



Kenya Bureau of  
Standards

Standards for quality life

# DRAFT NATIONAL STANDARDIZATION STRATEGY 2026-2029

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## Foreword

Standards are fundamental to national development. They promote quality, safety, innovation, and competitiveness, while supporting trade and sustainable growth. In today's fast-changing global environment, Kenya requires a responsive and inclusive standardization system to address emerging technologies, climate change, public health risks, evolving market requirements, and rising consumer expectations.

As Kenya's national standards body, KEBS has developed the National Standardization Strategy (NSS) to guide the development, adoption, and use of standards in line with national priorities, regional integration frameworks, and international obligations. The Strategy responds to the needs of government, industry, consumers, regulators, academia, and development partners, and recognizes that standardization is a shared national responsibility.

The NSS strengthens stakeholder engagement, improves the effectiveness of Technical Committees, and promotes evidence-based prioritization so that standards address real market needs. In doing so, it supports innovation, reduces technical barriers to trade, and enhances Kenya's participation in regional and global value chains.

The Strategy highlights the role of standards in improving health and safety, environmental protection, infrastructure quality, skills development, and job creation. It also supports enterprises, especially MSMEs, to improve productivity, comply with requirements, access markets, and compete fairly.

Successful implementation of the NSS will require sustained collaboration among government institutions, the private sector, civil society, academia, consumers, development partners, and regional and international standards bodies. KEBS will provide leadership by strengthening institutional capacity and upholding transparency, inclusiveness, and technical excellence.

I call upon all stakeholders to embrace this Strategy as a shared commitment to quality, safety, and competitiveness. Together, we can use standards to drive industrial transformation, protect people and the environment, and position Kenya as a trusted source of quality products and services in regional and global markets.

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Hon. Dr. Chrisantus Wamalwa, EBS

**Chairman, National Standards Council**

## OUR COMMITMENT

The Kenya Bureau of Standards (KEBS) remains committed to promoting standardization as a cornerstone of national development, industrial competitiveness, and consumer protection. As Kenya's economy evolves in a rapidly changing global landscape, a strong, responsive, and well-coordinated national standardization system is essential.

The National Standardization Strategy is KEBS' strategic response to evolving economic, social, technological, and environmental realities. It affirms that standards are not merely technical documents; they are tools that enable innovation and productivity, safeguard public health and safety, protect the environment, and support access to regional and international markets.

This Strategy was developed through extensive consultation with stakeholders across government, industry, academia, consumers, and development partners. It provides a clear framework for prioritizing standards development, strengthening Technical Committees (TCs), improving stakeholder participation, and enhancing KEBS' institutional capacity. The aim is to ensure standardization remains inclusive, demand-driven, and aligned with national priorities and good international practice.

The Strategy focusses on standards that support economic sectors key to GDP growth, trade performance, and job creation. It also addresses key public-interest needs such as health and safety, environmental sustainability, infrastructure development, skills enhancement, and quality of service delivery. Through targeted standards interventions, KEBS will strengthen confidence in Kenyan products and services and help enterprises - especially MSMEs - compete more effectively.

This NSS also reinforces Kenya's commitment to regional and international standardization frameworks. Harmonization and alignment with international best practices reduce technical barriers to trade, strengthen market access, and position Kenya as a credible trading partner.

Successful implementation of this Strategy will require strong partnerships, sustained stakeholder engagement, and continuous improvement. KEBS is committed to providing strategic leadership, transparency, technical excellence, and accountability. We will monitor and evaluate progress to ensure that standardization remains relevant, responsive, and impactful.

We call upon all stakeholders to actively support and participate in implementing this Strategy. Together, we can harness standards to drive economic transformation, protect society and the environment, and advance Kenya's vision of sustainable and inclusive development.

Esther Ngari, EBS  
**Managing Director**

## ABOUT KEBS

The Kenya Bureau of Standards (KEBS) is a statutory organization established on 12th July 1974, under the Standards Act, Cap 496 of the Laws of Kenya. As the National Standards Body (NSB), KEBS is mandated to provide Standardization, Metrology, and Conformity Assessment (SMCA) services to facilitate trade and protect the health and safety of Kenyan consumers. Its operations are guided by a 5-year Strategic Plan and Performance Contract with the Government of Kenya.

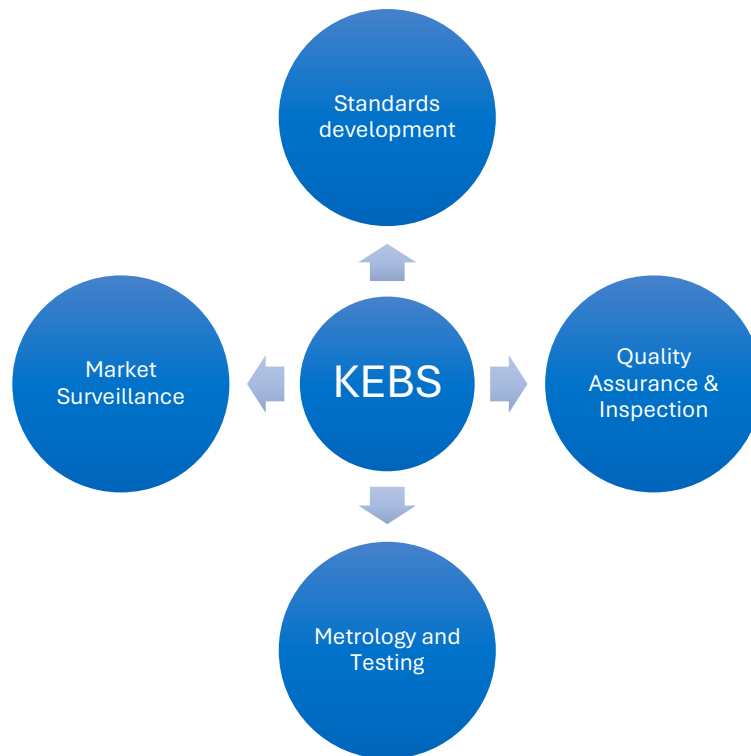


Figure 1: KEBS in Brief

## KEBS MANDATE

KEBS' mandate is summarized in Figure 2.



Figure 2: KEBS Mandate

## KEBS VISION, MISSION AND CORE VALUES

The vision, mission and core values of KEBS are as presented in figure 3.



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## **GLOSSARY OF TERMS**

### **Abbreviation – Meaning**

|         |   |
|---------|---|
| AfCFTA  | – African Continental Free Trade Area                                 |
| AHP     | – Affordable Housing Program  |
| BETA    | – Bottom-Up Economic Transformation Agenda                            |
| CM      | – Chief Manager   |
| DI      | – Director  |
| EAC     | – East African Community  |
| ED      | – Editor  |
| EICT    | – Electro Technical   |
| ESG     | – Environmental, Social and Governance                                |
| GDP     | – Gross Domestic Product  |
| GSP     | – Good Standardization Practice                                       |
| HOD     | – Head of Department  |
| IEC     | – International Electrotechnical Commission                           |
| ICT     | – Information and Communication Technology                            |
| ISO     | – International Organization for Standardization                      |
| ISO GSP | – ISO Good Standardization Practice tool                              |
| KEBS    | – Kenya Bureau of Standards   |
| KNBS    | – Kenya National Bureau of Statistics                                 |
| MDAs    | – Ministries, Departments and Agencies                                |
| MSME    | – Micro, Small and Medium Enterprise                                  |
| NSB     | – National Standards Body   |
| NSS     | – National Standardization Strategy                                   |
| NSP     | – National Standardization Plan                                       |
| PA      | – Personal Assistant  |
| PESTEL  | – Political, Economic, Social, Technological, Environmental and Legal |
| SAC     | – Standards Appraisal Committee                                       |
| SDGs    | – Sustainable Development Goals                                       |
| SDT     | – Standards Development and Trade Department                          |
| SEC     | – Secretarial staff   |
| SEZs    | – Special Economic Zones  |
| SMCA    | – Standardization, Metrology, and Conformity Assessment               |
| SO      | – Strength–Opportunity (strategy type)                                |
| SP      | – Strategic Plan  |
| SPC     | – Standards Project Committee   |
| SSR     | – Self-sufficiency ratio  |

TC – Technical Committee  
TBT – Technical Barriers to Trade  
TO – Technical Officer  
TOWS – Threats, Opportunities, Weaknesses and Strengths  
UHC – Universal Health Coverage  
WO – Weakness–Opportunity (strategy type)  
WTO – World Trade Organization  
WT – Weakness–Threat (strategy type)

## **EXECUTIVE SUMMARY**

The Kenya Bureau of Standards (KEBS) National Standardization Strategy (NSS) establishes a coherent and systematic framework for the development, uptake, and implementation of Kenya Standards in support of national development priorities. It positions standardization as a critical policy and economic instrument for strengthening consumer protection, enhancing industrial competitiveness and facilitating trade through alignment with regional and international best practices.

The Strategy is guided by the principles of inclusivity, transparency, relevance, and effectiveness, having been developed through a collaborative, multi-stakeholder engagement process. This process brought together government and regulatory institutions, industry stakeholders including micro, small, and medium enterprises (MSMEs), academia, consumer representatives and development partners. The NSS responds to a dynamic and rapidly evolving operating environment shaped by emerging technologies, shifting market dynamics, climate and environmental imperatives, public health and safety risks and increasing regional and global economic integration. In ensuring coherence and consistency, the NSS is strategically aligned with key national, regional and global frameworks.

At the national level, it supports the Constitution of Kenya (2010), Kenya Vision 2030 and the Bottom-Up Economic Transformation Agenda (BETA). Regionally, it advances commitments under the East African Community (EAC) and the African Continental Free Trade Area (AfCFTA), particularly through standards harmonization aimed at reducing technical barriers to trade (TBTs). Globally, it upholds obligations under the World Trade Organization (WTO) Agreement on Technical Barriers to Trade (TBT) and aligns with international standardization systems such as ISO, IEC, and Codex Alimentarius. It is also consistent with KEBS' institutional direction as outlined in the KEBS Strategic Plan (2023–2027).

The NSS is anchored on strong evidence from a comprehensive situational analysis, including PESTEL, SWOT, and TOWS assessments, as well as a structured stakeholder analysis. These findings underscore the need to prioritize high-impact standards within available resources, accelerate standardization in rapidly evolving sectors, strengthen inclusivity and transparency in Technical Committees, integrate sustainability and climate resilience into standards development and improve coordination among standards, technical regulations and conformity assessment systems. Guided by these insights, the NSS sets out clear and structured objectives. It seeks to develop and promote standards that support priority economic sectors and productivity growth, while also addressing critical social and environmental risks, including public health, safety, and sustainability.

The Strategy emphasizes the need for a structured and stakeholder-driven standards development process anchored in effective Technical Committees. It further aims to integrate standardization priorities with government policies, national development goals, and international commitments, while aligning national standards and procedures with regional and global frameworks to reduce technical barriers to trade and expand market access.

In line with the principles of prioritization and impact orientation, the NSS focuses on areas where standardization can deliver measurable economic and public-interest outcomes. Priority sectors include agriculture, manufacturing and value addition, housing and construction, transport and logistics, ICT and the digital economy, tourism, and selected services, all of which contribute significantly to economic growth and trade competitiveness. Public-interest priorities encompass environment, health and safety, food and nutrition security, the fight against illicit trade and counterfeits, service quality, and climate change management. Micro, Small, and Medium Enterprises (MSMEs) are recognized as a cross-cutting priority, with a focus on providing practical and accessible standards support to enhance productivity, regulatory compliance, formalization, and market access. Additionally, the Strategy emphasizes regional and international harmonization through the targeted adoption and alignment of standards to improve interoperability and cross-border acceptance

The expected outcomes of the NSS reflect its results-oriented approach. These include improved quality, safety, and consumer protection through more relevant and timely standards; reduced technical barriers to trade and improved export readiness through alignment with EAC, AfCFTA, and international standards and increased MSME participation and competitiveness through simplified standards and strengthened support systems. Implementation of the NSS will be operationalized through a rolling three-year National Standardization Plan (NSP), translated into annual work plans supported by defined governance structures, stakeholder consultation mechanisms and a clear implementation matrix.

Recognizing existing capacity constraints, the Strategy calls for targeted investments in human and financial resources, digital tools, and process optimization, complemented by strong partnerships with regulators, industry, academia and development partners. Progress will be monitored and evaluated through structured mechanisms to ensure that standards development remains demand-driven, inclusive and results-oriented. Overall, the NSS provides KEBS and its stakeholders with a shared, structured roadmap that leverages standardization as a catalyst for economic transformation, social protection, environmental stewardship and enhanced competitiveness of Kenyan products and services.

## **1 INTRODUCTION**

Standardization is a critical enabler of national development, industrial competitiveness, consumer protection and international trade. In an increasingly interconnected and technology-driven global economy, standards play a pivotal role in facilitating market access, enhancing product quality and safety, promoting innovation and supporting sustainable development. For Kenya, effective standardization is essential to achieving the country's socio-economic aspirations as articulated in the Constitution of Kenya (2010), Kenya Vision 2030, the Bottom-Up Economic Transformation Agenda (BETA) and various regional and international commitments.

The development of the KEBS National Standardization Strategy is therefore a timely and strategic intervention aimed at strengthening Kenya's standardization system to respond effectively to current and future national development needs. The Strategy provides a coherent framework for the systematic development, uptake and implementation of Kenyan Standards, ensuring alignment with national priorities, regional integration frameworks such as the East African Community (EAC) and the African Continental Free Trade Area (AfCFTA) and relevant international standards regimes including ISO, IEC, and Codex Alimentarius.

### **1.1 Rationale for the National Standardization Strategy (NSS)**

Despite the existence of established standards development processes and an NSP, the operating environment for standardization in Kenya is evolving rapidly. Emerging technologies, changing market dynamics, increasing regulatory complexity, regional integration, climate change imperatives and heightened societal expectations are placing new demands on the national standardization process.

There is an increasing need for prioritization, coordination, and strategic alignment in standards development to ensure that limited resources are directed toward areas of highest national impact. Stakeholder expectations for inclusiveness, transparency, and responsiveness are also growing, particularly among industry, MSMEs, consumers and regulators.

The NSS has therefore been developed to provide a clear, coherent and forward-looking framework for guiding standards development in Kenya. The Strategy establishes a shared vision for standardization, clarifies strategic objectives, identifies priority areas, and sets out implementation approaches that align standardization activities with national development goals, regional integration commitments, and international obligations.

By articulating a strategic approach to standardization, the NSS seeks to enhance the relevance, effectiveness and impact of Kenya Standards. It provides a roadmap for strengthening institutional capacity, improving stakeholder engagement, leveraging regional and international cooperation, and positioning KEBS as a catalyst for sustainable economic growth, social well-being and global competitiveness.

## **1.2 Defining Standards**

A standard is a document, established by consensus and approved by a recognized body, that provides for common and repeated use, rules, guidelines or characteristics for activities or their results aimed at the achievement of the optimum degree of order in a given context. Standards are documents that provide requirements, specifications, and guidelines that can be used consistently to ensure that materials, products, processes and services are fit for their purpose. A fundamental requirement to the development of an effective standard is ensuring broad input and consensus among the key stakeholders who would be affected by the use of the standard.

## **1.3 National, Regional, and Global Context for Standardization**

Standardization has emerged as a critical pillar of national development and global economic integration. In a world characterized by rapid technological change, increasing cross-border trade, complex global value chains, and heightened consumer awareness, standards provide the common technical language that enables compatibility, safety, quality, innovation and trust.

At the national level, Kenya continues to pursue an ambitious development agenda aimed at accelerating economic growth, reducing poverty, creating jobs and improving the quality of life for its citizens. Effective standardization is essential to supporting these priorities by ensuring that products and services meet acceptable levels of quality, safety and performance, while also enabling innovation and competitiveness across key economic sectors.

At the regional level, Kenya is integrated within the East African Community (EAC) and the African continent. Regional integration initiatives, including the EAC Common Market and the African Continental Free Trade Area (AfCFTA), aim to create larger markets, enhance intra-African trade, and strengthen regional value chains. However, differences in technical regulations and standards can act as significant non-tariff barriers to trade. Harmonized and aligned standards are therefore indispensable to unlocking the full benefits of regional integration, promoting free movement of products and services and enhancing the competitiveness of Kenyan products within regional markets.

At the global level, globalization and international trade regimes demand that national standards systems align with internationally accepted principles and practices. International organizations such as the International Organization for Standardization (ISO), the International Electrotechnical Commission (IEC), and Codex Alimentarius play a central role in developing globally recognized standards that facilitate trade, protect consumers, and support sustainable development. Kenya's participation in these systems ensures that national standards are credible, technically sound, and internationally relevant.

Within this national, regional, and global context, a well-functioning and forward-looking national standardization system is no longer optional. It is a strategic instrument for economic transformation, trade facilitation, consumer protection, environmental sustainability and national competitiveness.

#### **1.4 Role of KEBS in Vision 2030, BETA, AfCFTA, and the WTO-TBT Framework**

As the National Standards Body (NSB), KEBS is a central actor in translating development policies and trade commitments into practical and implementable technical requirements that shape production, service delivery and market access. Under Kenya Vision 2030, which seeks to transform Kenya into a newly industrializing, middle-income economy, standards play a key role in supporting industrial growth, value addition, infrastructure development and service excellence. KEBS contributes to this vision by developing and maintaining standards that enhance productivity, improve quality, protect consumers and promote innovation across priority sectors.

The Bottom-Up Economic Transformation Agenda (BETA) places emphasis on inclusive economic growth driven by agriculture, manufacturing, MSMEs, housing, universal healthcare and the digital economy. Standards are essential enablers of this agenda, particularly in supporting MSMEs to formalize, improve product quality, access markets and integrate into value chains. Through targeted standards development, KEBS supports bottom-up economic transformation by levelling the playing field and reducing technical barriers to participation in formal markets.

At the continental level, the African Continental Free Trade Area (AfCFTA) represents a transformative opportunity for Kenya. By creating a single market for goods and services across Africa, AfCFTA increases the importance of harmonized standards and conformity assessment systems. KEBS plays a key role in supporting AfCFTA implementation by aligning national standards with regional and continental frameworks, participating in harmonization initiatives and ensuring that Kenyan products meet accepted technical requirements across African markets.

At the multilateral level, Kenya is a Member of the World Trade Organization (WTO) and is bound by the Agreement on Technical Barriers to Trade (TBT). KEBS has ensured that its national standards development process is aligned to the international principles defined by the WTO outlined in Figure 2 and good standardization practices as recommended by the International Organization for Standardization (ISO). This international orientation ensures that the national process is robust and credible, fostering confidence in the validity and applicability of standards. See Annex A for the National Standards Development Process.



Figure 4: Principles of standardization

### 1.5 Standards as Policy and Economic Instruments

Standards are not merely technical documents; they are powerful policies and economic instruments. When strategically developed and applied, standards support government policy objectives by translating high-level goals into measurable and enforceable technical requirements. They complement legislation and regulation by providing detailed and flexible solutions that can evolve with technological and market developments.

Economically, standards enhance productivity by promoting efficiency, interoperability, and consistency across processes and systems. They reduce costs associated with product failures, safety incidents, and market rejection. Standards also enable innovation by providing common platforms upon which new technologies and products can be developed, tested, and scaled.

From a trade perspective, standards facilitate market access by ensuring that products meet accepted quality and safety benchmarks. Alignment with regional and international standards reduces the risk of rejection at borders and enhances confidence among trading partners. For consumers, standards assure safety, quality, and reliability, thereby strengthening consumer protection and trust.

Socially and environmentally, standards play a critical role in safeguarding public health and safety, protecting the environment, promoting sustainable resource use, and supporting climate resilience. They contribute to better infrastructure, improved service delivery, and enhanced quality of life.

Recognizing standards as strategic tools rather than administrative outputs is fundamental to achieving their full impact. This perspective underpins the development of the National Standardization Strategy.

## 2 SITUATIONAL AND STAKEHOLDER ANALYSIS

### 2.1 Introduction and Purpose of the Situational Analysis

The situational analysis undertaken for the development of the NSS provides an evidence-based understanding of the internal and external environment within which the Kenya Bureau of Standards (KEBS), as the National Standards Body (NSB), performs its standards development mandate.

The analysis positions standardization not as a purely technical function, but as a strategic national instrument that underpins industrialization, trade competitiveness, consumer protection, innovation, sustainability, and regulatory effectiveness. Emphasis is placed on the Standards Development and Trade Department (SDT), which is the core engine through which KEBS fulfils its statutory responsibility of developing and publishing national standards.

The situational analysis therefore interrogates the policy, economic, social, technological, environmental, and legal context shaping demand for standards, alongside KEBS' institutional capacity, operational constraints, and strategic opportunities. The outcome of this analysis is to ensure that the NSS is realistic, forward-looking, demand-driven and aligned with national development priorities, while strengthening KEBS' leadership role in standards-based solutions.

### 2.2 Analytical Framework

The situational analysis was conducted using an integrated application of **PESTEL**, **SWOT** and **TOWS** frameworks, allowing for a systematic and layered assessment of:

- The macro-environmental forces influencing standardization in Kenya (PESTEL);
- KEBS' internal institutional strengths and weaknesses, relative to external opportunities and threats (SWOT); and
- The translation of these findings into strategic response options for the NSS (TOWS).

This structured approach ensured analytical coherence and provided a clear line of sight between environmental realities, institutional capabilities and strategic choices.

### 2.3 Strategic Linkages

The findings from the PESTEL, SWOT, TOWS, and stakeholder analyses form the analytical backbone of the NSS. They ensure strong strategic alignment between:

- The NSS and the **KEBS Strategic Plan (2023–2027)**;
- Kenya's national development frameworks, under the **Vision 2030**
- Regional and international commitments (EAC, AfCFTA, WTO/TBT);
- Emerging socio-economic, technological, and environmental trends.

Through this alignment, the NSS positions standardization as a key enabler of quality, competitiveness, innovation, consumer protection, export readiness and sustainable development.

## **2.4 PESTEL Analysis: External Environment**

The PESTEL analysis assessed the broader macro-environment shaping the relevance, scope and prioritization of national standards.

### **2.4.1 Political Factors**

- Strong Government commitment to economic transformation through Vision 2030 and sectoral blueprints provides a strategic anchor for national standardization.
- Regional and continental integration under the East African Community (EAC) and the African Continental Free Trade Area (AfCFTA) elevates the importance of harmonized standards in facilitating trade and market access.
- Growing emphasis on consumer protection, product safety, and quality assurance increases the policy significance of standards.
- Public sector reforms focused on results-based management and value-for-money require KEBS to demonstrate measurable development impact.

#### **Implications for the NSS:**

The NSS shall explicitly position standards as a policy implementation tool supporting national, regional, and continental integration agendas, while strengthening Kenya's voice in international standardization fora.

### **2.4.2 Economic Factors**

- Expansion of MSMEs, industrial parks, Special Economic Zones (SEZs) and export-oriented production increases demand for practical, accessible and sector-specific standards.
- Persistent competitiveness challenges and non-tariff barriers underscore the role of standards in reducing technical barriers to trade.
- Fiscal constraints at national level demand prioritized, cost-effective and impact-driven standards development.

#### **Implications for the NSS:**

The NSS shall prioritize standards that directly support productive sectors, MSMEs, value addition, job creation, exports and regional and global market access.

### **2.4.3 Social Factors**

- Rising public awareness of quality, safety, health, and environmental concerns heightens expectations for robust and credible standards.
- Demographic trends characterized by a youthful population, rapid urbanization and changing consumption patterns drive demand for standards in housing, construction, transport, food safety, healthcare and digital services.

- Equity and inclusion imperatives require stronger participation of MSMEs, informal sector operators, women, youth, and vulnerable groups in standardization.

**Implications for the NSS:**

The NSS shall embed inclusivity, consumer protection and public awareness as factors for national standardization.

**2.4.4 Technological Factors**

- Rapid technological change in areas such as digital trade, ICT, renewable energy, advanced manufacturing, biotechnology, and fintech challenges traditional standards development cycles.
- Digitalization introduces new products, services, risks, and cross-border issues requiring anticipatory and flexible standards.
- Adoption of digital platforms for standards development and dissemination presents efficiency gains.

**Implications for the NSS:**

The NSS shall promote agile, future-oriented standards development, underpinned by technology foresight, digital tools, and accelerated adoption of international standards.

**2.4.5 Environmental Factors**

- Climate change, environmental degradation, and resource scarcity elevate demand for environmental, sustainability, and climate-resilience standards.
- National and global commitments to green growth, circular economy, and Environmental and social governance (ESG) principles rely on standards as implementation mechanisms.
- Environmental considerations are increasingly shaping trade, investment, and supply chains.

**Implications for the NSS:**

The NSS shall systematically mainstream environmental sustainability and climate resilience across the national standards portfolio.

**2.4.6 Legal and Regulatory Factors**

- Standards Act establishes KEBS' statutory mandate and responsibilities.
- WTO/TBT obligations require transparency, stakeholder consultation, and alignment with international standards.
- Coherence between regulatory requirements and standards necessitates coordination.

**Implications for the NSS:**

The NSS shall reinforce coherence between standards, technical regulations, and conformity assessment, while ensuring full international compliance.

## **2.5 SWOT Analysis: Internal Environment**

### **2.5.1 Strengths**

- Clear statutory mandate as the National Standards Body.
- Established standards development procedures
- Active membership in regional and international standards organizations.
- Experienced personnel and strong institutional credibility.

### **2.5.2 Weaknesses**

- Financial and human resource constraints relative to expanding scope of standardization.
- Lengthy standards development timelines, particularly in fast-evolving sectors.
- Uneven stakeholder participation across sectors and regions.
- Incomplete digitalization of standards development and dissemination processes.

### **2.5.3 Opportunities**

- Accelerating industrialization and regional trade integration.
- Increased government focus on strengthening quality infrastructure.
- Emergence of new sectors requiring standards.
- Potential partnerships with academia, industry, and development partners.

### **2.5.4 Threats**

- Rapid technological change outpacing standards development cycles.
- Proliferation of manufacturing specifications or foreign standards influencing domestic markets.
- Increasing complexity of global technical trade requirements.
- Persistent resource constraints affecting coverage and responsiveness.

## **2.6 TOWS Analysis: Strategic Synthesis**

The TOWS analysis integrates internal and external factors to define strategic response options for the NSS.

### **2.6.1 Strength–Opportunity (SO) Strategies**

- Leverage KEBS' statutory mandate and international engagement to champion harmonized regional and international standards that support Kenyan exports.
- Use institutional credibility and technical expertise to proactively support emerging sectors with timely sector-driven standards.

- Expand multi-stakeholder partnerships to co-develop standards aligned to industrial policy, innovation and national priorities.

#### **2.6.2 Weakness–Opportunity (WO) Strategies**

- Address capacity gaps through targeted investments in skills development and use of digital platforms.
- Utilize partnerships and development partner support to accelerate standards development in priority sectors.
- Strengthen stakeholder engagement mechanisms to broaden participation, ownership and relevance of the standards developed.

#### **2.6.3 Strength–Threat (ST) Strategies**

- Leverage KEBS' technical expertise to influence regional and international standards agendas in Kenya's national interest.
- Enhance coordination with regulators to manage overlaps and ensure consistency between standards and technical regulations.
- Promote adoption and alignment with regional and international standards to mitigate trade barriers, facilitate market access and safeguard national competitiveness.

#### **2.6.4 Weakness–Threat (WT) Strategies**

- Implement a rigorous prioritization framework to focus resources on high-impact standards.
- Streamline internal processes to shorten development timelines without compromising quality.
- Strengthen horizon scanning, risk management, and foresight to anticipate and respond to emerging threats.

### **2.7 Strategic Implications for the National Standardization Strategy**

The integrated PESTEL, SWOT, and TOWS analysis provides a solid strategic foundation for the NSS by:

- Anchoring national standardization firmly within Kenya's socio-economic transformation agenda.
- Clearly defining the external and internal environment within which KEBS' Standards Development Department operates.
- Identifying priority areas for standards development, adoption, harmonization, and dissemination.
- Informing the articulation of strategic pillars, focus areas, and initiatives under the KEBS Strategic Plan (2023–2027).
- Reinforcing KEBS' role as a strategic driver of quality, competitiveness, innovation, consumer protection, and sustainable development.

## 2.8 Stakeholder Analysis

A comprehensive stakeholder analysis was undertaken to identify and assess actors that influence, contribute to, or are impacted by national standardization. These included:

- Government ministries, departments and agencies (MDAs);
- Sector regulators;
- Industry associations and private sector actors;
- Micro, Small and Medium Enterprises (MSMEs);
- Consumer organizations and civil society;
- Academia and research institutions;
- Regional and international standards organizations; and
- Development partners.

The analysis examined stakeholders' interests, influence, expectations and engagement levels, with specific attention to their interaction with KEBS' standards development processes. This ensured that the NSS is inclusive, sector-responsive, demand-driven and nationally owned, while addressing historical gaps in participation, especially among MSMEs, the informal sector and emerging industries.

The table below presents the identified stakeholder and the nature of their expectations.

**Table 1: Stakeholder Expectations Matrix for KEBS NSS**

| Stakeholder                                    | Key Role in Standardization   | KEBS Expectations   | Stakeholder Expectations  |
|--|---|---|---|
| <b>Standards Officers / Technical Officers</b> | <ul style="list-style-type: none"> <li>-Coordinate and facilitate standards development work</li> <li>-Provide technical secretariat support to TCs</li> <li>-Drive harmonization of standards works</li> </ul> | <ul style="list-style-type: none"> <li>• Provide timely coordination of standards projects</li> <li>• Engage stakeholders effectively and maintain transparent processes</li> <li>• Uphold technical accuracy, process discipline and reporting requirements</li> </ul> | <ul style="list-style-type: none"> <li>• Adequate staffing, tools and financial resources</li> <li>• Continuous capacity building and exposure to emerging standards areas</li> <li>• Management support, clear priorities and efficient digital systems</li> </ul> |
| <b>Technical Committee Members</b>             | <ul style="list-style-type: none"> <li>-Provide sector expertise and consensus-based technical input</li> </ul>   | <ul style="list-style-type: none"> <li>• Actively participate in TC meetings</li> <li>• Submit timely comments and</li> </ul>   | <ul style="list-style-type: none"> <li>• Well-organized and efficiently facilitated TC meetings</li> <li>• Access to draft documents and clear procedures</li> </ul>  |

|                                      |   |  |  |
|--------------------------------------|---|--|--|
|                                      | <ul style="list-style-type: none"> <li>-Review standards and recommend improvements</li> <li>-Support relevance, legitimacy and stakeholder ownership of standards</li> </ul>   | <ul style="list-style-type: none"> <li>feedback on standards work</li> <li>• Promote consensus and champion implementation of developed standards</li> </ul>   | <ul style="list-style-type: none"> <li>• Recognition of contributions and timely feedback on committee decisions</li> </ul>  |
| <b>Customers</b>                     | <ul style="list-style-type: none"> <li>-Use applicable standards</li> <li>- Provide market feedback on user needs, complaints and expectations</li> <li>- Influence the relevance of standards through demand for compliant products</li> </ul> | <ul style="list-style-type: none"> <li>• Safe, reliable and fit-for-purpose products and services</li> <li>• Contribute to continual improvement through feedback and complaint mechanisms</li> </ul>            | <ul style="list-style-type: none"> <li>• Accessible information on standard-related quality and safety requirements</li> <li>• Effective market surveillance and enforcement of compliance</li> <li>• Responsive mechanisms for addressing complaints and consumer concerns</li> </ul> |
| <b>Government MDAs</b>               | <ul style="list-style-type: none"> <li>-Policy formulation</li> <li>-Regulatory alignment</li> </ul>  | <ul style="list-style-type: none"> <li>• Align sector policies with national standards</li> <li>• Actively participate in TCs</li> <li>• Support uptake and enforcement of standards</li> </ul>                  | <ul style="list-style-type: none"> <li>• Timely development of policy-aligned standards</li> <li>• Technical advisory support for policy</li> <li>• Alignment of standards with national development priorities</li> </ul>   |
| <b>Sector Regulators</b>             | <ul style="list-style-type: none"> <li>-Enforcement of standards and sector-specific compliance</li> </ul>  | <ul style="list-style-type: none"> <li>• Integrate Kenya standards into regulations</li> <li>• Actively participate in TCs</li> <li>• Share data and sector insights for the development of standards</li> </ul> | <ul style="list-style-type: none"> <li>• Clear, sector-aligned standards</li> <li>• Capacity building on emerging standards</li> </ul>   |
| <b>Industry &amp; Private Sector</b> | <ul style="list-style-type: none"> <li>-Implementation, technical input, innovation in standards</li> </ul>   | <ul style="list-style-type: none"> <li>• Active participation in TCs</li> <li>• Conform to standards</li> <li>• Provide feedback on the practicality of standards</li> </ul>                                     | <ul style="list-style-type: none"> <li>• Practical, market-relevant standards</li> <li>• Timely and more efficient standards development process</li> <li>• Support for certification and compliance</li> </ul>  |
| <b>MSMEs</b>                         | <ul style="list-style-type: none"> <li>-Uptake of standards for competitiveness and easy market access</li> </ul>   | <ul style="list-style-type: none"> <li>• Uptake of standards</li> <li>• Participation in awareness and training programs</li> </ul>  | <ul style="list-style-type: none"> <li>• Simplified standards</li> <li>• Capacity building and technical support</li> </ul>  |

|   |   |  |   |
|---|---|--|---|
|   |   | <ul style="list-style-type: none"> <li>• Provide feedback on standards</li> <li>• Participation in TCs</li> </ul>  |   |
| <b>Consumers &amp; Civil Society</b>                              | Advocacy for safety, quality, sustainability, and inclusivity   | <ul style="list-style-type: none"> <li>• Participating in public consultations</li> <li>• Raise awareness on quality and safety</li> <li>• Provide consumer feedback on the impact of standards</li> </ul>   | <ul style="list-style-type: none"> <li>• Protection through safety and quality standards</li> <li>• Transparency in standards development</li> </ul>  |
| <b>Academia &amp; Research</b>                                    | -Provide research, technical expertise, and innovation inputs   | <ul style="list-style-type: none"> <li>• Contribute research and evidence-based inputs</li> <li>• Participate in TCs</li> <li>• Support innovation-driven standardization</li> </ul>   | <ul style="list-style-type: none"> <li>• Opportunities for collaboration and research uptake</li> <li>• Access to reference materials</li> </ul>  |
| <b>Regional/International Organizations (ISO, IEC, ARSO, EAC)</b> | -Harmonization, global alignment, and best practices  | <ul style="list-style-type: none"> <li>• Support for harmonization and alignment with international best practices</li> <li>• Recognition of national positions and priorities</li> <li>• Capacity building and technical cooperation</li> <li>• Information sharing on emerging standards and trends</li> </ul> | <ul style="list-style-type: none"> <li>• Active participation in standardization work</li> <li>• Take up leadership positions at regional/international level</li> <li>• Timely adoption of international/regional standards</li> </ul> |
| <b>Development Partners</b>                                       | <ul style="list-style-type: none"> <li>• Technical and financial support for standardization</li> </ul> | <ul style="list-style-type: none"> <li>• Provide technical assistance and funding for standards development</li> <li>• Support capacity building initiatives</li> <li>• Align support with national priorities</li> </ul>  | <ul style="list-style-type: none"> <li>a) Clear strategy and accountability frameworks</li> <li>b) Measurable impact and reporting</li> <li>c) Strong coordination and transparency</li> </ul>  |
| <b>Technical Services Committee (TSC)</b>                         | <ul style="list-style-type: none"> <li>• Recommend standards to the</li> </ul>                          | <ul style="list-style-type: none"> <li>• Make objective and timely recommendations</li> </ul>  | <ul style="list-style-type: none"> <li>• Clear technical documentation and</li> </ul>   |

|  |  |   |   |
|--|--|---|---|
|  | <p>National Standards Council for approval</p> <ul style="list-style-type: none"> <li>• Review technical submissions and committee recommendations</li> <li>• Support quality assurance and consistency in the standards approval process</li> </ul>                                 | <p>based on technical merit</p> <ul style="list-style-type: none"> <li>• Ensure submitted standards meet required procedural and quality thresholds</li> <li>• Strengthen confidence in the approval system through sound oversight</li> </ul>                                      | <p>complete committee submissions</p> <ul style="list-style-type: none"> <li>• Efficient review schedules and secretariat support</li> <li>• Accurate records to support transparent decision-making</li> </ul>   |
| <b>Standards Project Committee (SPC)</b> | <ul style="list-style-type: none"> <li>• Approve standards projects and allocate resources</li> <li>• Prioritize projects in line with organizational and national needs</li> <li>• Monitor progress and support effective project governance</li> </ul>                             | <ul style="list-style-type: none"> <li>• Make balanced decisions on project selection and resource deployment</li> <li>• Ensure approved projects are feasible, relevant and properly supported</li> <li>• Promote accountability and timely delivery of project outputs</li> </ul> | <ul style="list-style-type: none"> <li>• Reliable project proposals, budgets and prioritization criteria</li> <li>• Timely reporting on project performance and risks</li> <li>• Management backing for implementation of committee decisions</li> </ul>                      |
| <b>Editors / Publishing Team</b>         | <ul style="list-style-type: none"> <li>• Edit, format and prepare standards for publication</li> <li>• Ensure consistency, clarity and correct presentation of standards documents</li> <li>• Support timely release and dissemination of approved standards</li> </ul>              | <ul style="list-style-type: none"> <li>• Maintain editorial accuracy and document quality</li> <li>• Work efficiently with technical teams to resolve formatting and content issues</li> <li>• Ensure published standards are user-friendly and professionally presented</li> </ul> | <ul style="list-style-type: none"> <li>• Clear source documents and final approved text</li> <li>• Appropriate publishing tools, templates and timelines</li> <li>• Effective coordination with technical officers and approval teams</li> </ul>                              |
| <b>Professional Bodies</b>               | <ul style="list-style-type: none"> <li>• Provide professional expertise and sector perspectives in standards development</li> <li>• Support adoption and awareness of standards among their members</li> <li>• Contribute to technical credibility and industry alignment</li> </ul> | <ul style="list-style-type: none"> <li>• Offer evidence-based input and uphold professional integrity</li> <li>• Promote standards implementation through training and advocacy</li> <li>• Strengthen linkages between standards and professional practice</li> </ul>               | <ul style="list-style-type: none"> <li>• Structured engagement in technical committees and consultations</li> <li>• Access to draft standards and timely consultation opportunities</li> <li>• Recognition of their contribution to sector-specific standards work</li> </ul> |
| <b>Testing Laboratories</b>              | <ul style="list-style-type: none"> <li>• Provide testing data and technical evidence to support</li> </ul>   | <ul style="list-style-type: none"> <li>• Produce accurate, reliable and timely test results</li> </ul>  | <ul style="list-style-type: none"> <li>• Adequate equipment, methods and competent personnel</li> </ul>   |

|  |   |  |   |
|--|---|--|---|
|  | <p>standards development</p> <ul style="list-style-type: none"> <li>• Verify product conformity against specified requirements</li> <li>• Support enforcement, certification and quality assurance activities</li> </ul>  | <ul style="list-style-type: none"> <li>• Maintain competence, impartiality and good laboratory practices</li> <li>• Strengthen evidence-based standards and conformity assessment systems</li> </ul>   | <ul style="list-style-type: none"> <li>• Clear test methods and updated standards references</li> <li>• Support for accreditation and continuous technical improvement</li> </ul>   |
| <b>County Governments</b>                          | <ul style="list-style-type: none"> <li>• Support implementation and enforcement of relevant standards at county level</li> <li>• Provide local regulatory and market insights</li> <li>• Promote awareness of standards among local producers and traders</li> </ul>                    | <ul style="list-style-type: none"> <li>• Coordinate with national agencies in promoting compliance and public safety</li> <li>• Facilitate uptake of standards in devolved functions and county programs</li> <li>• Strengthen local economic development through quality and standards awareness</li> </ul> | <ul style="list-style-type: none"> <li>• Capacity building on standards, inspection and enforcement</li> <li>• Clear coordination frameworks with KEBS and other national institutions</li> <li>• Access to standards information relevant to county mandates</li> </ul>      |
| <b>Importers and Exporters</b>                     | <ul style="list-style-type: none"> <li>• Apply relevant standards in cross-border trade and market access</li> <li>• Provide feedback on trade-related standards requirements and barriers</li> <li>• Support compliance with national, regional and international standards</li> </ul> | <ul style="list-style-type: none"> <li>• Meet market requirements and maintain compliant supply chains</li> <li>• Promote competitiveness of Kenyan products in external markets</li> <li>• Encourage harmonization and clarity in trade-related standards</li> </ul>  | <ul style="list-style-type: none"> <li>• Timely access to applicable standards and conformity requirements</li> <li>• Guidance on certification, inspection and market entry obligations</li> <li>• Efficient standards information and trade facilitation support</li> </ul> |
| <b>KEBS Standards Information Centre (Library)</b> | <ul style="list-style-type: none"> <li>• Disseminate and sell standards to users and stakeholders</li> <li>• Provide access to standards information and related reference materials</li> <li>• Support awareness and uptake of standards across sectors</li> </ul>                     | <ul style="list-style-type: none"> <li>• Deliver timely, accurate and user-friendly standards information services</li> <li>• Facilitate access to current standards for industry, regulators and consumers</li> <li>• Improve visibility and utilization of published standards</li> </ul>                  | <ul style="list-style-type: none"> <li>• Updated standards inventory and efficient customer service systems</li> <li>• Adequate digital and physical access channels</li> <li>• Awareness support to reach more users of standards information</li> </ul>                     |

### **3 OBJECTIVES OF THE NSS**

This National Standardization Strategy (NSS) takes into account public concerns, government obligations and priorities, and the resources available for implementation. Accordingly, the Strategy is designed to achieve the following objectives:

- i. To develop prioritized Kenya Standards for nationally ranked sectors and cross-cutting areas identified in the National Standardization Plan (NSP), and to support implementation of approved NSP work items.
- ii. To develop standards that address the highest-priority social and environmental risks identified under the NSS and integrate these priorities into annual standards work programmes.
- iii. To strengthen the standards development process by ensuring that Technical Committees (TCs) are functional and operate through well documented work plans.
- iv. To align standards development priorities with Government of Kenya policies and programmes through a structured coordination and prioritization mechanism involving relevant MDAs and regulators.
- v. To enhance harmonization and international alignment of Kenyan Standards by prioritizing the adoption or adaptation of relevant international and regional standards.

## 4 METHODOLOGY

This NSS was developed using a structured, evidence-based approach designed to optimize the use of limited standardization resources while ensuring alignment with Kenya’s development agenda, stakeholder needs and international good practice. The methodology follows ISO guidance for developing national standardization strategies and is operationalized through a rolling three-year period National Standardization Plan (NSP). The development of this NSS was done in phases detailed as follows:

### Phase 1: Inception

KEBS constituted an NSS development ad-hoc committee, defined its scope and expected deliverables (Strategy and NSP). The committee came up with a workplan to guide on data collection, analysis, consultation, validation and approvals.

**Phase 2: Evidence Based and Analytical Approach**The NSS analytical approach combined desk review and stakeholder inputs to map the standardization landscape, assess institutional capacity and identify drivers of standards demand. The analysis applied structured tools (including PESTEL, SWOT and TOWS) to translate environmental trends and institutional realities into strategic implications, risks and response options.

To strengthen implementation discipline, the NSS is structured around a results chain that links prioritization decisions to deliverables, resources and monitoring. This results chain is implemented through the rolling three-year NSP and annual work plans. Performance is tracked using defined indicators and reviewed through annual NSP reviews and management reporting, allowing priorities to be adjusted in response to changes in sector conditions, stakeholder demand, risks, or resource availability.

Table 2 presents the logical framework for developing and implementing the National Standardization Strategy. It shows the results chain from inputs and activities to outputs, outcomes and impact, together with the indicators used to monitor performance.

**Table 2: Logical Framework for the NSS**

| Category          | Description   | Indicators  |
|-------------------|---|---|
| <b>Inputs</b>     | Staff time (TO/ED/SEC and other support functions), Technical Committee (TC) time, budget, and enabling systems (digital platforms, procedures, templates). | <ul style="list-style-type: none"> <li>• Staff hours logged per activity</li> <li>• Budget utilization rate (%)</li> <li>• Digital platform uptime and user satisfaction</li> </ul> |
| <b>Activities</b> | Identify and prioritize needs; develop/revise/adopt standards; participate in/monitor regional and  | <ul style="list-style-type: none"> <li>• Number of needs assessments conducted</li> </ul>   |

| Category        | Description  | Indicators  |
|-----------------|--|---|
|                 | international work; publish and disseminate standards; coordinate with regulators on referenced standards.   | <ul style="list-style-type: none"> <li>• Frequency of TC meetings held</li> <li>Number of standards published</li> <li>• Number of propagation fora conducted</li> <li>• Number of standards referenced in regulations</li> </ul>   |
| <b>Outputs</b>  | NSP work items delivered by standardization type (AD/EV/AC/NA/MO); standards published; standards disseminated.  | <ul style="list-style-type: none"> <li>• Number of work items completed per type</li> <li>• Number of standards published annually</li> <li>• Number of standards disseminated</li> </ul>   |
| <b>Outcomes</b> | Shorter standards development cycle time; improved stakeholder participation; improved alignment of standards with policy and technical regulation needs; increased alignment with international/regional standards. | <ul style="list-style-type: none"> <li>• Average cycle time (months from proposal to publication)</li> <li>• Number and diversity of stakeholders participating</li> <li>• % of standards aligned with national policy priorities</li> <li>• % of standards harmonized with international/regional standards</li> </ul> |
| <b>Impact</b>   | Enhanced consumer protection, productivity and competitiveness; reduced technical barriers to trade; improved market access and trust in Kenyan products and services.   | <ul style="list-style-type: none"> <li>• Reduction in border rejections due to standards non-compliance</li> <li>• Increase in certified MSMEs</li> <li>• Growth in exports for priority sectors</li> </ul>   |

| Category | Description | Indicators  |
|----------|-------------|---|
|          |             | <ul style="list-style-type: none"> <li>• Consumer satisfaction index on product safety/quality</li> </ul> |

### Phase 3: Prioritization and NSP formulation

Potential standardization areas were screened and ranked using transparent criteria to generate semi-quantitative results for decision-making. The criteria combined:

- d) Economic significance (e.g., contribution to GDP and export earnings)
- e) Public interest and risk considerations (e.g., health and safety, consumer protection, environmental sustainability and climate resilience)
- f) Policy priority and regulatory demand
- g) Trade facilitation and harmonization potential (EAC/AfCFTA and international alignment)
- h) Feasibility, including availability of technical expertise, maturity of the sector and expected time-to-deliver.

Stakeholder-validated scoring results were consolidated into a prioritized NSP work programme informed by the following reference documents:

- a) **National frameworks:** Constitution of Kenya (2010), Kenya Vision 2030, BETA and relevant sector policies/strategies.
- b) **Regional/international commitments and good practice:** EAC priorities, AfCFTA obligations, WTO/TBT, and ISO/IEC Directives.
- c) **KEBS institutional documents:** KEBS Strategic Plan (SP), corporate procedures

### Phase 4: Data collection, synthesis and resource estimation

Data was compiled from:

- a) Official national statistics and administrative sources (e.g., sector GDP and export data)
- b) Regulatory and market intelligence (including emerging risks, enforcement gaps and technology trends)
- c) Existing standards database and gaps identified by stakeholders.
- d) Structured stakeholder requests captured through consultations and formal submission channels.

The dataset was cleaned, categorized by sector/sub-sector and mapped to the prioritization criteria to support consistent scoring. For each prioritized work item, indicative human and financial resource requirements were

estimated based on the type of standardization work (AD, EV, AC, NA and MO) the expected complexity and the workflow steps required for delivery

#### **Phase 5: Stakeholder engagement and validation**

Stakeholder engagement was conducted to:

- a) Confirm priority needs and problem statements
- b) Test the feasibility and relevance of proposed standards interventions
- c) Identify implementation constraints and required partnerships
- d) Validate the prioritization results before finalization.

Stakeholder engagement combined structured consultations, including workshops, targeted interviews and Technical Committee engagements, with ongoing feedback through written submissions and virtual sessions. The input received was documented, analysed thematically and reviewed through validation meetings to remove duplication and ensure that the NSS reflects a balanced national consensus.

The key stakeholder groups engaged during this phase included the following:

- a) **Government MDAs and sector regulators:** to align standards priorities with policy programmes, technical regulations and enforcement realities.
- b) **Private sector and industry associations (including value-chain actors):** to identify market requirements, innovation trends, compliance costs and trade barriers.
- c) **MSMEs and informal-sector representatives:** to ensure standards are practical, scalable and supportive of productivity, formalization and market access.
- d) **Consumers, civil society and professional bodies:** to surface public-interest priorities, safety concerns and service-quality expectations.
- e) **Academia and research institutions:** to provide technical evidence, research outputs and foresight on emerging technologies and risks.
- f) **Development partners and regional/international standardization bodies:** to support capacity development and harmonization initiatives

#### **Phase 6: Drafting, quality assurance and approvals.**

Findings from the analysis

, prioritization and consultations were consolidated into a draft NSS and NSP, including strategic objectives, priority areas, implementation arrangements and an indicative resource framework. Internal technical review ensured consistency with the national standards development process, WTO/TBT principles and ISO/IEC Directives. The draft was then validated with stakeholders, refined to address agreed comments and submitted for KEBS approval. The approved NSS is implemented through annual work plans derived from the NSP, with periodic reviews to incorporate emerging needs, regulatory changes and market developments.

Figure 5 illustrates the individual process steps for development of NSS while figure 6 is the workplan for the development of the NSS

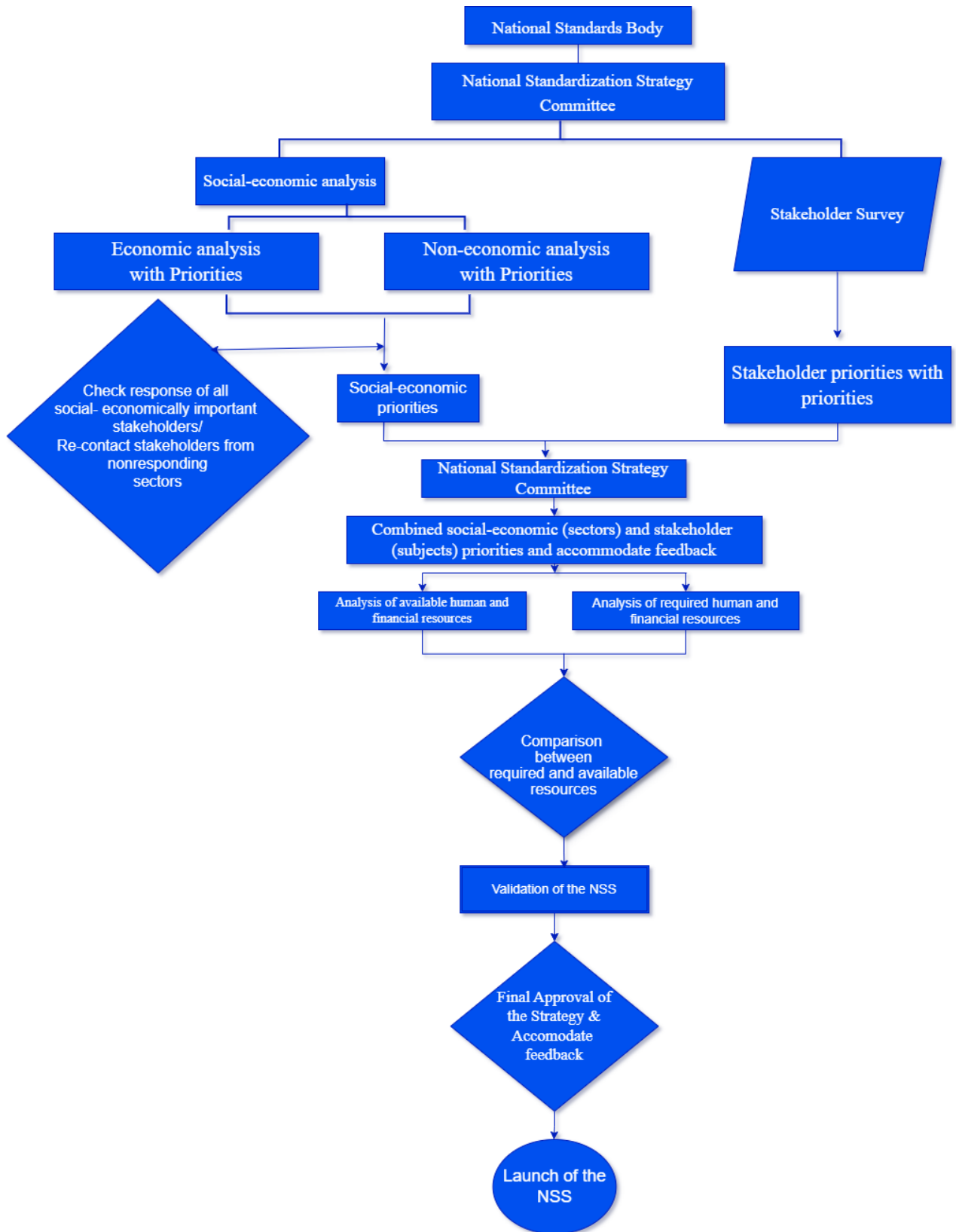
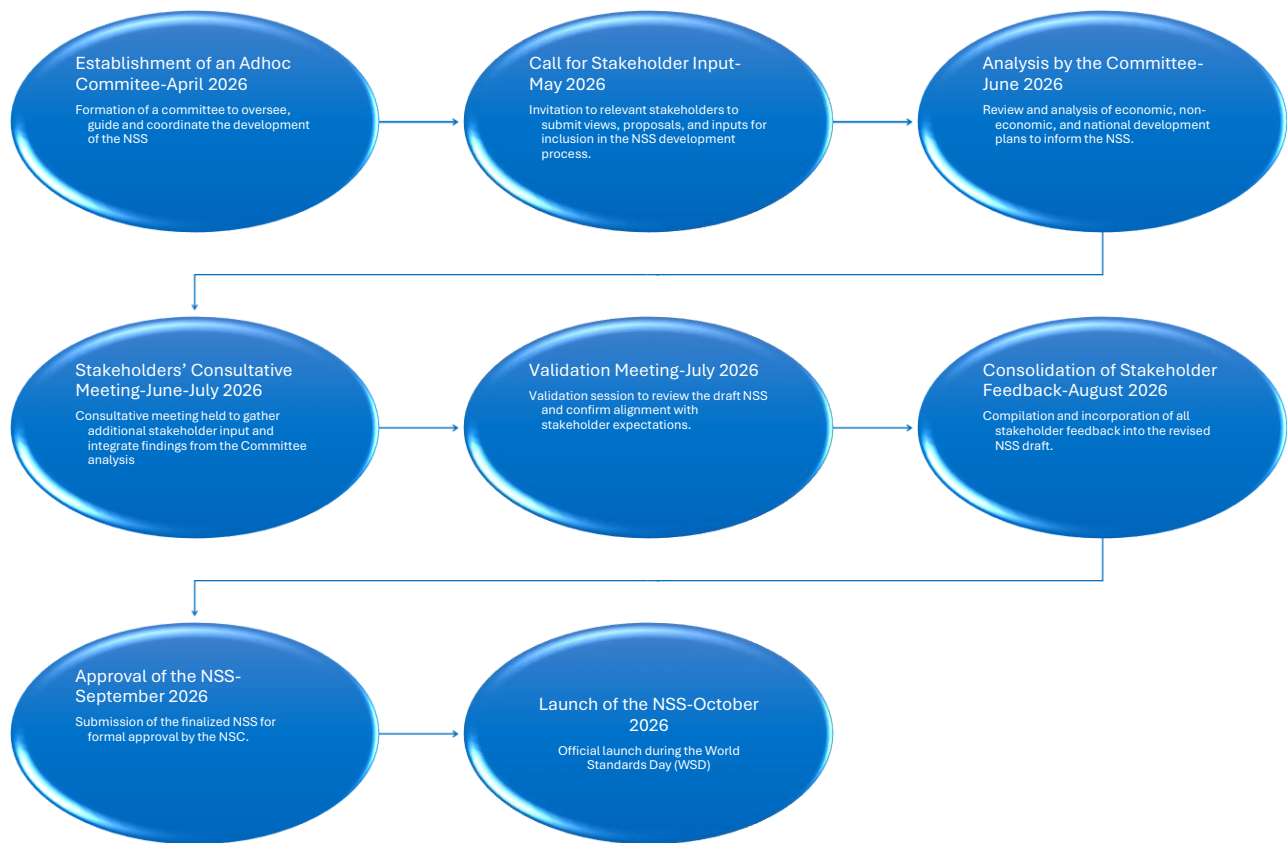


Figure 5: Individual process steps for development of NSS



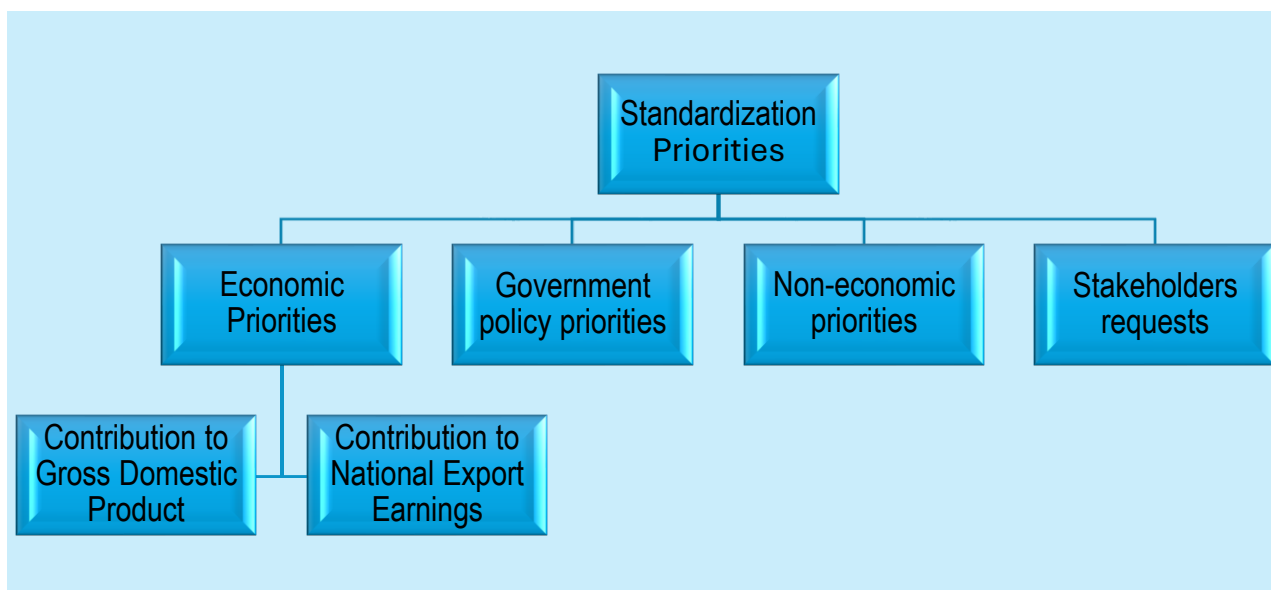
**Figure 6: Workplan for development of NSS**

## 5 NATIONAL PRIORITIES FOR STANDARDIZATION

This chapter sets out the national priorities that guide Kenya’s standardization agenda for the NSS period and provides the basis for the three-year rolling National Standardization Plan (NSP). Priorities were determined through triangulation of

- a) Evidence on sector economic performance (GDP contribution and export earnings),
- b) Government policy priorities (including Vision 2030 and BETA),
- c) non-economic public-interest concerns (health, safety, consumer protection and environment), and
- d) expressed stakeholder demand captured through structured consultations and requests.

The approach ensures that standards development resources are focused on the areas with the highest national impact, while maintaining responsiveness to emerging risks and market needs. Figure 7 illustrates an overview analysis of national standardization priorities.



**Figure 7: Analysis of National Standardization priorities**

### 5.1 Priority 1: Economic impact

Economic impact is a primary driver for prioritizing national standardization. Sectors were assessed using objective indicators that signal national economic importance and potential returns from standardization interventions. In this NSS, economic impact is reflected through two headline measures: (a) contribution to Gross Domestic Product (GDP), and (b) contribution to national export earnings. These indicators help identify sectors where standards can unlock productivity, improve quality and consistency, strengthen value addition, reduce transaction costs, and expand market access.

For consistency, a common five-level ranking scale (Rank 1 = highest priority; Rank 5 = lowest priority) was applied to the GDP and export indicators using available national statistics. Where sector performance changes materially during the NSS period, rankings are updated through the annual NSP review and reflected in the subsequent year's work programme.

- a) Percentage contribution to Gross Domestic Product (GDP); and
- b) Contribution to National Export earnings.

Table 3 has been created based on the existing statistical data from the Central Bank of Kenya and Kenya National Bureau of Statistics (KNBS). It represents the Kenya's economic sectors that are ranked by their contributions to GDP.

The following ranking criterion based on ISO Manual for Developing National Standardization Strategies was used:

|        |                 |
|--------|-----------------|
| Rank 1 | >10% of GDP     |
| Rank 2 | 5 - 10% of GDP  |
| Rank 3 | 1 - 5% of GDP   |
| Rank 4 | 0.2 - 1% of GDP |

Rank 5

< 0.2% of GDP

**Table 3 — Top 20 Key Economic Sectors Based on Contribution to Kenya's GDP (2025)**

| S/No. | Industry  | Contribution to GDP (%) 2025 | Rank |
|-------|---|------------------------------|------|
| 1     | Agriculture, forestry and fishing                 | 23.2                         | 1    |
| 2     | Transport and storage                             | 11.8                         | 1    |
| 3     | Financial and insurance activities                | 8.3                          | 1    |
| 4     | Real estate                                       | 8.2                          | 2    |
| 5     | Wholesale and retail trade; repairs               | 7.8                          | 2    |
| 6     | Manufacturing                                     | 7.1                          | 2    |
| 7     | Construction                                      | 6.5                          | 2    |
| 8     | Public administration and defence                 | 4.9                          | 3    |
| 9     | Education   | 3.8                          | 3    |
| 10    | Information and communication                     | 2.3                          | 3    |
| 11    | Human health and social work activities           | 1.8                          | 3    |
| 12    | Accommodation and Food Serving Activities         | 1.7                          | 3    |
| 13    | Professional, scientific and technical activities | 1.5                          | 3    |
| 14    | Electricity supply                                | 1.4                          | 3    |
| 15    | Other service activities                          | 1.1                          | 3    |
| 16    | Administrative and support service activities     | 1.1                          | 3    |
| 17    | Mining and quarrying                              | 0.8                          | 4    |
| 18    | Activities of households as employers             | 0.5                          | 4    |
| 19    | Water supply; sewerage, waste management          | 0.4                          | 4    |
| 20    | Arts, entertainment and recreation                | 0.2                          | 4    |

Table 4 ranks key economic sectors based on their contribution to national export earnings, utilizing the same ranking scale.

- a) Rank 1: >10% of National export earnings
- b) Rank 2: 5 - 10% of National export earnings
- c) Rank 3: 1 - 5% of National export earnings
- d) Rank 4: 0.2 - 1% of National export earnings
- e) Rank 5: < 0.2% of National export earnings

**Table 4 — Top 10 Key Economic Sectors Based on Contribution to National Export Earnings**

| S/No | Economic Sector (Based on Export Categories) | Export % Contribution (2025) | Rank |
|------|--|------------------------------|------|
| 1    | Coffee, tea, maté and spices                 | ~21.5%                       | 1    |
| 2    | Live trees, plants, cut flowers, and foliage | ~12.8%                       | 1    |
| 3    | Edible vegetables, roots, and tubers         | ~4.3%                        | 3    |
| 4    | Edible fruit and nuts                        | ~3.9%                        | 3    |
| 5    | Animal or vegetable fats and oils            | ~3.6%                        | 3    |
| 6    | Articles of apparel and clothing accessories | ~3.2%                        | 3    |
| 7    | Pharmaceutical Products                      | ~1.9%                        | 3    |
| 8    | Iron and steel                               | ~1.8%                        | 3    |
| 9    | Plastics and articles thereof                | ~1.8%                        | 3    |
| 10   | Ores, slag and ash                           | ~0.2%                        | 4    |

## 5.2 Government Policy Priorities

The NSS is strategically aligned with the national development agenda, particularly the government's Bottom-Up Economic Transformation Agenda (BETA). Sectors identified as key pillars for inclusive growth, job creation, and value addition are assigned the highest priority. The following ranking criterion has been used:

- a) Rank 1 – Great importance expected in the near future (Core BETA Sectors)
- b) Rank 2 – Greater importance, if certain conditions are fulfilled
- c) Rank 3 – Some importance expected in the medium term
- d) Rank 4 – Some importance expected in the long term
- e) Rank 5 – No increase in importance expected

**Table 5 — Ranking Sectors Expected to have Greater Importance for National Development (Vision 2030 & BETA)**

| <b>S/No</b> | <b>Economic Sector / Priority Area</b>               | <b>Strategic Importance &amp; Key Drivers (2025–2030)</b>   | <b>Rank</b> | <b>Justification</b>   |
|-------------|--|---|-------------|--|
| 1           | <b>Digital Superhighway &amp; Creative Economy</b>   | National AI Strategy (Sh152 billion, 2025–2030); Business Process Outsourcing (BPO), IT-enabled services, creative industries; digital identity & data governance; cross-cutting enabler for all sectors.                               | 1           | Core BETA pillar; immediate high-impact transformation; government has allocated significant resources and policy focus. |
| 2           | <b>Agriculture &amp; Agro-Industrialization</b>      | Irrigation (a target of 2.5 million acres of land under irrigation within seven years); fertilizer subsidy; value chains (tea, coffee, edible oils, cotton, dairy); target import substitution (Sh500 billion saved) and export growth. | 1           | Core BETA pillar; food security, employment, and rural development; immediate policy action underway.                    |
| 3           | <b>Micro, Small &amp; Medium Enterprises (MSMEs)</b> | Formalization of 2.25 million businesses; access to credit (Hustler Fund); value chain integration; target 1.2 million jobs annually.   | 1           | Core BETA pillar; inclusive growth and job creation; direct presidential priority.                                       |
| 4           | <b>Energy &amp; Infrastructure</b>                   | Sh444.26 billion budget (2025/26); target 10,000MW power capacity; SGR extension to Kisumu (Jan 2026); 2,500km road dualing; port modernization.  | 1           | Core enabler for industrialization and trade; immediate large-scale investment underway.                                 |
| 5           | <b>Housing &amp; Urban</b>                           | Affordable housing program  | 2           | Greater importance if  |

| S/No     | Economic Sector / Priority Area                       | Strategic Importance & Key Drivers (2025–2030)   | Rank | Justification  |
|----------|---|--|------|--|
|          | <b>Development</b>                                    | (161,911 units under construction); over 330,000 jobs created; county aggregation parks.   |      | private-sector financing and material supply chains are secured; already progressing but dependent on sustained funding.     |
| <b>6</b> | <b>Manufacturing</b>                                  | Target: increase GDP contribution from <7.5% to >15%; leather, textiles, agro-processing; Special Economic Zones (SEZs).               | 2    | Greater importance if energy costs reduce, export markets expand, and SEZs become fully operational.                         |
| <b>7</b> | <b>Healthcare (Taifa Care / SHA)</b>                  | Sh204.99 billion budget (2025/26); 25.8 million Kenyans registered; community health promoters (107,000 trained); cancer centers.      | 2    | Greater importance if universal coverage is sustained and health infrastructure is fully digitized and staffed.              |
| <b>8</b> | <b>Education &amp; Skills Development (STEM/TVET)</b> | Sh718.76 billion budget (largest allocation); TVET enrollment doubled (from 340,000 to 718,000); research funding target of 2% GDP.    | 2    | Greater importance if alignment between TVET curricula and industry demand is achieved; long-term human capital development. |
| <b>9</b> | <b>Environment, Water &amp; Natural Resources</b>     | Sh134.17 billion budget; climate resilience; water supply; waste management; forestry; minerals (building materials, salt, gemstones). | 3    | Some importance expected in the medium term as climate adaptation and water security become more urgent post-2030.           |

| S/No | Economic Sector / Priority Area                 | Strategic Importance & Key Drivers (2025–2030)  | Rank | Justification   |
|------|---|---|------|---|
| 10   | <b>Tourism &amp; Wildlife</b>                   | Recovery to 2.42 million international arrivals (2025); Sh462.21 billion revenue; domestic tourism growth (5 million+); ETA reforms.  | 3    | Some importance expected in the medium term; currently stable but not a top BETA priority compared to digital and agriculture.              |
| 11   | <b>Mining &amp; Quarrying (non-titanium)</b>    | Recovery from titanium collapse; focus on building materials (limestone, gypsum, salt, gemstones); formalization of artisanal mining. | 4    | Some importance expected in the long term; major investment required to discover and develop new deposits; current contribution <1% of GDP. |
| 12   | <b>Financial Services (Traditional Banking)</b> | Already mature sector (8.3% of GDP); growth driven by mobile money, digital lending, and fintech.                                     | 5    | No increase in importance expected; sector is already established and will evolve but not gain strategic priority over emerging sectors.    |
| 13   | <b>Wholesale &amp; Retail Trade</b>             | Stable contributor (7.8% of GDP); formalization of informal retail ongoing but not a growth accelerator.                              | 5    | No increase in importance expected; will grow with population but not a transformational priority under BETA.                               |

### 5.3 Non-Economic Priorities (Social Impact Strategy)

To ensure sustainable development, the NSS incorporated an analysis of non-economic issues that impact public welfare, safety, and environmental integrity. These priorities are identified through media analysis and public discourse.

The ranking criterion is as follows:

- Rank 1– Very serious and urgent problem, public outcry

- Rank 2– Serious problem, common occurrence, media attention
- Rank 3– Serious problem, some media reports
- Rank 4- Problem localized, no media reaction
- Rank 5– Other issues

**Table 6 — Ranking Non-Economic Priorities**

| SL/No | Non-economic Priority                  | Rank | Statistics (2025/2026)   |
|-------|--|------|--|
| 1.    | <b>Environment, Health and Safety</b>  | 1    | <b>E-waste</b> hit a record <b>55,956 metric tonnes</b> in 2025, up by 4.5% from 2024. Small household equipment (microwaves, kettles) was the largest contributor (21,942 tonnes). Less than <b>5%</b> is formally recycled, with most ending up in informal dumps, posing severe health risks. Other critical concerns are pollution and workplace safety.   |
| 2.    | <b>Food and Nutrition Security</b>     | 1    | Maize production remained stable at <b>4.03 million tonnes</b> (2025). While self-sufficiency has improved, <b>post-harvest losses</b> and climate variability (2025 was the 7th warmest year in 36 years) kept food prices high, straining household budgets.   |
| 3.    | <b>Illicit Trade and Counterfeits</b>  | 1    | Undermines local manufacturing, poses health risks, and results in significant revenue loss. <b>Illicit trade is now rivaling the formal economy</b> , accounting for <b>8.9-9.3% of GDP</b> —exceeding manufacturing's contribution (7.7%). The government loses over <b>KSh 120 billion annually</b> in tax revenue just from illicit alcohol alone. Porous borders and weak enforcement allow smuggled goods to flood the market. |
| 4.    | <b>Affordable Housing and Services</b> | 2    | High public demand for quality, affordable housing and related services. The Affordable Housing project has recorded significant progress whereby <b>6,738 affordable housing units</b> were completed in 2025, a fourfold increase from 1,655 units in 2024. A further <b>138,474 units</b> are under construction (valued at KSh 385.8 billion). The government achieved <b>96.3% budget utilization</b> for housing in 2025.      |

| SL/No | Non-economic Priority                    | Rank | Statistics (2025/2026)   |
|-------|--|------|--|
| 5.    | <b>Unemployment and Under-employment</b> | 2    | The economy added <b>716,800 new jobs</b> in 2025. However, <b>90% of these were in the informal sector</b> (Jua Kali), which now employs 18.1 million Kenyans. Formal wage employment grew slowly (only 2.8% to 3.3 million jobs), indicating persistent structural weaknesses in creating quality formal jobs. Standards are enablers of productivity by providing a level ground , promoting fair competition and best practices in business. |
| 6.    | <b>Climate Change Management</b>         | 2    | <b>2025 was Kenya's 7th warmest year in 36 years</b> , with temperatures rising 0.22°C per decade. December 2025 was the hottest month on record. The 2026 outlook warns of above-average temperatures, erratic rains, and increased flood/drought risks, requiring major investments in early warning systems. The increased frequency of climate-related disasters necessitates standards for resilience and adaptation.                       |
| 7.    | <b>Quality of Services</b>               | 3    | Concerns in education, healthcare, and public transport require standardization for improved service delivery.   |

#### 5.4 Stakeholders' requests (Stakeholder Engagement Strategy)

Stakeholder demand is a core input to the NSS and the NSP. Requests for new standards, revisions or adoptions are captured continuously and are used to validate and refine priority areas identified through the economic, policy and public-interest analyses. Stakeholder inputs were collected through multiple channels and then processed through a common workflow: (i) submission and registration, (ii) completeness checks and consolidation of similar requests, (iii) preliminary screening to confirm scope and avoid duplication with existing standards, (iv) scoring against agreed prioritization indicators, and (v) validation through Technical Committees and stakeholder consultations before inclusion in the NSP work programme.

- a) KEBS online standards development requests portal (formal submission and tracking).
- b) Social media and public feedback channels (used to identify emerging issues and needs, then validated through formal processes).
- c) Targeted stakeholder meetings, workshops and Technical Committee engagements (for consultation, prioritization and validation).

- d) Direct feedback from standards users, regulators and conformity assessment stakeholders (implementation challenges, compliance costs and enforcement needs).

For comparability, stakeholder requests were scored against the following five prioritization indicators (used alongside the economic, policy and public-interest analyses):

- a) Potential to safeguard health and safety.
- b) Potential to contribute to economic efficiency.
- c) Potential to preserve the environment.
- d) Potential to facilitate local trade and industrial integration.
- e) Potential to facilitate access to export markets.

## 5.5 Selected Sectors of Standardization and Expected Benefits

### 5.5.1 Selected Sectors of Standardization

To consolidate results across the four socio-economic inputs (GDP contribution, export earnings, Government policy priorities and non-economic/public-interest priorities), an **average sector priority score** was computed for each sector/sub-sector. In parallel, stakeholder requests were aggregated by sector and assigned an **average stakeholder priority score**. A final **overall priority ranking** for each sector was then derived by combining the sector score and the stakeholder score to produce a single, comparable ordering of priority areas for standardization. This overall ranking is summarized in Table 5 and forms the basis for selection of work items in the NSP. The ranking criterion is an average of sectorial and stakeholder priorities, with 1 being the highest and 5 being the lowest priority ranking.

**Table 7 — Summary of Kenya’s Priority Sectors for Standardization based on Stakeholder rankings**

| SL No. | National Economic Sector   | Priority Rank |
|--------|--|---------------|
| 1.     | Agriculture, Forestry and Fishing (incl. Growing of Crops)                 | 1.0           |
| 2.     | Micro, Small and Medium Enterprises (MSMEs) - Cross Cutting                | 1.0           |
| 3.     | Manufacturing (Food, Beverages, Tobacco, Textiles, Construction Materials) | 1.5           |
| 4.     | Housing and Construction   | 1.5           |
| 5.     | Healthcare and Social Work   | 2.0           |
| 6.     | Information and Communication Technology (ICT)                             | 2.0           |
| 7.     | Transportation and Storage   | 2.5           |
| 8.     | Tourism (Accommodation and Food Services)                                  | 2.5           |
| 9.     | Energy and Environment (Electricity Supply, Waste Management)              | 3.0           |
| 10.    | Financial and Insurance Activities   | 3.5           |

Table 8 gives a summary of the priority sectors and their key focus areas for standardization.



**Table 8: Summary of Kenya's priority sectors and their key focus areas for standardization**

| SL. No. | Priority Rank for Standardization | Sector   | GDP Contribution (2025) | Export Importance (2025)                                 | Development Priority (BETA/MTP IV)            | Standardization Focus Areas   | Key Policy Driver   |
|---------|-----------------------------------|--|-------------------------|--|---|---|---|
| 1       | 1                                 | <b>Agriculture, Forestry &amp; Fishing</b>         | 23.2% (Rank 1)          | Tea: Sh187.1B;<br>Horticulture: ~Sh150-170B (Rank 1)     | Rank 1 (Core BETA)                            | Food safety; phytosanitary standards; quality certification for tea, coffee, horticulture, edible oils and irrigation equipment standards | Food security; import substitution (Sh500B savings target); export competitiveness        |
| 2       | 1                                 | <b>Digital Superhighway &amp; Creative Economy</b> | 2.3% (Rank 3)           | IT-enabled services (growing)                            | Rank 1 (Core BETA)                            | Data governance; AI ethics and safety; cybersecurity; interoperability; digital identity and creative economy standards                   | National AI Strategy (Sh152B, 2025-2030); Digital Economy Strategy; cross-cutting enabler |
| 3       | 1                                 | <b>Manufacturing</b>                               | 7.1% (Rank 2)           | Apparel: Sh58.1B;<br>Processed foods; leather (Rank 2-3) | Rank 2 (Greater importance, conditions apply) | Product quality; metrology; conformity assessment; Special Economic Zone (SEZ) standards and value chain standards                        | Target: 15% of GDP; export diversification; industrial competitiveness                    |

| SL. No. | Priority Rank for Standardization | Sector                                      | GDP Contribution (2025)       | Export Importance (2025)          | Development Priority (BETA/MTP IV)                          | Standardization Focus Areas  | Key Policy Driver  |
|---------|-----------------------------------|---|-------------------------------|-----------------------------------|---|--|--|
| 4       | 2                                 | <b>Transport &amp; Storage</b>              | 11.8% (Rank 1)                | Logistics services (regional hub) | Rank 1 (Infrastructure cluster, Sh134.8B allocated 2026/27) | Intelligent transport systems; road/rail safety; cold chain infrastructure; port and logistics standards | SGR extension; 2,500km road dualing; regional trade hub                  |
| 5       | 2                                 | <b>Financial &amp; Insurance Activities</b> | 8.3% (Rank 2)                 | Fintech services (growing)        | Rank 5 (Mature sector, no increase)                         | Digital financial services; mobile money interoperability; insurtech standards; data protection          | Fintech innovation; financial inclusion; already mature but needs update |
| 6       | 2                                 | <b>Construction</b>                         | 6.5% (Rank 2)                 | Cement: ~Sh15-20B (Rank 3-4)      | Rank 2 (Housing & Urban Development)                        | Building materials quality; construction safety and design standards                                     | Affordable housing program (161,911 units); rebounded to 6.8% growth     |
| 7       | 3                                 | <b>MSMEs</b>                                | (Cross-cutting, not a sector) | Informal sector products          | Rank 1 (Core BETA)  | Product quality certification pathways; simplified standards;  | 2.25M businesses formalized; target 1.2M jobs annually                   |

| SL. No. | Priority Rank for Standardization | Sector                                  | GDP Contribution (2025) | Export Importance (2025)                  | Development Priority (BETA/MTP IV) | Standardization Focus Areas  | Key Policy Driver  |
|---------|-----------------------------------|---|-------------------------|---|------------------------------------|--|--|
|         |                                   |   |                         |   |                                    | metrology access and formalization support   |  |
| 8       | 3                                 | <b>Healthcare &amp; Pharmaceuticals</b> | 1.8% (Rank 3)           | Pharmaceuticals: Sh16.7B (Rank 8)         | Rank 2 (Greater importance)        | Medical devices; pharmaceutical quality; digital health records and health product safety standards  | Taifa Care/SHA; 25.8M registered; Sh204.99B budget                       |
| 9       | 4                                 | <b>Mining &amp; Quarrying</b>           | 0.8% (Rank 4)           | Titanium collapsed to Sh1.7B (Rank 4 now) | Rank 4 (Long-term importance)      | Building materials; decoration materials; artisanal mining certification and environmental standards | Recovered to 14.9% growth from -7.8%; new focus on non-titanium minerals |

## 5.5.2 Benefits of Selected Sectors and Sub-Sectors of Standardization

This plan provides a Strategy for Prioritization of Standards that if completed and implemented would have a positive National economic impact in terms of enabling trade and economic development that would receive strong industry and business support; and have a visible, positive, impact on citizens (social good), that would receive strong public support.

Table 9 below gives a summary of benefits of the prioritized sectors.

**Table 9 — Summary of Benefits to be Realized from Completion and Implementation of Prioritized Standards in the National Standardization Plan**

| SL/No | Priority Sectors                       | National Priority Outcomes  | Key Standardization Benefits   |
|-------|--|---|--|
| 1     | <b>Agriculture &amp; Manufacturing</b> | <ul style="list-style-type: none"> <li>• <b>Manufacturing:</b> Sector contributed <b>7.1%</b> to GDP (down from 7.3% in 2024); total output grew by <b>2.0%</b>. Agro-processing sub-sector contracted by <b>1.2%</b>.</li> <li>• <b>Agriculture:</b> Sector grew by <b>3.1%</b>, constrained by post-harvest losses (e.g., potato losses double/triple along value chains).</li> <li>• <b>Exports:</b> Domestic food &amp; beverage exports fell by Ksh 5.6B, though total monthly earnings rose 5.4% (Jan 2026).</li> </ul> | <ul style="list-style-type: none"> <li>• Facilitation of trade and market access for Buy Kenya, Build Kenya.</li> <li>• Enhanced food safety and quality.</li> <li>• Promotion of technology transfer and innovation in agro processing.</li> <li>• Quality assurance for farm inputs (seeds, fertilizers).</li> </ul> |
| 2     | <b>Housing &amp; Construction</b>      | <ul style="list-style-type: none"> <li>• <b>Sector Growth:</b> Reversed the 0.7% contraction to record a <b>6.8% growth</b> in 2025.</li> <li>• <b>Affordable Housing (AHP): 6,738 units</b> completed in 2025 (up from 1,655 in 2024); <b>138,474 units</b> under construction.</li> </ul>   | <ul style="list-style-type: none"> <li>• Promotion of innovative, cost-effective building technologies.</li> <li>• Standardization of design elements and materials for efficiency.</li> <li>• Enhanced safety and durability of housing units.</li> </ul>   |

| SL/No | Priority Sectors        | National Priority Outcomes   | Key Standardization Benefits  |
|-------|-------------------------|--|---|
|       |                         | <ul style="list-style-type: none"> <li>• <b>Materials:</b> Cement production rose to <b>10.4M tonnes</b>; galvanized sheets went up by 16.9%.</li> </ul>   |   |
| 3     | Healthcare              | <ul style="list-style-type: none"> <li>• <b>Universal Health Coverage (UHC):</b> Kenya continues to advance primary health, though facing climate and fiscal pressures.</li> <li>• <b>Access:</b> Focus on low-cost service delivery models and digital health integration.</li> </ul>   | <ul style="list-style-type: none"> <li>• Standardized quality for e-health, telemedicine, and health services.</li> <li>• Assurance of quality, safety, and efficacy of pharmaceuticals and medical devices.</li> <li>• Support for low-cost service delivery models.</li> </ul>                                  |
| 4     | MSMEs & Digital Economy | <ul style="list-style-type: none"> <li>• <b>Informal Sector (Jua Kali):</b> Created <b>703,700 jobs</b> (2024) and <b>~717,000 jobs in 2025</b>. Total informal employment hit <b>18.1M</b> workers</li> <li>• <b>ICT Sector:</b> Grew by <b>4.8%</b> in 2025 (value of output up 3.8%).</li> <li>• <b>Digital Finance:</b> Mobile money subscriptions hit <b>51.4M</b>; agent network grew 26.8% to <b>501,399</b>.</li> <li>• <b>Konza:</b> Investment rose to <b>Ksh 99.4B</b> (from 83.5B in 2024); <b>78 investors</b> now on board.</li> </ul> | <ul style="list-style-type: none"> <li>• Simplified standards for easier MSME compliance and market access.</li> <li>• Standards for digital financial services and e-commerce.</li> <li>• Support for Konza Technopolis and the digital creative economy.</li> </ul>   |
| 5     | Crosscutting (SDGs)     | <ul style="list-style-type: none"> <li>• <b>Realization of Kenya's SDG commitments:</b> Focus on integrated results as 2030 deadline nears. Emphasis on climate resilience, energy efficiency, and e-waste management.</li> </ul>  | <ul style="list-style-type: none"> <li>• <b>Economic:</b> Trade facilitation, innovation, and job creation.</li> <li>• <b>Societal:</b> Consumer protection, public health, and safety.</li> <li>• <b>Environmental:</b> Climate change mitigation, waste management (e-waste), and energy efficiency.</li> </ul> |

## 6 HUMAN AND FINANCIAL RESOURCES REQUIRED

This chapter sets out the resource requirements and the practical arrangements for delivering the NSP over the three-year period, including:

- a) human resource estimates by sector and by type of standards work item,
- b) indicative financial requirements and funding approach,
- c) an implementation matrix to guide annual work plans, and
- d) monitoring, reporting and review mechanisms to ensure timely delivery and continuous improvement.

### Types of national standardization projects

The types of national standardization projects are classified as follows:

**Type 1: adoption** of an international (or regional) standard [abbreviated as: **Ad**]

This type applies if an international (or regional) standard exists and has been identified as being appropriate to address national needs. If appropriate, preference should be given to adopting such a standard identically and without deviations to either content or structure.

**Type 2: evaluation** of an International (or regional) Standard with the intention of its adoption [abbreviated as: **Ev**]

This type applies if an International (or regional) Standard has been identified as being most relevant with a high likelihood, but final clarification still needs to be obtained.

**Note:** The difference between Type 1 and 2 is that Type 1 covers cases of straightforward and identical adoptions of an international, regional or other standard (cases of “simple” adoption). Type 2 represents the more complex case of an adoption which may require modifications or adaptations of the adopted standard to make it fit national or regional conditions (cases of “complex” adoption). The evaluation could also result in a judgement that the standard should not be adopted.

**Type 3: active participation** in a new or an ongoing development project of an International (or regional) Standard [abbreviated as: **Ac**]

This type applies if an International (or regional) Standard is under development and a high priority exists for its use as a national standard once it is published. It is recommended that the NSB participates actively in the development of such a standard.

**Type 4: monitoring** (or observing) an ongoing development project of an International (or regional) Standard [abbreviated as: **Mo**]

This type applies if an International (or regional) Standard is under development which is of a certain (but not a very high) national priority. In such a case, active participation by the NSB in the project is not required.

**Note:** the difference between Types 3 and 4 is that Type 3 represents cases where the NSB will participate fully in the development by participating at committee meetings, submitting comments, and undertaking research with the

intention to make the future standard fit its national needs and conditions. Type 4 represents the case that the NSB simply follows the development of a standard as an observer, without contributing to its development.

**Type 5:** development of a **national standard** [abbreviated as: **Na**]

This type applies if an International (or regional) Standard does not exist, but there is a significant national priority for such a standard. Alternatively, instead of developing such a standard, the NSB should consider proposing a new project (a new work item) to an appropriate TC at international or regional level.

Based on the methodology outlined in ISO Manual for Developing National Standardization Strategies, the Task Force on NSS set the man-days rates per type of standardization work (Ad, Ev, Ac, Na and Mo).

The workload of TC Secretaries (TO) is calculated by dividing the total number of man-days per type of standardization work by the total number of available working days per 3 years. The number of available working days per year is taken as 221 days, by taking into consideration all weekend days, leave days and national holidays.

Table 10 below provides calculations of the total workload per type of standardization, while Table 11 provides summary of total requests for per division.

Table 10 — Calculation of the Overall Resources Required for a Three-Year National Standardisation Plan for 2025-2028

TO (TECHNICAL OFFICER Excluding Managers, Chief Manager & Director) Resources

| Responsible Function      | Work Item/Work Item Category |              |              |              | Work Time       |                 |                 |                 | Human Resources          |                           |                        |                 |                          |
|---------------------------|------------------------------|--------------|--------------|--------------|-----------------|-----------------|-----------------|-----------------|--------------------------|---------------------------|------------------------|-----------------|--------------------------|
|                           | Number of Ad                 | Number of Ev | Number of Ac | Number of Na | TO Work Time/Ad | TO Work Time/Ev | TO Work Time/Ac | TO Work Time/Na | Number of TO's Available | Total TO Resources Needed | Available TO Resources | TO Resource Gap | Total TO Resource Needed |
| Agriculture               | 30                           | 0            | 182          | 26           | 13              | 33.5            | 33.5            | 63.5            | 4                        | 8138                      | 2652                   | 8               | 12                       |
| Chemical                  | 101                          | 2            | 25           | 28           | 13              | 33.5            | 33.5            | 63.5            | 6                        | 3995.5                    | 3978                   | 0               | 6                        |
| Engineering (Civil /Mech) | 316                          | 20           | 134          | 107          | 13              | 33.5            | 33.5            | 63.5            | 12                       | 16061.5                   | 7956                   | 12              | 24                       |
| EICT                      | 287                          | 45           | 0            | 2            | 13              | 33.5            | 33.5            | 63.5            | 8                        | 5352.5                    | 5304                   | 0               | 8                        |
| Food                      | 84                           | 0            | 475          | 33           | 13              | 33.5            | 33.5            | 63.5            | 5                        | 19100                     | 3315                   | 24              | 29                       |
| Textile and Leather       | 42                           | 0            | 63           | 15           | 13              | 33.5            | 33.5            | 63.5            | 2                        | 3609                      | 1326                   | 3               | 5                        |
| Services                  | 220                          | 9            | 64           | 47           | 13              | 33.5            | 33.5            | 63.5            | 11                       | 8290                      | 7293                   | 2               | 13                       |
| <b>Total</b>              | <b>1,080</b>                 | <b>76</b>    | <b>943</b>   | <b>258</b>   | <b>91</b>       | <b>234.5</b>    | <b>234.5</b>    | <b>381</b>      | <b>48</b>                | <b>64546.5</b>            | <b>31824</b>           | <b>49</b>       | <b>97</b>                |

Table 11: Total requests for all divisions for a period of 3 years (2025-2028 NSP)

| Recommendation by Division — All Years |              |            |            |           |              |
|--|--------------|------------|------------|-----------|--------------|
| Division                               | AD           | NA         | AC         | EV        | Total        |
| Agriculture                            | 30           | 26         | 182        | -         | <b>238</b>   |
| Chemical                               | 101          | 28         | 25         | 2         | <b>156</b>   |
| Engineering (Civil/Mech)               | 316          | 107        | 134        | 20        | <b>577</b>   |
| EICT                                   | 287          | 2          | -          | 45        | <b>334</b>   |
| Food                                   | 84           | 33         | 475        | -         | <b>592</b>   |
| Textile and Leather                    | 42           | 15         | 63         | -         | <b>120</b>   |
| Services                               | 220          | 47         | 64         | 9         | <b>340</b>   |
| <b>Total</b>                           | <b>1,080</b> | <b>258</b> | <b>943</b> | <b>76</b> | <b>2,357</b> |

6.1 Human Resources Needed Over the Three-Year Period by Section

To ensure effective execution of the plan, human resource needs were assessed by examining current staff availability against the projected workload for the next three years.

The analysis shows that existing staff capacity is insufficient to deliver all prioritized work items within the planned timelines without additional mitigation measures. Accordingly, the National Standardization Strategy (NSS) provides for a combination of interventions, including:

- a) Improved workload planning and balancing across Technical Officers
- b) Targeted capacity building and mentorship to strengthen expertise
- c) Increased use of digital tools to streamline workflow and enhance efficiency
- d) Progressive filling of approved establishment positions in line with KEBS policies and budget ceilings

**Table 12: Estimate annual Human Resource required**

| DIVISION           | YEAR 1          |                   | YEAR 2          |                   | YEAR 3          |                   | Total        |
|--------------------|-----------------|-------------------|-----------------|-------------------|-----------------|-------------------|--------------|
|                    | No of Standards | No of TO Required | No of Standards | No of TO Required | No of Standards | No of TO Required |              |
| AGRICULTURE        | 56              | 6                 | 144             | 24                | 38              | 5                 | 238          |
| CHEMICAL           | 94              | 7                 | 37              | 6                 | 25              | 6                 | 156          |
| ENGINEERING        | 225             | 15                | 180             | 25                | 172             | 19                | 577          |
| EICT               | 144             | 8                 | 133             | 8                 | 57              | 8                 | 334          |
| FOOD               | 114             | 12                | 298             | 45                | 180             | 13                | 592          |
| TEXTILE & LEATHER  | 52              | 4                 | 65              | 11                | 3               | 2                 | 120          |
| SERVICES           | 191             | 14                | 92              | 11                | 57              | 12                | 340          |
| <b>Grand Total</b> | <b>898</b>      | <b>66</b>         | <b>1,156</b>    | <b>130</b>        | <b>354</b>      | <b>65</b>         | <b>2,357</b> |

To ensure execution of the plan, human resource gaps identified above will be addressed through workload balancing as per KEBS initiatives, replacement of retired staff as per KEBS HR policy and recruitments as per KEBS action plan based on ISO Good Standardization Practice tool (ISO GSP) and approved establishment.

## 6.2 Financial Resources Needed Over the Three-Year Period

**Table 13: Estimated cost of developing a standard.**

| Activity   | Sub-activity   | National Standard | Evaluation | Adoption  |
|--|--|-------------------|------------|-----------|
| <b>Project proposal and initiation (justification phase)</b> | Preparation of justification (scope, need, impact)                       | 50,000.00         | 50,000.00  | 50,000.00 |
|  | Secretariat handling and Standards Project Committee (SPC) consideration | 13,000.00         | 13,000.00  | 13,000.00 |
| <b>Drafting &amp; Technical Expert Input</b>                 | Industrial visits - travelling and accommodation expenses                | 73,200.00         | 73,200.00  |           |
|  | Procurement of samples   | 50,000.00         | 25,000.00  |           |

|  |   |                     |                     |                   |
|--|---|---------------------|---------------------|-------------------|
| <b>Technical Committee (TC) Deliberations</b>  | TC meetings - Logistics (venue, virtual platforms, secretariat support) | 45,000.00           | 30,000.00           | 15,000.00         |
|  | Allowances for experts  | 91,500.00           | 61,000.00           | 30,500.00         |
|  | Sub-committee sessions (where applicable)                               | 16,500.00           |                     |                   |
|  | Expert time (Industry, academia, regulators, consultants)               |                     |                     |                   |
| <b>Testing, Validation &amp; Technical Studies</b>   | Lab services (KEBS or external accredited labs)                         | 150,000.00          | 75,000.00           |                   |
| <b>Public Review &amp; Comment Resolution</b>  | National public review circulation                                      |                     |                     |                   |
|  | Workshops / stakeholder forums  | 1,000,000.00        |                     |                   |
|  | Compilation and resolution of comments                                  | 15,000.00           |                     |                   |
|  | Allowances for experts  | 30,500.00           |                     |                   |
|  | Revised drafts and balloting  |                     |                     |                   |
| <b>Editing, Approval, Publication &amp; Gazettement</b>  | Editorial consistency and formatting                                    |                     |                     |                   |
|  | Technical Standards Committee (TSC) approval                            | 100,000.00          | 100,000.00          | 100,000.00        |
|  | National Standards Council (NSC) approval                               | 180,000.00          | 180,000.00          | 180,000.00        |
|  | Publication as KS document (gazette notice)                             | 100,000.00          | 100,000.00          | 100,000.00        |
|  | Legal gazette (where applicable)  | 100,000.00          |                     |                   |
| <b>Staff emoluments (Salaries and other payroll benefits)</b>  | Technical Officer (entry level)   | 120,000.00          | 120,000.00          | 120,000.00        |
|  | Editors   | 120,000.00          | 120,000.00          | 120,000.00        |
|  | Secretarial staff   | 120,000.00          | 120,000.00          | 120,000.00        |
| <b>Participation in international standardization meetings</b>   | Travelling and accommodation allowances                                 | 500,000.00          | 1,000,000.00        |                   |
| <b>Office equipment</b>  | Printing papers   |                     |                     |                   |
|  | Printing toners   |                     |                     |                   |
|  | Laptops   |                     |                     |                   |
|  | Office space  |                     |                     |                   |
|  | <b>GRAND TOTAL</b>  | <b>2,874,700.00</b> | <b>2,067,200.00</b> | <b>848,500.00</b> |
| Indirect costs have not been indicated but the activities necessary for the development of a standard have been identified |   |                     |                     |                   |

The plan will be funded through KEBS Standards Development and Trade Department vote as detailed in Table 14 below.

**Table 14 — Number of standards to be developed between 2025-2028 and financial implications**

| Activity period   | Targeted number of standards to be developed | Budget estimates (KES) |
|---|--|------------------------|
| 2025/2026   | 894  | 100,000,000.00         |
| 2026/2027   | 1152   | 114,079,200.00         |
| 2027/2028   | 353  | 117,501,576.00         |
| <b>NOTE:</b> More Standardization requests will be accepted on a continuous basis, and as such updating of the NSP will be required at least once every year and it is anticipated that the second-year review will lead to increased number of standards to be developed in 2026/2027. |  |                        |

## 7 IMPLEMENTATION OF THE NSS

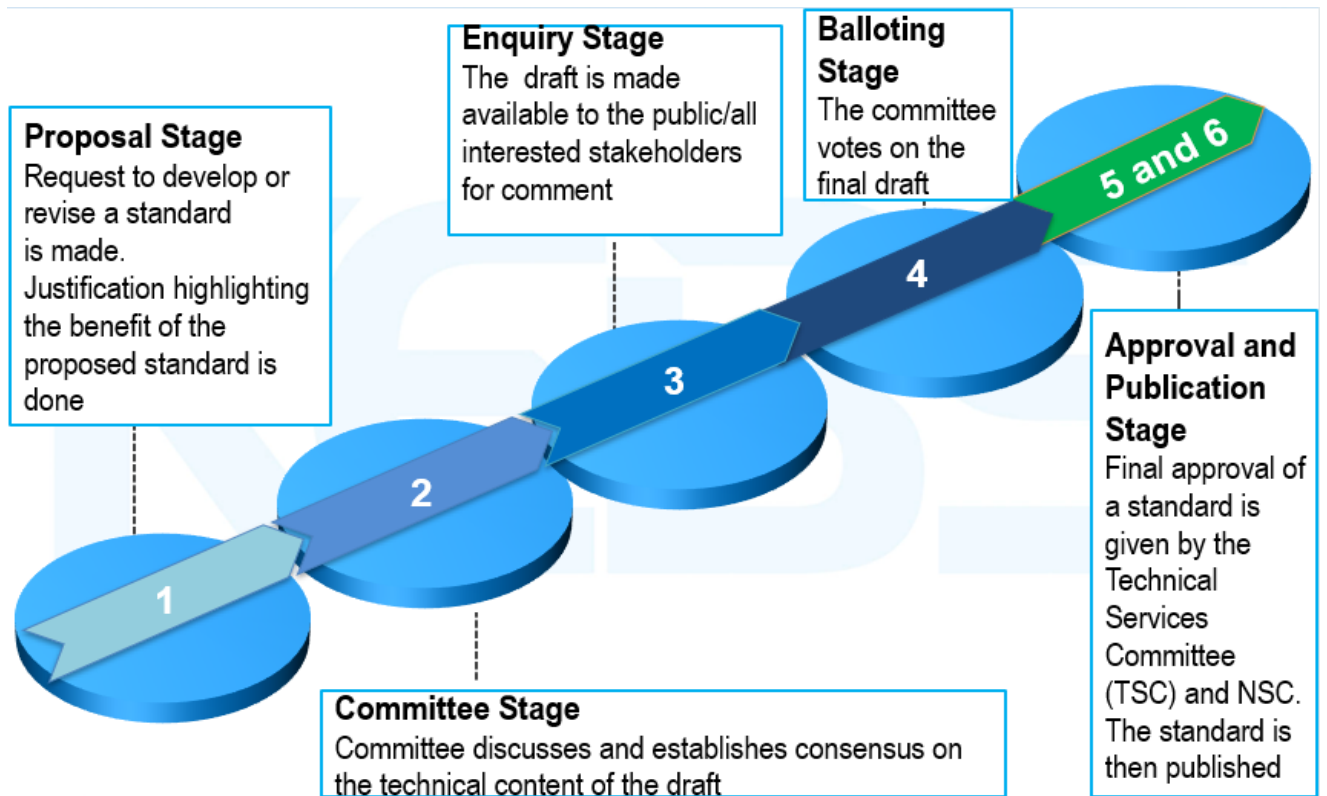
The implementation of this NSS shall be undertaken through a rolling three-year National Standardization Plan (NSP), which will be translated into annual work plans and budgets. KEBS will provide overall leadership and coordination, while responsible departments, Technical Committees, regulators, industry, academia, consumers, and other stakeholders will support execution of prioritized activities.

Implementation will focus on the development, harmonization, dissemination, and uptake of standards in the identified priority sectors and cross-cutting areas. Responsibilities, timelines, resource requirements and expected outputs shall be defined to ensure accountability and effective delivery. Where necessary, implementation priorities may be adjusted through annual reviews to respond to emerging issues, stakeholder demand, technological change and resource availability.

## 8 MONITORING AND EVALUATION OF THE NSS

Implementation of the NSS shall be monitored and evaluated using clear indicators, targets, and reporting mechanisms. KEBS will track progress through annual NSP reviews, departmental reports, and Technical Committee reports. Monitoring and evaluation findings shall inform decision-making, strengthen accountability, and guide adjustment of priorities where necessary. A mid-term review and an end-term evaluation shall be conducted to assess the Strategy's effectiveness and impact.

## ANNEX A: National Standards Development Process



### **ANNEX B: How to participate in Standards Development:**

1. Propose new areas of standardization: <https://kims.kebs.org/request-standards>
2. Become a technical committee member: <https://kims.kebs.org/submitApplication>
3. Provide comments on draft standards: <https://kims.kebs.org/commentOnPublicReviewSite>
4. Access Kenya standards: <https://webstore.kebs.org/>
5. Help us to keep our standards portfolio current:

<https://kims.kebs.org/systemicReviewWebComments>

6. Identify standards for revision or withdrawal: <https://kims.kebs.org/request-standards>
7. Help us to improve our process by sending your comments: <https://www.kebs.org/>

Visit our website for further details: [www.kebs.org](http://www.kebs.org)



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