



# Kenya Accreditation Service

*... Delivering Trust*



International  
Laboratory  
Accreditation  
Cooperation



International  
Accreditation  
Forum



African  
Accreditation  
Cooperation

## 2020-2024 **STRATEGIC PLAN**

November, 2020







**Kenya  
Accreditation  
Service**

*...Delivering Trust*

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# 2020-2024 **STRATEGIC PLAN**

## OUR VISION

A symbol of trust in quality, safety and environmental assurance.

## OUR MISSION

To provide greater confidence in accredited conformity assessment services to businesses, government, regulators, consumers and the public.

## OUR VALUE PROPOSITION

...Delivering Trust!

## CORE VALUES-iPace

**E**xcellence – we consistently follow the highest standards, apply new technologies, objectively challenge existing practices, and innovate in improving our services

**C**ustomer-focused – we value and cultivate lasting relationships with our customers, and are committed to continuously meet their needs and exceed expectations in delivering accreditation services



**I**ntegrity – we are honest, impartial and trustworthy at all times with our colleagues, our customers and all stakeholders in delivering accreditation services in a fair manner and free of discrimination or preferential treatment

**P**rofessionalism – we value our work, deliver as a team, act in a reliable manner that depicts our collective expertise and competencies, and we take pride in our accomplishments.

**A**ccountability - we remain accountable to our stakeholders, exercise prudence in managing resource entrusted to us, always acknowledge responsibility for our actions and act in a transparent manner

# ACCREDITATION SERVICES

## 1.1. Accreditation scheme for Certification Bodies

- ❑ Management System Certification Bodies (MSCBs) in line with ISO/IEC 17021-1
- ❑ Bodies Operating Certification of Persons (PeCB) in line with ISO/IEC 17024:2012
- ❑ Product Certification Bodies (PCB) in line with ISO/IEC 17065

## 1.2. Accreditation scheme for Medical Laboratories under ISO 15189

- ❑ Diagnostic imaging
- ❑ Point of care testing

## 1.3. Accreditation scheme for Inspection & Verification bodies

KENAS inspection accreditation helps in determining the technical competence, independence and impartiality of organizations that carry out specific inspection activities.

## 1.4. Accreditation scheme for Proficiency Testing Providers under ISO/IEC 17043

Proficiency testing allows an individual laboratory to evaluate if its performance is satisfactory for the intended purpose.

## 1.5. Accreditation scheme for Testing laboratories under ISO/IEC 17025

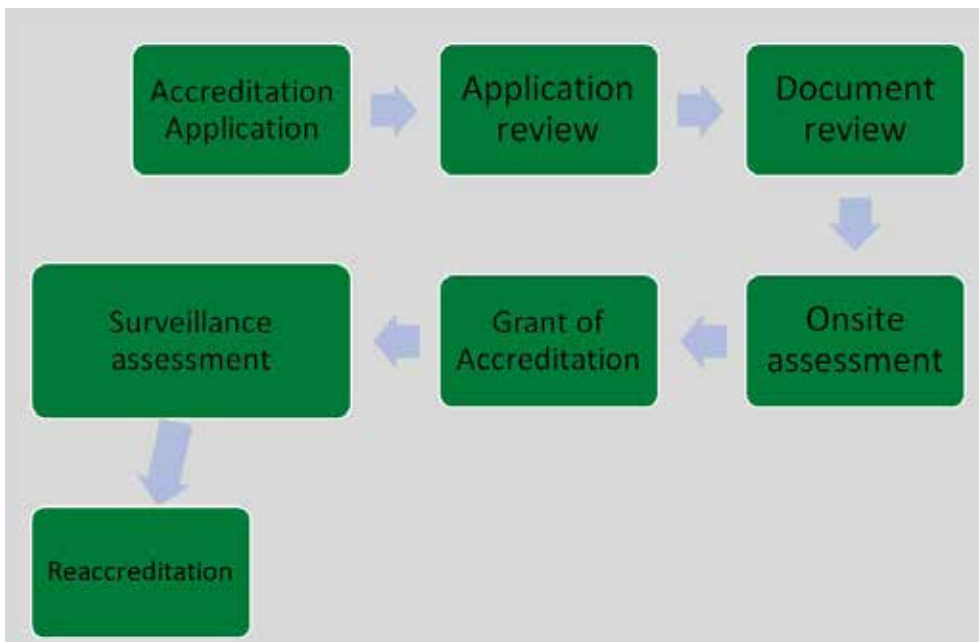
Testing laboratories play an important role in economies by providing objective evidence that a product or service offering conforms to certain customer requirements or specifications.

## 1.6. Accreditation scheme for Calibration laboratories under ISO/IEC 17025

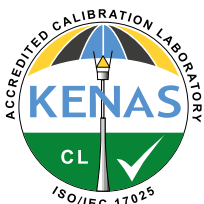
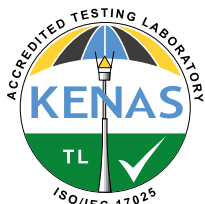
Accreditation of calibration laboratories underpins the national measurement system by ensuring the competence of these providers.

## ACCREDITATION PROCESS

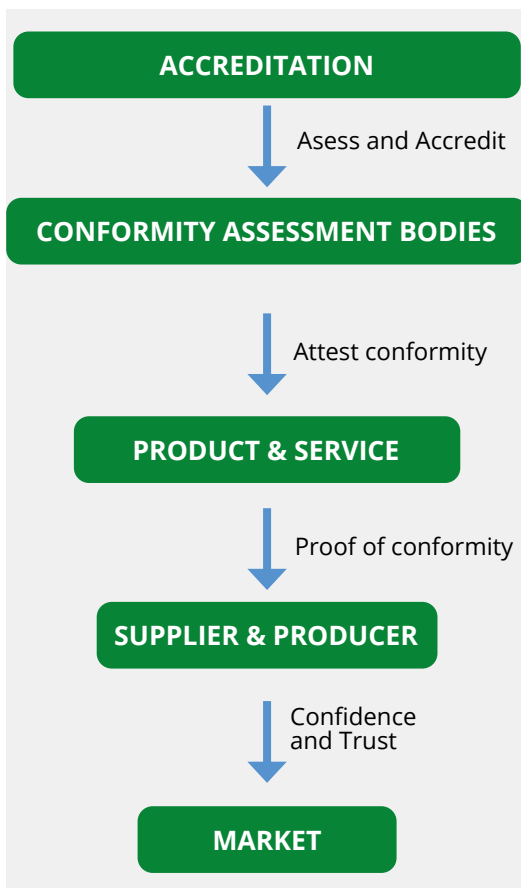
The accreditation process consists of various steps. KENAS make a distinction between the application for a new accreditation, the maintenance of an existing accreditation and extending the scope of an existing accreditation. The accreditation process is summarized as below;



### KENAS MARKS



## CHAIN OF CONFIDENCE



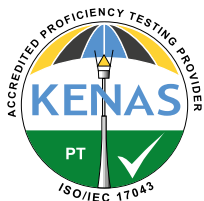
## TRAINING SERVICES

### 1. Conformity Assessment Training

- a. Laboratory Management training
  - i. Implementation of ISO 15189 Training
  - ii. Internal Audit in line with ISO 19011 and ISO 15189 Training
  - iii. Uncertainty of Measurement Training
  - iv. Method Validation Training
- b. Inspection bodies
  - i. Implementation of ISO/IEC 17020 Training
  - ii. Internal Audit in line with ISO 19011 and ISO/IEC 17020 Training
  - iii. ILAC P15
- c. Management System certification bodies
  - i. Implementation of ISO/IEC 17021-1 Training
  - ii. Internal Audit in line with ISO 19011 and ISO/IEC 17021-1 Training
  - iii. Implementation of ISO/IEC 17024 Training
  - iv. Internal Audit in line with ISO 19011 and ISO/IEC 17040 Training
  - v. Implementation of ISO/IEC 17065 Training
  - vi. Internal Audit in line with ISO 19011 and ISO/IEC 17065 Training
- d. Testing and Calibration bodies
  - i. Implementation of ISO/IEC 17025 Training
  - ii. Internal Audit in line with ISO 19011 and ISO/IEC 17025 Training
  - iii. Uncertainty of Measurement Training
  - iv. Method Validation Training
  - v. Risk Management Training in line with ISO/IEC 17025

### 2. Assessor Training

- a. Training of Assessors in line with Conformity Assessment standards and KENAS processes





## FOREWORD

Strategic thinking is an integral part of organizational culture as well as a mechanism for the organizational growth and prosperity. The survival, growth, and sustainability of government agencies is highly dependent on how well they formulate, implement and monitor its strategic plan with a well-articulated organizational identifier, namely vision, mission, core values, and tagline. Subsequently, KENAS embarked on consolidating the strategic thoughts into a five-year plan for the period covering 2020-2024. For the Strategic Plan to become a reality, the all KENAS stakeholders have to be involved and play their role as the drivers for the implementation of the plan.

This Strategic Plan is a blueprint that reflects the priorities and commitments by key actors in KENAS to achieve the vision as 'A symbol of trust in quality, safety and environmental assurance'. The vision will be achieved by pursuing our mission 'To provide greater confidence in accredited conformity assessment services to businesses, government, regulators, consumers and the public'.

It is our sincere hope that the Strategic Plan 2020-2024 will be implemented as we undertake the journey towards the realization of our aspirations spearheaded by our tagline, ...Delivering Trust! Furthermore, our core values represent our commitment, behavior, and passion as engraved in the acronym iPace – Integrity, Professionalism, Accountability, Client-focused and Excellence.

In this plan, KENAS addresses various challenges among them low compliance to turn around time, inadequate financial resources and poor / low visibility, poor marketing and low brand awareness. These are addressed under 6 Key Priority Areas comprising of:

- i. Accreditation and Assessment;
- ii. Knowledge Transfer and Advisory;
- iii. Marketing, Communication and Advocacy;
- iv. Financial Sustainability;
- v. Internal Business Processes; and
- vi. Institutional Capacity and Governance.

In addition, on the KENAS Key Result Areas, by 2024, we aspire to generate revenue of KES 628.9 M, attain Profit / Surplus of KES 72.9 M, achieve Customer Count of 610 and achieve a schemes/ sub-schemes Count of 20.

We are committed to staff development and capacity building for all the implementers so that we ensure that every person can effectively participate in the implementation of this plan so that we move forward together into the desired future.

**Mr. Duncan Nyale**  
INDEPENDENT DIRECTOR

## PREFACE

As a strategic move, KENAS has mutual agreements with various international accreditation bodies such as ILAC, IAF and AFRAC. These agreements have enabled KENAS to expand its services beyond borders and remove barriers of trade. The body has worked consistently and effectively with all relevant stakeholders to promote accreditation in the country and within the East African Region.

This is the third strategic plan by KENAS since it was established in 2009 by the Government of Kenya as a State Corporation established and the Sole National Accreditation Body in Kenya. The plan covers the period 2020-2024 and is anchored on the Third Medium Term Plan (MTP III) and the Government BIG FOUR Agenda; and drawing on the lessons on MTP II and Vision 2030. The process of preparing this plan has been participatory involving a wide range of internal and external stakeholders at the different phases of its development.

Its implementation framework takes cognizance of the two-tier level of government; national and county, including joint programs with development partners. Most importantly, it provides the strategic direction of the KENAS within the next five years. The plan further defines the strategic goals, objectives and strategies which will guide the KENAS to deliver on its core functions and mandate.

KENAS has entered into a new, challenging and significant phase of its work as a result of the enactment of the Kenya Accreditation Service Act 2019 which gives KENAS the opportunity to carry out its mandate independently and with confidence. Apart from advocating for improved policies on accreditation, the Act provides an opportunity for the body to strengthen its service provision and value proposition.

The document is intended guide the future of KENAS and serve as a framework for ensuring the long-term sustainability of the property. Each year, the plan will be reviewed by the Board of Directors and the output will be used to inform preparation of the next operational annual work plans.

Lastly, I wish to express my sincere gratitude to the Staff and the Management team for their valuable and enormous input throughout the Strategy development process. Special thanks to the team from McSMART Consulting Center Limited for their professional input and facilitation of consultative forums with various stakeholders. It's our hope that through the implementation of this Strategic Plan, KENAS will be the symbol of trust in quality, safety and environmental assurance.

**Mr. Martin Chesire**  
**CHIEF EXECUTIVE OFFICER – KENAS**



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## ABBREVIATIONS AND ACRONYMS

|                |                                                                            |
|----------------|----------------------------------------------------------------------------|
| <b>AFRAC</b>   | African Accreditation Cooperation                                          |
| <b>BCP</b>     | Business Continuity Plan                                                   |
| <b>CABs</b>    | Conformity Assessment Bodies                                               |
| <b>CEO</b>     | Chief Executive Officer                                                    |
| <b>HOD</b>     | Head of Department                                                         |
| <b>HR</b>      | Human Resource                                                             |
| <b>ICT</b>     | Information Communication Technology                                       |
| <b>IAF</b>     | International Accreditation Forum                                          |
| <b>IEC</b>     | International Electro-technical Commission                                 |
| <b>ILAC</b>    | International Laboratory Accreditation Cooperation                         |
| <b>ISO</b>     | International Organization for Standardization                             |
| <b>KENAS</b>   | Kenya Accreditation Service                                                |
| <b>KPA</b>     | Key Priority Area                                                          |
| <b>KES</b>     | Kenya Shillings                                                            |
| <b>MLA</b>     | Multi-Lateral Agreement                                                    |
| <b>MRA</b>     | Mutual Recognition Agreement                                               |
| <b>MTP</b>     | Medium Term Plan                                                           |
| <b>M&amp;E</b> | Monitoring and Evaluation                                                  |
| <b>PESTEL</b>  | Political, Economic, Social-Cultural, Technological, Environment and Legal |
| <b>POCT</b>    | Point of Care Testing                                                      |
| <b>SP</b>      | Strategic Plan                                                             |
| <b>SRC</b>     | Salaries and Remuneration Commission                                       |

## EXECUTIVE SUMMARY

Kenya Accreditation Service (KENAS) is a State Corporation established by the Kenya Accreditation Service Act, 2019 to be the sole national accreditation body. This strategic plan 2020-2024 has been developed in order to operationalize the mandate and functions of KENAS in line with Kenya Accreditation Service Act of 2019.

Our vision is to be 'a symbol of trust in quality, safety and environmental assurance' achieved in pursuit of the mission 'to provide greater confidence in accredited conformity assessment services to businesses, government, regulators, consumers and the public'. KENAS express its commitment to service delivery as expressed in the acronym iPace – Integrity, Professionalism, Accountability, Client-focused and Excellence. Our value proposition is "delivering trust!"

### Accreditation Schemes

KENAS offers accreditation to the following schemes which will be maintained and extended during the strategic planning period 2020-2024:

- i) Management System Certification under ISO/IEC 17021-1
- ii) Product Certification bodies under ISO/IEC 17065
- iii) Bodies offering Certification of persons under ISO/IEC 17024
- iv) Testing laboratories under ISO/IEC 17025
- v) Calibration laboratories under ISO/IEC 17025
- vi) Medical Testing laboratories including diagnostic imaging and Point of Care Testing under ISO 15189.
- vii) Proficiency Test Service Providers under ISO/IEC 17043
- viii) Inspection and Verification Bodies under ISO/IEC 17020.

The strategic development process has been informed by situational analysis which comprise of review of KENAS Performance 2009-2019, challenges, lessons learned and recommendations over the last two strategic planning cycles (10 years). The process also involved a comprehensive analysis consisting of HR analysis, financial analysis; Strength, Weaknesses, Opportunities and Threats (SWOT); Stakeholder analysis, and Political, Economic, Social, Technological, Environmental and Legal (PESTEL) analysis. The analysis helped establish Key Priority Areas (KPA's) that anchor strategic choices and actions to be undertaken during the planning period. The KPA's are:

- 1) Accreditation and Assessment;
- 2) Knowledge Transfer & Advisory;
- 3) Marketing, Communication and Advocacy;
- 4) Financial Sustainability;
- 5) Internal Business Processes; and
- 6) Institutional Capacity and Governance.

The KPA's are clearly stipulated in the strategic model with corporate objectives and strategies that will deliver the key outputs, strategic initiatives, key performance indicators and targets; with projected costs, timelines, reporting schedule and responsibilities. The Board and Management undertake to implement this Strategic Plan in furtherance of the KENAS mandate in accreditation of conformity of assessment services.



Kenya  
Accreditation  
Service  
... Delivering Trust



# CHAPTER 1: INTRODUCTION

## 1.1 Brief Historical Background

Kenya Accreditation Service was established as a State Corporation under the Ministry of Industry, Trade and Enterprise Development through a Presidential Decree in the year 2009. Since then, the Service has seen two strategic plan cycles, with this being the third. Though the Service achieved International recognition, which is a key input into the realization of country's vision 2030, there was an outstanding action on the independence of the organization as the Sole National Accreditation Body. The legal notice 55 of 2009 that established the Service was not versatile enough to demonstrate this independence, grow credible conformity assessments within the country and hence promote the envisaged economic growth trajectory.

## 1.2 Rationale for the Strategic Plan

Kenya Accreditation Service (KENAS) is operating in an increasingly dynamic global and national sphere, which is complex, thus, adaptation to work environmental changes is imperative. The endeavor by KENAS to develop and adopt an aligned Strategic Plan with global accreditation developments, while cross-referencing Kenya Vision 2030, Kenyan Constitution, National Accreditation Policy 2019, MTP III and Sustainable Development Goals (SDGs) among others within the relevant operating environment is the essence of the Strategic Planning for the next 5 years and beyond.

## 1.3 The Kenya Accreditation Service Act of 2019 and its Implications

In August 2019, The Kenya Accreditation Service Act of 2019 was enacted. The Act repealed the Legal Notice No.55 of 2009 under the state corporations Act CAP 446, laws of Kenya. The purpose of the Act is to establish an accreditation system; establish the Kenya Accreditation Service; recognize the Service as the sole national accreditation body; and for connected matters.

KENAS is a signatory to the International Accreditation Forum (IAF) Multi-Lateral Arrangement (MLA) and a signatory member to the ILAC Mutual Recognition Arrangement (MRA); the apex organizations that oversee accreditation activities at the global level. In the Africa region, KENAS is an arrangement member signatory of the African Accreditation Cooperation (AFRAC) - MRA. KENAS carries out accreditation based on the following: International standards, regional directives; relevant statutes and government regulations; requirements for health, safety, and protection of the environment; the market demand and needs of clients.

## 1.4 Mandate and Functions

KENAS derives its mandate from Kenya Accreditation Service Act 2019 on accreditation of conformity of assessment services that include calibration, product, material and component testing laboratories,

medical testing (pathology) laboratories, and proficiency test providers, inspection, verification and certification bodies in all the economic sectors. The functions includes, Assessing and accrediting Conformity Assessment Bodies (CABs); conducting training and promoting accreditation among the many KENAS mandate highlighted in the Kenya Accreditation Service Act 2019.

## **1.5 KENAS Services**

KENAS accredits services to structured schemes offered by; Certification Bodies (Management Systems, Product and Persons), inspection, and laboratories (testing, medical and calibration), proficiency test providers. The accreditation of conformity assessments provides for order in trade, health, safety and environment protection through elimination of incompetent practices and creation of a level playing ground for CABs to compete effectively.

## **1.6 Global, Regional and National Development Challenges**

The National Export Development and Promotion Strategy (NEDPS) provides for a stronger link that Kenya needs to efficiently exploit its trade opportunities at regional, continental and global level. Through a value chain approach, the strategy provides a product /service and market mix aiming at reducing the balance of trade deficit. Using accredited conformity assessment services help to avoid expensive re-testing, re-certification or re-inspection when products are traded; avoids costly rework; and facilitate ease of access to the international market through a network of Mutual Recognition Arrangements (MRAs). Signatories to the International Accreditation Cooperation (ILAC) and the International Accreditation Forum (IAF) manage the global MRA promote the global acceptance of technical tests, inspection and calibration data as well as certificates issued by certification bodies. For manufacturers and exporters, it implies the elimination or reduction in the need for re-testing or re-certification to an importing country that is a signatory to the arrangement. Therefore, for the purposes of trade, assurance of product quality and safety is derived from the product's compliance with standards and/or technical regulations. Such compliance is determined through conformity assessment, that is, testing, calibration, certification and inspection. For the global acceptance of test and calibration certificates; certification and inspection reports, the competence of those providing conformity assessment services should never be in doubt. This competence is confirmed through accreditation and contributes to the development of a solid basis for effective participation in the global market, and for regional integration.

## **1.7 Emerging Trends in Accreditation Services**

In Africa, some economies are now relying on data from accreditation bodies to formulate policies that are beneficial to their population. KENAS can use data they gather from various conformity assessment bodies in collaboration with relevant stakeholders to inform them on what policies to put in place to benefit the public. Specifically, KENAS seeks to respond to the trends as tabulated in Table 1 as follows.

**Table 1: KENAS Response to Emerging Trends in Accreditation**

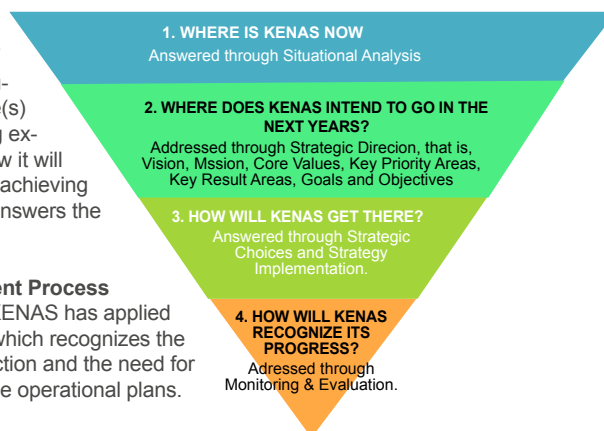
| Emerging Trend                                               | KENAS Strategy                                                                                                                                       | Benefits                                                                                                                                                                                                                                                                                                                           |
|--------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Mandatory Accreditation                                      | KENAS advocating for mandatory legislation on accreditation                                                                                          | <ul style="list-style-type: none"> <li>Enhanced credibility of Kenyan products and services globally.</li> <li>Improved safety, health and environmental compliance.</li> <li>Customer protection</li> </ul>                                                                                                                       |
| Establishment of accreditation systems                       | Continued maintenance of membership to international accreditation bodies through participation in meetings, balloting and maintenance of the system | <ul style="list-style-type: none"> <li>Reduction of cases of re-inspection, re-testing and re-certification of products</li> <li>support international acceptance of test and measurement data</li> <li>Regular re-evaluation of KENAS accreditation programs against the best practices of the international community</li> </ul> |
| Use of data from accreditation bodies to formulate policies  | Use of data gathered from various conformity assessment bodies in collaboration with relevant stakeholders to inform policies formulation.           | <ul style="list-style-type: none"> <li>Informs decision making</li> <li>Enhanced relationship between KENAS and relevant stakeholders.</li> </ul>                                                                                                                                                                                  |
| Public Participation on Public goods and services activities | Use of data from stakeholders and public participation analysis                                                                                      | <ul style="list-style-type: none"> <li>Enhanced visibility of accreditation products and services that would result on high uptake of accreditation services</li> </ul>                                                                                                                                                            |

## 1.8 Process of Developing the Strategic Plan

In summary, the Strategic Planning Process for KENAS is an exercise to determine where KENAS desires to be in the future having considered where KENAS is coming from. It will apply tools of organizing the present on the basis of which the projections of the desired future will be a blueprint of what change(s) KENAS intends to realize; the existing excellent practices to be upheld; and how it will direct itself and its resources towards achieving its goals within the defined period. It answers the following key questions:

### Figure 1: Strategic Plan Development Process

Based on the above understanding, KENAS has applied systematic and interactive approach which recognizes the uniqueness of KENAS long-term direction and the need for harmony amongst various efforts in the operational plans.

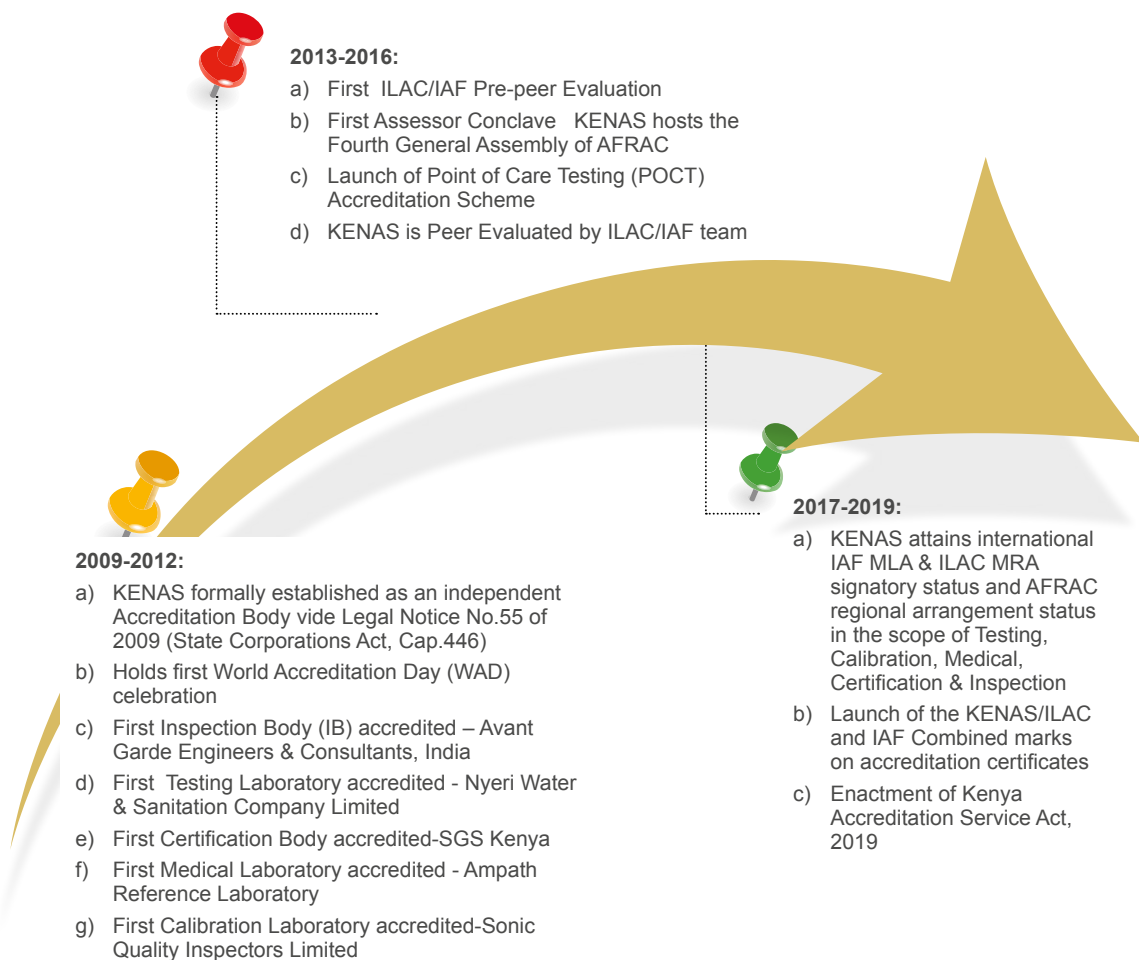


## CHAPTER 2: SITUATIONAL ANALYSIS

### 2.1 Review of KENAS Performance 2009-2019

During the previous strategic plans, KENAS implemented various strategies as guided based on the set objectives detailed in Figure 2 as follows.

Figure 2: KENAS 10-Year Journey





## 2.2 Challenges, Lessons Learnt and Recommendations

The challenges experienced by KENAS during the implementation of the previous plans, lessons learnt and recommendations are detailed in Table 2.

**Table 2: Challenges, Lessons Learnt and Recommendations**

|   | Challenges                                             | Lessons Learnt                                                                                                                                                                                               | Recommendations                                                                                                                                                                                                                                                                          |
|---|--------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | Inadequate assessors                                   | <ul style="list-style-type: none"> <li>Continuous training of assessors is key</li> <li>There is need for control and evaluation of assessors</li> </ul>                                                     | <ul style="list-style-type: none"> <li>Collaborate with institutions of higher learning and the education regulators to inform curriculum on conformity assessment</li> <li>Establishment of a Training Institute</li> </ul>                                                             |
| 2 | Inadequate software for managing accreditation process | <ul style="list-style-type: none"> <li>Optimizing on accreditation services will require a functional software</li> </ul>                                                                                    | <ul style="list-style-type: none"> <li>Develop a software for managing accreditation process</li> </ul>                                                                                                                                                                                  |
| 3 | Inadequate software for managing the management system | <ul style="list-style-type: none"> <li>Optimizing on KENAS management system will require an integrated management system</li> </ul>                                                                         | <ul style="list-style-type: none"> <li>Develop a software for managing the KENAS Management System</li> </ul>                                                                                                                                                                            |
| 4 | Lack of backend management system                      | <ul style="list-style-type: none"> <li>Backend management system will need to be integrated with front-end management system</li> </ul>                                                                      | <ul style="list-style-type: none"> <li>Develop and have the capacity of handling a back-end management system</li> </ul>                                                                                                                                                                 |
| 5 | Lack of standard reward and recognition system         | <ul style="list-style-type: none"> <li>The HR department should develop criteria for fairness and equality rewarding all the staff</li> </ul>                                                                | <ul style="list-style-type: none"> <li>The HR to develop a performance-based compensation and reward system</li> <li>Lobby SRC to reclassify KENAS for better terms of remuneration of staff</li> </ul>                                                                                  |
| 6 | Inadequate funding and reduced KENAS revenue base      | <ul style="list-style-type: none"> <li>There is need to minimize overreliance on national government for funding and seek to diversify funding sources</li> </ul>                                            | <ul style="list-style-type: none"> <li>Request treasury to adequately fund KENAS activities</li> <li>Enhance accreditation and training fees</li> <li>Optimize on resource mobilization and debt collection</li> </ul>                                                                   |
| 7 | Inadequate staffing levels                             | <ul style="list-style-type: none"> <li>The demand for effective and efficient service delivery calls for KENAS to implement a HR instrument that will pave way to recruitment of additional staff</li> </ul> | <ul style="list-style-type: none"> <li>Lobby SRC and treasury to approve for the recruitment of additional staff</li> <li>Seek government approval to increase staff establishment</li> <li>Implement the HR instrument that will pave way to recruitment of additional staff</li> </ul> |
| 8 | Inadequate infrastructure equipment and space          | <ul style="list-style-type: none"> <li>KENAS need to prioritize own office space that will serve the rising clients demands and act as a marketing tool by improving on brand image</li> </ul>               | <ul style="list-style-type: none"> <li>Develop project proposal to support infrastructure development and procure equipment</li> <li>Develop project proposal to procure building to house KENAS offices</li> </ul>                                                                      |



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## 35 Years of

**1984**

- National Calibration Service established vide Legal Notice No. 8 of 1984 (Standards Act) and administered by Metrology Department at Kenya Bureau of Standards (KEBS) for accreditation of Independent Calibration Centres



**1995**

- Quality Systems Assessment Committee (QSAC) established vide Gazette Notice No.2942, (Standards Act) for registration of persons, quasi-accreditation of certification bodies and the appointment first Chairperson



**1999**

- First IAF pre-peer evaluation led by Dr. Monica Wloka and Mr. Sean McCurtain funded by UNIDO



**2002**

- First Kenyan delegation to ILAC/IAF General meeting in Berlin, Germany led by Eng. Aggrey Samo



**20**

- The name 'KENAS' the Kenyan delegation planning meeting Subcommittee Assurance (QA) Bagamoyo, Tanzania
- KENAS is established at KEBS led by



### Vision

*A symbol of trust in quality, safety and environmental assurance*

### Mission

*To provide greater confidence in accredited conformity assessment services to businesses, government, regulators, consumers and the public*

### Values



**2009**



- KENAS formally established as an independent Accreditation Body vide Legal Notice No.55 of 2009 (State Corporations Act, Cap.446)



**2010**

- First KENAS Board led by Prof. Marion Mutugi



**2011**

- First staff members employed
- KENAS holds first World Accreditation Day (WAD) celebration
- First Inspection Body (IB) accredited – Avant Garde Engineers & Consultants, India
- First Testing Laboratory accredited – Nyeri Water & Sanitation Company Limited



**2012**

- Official opening of KENAS offices in Upper Hill
- First Corporate Social Responsibility (CSR) activity



- First Certification accredited-SGS
- First Medical Lab accredited - Am Reference Labor
- First Calibration accredited-Sonix Inspectors Limit



# Accreditation in East Africa

2004

KENAS was coined by the Kenya Bureau of Standards (KEBS) in collaboration with the EAC Technical Meeting on Quality and Accreditation at Arusha, Tanzania. It was established as a department under the Ministry of Industrialization and Trade.

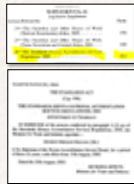


- The first plan towards KENAS international recognition



2005

- Kenya Accreditation Service Regulations enacted vide Kenya Gazette Supplement No.22-(Standards Act)
- First KENAS Chairman appointed



2007

- KENAS formally separates from KEBS and gets its first office in Nairobi South C
- First Pre-peer assessment of KENAS by Philippe Delmas funded by PTB
- KENAS team attends IAF/ILAC meeting in Auckland, New Zealand

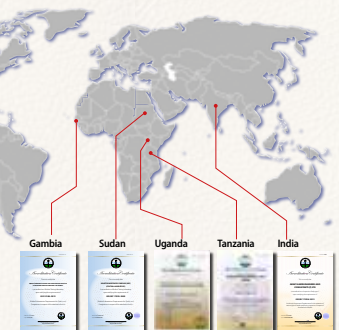


2008

- KENAS accredits first client HUQAS on ISO Guide 43
- The first World Accreditation Day celebrated in Arusha Tanzania



Global Accreditation



# AS: A 10 Year Journey

2013

- First ILAC/IAF Pre-peer Evaluation
- First Assessor Conclave
- KENAS hosts the Fourth General Assembly of AFRAC



2016

- Launch of Point of Care Testing (POCT) Accreditation Scheme
- KENAS is Peer Evaluated by ILAC/IAF team



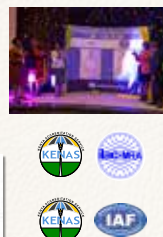
2017

- KENAS attains international IAF MLA & ILAC MRA signatory status and AFRAC regional arrangement status in the scope of Testing, Calibration, Medical, Certification & Inspection



2018

- Launch of the KENAS/ILAC and IAF Combined marks on accreditation certificates
- ILAC /IAF/AFRAC Re-Peer Evaluation



2019

- The Kenya Accreditation bill is passed by Parliament



## CHAPTER 3: STRATEGIC MODEL

### 3.1 Key Priority Areas

KENAS has identified six (6) Key Priority Areas anchored on the strengths that will be enhanced, weaknesses to be addressed, and opportunities to be exploited to create leverage and threats to be mitigated. Each priority area is central to KENAS sustainable growth and competitiveness. The KPAs are as discussed below.

#### 3.1.1 Accreditation and Assessment

The accreditation and assessments key priority area is an integral part of the core mandate of the Service. Under this key priority area, the Service seeks to deliver internationally recognized accreditation for both applicants and accredited conformity assessment bodies in Kenya and East Africa.

The Service will pursue to maintain its existing mutually recognized accreditation scheme by the IAF – International Accreditation Forum (for Certification), ILAC – International Laboratory Accreditation Cooperation (for laboratories and inspection bodies) and the same areas by AFRAC – African Accreditation Cooperation. It also entails developing new accreditation schemes and expanding accreditable scopes that facilitated the country's social-economic outcomes such as accreditation of COVID-19 testing and testing scopes required for demonstrating conformity to the Standardization mark scheme operated by the Kenya Bureau of Standards (KEBS).

The final component under accreditation and assessments entails promoting the value of accreditation to regulators and businesses, and the acceptance of accredited results. It also includes protecting the integrity of accreditation through undertaking market surveillance on the use of accreditation symbols and marks

#### 3.1.2 Knowledge Transfer and Advisory

Knowledge transfer and advisory area comprise a broad range of capacity-building activities, including the delivery of formal classroom and virtual training courses. The Service provides both open and in-house training courses to support applicants and accredited bodies build capacity on the respective accreditation standards.

Under this area, the Service delivers training and qualification for assessment personnel, namely assessment team leaders, assessors and technical experts. The Service seeks to continuously strengthen its assessment resources' capacity and capabilities, which is essential in undertaking accreditation assessments.

The Service also utilizes its experience and expertise to provide advisory and technical assistance services to support other countries in the region to develop their accreditation systems through competitive bidding for development projects. The Service will also continue to pursue partnerships with higher learning institutions to disseminate knowledge on accreditation and conformity assessment.

#### 3.1.3 Marketing, Communication and Advocacy

Marketing Communication plays a vital role in promoting the Service's activities, accreditation and training services, creating a consistent brand image, visibility, and improving communication with stakeholders. It also involves disseminating information on accreditation and accredited bodies to users and

the public through the development of various communication channels and media. The advocacy component seeks to cultivate cooperative relationships with regulators on accreditation in regulated areas and influence government policies for broader acceptance of accreditation value within the economy.

**3.1.4 Financial Sustainability**

The financial sustainability priority area concerns the consistent growth of the Service finances and determines its objective to be a self-sufficient and sustainable State Corporation. The Service seeks to redevelop its pricing model, develop pathways for attaining financial sustainability, and implement resource mobilization strategies to improve its revenue consistently. The Service will also pursue to enhance prudent financial management discipline in financial operations and efficiently manage assets and enforce cost-efficiency in its operations.

**3.1.5 Internal Business Processes**

Internal business processes priority area entails activities to create efficiency and automation to improve the Service's overall performance. The Service's internal practices, processes, policies and procedures will be reviewed, re-engineered, standardized, and automated to minimize turnaround time for services offered, improve delivery, and attain customer satisfaction.

Under this area, identified gaps in core practices, systems, and processes will be aligned to conform to international standards for accreditation bodies' operations. It will also entail the modernization of ICT infrastructure as guided by the ICT and cybersecurity audit recommendations and leveraging post-COVID-19 ICT best practices to attain a digital workplace and enabling remote working capabilities. A key outcome is the utilization of more collaborative working using ICT tools, allowing self-service client systems and quick access to one version of content throughout the Service.

**3.1.6 Institutional Capacity and Governance**

Institutional capacity and governance priority area is an integral part of evolving an efficient and effective State Corporation. The Service seeks to address existing performance gaps in Staff, Management and Board. It also entails strengthening leadership, governance, human resource capacity and capabilities, performance management and corporate culture.

**3.2 Strategic Modeling: Shaping KENAS Future**

The future of KENAS is modeled based on the KPAs, Strategic Objectives and Strategies were identified as follows.

**Table 3: KENAS Strategic Model**

| S.No.                             | Strategic Objectives                                          | Strategies                                                          |
|-----------------------------------|---------------------------------------------------------------|---------------------------------------------------------------------|
| KPA 1: Accreditation & Assessment |                                                               |                                                                     |
| 1.1                               | To deliver value-added assessments and accreditation services | Increase the number of accredited bodies within the existing scheme |
|                                   |                                                               | Improve the rigor and consistency of accreditation assessments      |



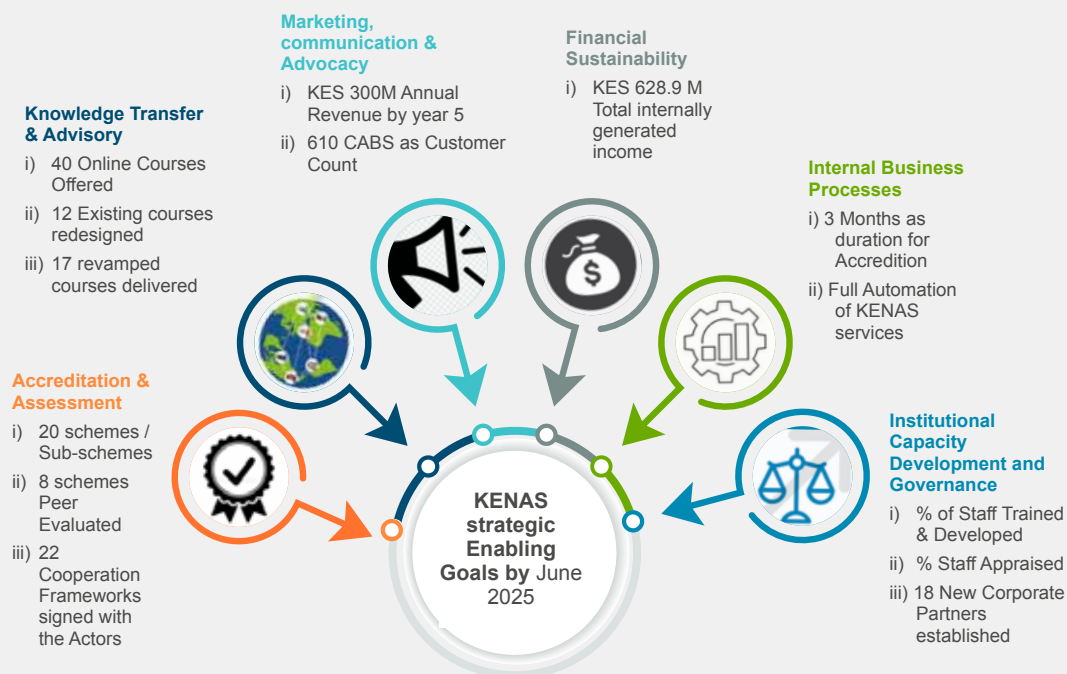
| S.No.                                        | Strategic Objectives                                                                                     | Strategies                                                                                                            |
|----------------------------------------------|----------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|
| 1.2                                          | To expand or develop new accreditation services to address emerging needs and government priorities      | Expand or develop new accreditation services                                                                          |
|                                              |                                                                                                          | Broaden the range of accreditable scopes                                                                              |
| 1.3                                          | To increase the acceptance and equivalence of accreditation                                              | Maintain membership and expand mutual recognition (MLA/MRA)                                                           |
|                                              |                                                                                                          | Increase influence in shaping international and regional policies, standards and guidelines                           |
|                                              |                                                                                                          | Strengthen global accreditation and conformity assessment networks                                                    |
| 1.4                                          | To protect the integrity and credibility of the accreditation system in Kenya and EAC                    | Develop compliance mechanisms for claims of accreditation and the use of accreditation symbols                        |
|                                              |                                                                                                          | Provide technical leadership to operationalize the East African Community Accreditation Board (EAC-AB)                |
| KPA 2: Knowledge Transfer & Advisory         |                                                                                                          |                                                                                                                       |
| 2.1                                          | To enhance and grow the portfolio of training programs                                                   | Strengthen capacity on training program management                                                                    |
|                                              |                                                                                                          | Market training program through partnerships                                                                          |
|                                              |                                                                                                          | Revamp existing, design new and deliver training programs                                                             |
|                                              |                                                                                                          | Adopt a blended learning delivery strategy                                                                            |
| 2.2                                          | To strengthen accreditation assessment resource capabilities                                             | Expand and diversify the pool of qualified assessment personnel                                                       |
|                                              |                                                                                                          | Promote and recognize assessment personnel competence and contribution                                                |
| 2.3                                          | To introduce and promote the subject of accreditation and conformity assessment in educational curricula | Foster cooperation and partnerships with institutions of higher learning                                              |
| 2.4                                          | To promote research on the value and impact of accreditation                                             | Pursue partnerships with academic and research community to advance research on the value and impact of accreditation |
| KPA 3: Marketing, Communication and Advocacy |                                                                                                          |                                                                                                                       |
| 3.1                                          | Grow client base                                                                                         | Develop unique growth strategies for existing accreditation schemes and new schemes                                   |
| 3.2                                          | To strengthen marketing and communication capabilities                                                   | Establish and operationalize marketing function                                                                       |
|                                              |                                                                                                          | Develop a Marketing and Communication Strategy                                                                        |
| 3.3                                          | To enhance brand visibility and understanding of the Service's mandate                                   | Brand management                                                                                                      |
|                                              |                                                                                                          | Corporate Engagements                                                                                                 |

| S.No.                                                    | Strategic Objectives                                                                           | Strategies                                                                                                                     |
|----------------------------------------------------------|------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|
| 3.4                                                      | To strengthen relationships and improve communication with key stakeholders                    | Develop a framework for engagement and collaboration with key stakeholder constituents                                         |
|                                                          |                                                                                                | Enhance customer satisfaction                                                                                                  |
| 3.5                                                      | To increase awareness and access to high-quality information about accreditation to the public | Undertake public awareness on accreditation matters                                                                            |
|                                                          |                                                                                                | Promote the network of accredited bodies                                                                                       |
| 3.6                                                      | To increase the recognition and use of accreditation, and Service's role among regulators      | Promote better use of accreditation by sector regulators in the policy areas on safety, protection of health and environmental |
|                                                          |                                                                                                | Advocate, advise and inform policy development and implementation on the use of accredited conformity assessment               |
| KPA 4: Financial Sustainability                          |                                                                                                |                                                                                                                                |
| 4.1                                                      | To enhance the Service's financial ability to meet its mandate                                 | Enhance resource mobilization                                                                                                  |
|                                                          |                                                                                                | Develop and implement a comprehensive pricing model to cover all services                                                      |
| 4.2                                                      | To enhance financial controls and asset management                                             | Prudently manage resources                                                                                                     |
|                                                          |                                                                                                | Optimize asset utilization and management                                                                                      |
| KPA 5: Internal Business Processes                       |                                                                                                |                                                                                                                                |
| 5.1                                                      | To minimize turnaround time for services offered                                               | Develop Process Flows for all services offered                                                                                 |
| 5.2                                                      | To improve on service delivery and customer satisfaction                                       | Enhance customer care and relations                                                                                            |
|                                                          |                                                                                                | Enhance external stakeholders' relations                                                                                       |
| 5.3                                                      | To enhance ICT infrastructure and leverage on best practices for Service delivery              | Modernize technological infrastructure and systems                                                                             |
|                                                          |                                                                                                | Review and Implement ICT policy                                                                                                |
|                                                          |                                                                                                | Capacity building of Staff on ICT Systems                                                                                      |
|                                                          |                                                                                                | Enhance automation in service delivery                                                                                         |
|                                                          |                                                                                                | Integration of Monitoring, Reporting and Evaluation System                                                                     |
|                                                          |                                                                                                | Automaton of Board activities                                                                                                  |
| Maintenance of Quality Management System (QMS)           |                                                                                                |                                                                                                                                |
| KPA 6: Institutional Capacity Development and Governance |                                                                                                |                                                                                                                                |
| 6.1                                                      | Institutional capacity and Governance                                                          | HR planning, recruitment and selection                                                                                         |
|                                                          |                                                                                                | Staff development                                                                                                              |
|                                                          |                                                                                                | Performance management and compensation                                                                                        |

| S.No. | Strategic Objectives                                           | Strategies                                                                                                                |
|-------|----------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|
| 6.2   | To enhance leadership competences and give strategic direction | Ensure implementation of Strategic Plan (SP) 2020-2024 and Development of SP for next period                              |
| 6.3   | To strengthen capacity of the board                            | Strengthen Board operations<br>Enhance competences/ capacity of the Board Members<br>Conduct Board Performance Evaluation |
| 6.4   | To improve corporate culture and brand image                   | Establish corporate culture<br>Engage in corporate social responsibility                                                  |

A summary of the Key Result Areas based on the strategic initiatives across the six KPAs are diagrammatically presented in Figure 3 as follows:

**Figure 3: KENAS Overall Key Result Areas for 2020-2024**



The key result areas will be realized as encompassed in the strategy implementation framework that presents a logical framework customized to fit into KENAS actions to pursue the desired future.



## CHAPTER 4: INSTITUTIONAL & COORDINATION FRAMEWORK

### 4.1 Introduction

KENAS institutional structure constitutes The Board of Directors, The Accreditation Advisory Committees, The Chief Executive Officer, directorates and departments. Also, the Service has an Accreditation Tribunal that comprises of independent persons who hear appeals related to accreditation decisions. The functions of the various organs mentioned above are as follows:

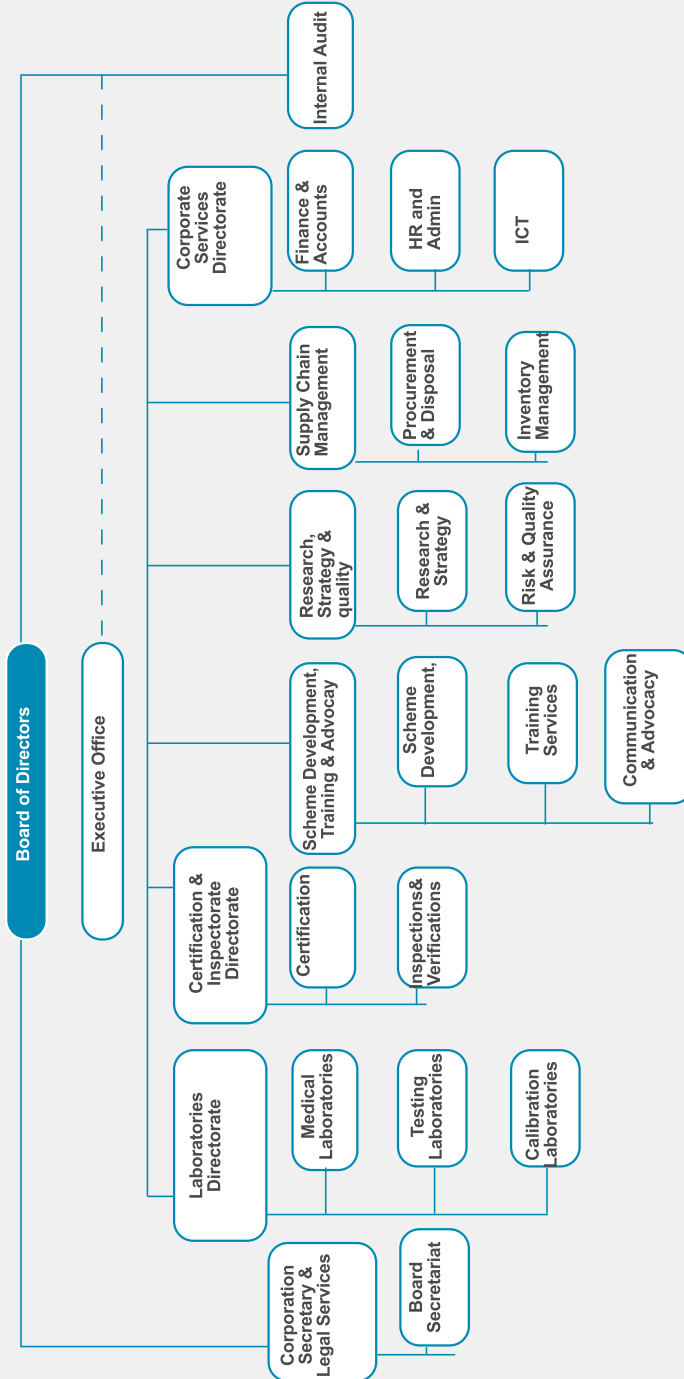
- 1) The Board of Directors - provides overall leadership and policy direction of the organization.
- 2) The Accreditation Advisory Committees – Established under Kenya Accreditation Service Act, 2019 is responsible for advising and assisting in developing strategy and procedures for sustaining and strengthening oversight of KENAS-accredited Bodies.
- 3) The Chief Executive Officer - responsible for formulating, promoting, and directing the implementation of strategies and policies that ensure the establishment and operationalization of an independent and internationally recognized accreditation body.
- 4) The Accreditation Appeals Tribunal – Established under Kenya Accreditation Service Act, 2019 the tribunal is responsible for hearing and determining appeals emanating from the decisions of the Service.

#### 4.1.1 Directorates and Departments

KENAS is structured into three (3) Directorates and twelve (12) Departments

- 1) Laboratories Directorate:
  - a. Medical laboratories Department
  - b. Testing laboratories Department
  - c. Calibration laboratories Department
- 2) Certification and Inspection Directorate:
  - a. Certification Bodies Department
  - b. Inspection bodies Departments
- 3) Corporate Services Directorate:
  - a. Finance and accounts department
  - b. ICT division
  - c. Human Resource and Administration Department
- 4) Scheme Development, Training and Advocacy Department
- 5) Research, Strategy and Quality Department
- 6) Corporation Secretary and Legal Services Department
- 7) Supply Chain Management Department
- 8) Internal Audit Department.

## 4.2 Organizational Structure



## CHAPTER 5: RESOURCE MOBILIZATION STRATEGY

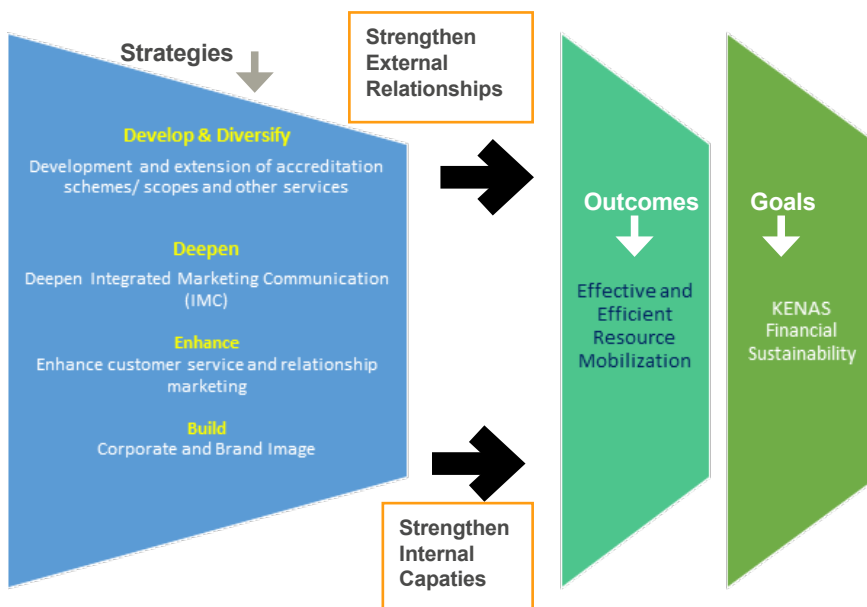
### 5.1 Introduction

The environment in which resources are mobilized is increasingly competitive, given the rise of providers by well-established Accreditation Bodies with vast experience, coupled with a scarcity of resources resulting in global, regional and national economic crisis, notably the unravelling global economic uncertainty expected from the COVID-19 pandemic. Resource mobilization is critical to KENAS to ensure the continuation of the organization's accreditation and other services in order to have sustainability.

### 5.2 KENAS Resource Mobilization Model

The overall objective of the strategy is to ensure that there is a clear, systematic, predictable and well-coordinated approach to expanding the resource base to ensure sustainable resource availability for implementation of the KENAS activities as stipulated in this Strategic Plan 2020-2024. The resource mobilization strategy considers how KENAS will be able to deliver the expected financial performance targets of KES 300 million. It is based on three high-level Goal of KENAS strategies, outcome and goal will be focus for the Strategic Planning Period 2020-2024, as depicted below:

Figure 4: RMS Model



### 5.3 Financial Management Strategies

The success of this plan will largely depend on the financial management systems and process implemented by KENAS. KENAS will pursue reducing the level of receivables, embracing cost recovery, review of fees, budget and expenditure control and implementation of revenue collection guidelines.

### 5.4 Asset Management

KENAS will enhance an efficient and effective asset management system that seeks to reduce operational costs, raise cash and improve the service delivery and increase the useful life of available resources. KENAS assets include motor vehicles, ICT equipment and software, furniture and fixtures, office equipment and leasehold improvements. KENAS will institute prudent asset management systems and processes by Updating of asset register, valuation of all assets, reporting formats for financial sustainability performance measures and Disposal of obsolete assets as prescribed under the Public Procurement and Disposal Act, 2015 and timely and efficient repair and maintenance of assets to reduce wastage and breakages among others.

### 5.5 Accountability

Accountability is anchored on effective public expenditure management during the strategic plan implementation that will be guided by three goals; Financial, allocative and operational efficiency

### 5.6 Assumptions

- 1) Internally generated revenue will grow as per the stipulated strategies
- 2) National government grants for recurrent expenditure will increase.
- 3) National Treasury and development partners will fund development expenditure

## CHAPTER 6: **MONITORING, EVALUATION AND REPORTING**

### 6.1 Introduction

Monitoring, evaluation and reporting is meant to examine the link between the set priorities, corresponding budgetary provisions and the resultant over the planning period. It will provide the necessary feedback and enable management to make evidence-based decisions and will be based on a framework, which consists of various components, which include setting out responsibilities, key performance indicators and monitoring mechanisms.

### 6.2 Monitoring, Evaluation and Reporting Approach

KENAS will use the National Integrated Monitoring and Evaluation System (NIMES) whose objective is to improve the effectiveness and quality of tracking implementation of various programs and projects. NIMES will also ensure that there is a clear way of measuring performance, KENAS will institute a Performance Management Plan that shows the performance reporting framework on the set indicators and annual targets to ensure that all commitments made in this plan are translated into service delivery to the customers through performance contracting, annual work planning at the Departmental, Directorate and Individual level.

The Annual Work Plans will be the basis for execution of this Strategic Plan.



KENAS will also undertake a comprehensive mid-term review of the implementation of the Strategic Plan. This will help evaluate the cumulative successes achieved by the plan and focus on the half-period remaining. The Research, Strategy and Quality Department will coordinate overall monitoring and evaluation of the strategic plan and document the successes and shortcomings, including the annual review process.

### 6.3 Monitoring, Evaluation and Reporting Framework

Table 4: Reporting Mechanism

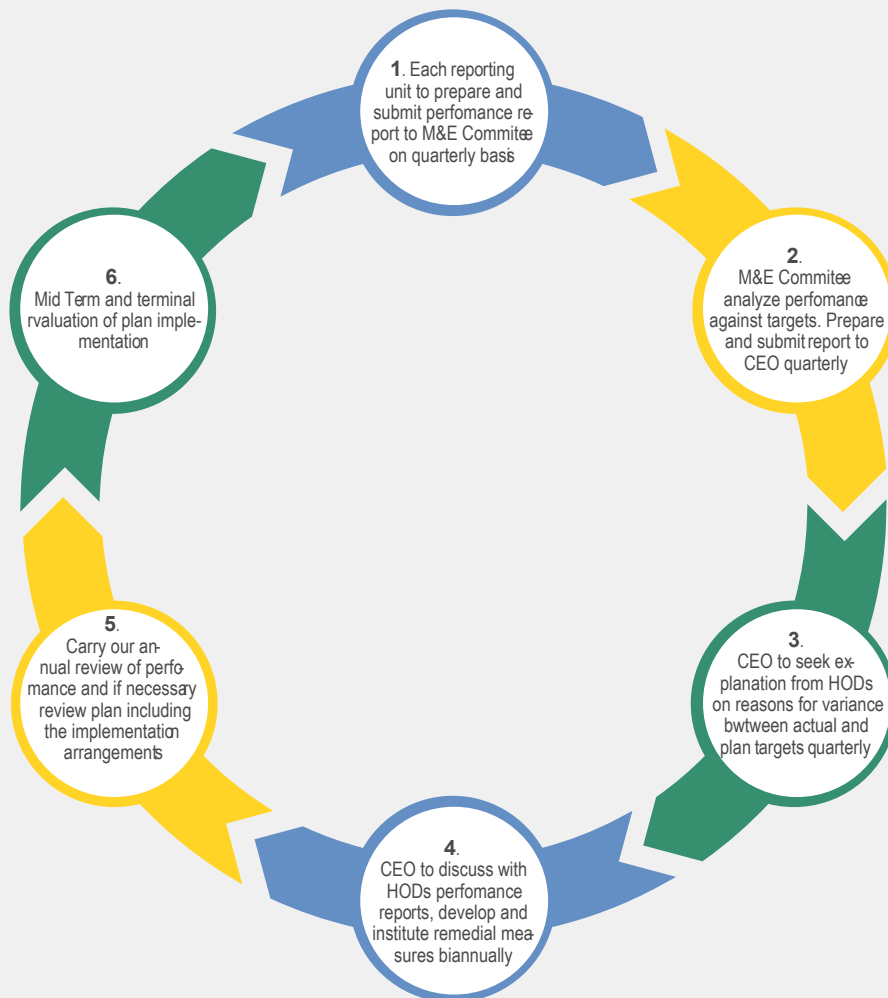
| Type of Report                    | Purpose                                                                                                                                                                                                        | Frequency  | Responsibility        | Accountability |
|-----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|-----------------------|----------------|
| <b>Monthly Activities Reports</b> | These will provide information with regard to activities undertaken in the month as per the work plan e.g. status reports. It should highlight the timelines met, challenges and possible recommendations      | Monthly    | Staff                 | HODs           |
| <b>Quarterly Reports</b>          | Detail work plans with regard to achievement of the outputs providing opportunity for amendment and recommendations based on evaluation.                                                                       | Quarterly  | Head of Directorates  | CEO            |
| <b>Semi-Annual Reports</b>        | Provide mid-year evaluation of the KENAS programmes                                                                                                                                                            | Biannually | Heads of Directorates | CEO            |
| <b>Annual Reports</b>             | Detail annual achievements of the Department vis-à-vis the outcome/ outputs; outlining the targets met, challenges and lessons learnt for the subsequent planning cycle                                        | Annually   | CEO                   | Board          |
| <b>Biennial Reports</b>           | Detail achievements of the Department vis-à-vis the outcome/ outputs; outlining the targets met, challenges and lessons learnt for the subsequent planning cycle. Share the report with key stakeholder        | Biennially | CEO                   | Board          |
| <b>End Term Report</b>            | Detail annual achievements of the Department vis-à-vis the outcome/ outputs; outlining the targets met, challenges and lessons learnt for the subsequent planning cycle. Share the report with key stakeholder | 5-Yearly   | CEO                   | Board          |

### 6.4 Monitoring, Evaluation and Reporting Cycle

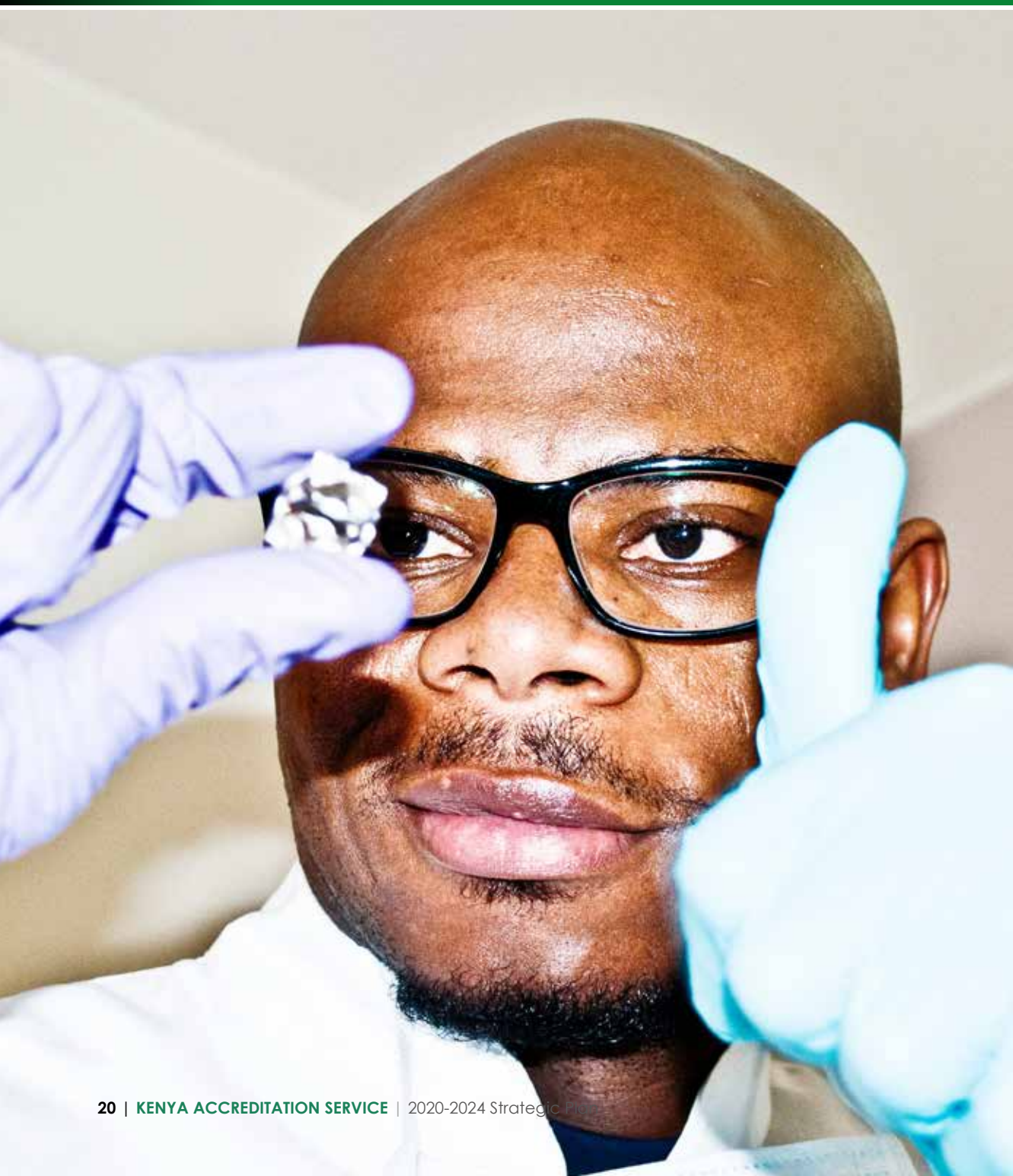
The Monitoring, Evaluation and Reporting Cycle consists of the following key features:

- Each reporting department and division to prepare and submit performance report to M&E Committee on Quarterly basis;
- Performance against targets. Prepare and submit report to CEO Quarterly;
- CEO to seek explanation from HODs on reasons for variance between actual and Plan targets and Quarterly;
- CEO to discuss with HODs Performance Reports, Develop and institute remedial measures Biannually;
- Carry out annual Review of Performance and, if necessary, review Plan, including the Implementation arrangements; and
- Mid Term and Terminal Evaluation of the Plan Implementation

**Figure 5: The Monitoring and Evaluation Cycle**



As noted in Figure 5, the M&E Committee will prepare reporting formats, incorporating Key Performance Indicators for each reporting unit as well as the periods to be covered in the reports. The CEO will enforce compliance on reporting requirements. The plan will be evaluated mid-way through the period to check on implementation effectiveness and, and if necessary, review strategies to ensure plan implementation remains on course. An End Term Evaluation will be undertaken at the end of the Plan period to assess overall implementation effectiveness and draw lessons for preparation of the subsequent Strategic Plan.





# CHAPTER 7: BUSINESS CONTINUITY PLAN

## 7.1 Introduction

Business continuity planning (BCP) is the process involved in creating a system of prevention and recovery from potential threats to an organization. As KENAS, we will ensure that personnel and assets are protected and are able to function quickly in the event of a natural disaster or any other catastrophic event such as fire, flood, or weather-related event, terrorist attack, cyber-attacks or a pandemic such as COVID-19. BCPs are an important part of any business as threats and disruptions mean a loss of revenue and higher costs, which leads to a drop in profitability. Thus, we have to devise strategies for mitigating such threats and pandemic through:

- i. Readiness assessments
- ii. Risk management planning
- iii. Business impact analysis
- iv. Policy formulation
- v. Incidence management.

## 7.2 Business Continuity Planning Requirements and Process

The Board will ensure BCP is enhanced and create a prevention and recovery system for potential threats to KENAS. Because BCP calls for identifying risks that can affect our operations, it is a major part of the organization's risk management strategy.

The elements of KENAS BCP Lifecycle:

- i. Impact analysis: Analyze the overall scope of KENAS BCP, including the desired safeguards.
- ii. Risk assessment: Draw up a comprehensive list of the potential risks, with an eye toward guarding against them.
- iii. Resource identification: Identify the myriad resources that will go into the various elements of KENAS BCP.
- iv. Gap analysis: Be clear on any potential gaps in the BCP – making sure they are addressing them.
- v. BCP framework: Lay out an overall framework that will provide mitigation mechanisms on the risks and gaps identified, including remote providers and contingency plans.
- vi. Recovery plans: Determine how long full recovery will take business – hopefully as short as possible.
- vii. Checklists: Make a full list of checklists, so KENAS can review every departmental preparation.
- viii. Training, testing and evaluation: This is ongoing – testing and evaluation must be continuous and every new staff needs to be trained.

## 7.3 Risk Management

Using the Low, Medium and High risk ranking on the basis of Likelihood and Impact, the significant risks and the safeguards for mitigation are highlighted in Table 5 as follows:

**Table 5: Risk Analysis**

| <b>Key Risk</b> |                                                                                                  | <b>Safeguards and Procedures to Mitigate Risk</b>                                                                                                                                                                                                                                                                                                                                                      |
|-----------------|--------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                 | <b>Key Risk</b>                                                                                  | <b>Safeguards and Procedures to Mitigate Risk</b>                                                                                                                                                                                                                                                                                                                                                      |
| 1               | Poor/low visibility, poor marketing & low public awareness; and poor marketing of KENAS services | <ul style="list-style-type: none"> <li>Development of marketing &amp; communication strategy</li> <li>Increase scopes/ schemes of accreditation</li> <li>Increase marketing activities within KENAS and Africa in order to Increase clientele</li> </ul>                                                                                                                                               |
| 2               | Limited Financial Resources                                                                      | <ul style="list-style-type: none"> <li>Diversify revenue sources to include capacity building of individuals and institutions</li> <li>Document a resource mobilisation strategy</li> </ul>                                                                                                                                                                                                            |
| 3               | Voluntary accreditation requirements                                                             | <ul style="list-style-type: none"> <li>KENAS Lobby with the Government to make accreditation mandatory in specific areas of the economy such as medical testing.</li> <li>Work with key regulators to adopt accreditation into their regulation</li> </ul>                                                                                                                                             |
| 4               | Loss of business due to low compliance to turn around time                                       | <ul style="list-style-type: none"> <li>Improve on accreditation procedures to reduce delays in the accreditation processes and do away with unnecessary processes</li> <li>Development of Process Maps for key processes</li> </ul>                                                                                                                                                                    |
| 5               | Insufficient collaboration, cooperation and strategic partnerships with relevant stakeholders    | <ul style="list-style-type: none"> <li>Enhancing partnerships with various stakeholders including County Governments</li> </ul>                                                                                                                                                                                                                                                                        |
| 6               | Inadequate human resources                                                                       | <ul style="list-style-type: none"> <li>Identifying, developing and retaining the requisite human resources to support the strategic plan</li> </ul>                                                                                                                                                                                                                                                    |
| 7               | Weak staff motivation                                                                            | <ul style="list-style-type: none"> <li>Deliberately plan training programmes and schedules for staff development</li> <li>Development and implementation of a competitive remuneration and benefits policy</li> <li>Implement career progression tools in the service and the new structure to deal with low staffing in KENAS.</li> <li>Reclassification of KENAS by SRC for better terms.</li> </ul> |
| 8               | Rapid technological advancement                                                                  | <ul style="list-style-type: none"> <li>Integrating information and communication technologies in the processes of accreditation services provision</li> </ul>                                                                                                                                                                                                                                          |
| 9               | Resistance to change                                                                             | <ul style="list-style-type: none"> <li>Employee engagement in initiating change and encouraging new initiatives among the staff</li> <li>Culture change</li> <li>Team and relationship building</li> <li>The Board and Top Management constantly communicate the vision of the KENAS to staff and create an organizational culture based on high performance and ownership</li> </ul>                  |

**KEY**

**Colour**

- High Risk
- Medium

Once the risks have been determined, there will be safeguards and procedures to mitigate the risks, the BCP includes business resilience process

## INTERNATIONAL AND REGIONAL MUTUAL RECOGNITION



### **ILAC – International Laboratory Accreditation Cooperation**

KENAS is a signatory to the ILAC MRA (Mutual Recognition Agreement) for Testing (ISO/IEC 17025), Medical Testing (ISO 15189), Calibration (ISO/IEC 17025) & Inspection (ISO/IEC 17020).



### **IAF – International Accreditation Forum**

KENAS is a signatory to the IAF MLA (Multi-Lateral Arrangement) for Management System Certification – ISO/IEC 17021-1



### **AFRAC – African Accreditation Cooperation**

KENAS is an Arrangement Member Signatory to the AFRAC MRA (Mutual Recognition Agreement) in the following scopes: Calibration to ISO/IEC 17025, Testing to ISO/IEC 17025, Medical Testing to ISO 15189, Inspection and Verification to ISO/IEC 17020 and Certification to ISO/IEC 17021



Kenya  
Accreditation  
Service  
*... Delivering Trust*





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