduct of full destination inspection of Motor vehicles in Mombasa.
- Diversify into imports and exports inspection for other governments and private companies.
- Establishment of regional/Africa calibration services unit, with footprints in strategic countries in Africa.
- Provision of calibration services in the medical field.
- Construction of a KEBS complex (20 floors building) at the HQ and acquisition of additional buildings and facilities
- Training and certification of quality practitioners in Kenya and Africa.
- Establishment of a Maximum Residue competence laboratory at JKIA/HQ, to offer testing services for Horticulture sector in Kenya and Africa in general.
- Development of regulations for product certification, calibration services, and market surveillance.
- Automation and integration of processes in KEBS.
- Adopt new ways of working.
3. SITUATIONAL ANALYSIS
3. SITUATIONAL 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 2022-2027 strategic period.

3.1. PESTEL Analysis

- **POLITICAL**
  - Government policy to merge and consolidate departments and agencies with overlapping mandates on quality regulatory roles.
  - Reassignment of roles to specialized agencies, such as NCA, NTSA, ACA, AFA may take away some roles currently played by KEBS.
  - Political interference in the PVoC programme.
  - Emerging government directives and policies that affect operations and allocation of resources.
  - Ad hoc assignments arising out of joint enforcement operations by government agencies.

- **ECONOMIC**
  - Review of mandates within regulatory agencies may lead to loss of revenue.
  - The growth of SMEs may positively impact KEBS activities such as testing, calibration, product certification, training, and system certification.
  - Opportunities brought by potential petroleum and mining activities.
  - Competition from accredited labs (both calibration and testing), certification bodies, and training institutions may lead to loss of market share.

- **SOCIAL**
  - More millennials coming into the workplace may impact the work culture.
  - High public expectations on KEBS' role in consumer protection.
  - The emergence of global disruptions may affect business operations.
  - Lifestyle diseases such as HIV, Cancer, Diabetes, Stress, High blood pressure and mental health may affect business operations.

- **TECHNOLOGICAL**
  - Information security concerns.
  - Global digital transformation and automation of processes may present an opportunity for improving efficiency, Value & innovation.
  - Global digital transformation on e-commerce may affect product certification, inspection, and consumer protection services.
  - Increased utilization of social media may impact KEBS communication and corporate image.
  - Information avalanche may affect decision making.
Requirements for disposal of waste may affect KEBS operations in relation to destruction and disposal of seized products.

Implementation of environmental aspects of SDGs 6,7,11,12,13,14,15.

The global push for implementation of climate change mitigations measures may affect KEBS operations.

Environmental aspects of the operations of neighbors’ may affect our business.

- Low level of automation - many manual processes and low uptake of automation.
- Low level of integration of existing systems which affects workflow.
- Aging Testing and Metrology equipment.
- Over reliance on revenue from regulatory services.
- Increased litigations may affect financial stability.

- Increased consumer awareness leading to increased litigations against KEBS
- Emerging Government directives/policies may affect KEBS operations
- Enactment of Public Procurement and Asset Disposal Act, which recognizes the use of national and international standards
- Requirements for collaboration within the arrangements of the Kenya Vision 2030 may affect KEBS operations
- Impact of new (or prospective) legislations e.g. on cosmetics, IPMAS (unified mark), etc. including those by County Governments

3.2. SWOT Analysis

**STRENGTHS**

- Good quality infrastructure (SMCA).
- Skilled, competent, qualified, and diversified human capital.
- A recognized brand.
- A signatory to the meter convention (CIPM MRA) – recognition of calibration certificates by other NMIs.
- Provision and participation in measurement comparisons (PTs).
- Good governance structure and supportive NSC.

**WEAKNESSES**

**LEGAL**

- Good quality infrastructure (SMCA).
- Skilled, competent, qualified, and diversified human capital.
- A recognized brand.
- A signatory to the meter convention (CIPM MRA) – recognition of calibration certificates by other NMIs.
- Provision and participation in measurement comparisons (PTs).
- Good governance structure and supportive NSC.

**OPPORTUNITIES**

- The growth of SMEs may impact KEBS activities, such as product certification, training, system certification, testing and calibration.
- High public expectation on KEBS’ role in consumer protection.
- Automation of processes presents an opportunity for improving efficiency.
- The emergence of social media may impact KEBS corporate communication and image.
- Requirements for collaboration within the arrangements of Kenya Vision 2030 may affect KEBS operations.
- Global digital transformation and automation of processes may present an opportunity for improving efficiency, value & innovation.

**THREATS**

- Review of mandates within regulatory agencies may lead to loss of revenue.
- Possible political interference with KEBS Operations.
- Litigations arising from multi-agency activities.
- Crystallization of contingent liabilities.
- Information security concerns.
- The impact of emerging global disruptions and the increase in non-communicable diseases may raise the cost of healthcare.

- The impact of emerging global disruptions and the increase in non-communicable diseases may raise the cost of healthcare.
3.3 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>
<thead>
<tr>
<th>National Standards Council</th>
<th>KEBS Retirement Benefits Scheme (KEBS-SRBS) Trustees/Managers</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Timely remittances of pension deductions</td>
</tr>
<tr>
<td></td>
<td>Authority to hold meetings</td>
</tr>
<tr>
<td>Management</td>
<td>Timely payment of terminal dues</td>
</tr>
<tr>
<td></td>
<td>Information on the status of their pension</td>
</tr>
<tr>
<td>Staff</td>
<td>Timely remittances union deductions</td>
</tr>
<tr>
<td></td>
<td>Authority to hold SACCO meetings</td>
</tr>
<tr>
<td></td>
<td>Compliance with Labour Laws</td>
</tr>
</tbody>
</table>

**INTERNAL CONTEXT**

- Efficient and effective generation and utilization of resources
- Successful delivery of Mandate
- Compliance to statutory and regulatory requirements
- Timely submission of reports
- Support from NSC and government
- Timely communication on strategy, policies, and decisions
- Provision of satisfactory rewards (salary, allowances, pension, cost of living adjustment, performance rewards, Christmas vouchers, performance-based bonuses, 13th month salary)
- Provision of a satisfactory welfare system (work-life balance, mortgage, medical insurance, flexi-hours, family friendly policies, lactation station, gym, counselling, vehicle group car insurance and employee assistance programs – (ADA, Mental Health)
- Job security
- Job satisfaction
- Career progression
- Conducive work environment
- Provision of resources
- Staff engagement (communication, workflow processes, workload analysis)
- Capacity building

- Authority to hold meetings
## EXTERNAL CONTEXT

<table>
<thead>
<tr>
<th>TC Members</th>
<th>MSMEs/MSMIs (includes Jua Kali Associations)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Conducive and supportive environment to develop standards</td>
<td>• Real-time engagement at KEBS service delivery points</td>
</tr>
<tr>
<td>• Training and tools for standards development</td>
<td>• Timely resolution of complaints</td>
</tr>
<tr>
<td>• Timely payments of allowances</td>
<td>• Continuous information bulletins on KEBS</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Customers</th>
<th>Interagency Committees (Border Control and Coordinating Committee / Multi Agency Committees Agencies)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Adherence to KEBS service charter timelines on all processes</td>
<td>• Carry out KEBS mandate</td>
</tr>
<tr>
<td>• Timely development and maintenance of standards</td>
<td>• Prompt provision of any requested information</td>
</tr>
<tr>
<td>• Timely and quality products and service provision</td>
<td>• Active participation in activities of the committee</td>
</tr>
<tr>
<td>• Timely resolution of complaints</td>
<td>• Implementation of resolutions</td>
</tr>
<tr>
<td>• Real-time engagement at KEBS service delivery points</td>
<td></td>
</tr>
<tr>
<td>• Access to information</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Consumers (End users of services and manufactured products)</th>
<th>NQI/CB Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Access to safe and quality products or services</td>
<td>• Real-time engagement at KEBS service delivery points</td>
</tr>
<tr>
<td>• Timely resolution of complaints</td>
<td>• Continuous professional development</td>
</tr>
<tr>
<td>• Real-time engagement at KEBS service delivery points</td>
<td></td>
</tr>
<tr>
<td>• Access to information</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>NQI/CB Members</th>
<th>Standards Tribunal</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Real-time engagement at KEBS service delivery points</td>
<td>• Compliance to the Standards Act</td>
</tr>
<tr>
<td>• Continuous professional development</td>
<td>• Prompt provision of any requested information</td>
</tr>
<tr>
<td></td>
<td>• Attendance of tribunal hearings and summons</td>
</tr>
<tr>
<td></td>
<td>• Implementation of the rulings</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Standards Tribunal</th>
<th>Industry Sector Associations (e.g. KAM/KNCC/KEPSA)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Compliance to the Standards Act</td>
<td>• Real-time engagement at KEBS service delivery points</td>
</tr>
<tr>
<td>• Prompt provision of any requested information</td>
<td>• Timely resolution of complaints</td>
</tr>
<tr>
<td>• Attendance of tribunal hearings and summons</td>
<td>• Continuous information bulletins on KEBS</td>
</tr>
<tr>
<td>• Implementation of the rulings</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Industry Sector Associations (e.g. KAM/KNCC/KEPSA)</th>
<th>Statutory/ Regulatory Agencies</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Real-time engagement at KEBS service delivery points</td>
<td>• Compliance with the relevant laws</td>
</tr>
<tr>
<td>• Timely resolution of complaints</td>
<td>• Timely remittance of statutory deductions</td>
</tr>
<tr>
<td>• Continuous information bulletins on KEBS</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Statutory/ Regulatory Agencies</th>
<th>Interest Groups (KECOPAC, COFEK, Shippers Council, KIFWA, KABA, Kenya Car Importers Association etc.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Recognition and engagement in relevant KEBS activities</td>
<td>• Recognition and engagement in relevant KEBS activities</td>
</tr>
<tr>
<td>• Real-time engagement at KEBS service delivery points</td>
<td>• Real-time engagement at KEBS service delivery points</td>
</tr>
<tr>
<td>• Timely resolution of complaints</td>
<td>• Timely resolution of complaints</td>
</tr>
<tr>
<td>• Continuous information bulletins on KEBS</td>
<td>• Continuous information bulletins on KEBS</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Interest Groups (KECOPAC, COFEK, Shippers Council, KIFWA, KABA, Kenya Car Importers Association etc.)</th>
<th>External Auditors</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Timely and full disclosure of information</td>
<td>• Timely and full disclosure of information</td>
</tr>
<tr>
<td>• Timely resolution of findings/audit queries</td>
<td>• Timely resolution of findings/audit queries</td>
</tr>
<tr>
<td>• Implementation of recommendations</td>
<td>• Implementation of recommendations</td>
</tr>
<tr>
<td>• Timely submission of reports</td>
<td>• Timely submission of reports</td>
</tr>
</tbody>
</table>


Accreditation Bodies/ Certification Bodies
- Timely and full disclosure of information
- Timely resolution of audit findings and queries
- Real-time engagement at KEBS service delivery points
- Compliance with contracts

MOUs/MOAs Partners
- Implementation and periodic reviews of MOUs/MOAs
- Monitoring and evaluation of the outcomes of partnerships
- Real-time engagement with KEBS service delivery points

Parent Ministry and other Ministries
- Support of ministry initiatives
- Compliance to relevant laws and regulations
- Implementation of GoK policies and directives
- Delivery of performance contract targets
- Timely submissions of required reports
- Real-time engagement at KEBS service delivery points

SAGAs
- Joint implementation of relevant GoK policies and directives
- Real-time engagement with KEBS service delivery points.

Presidency
- Full compliance to the Standards Act and other relevant laws and regulations
- Implementation of GoK policies and directives
- Delivery of performance contract targets
- Timely submissions of required reports
- Proactive engagement

Neighbouring Community
- Environmental sustainability
- Compliance with applicable Laws
- Corporate Social Responsibility

PVOC Partners
- Fair and transparent procurement system
- Timely feedback on their performance and obligations
- Timely resolution of complaints
- Proactive engagement
- Accessibility of standards
- Enforcement of legal notices

International and Regional Standards Bodies (BIPM/ISO/IEC/ ARSO/AFSEC/AFRIMETS/ CODEX/ EAC SACA/ EAC METROLOGY/WTO/NTBC/ IMEKO)
- Active participation in the organizations’ activities
- Compliance to respective codes of practice
- Timely remittance of payments

Media
- Timely and accurate information
- Real time engagement with the organization
4. KEBS 2022-2027
STRATEGIC DIRECTION AND STRATEGIES
4. KEBS 2022-2027 STRATEGIC DIRECTION AND STRATEGIES

4.1. Vision

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

4.2. Mission

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

4.3. Drivers of change

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

- **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.

- **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.

- **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.

- **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.

- **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.

- **Stakeholder’s Interests**
  
  KEBS acknowledges and recognizes its stakeholders and their interests and will endeavor to meet and exceed their expectations.

- **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.
4.4. Core Values

KEBS corporate culture is based on the following six core values. These are beliefs and behavioural qualities that will not be compromised.

<table>
<thead>
<tr>
<th>Value</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professionalism</td>
<td>We uphold high levels of competence and diligence in our operations</td>
</tr>
<tr>
<td>Sustainability</td>
<td>We undertake activities that promote economic and social development within and outside KEBS while ensuring protection of the environment</td>
</tr>
<tr>
<td>Customer Focus</td>
<td>We listen to both our internal and external customers and deliver an ever-increasing value to them</td>
</tr>
<tr>
<td>Patriotism</td>
<td>We undertake provision of our Standardization, Metrology, and Conformity Assessment services in ways that safeguard our country and consumers. We shall not allow importation, local production and sale of substandard goods</td>
</tr>
<tr>
<td>Integrity</td>
<td>We are accountable, honest, trustworthy, respectful, and ethical in our actions</td>
</tr>
<tr>
<td>Team Spirit</td>
<td>All persons working under the control of KEBS have a feeling of belonging together and cooperate and work well together; holding, safeguarding, and putting other persons’ interests before personal interests</td>
</tr>
</tbody>
</table>

4.5. Moto

Standards for quality life.
4.6. 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 2022-2027.

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

**MISSION**
To provide Standardization, Metrology, and Conformity Assessment Services that safeguard customers and facilitate trade for a sustainable future

**Strategic Pillars and Foundations**

**SP1: Trade Facilitation:**

**Objective:** To transform KEBS regulatory service provision.

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

**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.
**SP2: Technical Services:**

**Objective:** To transform and enhance the KEBS technical services to global standards with Africa regional coverage.

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

**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.

**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.

**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** Human Capacity: Optimal staffing and culture change.
- **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: Legal Health:**

**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.
4.7 Rolling Implementation Plan (RIP)

The RIP provides annual outcomes for each strategic pillar, foundation and strategy focus area for the period 2022-2027. To increase accountability, track progress, and inspire staff as well as partners to achieve the KEBS strategic objectives for the 2022-2027 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.

4.8 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.
5. MONITORING AND EVALUATION
5. MONITORING AND EVALUATION

5.1 Monitoring and Evaluation Framework
The Strategic Plan 2022-2027 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:

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

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

5.3 Corporate Balanced Scorecard
An annual Corporate Balance Scorecard will be developed considering both the Performance Contract and the strategic plan indicators.

5.4 Risk Management Framework
A risk management framework based on ISO 31000 has been established to guide KEBS in managing risks. This includes a risk management policy and implementation manual. The policy defines the risk appetite and risk tolerance. Risks related to strategy shall be determined and managed as per the risk management framework.
6. ORGANIZATIONAL STRUCTURE
6. KEBS 2022-2027 STRATEGIC DIRECTION AND STRATEGIES

6.1 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.

6.2 Budgetary projections

Income and expenditure estimates for operationalization of the KEBS Strategic plan for the strategic period 2022-2027 have been determined. The estimates will be incorporated in the Medium-Term Expenditure Framework. The estimates will be published in the Entropy platform.