

**REPUBLIC OF KENYA**



**MINISTRY OF INVESTMENTS, TRADE, AND INDUSTRY**

**KENYA QUALITY POLICY**

**SEPTEMBER 2023**

DRAFT FOR STAKEHOLDER SENSITIZATION AND CONSULTATION

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## ABBREVIATIONS AND ACRONYMS

AfCFTA	African Continental Free Trade Area
AFRIMETS	Intra-Africa Metrology Systems
AFSEC	African Electrotechnical Standardization Commission
ARSO	African Organization for Standardization
AU	African Union
AQP	African Quality Policy
BIPM	Bureau International des Poids et Mesures
COMESA	Common Market for Eastern and Southern Africa
DVS	Department of Veterinary Services
EAC	East African Community
FAO	Food and Agriculture Organization
GATT	General Agreement on Tariffs and Trade
IAF	International Accreditation Forum
IEC	International Electrotechnical Commission
IECEE	International Electrotechnical Commission for Electrical Equipment
IECEX	International Electrotechnical Commission for Explosives
IECRE	International Electrotechnical Commission for Renewable Energy
ILAC	International Laboratory Accreditation Cooperation
IPPC	International Plant Protection Convention
ISO	International Organization for Standardization
KEBS	Kenya Bureau of Standards
KENAS	Kenya Accreditation Service
KEPHIS	Kenya Plant Health Inspectorate Services
LMD	Legal Metrology Department
MDAs	Ministries, Departments, and Agencies
M&E	Monitoring and Evaluation
MLA	Multi-Lateral Arrangement
MRA	Mutual Recognition Arrangement
NMI	National Metrology Institute

NQC	National Quality Council
NQP	National Quality Policy
OIE	Office International des Epizooties
PAQI	Pan African Quality Infrastructure
QI	Quality Infrastructure
R&D	Research and Development
SPS	Sanitary and Phytosanitary Measures
TBT	Technical Barriers to Trade
WHO	World Health Organization
WTO	World Trade Organization

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## DEFINITION OF TERMS

**Standardization** refers to 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 each context.

**Kenya Standard** is a specification or code of practice developed or adopted by consensus, approved, and promulgated in accordance with the Standards Act Cap 496 laws of Kenya.

**Standard** means 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 each context.

**National Measurement Standard** means a measurement standard recognized by national authority to serve in a state or economy as the basis for assigning values to other measurement standards for the kind of quantity concerned.

**Accreditation** is a third-party attestation related to conformity assessment body conveying formal demonstration of its competence, impartiality, and consistent operation in performing specific conformity assessment activities.

**Accreditation** body is a body that undertakes accreditation.

**Calibration** is operation performed on a measuring instrument or a measuring system that, under specified conditions establishes a relation between the values with measurement uncertainties provided by measurement standards and corresponding indications with associated measurement uncertainties and uses this information to establish a relation for obtaining a measurement result from an indication.

**Certification** is a third-party attestation related to an object of conformity assessment which may include a product, process, service, system, installation, project, data, design, material, claim, person, body or organization, or any combination thereof.

**Conformity assessment** is a demonstration that specified requirements are fulfilled and includes but is not limited to the activities of testing, calibration, inspection, validation, verification, certification, and reference material production.

**Conformity assessment body** is an entity that performs conformity assessment activities excluding accreditation.

**Inspection** is an examination of an object on conformity assessment and determination of its conformity with detailed requirements or, based on professional judgement, with general requirements.

**Management system** means set of interrelated or interacting elements of an organization to establish policies and objectives, and processes to achieve those objectives.

**Manufacture** means produce, assemble, alter, modify, adapt, convert, process, treat, install, test, or operate.

**Manufacturer** is any legal or natural person engaged in production, processing, treatment, installation, testing or any other operation in relation to goods or services subject to National Standards or Technical Regulations, and includes a supplier.

**Market surveillance** means the activities carried out and measures taken by designated authorities to ensure that products comply with the requirements set out in the relevant legislation and to ensure protection of the public interest covered by that legislation.

**Metrology** is a science of measurement and its application. It includes all theoretical and practical aspects of measurement, whatever the measurement uncertainty and field of application

**Scientific Metrology** (or Fundamental) metrology deals with the establishment of units of measurement, the development of new measurement methods, the realisation of measurement standards, and the transfer of traceability from these standards to users in a society.

**Industrial Metrology** concerns the application of measurement science to manufacturing and other processes and their use in society, ensuring the suitability of measurement instruments, their calibration and quality control of measurements.

**Legal metrology** concerns regulatory requirements of measurements and measuring instruments for the protection of health, public safety, the environment, and consumers, for enabling taxation, and fair trade.

**Quality Infrastructure** means the system comprising the organizations (public and private) together with the policies, relevant legal and regulatory framework, and practices needed to support and enhance the quality, safety and environmental soundness of goods, services, and processes.

**Quality Policy** means a policy adopted to develop, implement, and sustain an efficient and effective Quality Infrastructure.

**Technical regulation** is a document which lays down product characteristics or their related processes and production methods, including the applicable administrative provisions, with which compliance is mandatory. It may also include or deal exclusively with terminology, symbols, packaging, marking, or labelling requirements as they apply to a product, process, or production method.

**Testing** is the determination of one or more characteristics of an object of conformity assessment in accordance with a specified method.

**Verification** is a confirmation of the truthfulness through the provision of objective evidence that specified requirements have been fulfilled.

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## FOREWORD

The Quality Policy of Kenya is underpinned on the motto; one measure, one standard, one accredited conformity assessment, accepted worldwide. As the globalization of markets continues its relentless pace and as it is shaped by technological developments governments are carefully reconsidering the organizational framework of their Quality Infrastructure. Quality Infrastructure comprises of public and private organizations, policies, laws, and regulations aimed at enhancing the quality and safety of goods and services. This will assist Kenya in achieving the aspirations of Vision 2030 of a globally competitive country providing high quality products to local and international markets while ensuring social, environmental, and consumer protection.

Kenya faces challenges in accessing markets partly due to the absence of clear and internationally recognized quality infrastructure. The challenges include quality shortcomings, financial constraints, information asymmetry, and inadequate logistics. The Government will ensure that the country has a supportive and internationally recognized quality infrastructure. An effective Quality Infrastructure will require support from the private sector and non-governmental organizations.

The Quality Policy will promote a quality culture that will in turn ensure the protection of consumer rights as per the Constitution of Kenya as well as encourage industries and other organizations to adopt quality improvement practices in their day-to-day activities. To enhance compliance with the World Trade Organization General Agreement on Tariffs and Trade and Sanitary and Phytosanitary Agreements, it is necessary to coordinate the activities of the various organizations dealing with technical regulations thereby facilitating trade. Therefore, this Quality Policy aims to ensure effective operation of domestic markets while linking the technical regulation regime to an Internationally recognized Quality Infrastructure to enable access to international markets.

This Policy is critical in strengthening and coordinating quality institutions. The outcome is an effective Quality Infrastructure that supports and promotes socio-economic development.

**Hon Moses Kuria, HSC**  
**Cabinet Secretary, Ministry of Investment, Trade, and Industry**

## PREFACE

The Quality Policy is being launched at a time when economies are increasingly becoming interlinked. Quality Infrastructure is key in facilitating economic integration through trade. The Quality Policy adds impetus to the robust trade policy and institutional reforms that Kenya has pursued under regional and multilateral trade arrangements. With the expected coming into force of the Africa Continental Free Trade Agreement, the East Africa Community and European Union Economic Partnership Agreement, and the Kenya-US Free Trade Agreement, Kenya needed a quality framework to guide manufacturing and trading in goods and services. The Quality Policy contributes to strengthening of regional and multilateral integration aspirations for enhanced manufacturing, trade, and socio-economic transformation of the country in line with the Bottom-up Economic Transformation, Kenya Vision 2030, East Africa Community's Vision 2050 and African Agenda 2063.

The Quality Policy is further informed by the recently launched Africa Quality Policy which recognizes for Africa to be globally competitive, prioritizing value addition and industrialization is essential. This can be accelerated by standards and compliance to quality, health, and safety requirements.

The process for developing the policy was consultative with involvement of key stakeholders. I sincerely appreciate the contribution of all stakeholders who provided invaluable input. The policy will be a critical resource for the country to inform implementation national development goals.

**Dr. Juma Mukhwana, PhD, HSC**  
**Principal Secretary,**  
**State Department for Industry**  
**Ministry of Investment, Trade, and Industry**

## **EXECUTIVE SUMMARY**

### **Background of the Quality Policy**

This Quality Policy has been formulated within the framework of the national long-term policy blueprint; the Kenya Vision 2030. This policy is therefore important in informing realization of the vision of becoming “a globally competitive and prosperous nation with a high quality of life by 2030”. Further, the Government, through the Bottom-Up Economic Transformation Agenda (BETA), aims at transforming Micro, Small, and Medium Enterprises (MSMEs) which can be achieved through quality products and enhanced market access. The policy formulation has been further guided by the provisions of the Constitution of Kenya which recognize the concurrent jurisdiction of the National Government and County Governments in relation to trade matters. The Constitution of Kenya further establishes customers have the right to goods and services of reasonable quality. The critical international development aspirations and commitments such as the Sustainable Development Goals (SDGs) as well as regional East Africa Community’s Vision 2050 and African Agenda 2063. The international trade agreements to which Kenya is a signatory have guided the formulation; notably: The World Trade Organization (WTO) General Agreement on Trade and Tariffs (GATT), the East African Community (EAC) and Common Market for Eastern and Southern Africa (COMESA) Treaties, EAC-EU Economic Partnership Agreement, the African Caribbean Pacific Cotonou Agreement, the Kenya-US Free Trade Agreement, and the African Free Continental Free Trade Area (AfCFTA).

### **Rationale of the Policy**

Kenya lacked a single comprehensive Quality Policy to govern implementation of standardization, metrology, accreditation, and conformity assessment. This policy will contribute to the reduction of the effect of technical barriers on trade while serving the needs of Government, businesses, and consumers. Without a competent and effective quality infrastructure system, Kenya is unlikely to enhance productivity, implement proper technical regulations for consumer protection, safety and health of populations, fauna and flora, and the environment, and innovate successfully. This would result in poor quality imports into the country and uncompetitive of local products and services in international markets. This would further impede achievement aim of the Kenya Vision

2030 aim of “a globally competitive and prosperous country with a high quality of life”. WTO Agreement on Technical Barriers to Trade (TBT) requires enterprises to comply with standards, technical regulations, and sanitary and phytosanitary measures, and other related regional obligations with respect to health, safety, environmental requirements, and fair-trade practices. By developing the Quality Policy, Kenya will have a framework in place to support compliance to internationally recognized standards. Moreover, this policy will support effective operation of domestic markets while enhancing Kenya’s conformity to internationally recognized standards.

### **Vision, Mission, Guiding Principles and Values of the Policy**

The vision of this policy is *A sustainable and effective Quality Infrastructure in Kenya for globally competitive products and services*. The mission of the policy is *to establish a Quality Infrastructure System in Kenya that fosters socio-economic development and global competitiveness to ensure products and services in the country meet the market and consumer requirements*. Implementation of this policy is premised on 12 guiding principles and values; **(i)** Transparency; **(ii)** Openness; **(iii)** Impartiality; **(iv)** Consensus; **(v)** relevance and effectiveness; **(vi)** Coherence and Synergy; **(vii)** Inclusiveness; **(viii)** Mutual recognition of conformity assessment; **(ix)** Recognition of international standards; **(x)** Good governance; **(xi)** Sustainable Development; **(xii)** Culture of quality.

### **Challenges and Objectives of the Policy**

The QI faces several challenges including low capacity, limited skills, inadequate awareness, inconsistency in policies, legal, regulatory, and institutional framework, weak coordination and synergies among actors, inadequate coverage of emerging markets and slow adoption of QI changes, and risks. Based on the analysis of challenges, the objectives of this Policy are to: **(i)** Enhance capacity within QI; **(ii)** Strengthen QI skills and technical expertise; **(iii)** Create awareness on QI; **(iv)** Provide a conducive legal and regulatory framework; **(v)** Enhance coordination and synergies in QI; **(vii)** Address emerging markets and issues; **(viii)** Mitigate risks in QI.

## **Policy Statements**

**Enhance capacity within QI:** The government will develop, enhance, and strengthen the capacity in standards, metrology, accreditation, and conformity assessment and market surveillance. The capacity is aimed at meeting international best practices and assisting producers become globally competitive. The capacity parameters include ST&I, equipment facilities and financial sustainability within public and private sectors.

**Strengthen QI skills and technical expertise:** The government will establish, maintain, and continuously improve the capacity and technical competency in technical regulatory practice, standards, metrology, accreditation, and conformity assessments, market surveillance and ensure highly skilled personnel required for an effective and efficient QI. This will be achieved through training and other technological skills development strategies targeting the public and the private sector.

**Create awareness on QI:** The government will ensure awareness, information and knowledge on QI is improved amongst producers, suppliers and consumers on standards and quality of goods and services in the marketplace is well instituted. The aim is to create the quality consciousness amongst producers, suppliers, and consumers.

**Provide a conducive legal and regulatory framework:** The government will review and revise the legal and regulatory framework to strengthen QI; ensure compliance with regional and international obligations for Kenya and to establish effective enforcement. The aim is to promote appropriate quality practices, fair competition, enhance consumer welfare and promote sustainable development.

**Enhance coordination and synergies in QI:** The government will establish an effective coordination of national quality infrastructure organizations providing standardization, metrology, accreditation, conformity assessment services, and market surveillance for an effective and efficient regulatory management and oversight mechanisms.

**Address emerging markets and Issues:** The government will ensure that QI is relevant, dynamic, and responsive to market needs ensuring socio-economic development whilst guaranteeing consumer and environmental protection.

**Mitigate risks in QI:** The government will ensure this policy is free from undue influence, thus ensure organizations within the national quality system carry out their mandate and responsibilities impartially, efficiently, and effectively.

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## **CHAPTER ONE: BACKGROUND**

### **1.0 Introduction**

The Quality Infrastructure (QI) is the system comprising the organizations (public and private) together with the policies, relevant legal and regulatory framework, and practices needed to support and enhance the quality, safety and environmental soundness of goods, services, and processes. The quality infrastructure is required for the effective operation of domestic markets, and its international recognition is important to enable access to foreign markets. It is a critical element in promoting and sustaining economic development, as well as environmental and social wellbeing. The system relies on standardization, metrology, accreditation, conformity assessment, technical regulations, and market surveillance.

Evidence from research indicates that standardization, metrology, accreditation, conformity assessment, technical regulations, and market surveillance play an important role in technological progress, productivity, and trade. Of great importance is that the country requires appropriate QI to enable industries participate in the global trade and access available markets. This makes the QI an important system for successful operation of domestic markets while facilitating access to foreign markets. Also, the World Trade Organization's Agreement on Technical Barriers to Trade (WTO TBT Agreement) requires countries to voluntarily comply with standards and technical regulations. Further, to overcome technical barriers to trade, the country needs to adopt and implement the internationally recognized and accepted quality standards of international markets. Increasingly, this requires that manufacturers, suppliers, and exporters comply with standards, technical regulations, and sanitary and phytosanitary (SPS) measures.

The foregoing notwithstanding, Kenya faces challenges that undermine products destined for the domestic market or manufactured locally. Key challenges include conflicting or in-existent legislations, and weak coordination and synergies between national quality infrastructure organizations. The effect has been delays in sharing of information with respect to technical regulations and standards, overlaps across agencies and Ministries involved in QI implementation, lengthy and costly transaction times, conflict, inefficiencies, and waste of resources.

Thus, QI becomes a requirement which has to be efficient and cost effective to enhance compliance with standards and technical regulations for trade facilitation and market access. In addition to market access, the QI has also become an important mechanism in protecting the consumer by ensuring safety and quality of products as enshrined in Article 46 of the Constitution of Kenya, which provides that consumers have the right to goods and services of reasonable quality; the information necessary for them to gain full benefit from goods and services; the protection of their health, safety, and economic interests; and compensation for loss or injury arising from defects in goods or services.

Since 2006 the Government of Kenya has engaged in preparation of a major policy document, the Kenya Vision 2030 which is the development blueprint for the country. The Vision is based on three “pillars”: the economic, the social and the political whose objective is to transform Kenya into a “middle-income country providing a high-quality life to all its citizens by the year 2030”. The economic pillar aspires to support trade and manufacturing sectors in the country, to raise the GDP growth rate to 10 per cent annually. To actualize the vision’s economic aspirations, the medium-term plan III (MTP III) focuses on improving the ease of doing businesses for global competitiveness and economic development. This is also established in the Government’s Bottom-up Transformation Agenda for Transforming the Micro, Small and Medium Enterprise (MSME) Economy.

### **1.1 Policy development process**

The development of this policy was guided by the literature review on quality infrastructure. In addition, several policy documents that deal with industrial development, enhancement of the export trade, health, environmental controls, food safety and/or security, science and technology development and others relating to standards, quality and technical regulation were referenced. Information gathered from the key informants’ interview held with organizations which are in quality infrastructure also informed the policy development process. Further, this process benefited from input from Technical Steering Committee represented by relevant stakeholders.

The Constitution of Kenya requires public participation, and this policy was developed through an evidence based participatory process that covered all the stakeholders, inputs from ministries, departments and national government agencies, County Government,

the sector, and sectoral groups as well as consumers drawn from the pool of members of the public.

## **1.2 Rationale of the Policy**

To reap the benefits of trade, countries must meet the quality standards of local and global markets. Firms must comply with standards, technical regulations, and sanitary and phytosanitary measures as provided for by WTO's Agreement on TBT, and related regional obligations with respect to health, safety, environmental requirements, and fair-trade practices. By developing the Quality Policy, Kenya will have a framework in place to support compliance to internationally recognized standards. As an African Union (AU) member state, Kenya is guided by the African Quality Policy which provides a policy context and focus on the components of QI including standardization, metrology, accreditation, conformity assessment, technical regulations, and market surveillance.

An efficient and effective quality ecosystem is an essential ingredient in supporting competitiveness, access to new markets, productivity improvement, innovation of new products, environmental protection, and guaranteeing health and safety of consumers as espoused by article 46 of the Constitution of Kenya. This policy will assist to reduce the effect of technical barriers on trade while serving the needs of Government, businesses, and consumers. Without a competent and effective quality infrastructure system, Kenya is unlikely to enhance productivity, implement proper technical regulations for consumer protection, safety and health of populations, fauna and flora, and the environment, and innovate successfully, resulting in poor quality imports into the country and less competitiveness of local products and services in foreign markets. This could hinder socioeconomic development of Kenya. Moreover, this policy will support effective operation of domestic markets while enhancing Kenya's conformity to internationally recognized standards.

The quality infrastructure is therefore key to Kenya's growth as well as creation of a safer, cleaner, more equitable, and well-integrated world. This policy will enhance access to information, strengthen compliance to technical regulations, promote resource and transaction efficiency, and ultimately eradicate overlaps across Ministries, Departments, and Agencies (MDAs) involved in QI. Ultimately, this policy will promote environmental

and social wellbeing in realization of Kenya’s competitiveness aspirations as envisioned in Vision 2030.

### **1.3 Policy goal & objectives**

The goal of this policy is to promote economic prosperity through quality products and services in line with government policies and objectives including Vision 2030.

The specific objectives of this policy are to:

1. Enhance capacity within QI
2. Strengthen QI skills and technical expertise.
3. Create awareness on Quality.
4. Provide a conducive legal and regulatory framework.
5. Enhance coordination and synergies in QI
6. Address emerging markets and issues.
7. Mitigate risks in QI.

### **1.4 Vision**

The Vision of this Quality Policy is: “*A sustainable and effective Quality Infrastructure in Kenya for globally competitive products and services*”.

### **1.5 Mission**

The Mission of this Quality Policy is: “*To establish a Quality Infrastructure System in Kenya that fosters socio-economic development and global competitiveness to ensure products and services in the country meet the market and consumer requirements*”.

### **1.6 Guiding principles and values**

The guiding principles and values for the Quality Policy are informed by the basic tenets of standards, metrology, accreditation, and conformity assessment as established within the WTO Agreement on TBT; the Quality Management System Requirements; Kenya’s National Values and Principles of Governance, and principles of sustainable development.

**Transparency:** The government shall ensure that all relevant information on Quality Infrastructure is made available on request and where possible placed in the public domain.

**Openness:** The government shall ensure open non-discriminatory participation on realization of Quality Policy objectives at the national, regional, and international level.

**Impartiality:** The government shall ensure that officers, always deployed at all QI organizations, carry out the duties of the office with impartiality and objectivity in accordance with Articles 10, 27, 73(2)(b) and 232 of the Constitution of Kenya, and shall not practice favouritisms, nepotism, tribalism, cronyism, religious bias or engage in corrupt or unethical practices.

**Consensus:** The government shall endeavour to build consensus among different parties in the QI arena on contentious issues, to realize the broad objectives of the QP.

**Relevance and effectiveness:** The government shall ensure that instruments used in facilitation of effective implementation of this policy are relevant, current, and equally responsive to both consumer and market needs/requirements.

**Coherence and Synergy:** The government shall ensure development of coherent set of documents which compliment, and do not conflict each other. Cooperation and coordination with regional and international standardization bodies such as AU as established in the Africa Quality Policy, EAC, COMESA, ISO shall be undertaken. Alignment and harmonization of standards and conformity assessment procedures will also be within Regional Economic Communities (RECs).

**Inclusiveness:** The government shall facilitate the participation of MSMEs and other special interest groups to assure a real multi stakeholder process in standards and technical regulation development and reviews. The government shall also ensure the incorporation and support for the quality infrastructure requirements within national policies that address industrialization, trade, environment, agriculture, health, consumer protection, science, technology and innovation and investment. The participation of producers, suppliers, and consumers as well as local, regional, and international stakeholders will also be established in this policy and technical level.

***Mutual recognition of conformity assessment:*** This policy is committed to support the relevant QI players to attain and sustain regional and international recognition in provision of respective services as enshrined in the institutional mandate.

***Recognition of international standards:*** This principle ensures standards development is carried out in accordance with established requirements and rules in line with international standards and best practice. This policy is committed to establishing QI that is aligned with international best practices and requirements.

***Good governance:*** this policy embraces accountability, transparency, and respect of the rule of law.

***Sustainable Development:*** this policy prioritizes effective and efficient use of resources available nationally, regionally, and internationally for the benefit of all, with consideration of the society and the environment.

***Culture of quality:*** this policy aims at entrenching and promoting a culture of quality that advances the consumer rights to quality safe goods, services, and processes.

### **1.7 Scope of the policy**

The Quality Policy covers standardization; metrology (scientific, industrial, and legal); accreditation; conformity assessment, technical regulations and market surveillance, and capacity building in the components as provided by public and private organizations and its coordination.

## CHAPTER TWO: SITUATIONAL ANALYSIS

### 2.1 Introduction

National Quality Infrastructure is the system comprising the organizations (public and private) together with the policies, relevant legal and regulatory framework, and practices needed to support and enhance the quality, safety and environmental soundness of goods, services, and processes. The key pillars for a Quality Infrastructure include standardization, metrology, accreditation, conformity assessment, technical regulations, and market surveillance.

### 2.2 Quality Infrastructure Architecture

#### 2.2.1 Standardization

Standardization refers to the process of formulating, issuing and implementation standards. Standards in Kenya are declared by the National Standards Body which is the Kenya Bureau of Standards (KEBS). KEBS was established in 1974 under the Standards Act, Chapter 496 of the Laws of Kenya.

#### **Functions of KEBS include:**

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

determining whether such commodities comply with the provisions of this Act or any other law dealing with standards of quality or description.

The standards development process is undertaken through the national standardization plan and annual workplans drawn from KEBS strategic plan, performance contract and involves key stakeholders.

KEBS represents Kenya at the international and regional and sub-regional level on standards development. For instance, KEBS participates in the implementation of the East African Standards Quality Assurance Metrology and Testing (SQMT) Act of 2006. SQMT Act aims to harmonize standards, measurements, and conformity assessment regimes for regional integration. KEBS is a member of various regional standardization bodies including the African Organization for Standardization (ARSO), the African Electrotechnical Standardization Commission (AFSEC) and other international standards bodies such as International Standards Organization (ISO), International Electrotechnical Commission (IEC), Bureau International des Poids et Mesures (BIPM), International Electrotechnical Commission for Electrical Equipment (IECEE), International Electrotechnical Commission for Renewable Energy (IECRE), International Electrotechnical Commission for Explosives (IECEX) Atmospheres, and Codex Alimentarius.

In executing its mandate on standards, KEBS represents Kenya in various trade treaties and common market protocols including Common Market for Eastern and Southern Africa (COMESA), the EAC Common Market Protocol, the EAC-EU Economic Partnerships Agreement, among others. Further, KEBS is the World Trade Organization's (WTO) National Enquiry Point on Technical Barriers to Trade (TBT) and the National Codex liaison point. KEBS, as national standards body, further complies with the Code of Good Practice for the Preparation, Adoption and Application of Standards of WTO TBT Agreement, Annex 3.

### **2.2.2 Metrology**

Metrology is the science of measurement. Confidence in national measurement is assured by a National Metrology Institute (NMI) and Department of Weights and Measures.

Metrology is divided into three subfields:

- i. scientific metrology;
- ii. industrial metrology; and
- iii. legal metrology.

Scientific and industrial metrology is guided by the Standards Act, Cap 496 Laws of Kenya while legal metrology is guided by the Weights and Measures Act, Cap 513, and Trade Descriptions Act, Cap 505, Law of Kenya.

### **Scientific Metrology**

Scientific (or Fundamental or General) metrology deals with the organisation and development of measurement standards (SI Units) and with their maintenance. There are different specialist areas, e.g., mass metrology, volume metrology, temperature metrology and chemical Metrology. It signifies the highest level of accuracy within the given area.

### **Industrial Metrology**

Industrial metrology concerns the application of measurement science to manufacturing and other processes and their use in society, ensuring the suitability of measurement instruments, their calibration and quality control of measurements.

### **National Metrology Institute**

KEBS is the designated National Metrology Institute (NMI) responsible for Scientific and Industrial metrology. For Scientific metrology, the NMI provides leadership and direction in the national traceability of measurements to the International System of Units (SI). NMI may identify and designate other institutes to be designated (DIs) if they have appropriate metrological experience and scientific expertise to provide metrology services in specialized fields that are not covered by the NMI.

Under industrial metrology, the NMI offers calibration services for industrial and trade measurements and other ISO/IEC 17025 accredited calibration laboratories provided that their calibration equipment/ standards are traceable to the national measurement standards or standards from designated Institutes/national metrology laboratories abroad with known and recognized measurement capability or other

accredited Laboratories by International Laboratory Accreditation (ILAC) and Mutual Recognition Arrangement (MRA) signatories. The NMI supports calibration services throughout the country to ensure their traceability to the national measurement standards. This ensures the calibration certificates issued are recognized by industry and other regulatory bodies in Kenya and even abroad. All calibration laboratories are accredited against ISO/IEC 17025 to confirm their technical competence.

The key functions of the NMI include:

- a. Maintaining the national measurement standards;
- b. Providing traceability of the national measurement standards to the International System of Units (SI);
- c. Providing internationally recognized calibration and measurement services;
- d. Custodian of the national measurement standards;
- e. Maintaining national, regional and international linkages with the relevant bodies for the national lead role in measurements;
- f. Coordinating scientific research and special projects undertaken by Metrology laboratories; and
- g. Providing technical training to industry in measurements both locally and internationally.

Kenya acceded to the Metre Convention which established the BIPM and thus became a Member State in 2010. The BIPM is an international organization established by the Metre Convention, through which member states act together on matters related to measurement science and measurement standards. The NMI is a member of Eastern Africa Metrology System (EAMET), a member of Intra-Africa Metrology System (AFRIMETS) which is mandated to promote the development of scientific, industrial, and legal metrology issues across Africa. AFRIMETS is aligned to Pan African Quality Infrastructure (PAQI). PAQI was established by the African Union to address the common policy on matters related to standardization, metrology, accreditation, conformity assessment, technical regulations, and market surveillance which all contribute positively to the Africa Continental Free Trade Area (ACFTA). PAQI members comprise of the

African Accreditation Cooperation (AFRAC), AFRIMETS, the African Electrotechnical Standardisation Commission (AFSEC) and the African Organisation for Standardisation (ARSO). Further, Kenya is a signatory to the International Committee of Weight and Measures (CIPM).

### **Legal Metrology**

Legal metrology concerns regulatory requirements of measurements and measuring instruments for the protection of health, public safety, the environment, and consumers, for enabling taxation, and fair trade. Legal Metrology is offered by the Department of Weights and Measures in the Ministry of Investments, Trade and Industry. The Department draws its mandate from two Acts of parliament namely, the Weights and Measures Act, Cap.513, Laws of Kenya and the Trade Descriptions Act, Cap.505, Laws of Kenya.

#### **Functions of the Department of Weights and Measures include:**

- a) Formulates national policy and norms and standards as regards Fair Trade Practices in relation to weights and measures and trade descriptions.
- b) Does type-approval of all weighing and measuring instruments that are in trade, health, public safety and environment and undertakes surveillance on the approved models.
- c) Supports the work of the Anti-Counterfeit Agency through inspection.
- d) Maintains National Legal Metrology standards.
- e) Conducts the initial verification of measuring instruments at major national installations including highway axle-load weighers as well as instruments at oil installations.
- f) Trains personnel for the performance of legal metrology functions.
- g) Carries out research and development in areas of weighing and measuring technologies in line with international best practices.
- h) Enforces legal metrology and related acts to protect consumers.
- i) Advises the government on matters of trade, health, public safety, and environment in so far as they are affected by legal metrology.
- j) Licenses and monitors legal metrology technicians working in the private sector.
- k) Licenses and registers companies engaged in the manufacture, overhaul, repair, and servicing of weighing and measuring instruments controlled by the department.
- l) Provides stamps of verification

**Functions of the County Weights and Measures include:**

- a) Verifies weighing and measuring instruments in trade use which offers traceability for County Governments' legal metrology standards through calibration of the physical standards procured and maintained by the County Governments, through the NMI.
- b) Inspects weighing and measuring instruments and pre-packed goods.
- c) Ensures that there is proper pre-package control in factories, warehouses, and along the distribution chain to enhance fair trade practices and consumer protection.
- d) Enforces legal metrology and associated legal instruments in order to enhance Fair-trade practices in the county which includes inspection, investigation and prosecution of offences arising from the infringement of the Weights and Measures Act.
- e) Provides legal metrology services relating to trade, health, public safety and environment in so far as they are affected by legal metrology.
- f) Facilitates training of personnel on legal metrology functions including refresher training.

### 2.2.3 Accreditation

**Accreditation** is a third-party attestation related to conformity assessment body conveying formal demonstration of its competence, impartiality, and consistent operation in performing specific conformity assessment activities. Kenya Accreditation Service (KENAS) is the National Accreditation Body established by the Kenya Accreditation Service Act, No.17 of 2019.

**The functions of KENAS include:**

1. Provision of accreditation Services.
  - a) Assess and accredit Conformity Assessment Bodies (CABs).
  - b) Promote accreditation in Kenya.
  - c) Work with regulators on matters of accreditation.
  - d) Promote recognition and protect the use of the logo and symbols of the Service.
  - e) Act as custodian accreditation schemes consistent with international practices for conformity assessment bodies.
  - f) Formulate and implement national standards to facilitate accreditation.
2. Oversight and advisory functions
  - a) Implement national guidelines and standards for accreditation.
  - b) Advise the Government on the designation of conformity assessment bodies.
  - c) Ensure that accredited bodies implement appropriate actions related to their conformity assessment activities.
  - d) Establish and maintain a register of the status of accredited bodies; design and issue accreditation certificates and symbols to accredited bodies.
3. Communication, Outreach and Training Activities.
  - a) Provide training and promote research on accreditation and conformity assessment.
  - b) Create public awareness on accreditation and conformity assessment and publish relevant information on these.
  - c) Promote the use of accreditation symbols on certificates or reports issued by conformity assessment bodies.
  - d) Publish quarterly in the Gazette and on its website a list of all accredited bodies in a prescribed manner.
4. International liaison and Mutual Agreements: International recognition is important to the quality function. KENAS has an important role to play here and in doing so, it is expected to:
  - a) Support the Government in matters of mutual recognition agreements on accreditation as well as negotiate and maintain such agreements.
  - b) Obtain and maintain membership to national, regional or international organizations.
  - c) Promote and protect regional and international mutual recognition arrangements and symbols used in accreditation.
  - d) Establish and nurture relations and cooperation with regional and international accreditation bodies and agencies.
  - e) Participate in the formulation and monitoring of national, regional and international accreditation guidelines and standards.

f) Promote mutual recognition of the competence of accredited bodies and equivalence of accreditation schemes.
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KENAS is a Multi-Lateral Arrangement (MLA) signatory at the International Accreditation Forum (IAF) which provides global oversight for accreditation of certification bodies, and a Mutual Recognition Arrangement (MRA) signatory at the International Laboratory Accreditation Cooperation (ILAC) which provides global oversight for accreditation of testing and inspection bodies. It is also an MRA signatory at the African Accreditation Cooperation (AFRAC), the continental oversight body of accreditation aligned to PAQI.

#### **2.2.4 Conformity assessment**

Conformity assessment entails a set of processes that show a product, service or system meets the requirements of a standard or a technical regulation. The main forms of conformity assessment are testing, calibration, certification, inspection, validation, verification, and reference material production undertaken by both public and private sector. Conformity assessment bodies provide assurance to consumers on the quality, safety and reliability of products and services in conformity to international standards and norms. All conformity assessment bodies operate at the same level of competence thus facilitating mutual recognition of conformity results. The objects of conformity assessment may be products, processes, services, systems, installations, projects, data, designs, materials, claims, persons, bodies or organizations, or any combination thereof.

##### **(a) Inspection**

Inspection is a conformity assessment activity which involves the examination of product design, product, service, process or installation for determination of its conformity with specific requirements or based on professional judgment with general requirements. The purpose of inspection is to ensure that goods, services, and processes comply with health, safety, and environment protection requirements in line with relevant technical regulation, Kenya standards, regional, international standards, or other approved specifications. Inspection applies across all sectors of the economy and to imports in verification of conformance. The Quality Policy through MRAs accruing from internationally recognised accreditation will create an environment enabling reciprocity

of inspection outcomes for trade facilitation as well as recognition and regulatory acceptance of inspection outcomes from accredited and designated inspection bodies.

### **(b) Testing**

Laboratory testing is a form of conformity assessment used at different levels (industry, healthcare, research, and law enforcement) to scientifically assign values of defined properties to various substances. In the QI, state actors with legal mandates, designated organizations, or non-state actors (on contractual basis or privately) perform laboratory testing to characterize products and objectively determine product conformity to set standard specifications.

In industry, testing is used for setting benchmarks necessary for in-house quality controls and assurance while in research, development of new products, product safety and stability assessment rely heavily on a sound testing infrastructure. In healthcare, medical laboratory testing is used to inform diagnosis and ensure that patients get proper treatment.

### **(c) Certification**

Certification is the issue of a statement, based on a decision, that fulfilment of specified requirements has been demonstrated. Certification is undertaken by an independent body (third-party) and is related to an object of conformity assessment which includes a product, process, service, system, installation, project, data, design, material, claim, person, body or organization, or any combination thereof. Certification is undertaken by conformity assessment bodies that may be public or private and whose formal demonstration of competence is provided through implementation of the requirements of a standard or accreditation by an accreditation body that is legally mandated or recognized to do so.

## **2.2.5 Technical regulations and market surveillance**

### **2.2.5.1 Technical regulation**

The WTO TBT Agreement defines a technical regulation as a “document which lays down product characteristics or their related processes and production methods, including applicable administrative provisions, with which compliance is mandatory”. Technical

regulations focus on national security, protection of human, animal or plant life or health, protection of the environment, and fair-trade practices.

MDAs in Kenya develop and implement technical regulations deemed appropriate as established by their respective mandate. There may be instances where a product subject to technical regulation fall within the domain of more than one technical regulator. Some of the technical regulation authorities and their scope of operation are shown in the Table 1.

**Table 1: Technical regulation authorities and their scope of operations**

	<b>Institution</b>	<b>Regulated products and services</b>
1	Kenya Bureau of Standards (KEBS)	Product certification against mandatory standards; Inspection of imported products; market surveillance, standards development and metrology and calibration services. Regulation of Sanitary and Phytosanitary (SPS) standards.
2	Directorate of Veterinary Services (DVS)	Food of animal origin, disease surveillance, vector regulatory and zoological services, diagnostics and efficacy trials, veterinary public health and animal products inspection, animal health, welfare, and productivity of livestock, safety of foods of animal origin and Sanitary and Phytosanitary (SPS) standards for livestock.
3	Energy and Petroleum Regulatory Authority (EPRA)	Economic and technical regulation of electric energy, renewable energy, petroleum products, and other energy forms.
4	National Transport Safety Authority (NTSA)	Motor vehicles inspections and licensing, and road traffic safety complaints investigations.
5	National Environment Management Authority (NEMA)	Develop and enforce regulations on environmental management.
6	Water Resources Authority (WRA)	Regulation of management and use of water resources.
7	Water Services Regulatory Board (WASREB)	Developing standards and enforcing regulations guiding the water sector.
8	Ministry responsible for Agriculture, Livestock, and Fisheries	Ensuring standards, quality assurance, and regulation of inputs, and produce.

9	Ministry of Health	Ensuring standards, quality assurance, and regulation of the health sector. Regulation of Sanitary and Phytosanitary (SPS) standards.
10	Pharmacy and poisons Board	Regulate and enforce prescribed standards on quality, safety, and efficacy of all medical substances manufactured or imported.
11	Pest Products Control Board	Regulate importation and exportation, manufacture, distribution, and use of pest control products.
12	Kenya Plant Health Inspectorate Services (KEPHIS)	Quality assurance of agricultural inputs and produce, regulation of Sanitary and Phytosanitary (SPS) Measures.
	Agriculture and Food Authority (AFA)	Regulate production, processing, marketing, grading, storage, collection, transportation, and warehousing of agricultural products.
13	County Governments	Ensuring standards, quality assurance, and regulation of agriculture, health, pollution, and trade development at county level.
14	Communications Authority	Licensing all information and communication services, managing frequency spectrum resources, type approving, and accepting communications equipment, protecting consumer rights, and regulating communication tariffs.
15	Competitions Authority	Promote and safeguard competition, protect consumers from unfair and misleading market conduct.
16	Weights and Measures Department	Establishment of a uniform system of measurement and control of weighing and measuring equipment used for trade.
17	Kenya Medical Laboratory Technicians and Technologists Board	License and regulate laboratory technicians and technologists.
18	Kenya Medical Practitioners and Dentists Board	Regulate training, practice, and licensing of medicine, dentistry, and healthcare organizations.
19	Fertilizer and Animal Foodstuff Board (FAFB) (CAP 345)	Regulate production, packaging, importation, and marketing of fertilizers and animal food stuffs.
20	Radiation Protection Board	Control and regulate the use of devices or materials capable of producing ionizing radiation.
21	Ministry responsible for transport and infrastructure housing and urban development	Ensure quality assurance and regulation in the transport and infrastructure sector; standardization; accreditation, certification and registration.

23	Ministry responsible for Education	Quality assurance and management of education standards.
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### 2.2.5.2 Market surveillance

Market surveillance is an activity carried out by regulatory entities and involves checking whether products, processes, systems, persons, or bodies meet the applicable safety requirements and enforce necessary remedial measures and sanctions in the event of non-conformity. In undertaking market surveillance, the regulators work closely with customs and law enforcement agencies. KEBS is mandated to carry out market surveillance.

### 2.3 Synergies with other policies

Kenya has existing policies related to standards, quality, and technical regulations. The policies deal with industrial development, enhancement of export trade, environmental controls, food safety and/or security, science and technology development and similar issues. This notwithstanding, the references to standards, quality and technical regulation usually do not relate to a holistic view of a functional quality infrastructure system, nor provide national guidance on a common approach to technical regulation. These policies, however, provide an important interface for a Quality Policy as discussed below:

- a) **National Food and Nutrition Security policy (2011):** In this policy the government outlines the need for all Kenyans, throughout their life cycle to enjoy at all times safe food in sufficient quantity and quality to satisfy their nutritional needs for optimal health. The broad objectives of this policy are:
  - i. To achieve good nutrition for optimum health of all Kenyans.
  - ii. To increase the quantity and quality of food to all Kenyans at all times.
  - iii. To protect vulnerable populations using innovative and cost-effective safety nets linked to long-term development.
- b) **Kenya National Trade Policy (2017):** The Policy seeks to exploit Kenya's potential in domestic, regional, and global markets. The multilateral, regional integration and bilateral trade arrangements present an immense opportunity for pursuit of this policy objective. This Policy articulates provisions that promote efficiency in the growth of domestic trade through transformational measures that address the constraints impeding the development of the wholesale, retail, and

informal trade sectors. Strengthening the current supply chain is a priority for sustainable development of these trade sectors.

c) ***The National Industrialization Policy (2012)***: This policy framework focuses on value addition for both primary and high valued goods; and linkages between industrial sub-sectors and other productive sectors to drive the industrialization process and aims at providing strategic direction for the sector growth and development by:

- i. creating an enabling environment for private sector-led industrial development and a business environment capable of attracting local and foreign investments for growth and development of the sector.
- ii. taking into consideration, other existing policies, capacities and capabilities, the country's strengths, and weaknesses as well as the challenges and opportunities offered by globalization and regional integration.
- iii. recognizing the importance of promoting resource-based industries particularly those that are labour intensive, and export-oriented for increased productivity and growth in all the industrial sub-sectors.
- iv. encouraging sustainable creativity and innovation to continually improve production process and the quality of products.
- v. encouraging effective development of industrial human resource and specific skills for industry to enhance competitiveness.
- vi. identifying the foundational pillars and measures for vibrancy and growth of the industrial sector and recommending appropriate policy interventions for the realization of the sector goals.
- vii. providing a legal and institutional framework for substantial improvements in intra-governmental coordination, under a Public Private Partnership arrangement.

d) ***National Environment Policy (2013)***: This policy goal is management and sustainable use of the environment and natural resources to enhance biodiversity, valuation of environmental and natural resources, rehabilitation and restoration of degraded environmental areas, effective waste and pollution management,

disaster management, data and information. The objectives of this Policy are as follows:

- i. Provide a framework for an integrated approach to planning, partnership, coordination, participation, protection, conservation and sustainable management of Kenya's environment and natural resources.
  - ii. Strengthen the legal and institutional framework for effective coordination and management of the environment and natural resources.
  - iii. Ensure sustainable management of the environment and natural resources, such as unique terrestrial and aquatic ecosystems, for national economic growth and improved livelihoods.
  - iv. Promote and support research, capacity development and innovative environmental management tools including incentives, total economic valuation, indicators of sustainable development, strategic environmental assessments (SEAs), environmental impact assessments (EIAs), Environmental Audit, and Payment for Environmental Services (PES).
  - v. Ensure inclusion of cross-cutting issues –such as poverty reduction, gender, disability, and HIV&AIDS –in the management of environment and natural resources.
- e) ***Africa Quality Policy (AQP) (2021)***: The AQP is anchored on principles of ownership, inclusiveness, coherence, optimization, and sustainability. The AQP provides a policy context and focus on the components of QI including standardization, metrology, accreditation, conformity assessment, technical regulations, and market surveillance. The AQP encourages member states to:
- i. strengthen the active participation of member states' national bodies in the development of regional and international standards particularly in those sectors that are crucial for intra-African and international trade:
  - ii. ensure that their standardizing bodies accept and follow the Code of Good Practice for the Preparation, Adoption, and Application of standards as provided in Annex 3 of WTO Agreement on Technical Barriers to Trade; and
  - iii. promote the linkages between research and innovation with African standardization work.

The African Quality Policy further requires member states including Kenya to establish

national technical regulatory framework with view to applying a set of mechanisms and related principles of Good Regulatory Practice as recommended by WTO TBT Committee and use international standards and African Organization for Standardization (ARSO) and African Electrotechnical Standardization Commission (AFSEC) as relevant basis for technical regulations.

## **2.4 Socio-economic contributions**

The QI contributes to governmental policy objectives in areas including trade competitiveness in global markets, industrial development, health and safety, and environment. QI has known economic benefits, for instance in the UK, standards reforms contributed to 13 per cent growth in labour productivity. The socioeconomic contributions of an QI include:

### **2.4.1 Trade, market access and investment**

Quality Infrastructure is an important factor to trade facilitation and market access. It contributes to effective operation of domestic markets, and its international recognition is important in fostering access to foreign markets. It makes a country globally competitive by enhancing its ability to exploit commercial opportunities and participate in international supply chains by ensuring compliance with quality requirements and international trade rules. QI builds confidence in traded goods and services by assuring that they conform to the characteristics settled in contracts. For instance, metrology ensures that there is integrity in sales, guaranteeing that the quantity delivered to the purchaser is not less than the quantity contracted for and paid for. Standards enable comparability of different products and services in terms of their properties across countries or regions. Accreditation fosters transparency by ensuring practices and procedures of the involved organizations are accessible and auditable by the concerned parties and decreases uncertainty between worldwide producers. Transparency helps to reduce entry barriers. Conformity assessment enables respective players to demonstrate through a set of recognized processes that products, services or systems meet the requirements of a standard. Through these, QI promotes economic prosperity in line with national policies and Vision 2030 objectives.

### **2.4.2 Manufacturing and industrialization**

Quality Infrastructure is an important factor in achievement of Kenya's key development goals in the manufacturing sector. BETA seeks to enhance manufacturing productivity through investment in core areas like leather, building/construction products, pharmaceutical and medical supplies, garments and textiles, edible oil processing, dairy products, electric vehicles. Standardization will provide the predictable environment that gives entrepreneurs incentives to invest in the country as well as giving export markets assurances about Kenya's products. In manufacturing, QI guarantees the quality of goods produced. The quality of goods is a pillar for social-economic development. Quality Infrastructure ensures that manufactured goods conform to requirements established through a standard, thus also enabling reliability across supply chains where different manufacturers are producing at different stages and the actors need to trust their counterparts. It also enables traceability of measurement units and procedures, resulting in the comparability of manufactured outputs against a national measurement standard.

### **2.4.3 Health and safety**

The human resource of a country is a key driver of development and QI is imperative in protecting the health and safety of citizens. It addresses the needs of the nation's citizens, customers, and consumers by ensuring that products and services offered are of the required quality. An effective QI not only guarantees citizen access to safe food and water in sufficient quality throughout their life cycle to satisfy their nutritional needs for optimal health, but also ensures that its citizenry have access to the highest quality of healthcare, by ensuring that hospital, medical laboratories, and diagnostic imaging channel out the right results to ensure treatment of patients, which will in turn ensure a healthy and working nation.

### **2.4.4 Environment**

Quality Infrastructure is a critical element in promoting and sustaining environmental wellbeing. Environmental protection is an important issue in the discourse on sustainable development. Where products are deemed harmful to the environment, QI such as metrology can be used to measure the levels of the product contained, and technical regulations established forbidding the presence of the product beyond a certain level.

Hence QI contributes to environmental management, protection, and preservation by preventing and mitigating adverse impacts of products, services, and processes.

## **2.5 Challenges facing QI in Kenya**

The QI faces several challenges including low capacity, limited skills, inadequate awareness, inconsistency in policies, legal, regulatory, and institutional framework, weak coordination and synergies among actors, inadequate coverage of emerging markets and slow adoption of QI changes, and risks.

### **2.5.1 Low capacity**

Organizations in the QI experience inadequate capacity to execute their mandate. Capacity gaps persist in material resources, equipment, technology, infrastructure, and funding. This has made it difficult to effectively undertake market surveillance, enforcement, testing, inspections as well as maintenance of equipment and technology. Further, standards take too long to be developed to cope with the needs and rapid changes that may be occurring in the country.

The entities involved in the QI have inadequate facilities for treatment and addressing non-conformity, isolation, destruction, and disposal of products found to be substandard. This negates the efficacy of QI functions and may ultimately cause further harm or danger to people and the environment.

There is low adoption of technology and innovation. Technology and equipment used in QI, for instance in testing to support quality assurance, requires expensive equipment which is often foreign acquired. This imposes high maintenance costs. Further, uptake of research and innovation and support QI is low.

QI experiences inadequate funding. Limited awareness among policy makers on the costs incurred due to substandard products, services and processes leads to inadequate allocation of funds to the QI organizations. This limits the effectiveness of QI organizations in executing their mandate.

### **2.5.2 Limited skills**

QI also has challenges in skilled human resources. There are inadequate human resources in QI organizations which has limited their effectiveness. There are gaps in the conformity

of skills among different professions exacerbated by poor quality training where trainers lack facilities and limited attachment opportunities on Standards, Metrology, Accreditation, Conformity Assessment and Market Surveillance. Further to this is the challenge of limited skills transfer within the industry due to weak linkages and ineffective utilization of existing skills leading to skill redundancies.

### **2.5.3 Inadequate awareness**

Effective implementation of QI has been hampered by inadequate awareness among organizations and the public on the existence and role of quality standards and technical regulations. The lack of strong consumer associations to influence the quality of Kenyan products and services is a challenge. There is lack of a clear mechanism to ensure producers are aware of changing standards. Standards are dynamic, once they change, there is need to enlighten consumers. Further to this is the lack of embracement of quality management systems and credible conformity assessment in public and private organizations. This could be explained by lack of a quality culture across all sectors-public, private and consumers, which tends to focus on quantity rather than quality as well as fear of the unknown. Limited awareness among actors lead to market access challenges due to sub-standard, low quality or unfair business practices which further infringe on consumer rights.

### **2.5.4 Inconsistency in policies, legal, regulatory, and institutional framework**

QI legal and regulatory framework is inconsistent, and this is manifested by conflicting or inexistent legislations creating overlaps across National Government Ministries and Agencies, and County Governments. This is explained by the delay in the adoption of a Quality Policy and enactment of various laws such as the Standards Bill, 2019 and the Legal Metrology Bill, 2020. There are laws and regulations that are neither aligned to the Constitution nor geared towards the realization of the Integrated National Export Development and Promotion Strategy (2018), or realization of the Kenya Vision 2030. County Governments are not integrated into the current standards framework as they are not recognized by the legislations in place.

There is also non-alignment of some of QI administration and enforcement procedures

with international best practices, for example, powers to enforce under KEPHIS. Further, there is inadequate harmonization in enforcement of quality control mechanisms and existence of gaps between international, regional, and local standards.

The legal and regulatory framework has not also adequately defined the assignment and separation of roles and QI domain activities as relates to regulation, standardization, metrology, accreditation, conformity assessment, and market surveillance as obligated in the COMESA and EAC requirements.

The weaknesses in the legal and regulatory framework have occasioned the duplication of roles and inadequate harmonization of objectives among quality organizations. Further there is occurrence of conflicting or overlapping mandates. This has led to high cost of QI services, contributing to low compliance, lengthy and costly transaction times, role conflict, inefficiency, and waste of resources.

It is worth noting that certain aspects of QI may have adverse economic impacts. These may include constraints to technological innovation through variety reduction occasioned by standardization. QI may limit competition and create trade barriers where complex practices and technologies are prescribed and where national standards require high costs to comply. Further, anticompetitive impacts arise where only a few producers can adapt to standards and procedures.

#### **2.5.5 Weak coordination and synergies among actors**

Weak coordination and inadequate synergies among entities in the QI has led to challenges in timely sharing of technical information. Emanating from this is the lack of unified standards for instance in testing laboratories and limited independence in QI organizations. The multi-agency approach adopted in current QI regime lacks clarity, for example, in committee membership, hence limiting inclusiveness. Lack of tools to coordinate market surveillance activities due to complexity of supply chains; lack of clear and uniform rules applying to products or services in various categories; and inadequate infrastructure to ensure that the activities can cope with enforcing legislation further impede the QI.

### **2.5.6 Inadequate coverage of emerging markets and slow adoption of QI changes**

The three-year National Standardization Strategy (2019-2022) captures new areas for standardization on an annual basis, however, the emerging activities in some markets have not been adequately covered with regards to standards, for example agriculture—poultry incubators, camel milk, and e-commerce. Related to this is the challenge of conflicting standards and the lack of coverage in emerging markets. The QI ecosystem globally is dynamic with frequent changes in technology, for example, recent re-definition of the SI units, which poses a challenge of the speed at which organizations can track these changes and adopt them. There is also low uptake of trademarks which may affect identification and quality assurance of products in the market.

### **2.5.7 Risks**

Quality Infrastructure is exposed to internal and external risks which impede effective implementation of quality standards, measurements, metrology, accreditation, conformity assessments, technical regulations, and market surveillance. Some of these internal risks include inadequate resource allocation to QI activities that are seen to be a public good and not a revenue generating activity, poor quality culture, and poor awareness on the impact of QI on the economy. Additionally, external risks come from undue influence from external actors and lack of a single source of information to create awareness of QI. In the regional and global context of QI, political issues and general distrust between member states creates challenges in complementarity and recognition. Emerging issues also pose potential risks to provision of QI services.

## **2.6 SWOT analysis**

This section presents the Strengths, Weakness, Opportunity, and Threat (SWOT) analysis thus presenting the internal and external factors for the QI which is depicted in Table 2.

**Table 2: SWOT Analysis**

<b>Strengths</b>	<b>Weaknesses</b>
1. Existence of legal frameworks and mandates.	1. Weak policy, legal, and regulatory framework.
2. Experience among QI organizations in practices and existence of skilled,	2. Inadequate human, technical, and financial resources

<p>qualified, diversified human capital, and facilities.</p> <ol style="list-style-type: none"> <li>3. Existence of quality standards referenced in regulatory requirements.</li> <li>4. Established multi-agency collaboration on quality standards.</li> <li>5. Availability of government funding to support roles and functions of QI organizations.</li> <li>6. Active membership of QI organizations in regional, continental, and international QI bodies.</li> </ol>	<ol style="list-style-type: none"> <li>3. Delay in development and implementation of service delivery innovations that interface with the customer.</li> <li>4. Inadequate of robust data analysis which affects decision making.</li> <li>5. Costly nature of QI services relative to economic context.</li> <li>6. Operational cost base growing at a pace faster than revenue generation.</li> <li>7. Low uptake of research, development, and innovation (RDI).</li> </ol>
<p><b>Opportunities</b></p>	<p><b>Threats</b></p>
<ol style="list-style-type: none"> <li>1. Existing impetus from stakeholders to formulate and implement Quality Policy.</li> <li>2. Existence of regional, continental, and international QI frameworks for enhanced collaboration.</li> <li>3. Existence of convergent technologies and system integration for increased efficiency.</li> <li>4. Continued government goodwill on QI to support development agenda.</li> <li>5. Enhanced QI services due to growth of MSMEs activities</li> <li>6. Investment in infrastructural projects and other facilities in the counties.</li> <li>7. Existence of technical expertise and capability to train and offer QI services for the region.</li> <li>8. Growth in establishment of conformity assessment bodies and training organizations within the private sector.</li> </ol>	<ol style="list-style-type: none"> <li>1. Rapidly changing international QI norms.</li> <li>2. Emerging government directives and policies that affect operations and allocation of resources.</li> <li>3. Low awareness on QI services, and poor quality culture among the public and private sectors and customers.</li> <li>4. Trade malpractices, criminal activities, and negligence, e.g illicit trade, contraband, counterfeits, and emerging cyber security threats.</li> <li>5. Overreliance on QI services from international QI organizations, even for services that are available locally.</li> <li>6. Inadequate funding for public good imperatives i.e standardization, metrology, and accreditation.</li> </ol>

## CHAPTER THREE: POLICY STATEMENTS

### 3.1 Introduction

The policy interventions outlined below will address the challenges facing the QI with an aim of establishing a sustainable and effective Quality Infrastructure System in Kenya for globally competitive products and services. The interventions are in tandem with the seven objectives as stated in section 1.3.

### 3.2 Enhance capacity within QI

The government will develop, enhance, and strengthen the capacity in standardization, metrology, accreditation, conformity assessment, technical regulations, and market surveillance. The capacity is aimed at meeting international best practises. The capacity parameters include ST&I, equipment facilities and financial sustainability within public and private sectors. The government will therefore employ the following interventions to enhance QI capacity:

- i. Review and re-engineer the current quality infrastructure.
- ii. Design and establish appropriate standardization, metrology, conformity assessment, accreditation, technical regulations, and market surveillance infrastructure.
- iii. Establish, maintain, and continuously improve the capacity in QI.
- iv. Support the QI to comply with regional and international requirements.
- v. Facilitate technology acquisition and adoption.
- vi. Develop linkages with the regional and international, standardization bodies, accreditation fora, and metrology system.
- vii. Enhance research and development (R&D) in QI.
- viii. Designate and facilitate accredited private sector-based bodies for provision of conformity assessment services.
- ix. Facilitate QI organizations to guide national standards development into the adoption of relevant international and regional standards with minimum deviations.
- x. Facilitate QI organizations to participate in the process of developing international

and regional standards where this is of strategic importance for Kenya.

- xi. Facilitate market surveillance and enforcement to ensure conformity.
- xii. Develop capacity to identify emerging markets for standard formulation.
- xiii. Promote establishment and modernization of QI facilities.
- xiv. Promote investment in QI facilities at the county level.
- xv. Enhance financial sustainability within the QI.
- xvi. Establish a mechanism to identify technical experts to support QI.

### **3.3 Strengthen QI skills and technical expertise.**

The government will establish, maintain, and continuously improve the capacity and technical competency in standardization, metrology, accreditation, conformity assessment, technical regulations, and market surveillance and ensure highly skilled personnel required for an effective and efficient QI. This will be achieved through training and other technological skills development strategies targeting the public and the private sector. The government will therefore employ the following interventions:

- i. Review tertiary education and training curricula to incorporate standardization, metrology, accreditation, conformity assessment, technical regulations, market surveillance, and develop syllabus for quality professionals.
- ii. Support the various standardization, metrology, accreditation, conformity assessment, technical regulation, and market surveillance skills upgrading programmes.
- iii. Enhance cooperation for skills development between government, the private sector and other non-state actors and support continuous professional development of quality professionals.
- iv. Develop specialized knowledge and expertise required for implementing the QI within training organizations.
- v. Establish a framework for certification, registration, and continuous professional development for QI professionals.
- vi. Support training organizations to offer high quality training on QI with appropriate training facilities and accredit training organizations and trainers for quality certification programme.
- vii. Develop linkages to facilitate skills transfer within the industry.

- viii. Establish a competence framework that defines the competencies required by quality professionals to perform different QI roles effectively.

### **3.4 Create awareness on QI**

The government will ensure awareness, information, and knowledge on QI amongst producers, suppliers and consumers on standards and quality of goods and services in the marketplace is well instituted. The aim is to create the quality consciousness amongst producers, suppliers, and consumers. The specific policy interventions that government will employ include:

- i. Inculcate and reinforce a quality culture.
- ii. Undertake quality awards for various sectors.
- iii. Promote and support the creation of mechanisms that contribute to quality awareness and knowledge dissemination.
- iv. Enhance effective awareness programs for industry especially MSMEs.
- v. Establish and maintain a single reference point for information on QI.
- vi. Strengthen consumer associations to contribute to the quality of products and services.
- vii. Strengthen consumers' protection and systems.

### **3.5 Provide a conducive legal and regulatory framework**

The government will conduct legal, institutional, and regulatory reforms to strengthen QI; ensure compliance with regional and international obligations for Kenya and to establish effective enforcement. The aim is to promote appropriate quality practices, fair competition, enhance consumer welfare and promote sustainable development. To provide a conducive legal and regulatory framework for QI, the government will therefore employ the following interventions:

- i. Review and revise the existing relevant legislation to identify the inconsistencies and duplications and to provide clarification on necessary resources and powers to execute QI mandates in an impartial manner.
- ii. Ensure the role of the national standards body, the national metrology institute, the national legal metrology department and the national accreditation body and their mandates are well defined.

- iii. Align relevant QI legislation to national developments, international and regional obligations, and good practices.
- iv. Review and consolidate legislation that defines the responsibilities of producers and suppliers.
- v. Establish and implement a National Technical Regulation Framework and a Code of Good Practice for the preparation, adoption, and application of standards with the requirements of the WTO TBT at both the national and county levels.

### **3.6 Enhance coordination and synergies in QI**

The government will establish an effective coordination of quality infrastructure organizations providing standardization, metrology, accreditation, conformity assessment services, and market surveillance for an effective and efficient regulatory management and oversight mechanisms. To achieve this, the government will employ the following interventions:

- i. Establish a mechanism of enhanced coordination and collaboration among the core Quality Infrastructure organizations.
- ii. Provide a mechanism for intergovernmental and intragovernmental coordination of QI.
- iii. Establish and/or strengthen the National Standards Body, the National Accreditation Body, and the National Metrology Institute.
- iv. Establish a National Quality Council.

### **3.7 Address emerging markets and Issues**

The government will ensure that QI is relevant, dynamic, and responsive to market needs ensuring socio-economic development whilst guaranteeing consumer and environmental protection. The government will therefore employ the following interventions:

- i. Establish mechanisms to identify emerging markets and issues that require standardization, metrology, accreditation, conformity assessment, technical regulations, and market surveillance.
- ii. Establish mechanisms to identify and implement emerging conformity assessment approaches.

### **3.8 Mitigate risks in QI**

The government will ensure organizations within the national quality system carry out their mandate and responsibilities impartially, efficiently, and effectively. The following interventions are geared towards addressing external risks:

- i. Establish mechanism to mitigate quality risks.

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## **CHAPTER FOUR: POLICY COORDINATION AND IMPLEMENTATION**

### **4.1 Policy Coordination and Implementation Framework**

The QI has several stakeholders who are state and non-state actors, who offer Metrology, Standards, Conformity Assessment, Accreditation services and Market Surveillance. Further, the elements of national quality are interrelated. However, there is no overarching body to coordinate and harmonize all activities in the achievement of national quality. The lack of coordination has contributed to weak synergies between actors in QI.

As indicated in Chapter 3 (section 3.5) of this policy, there will be enhanced coordination and synergies in QI which is to be achieved through the establishment of a National Quality Council (NQC) to be domiciled in the Executive Office of the President. Further, a coordination and collaboration framework among the core National Quality organizations will be established. This is necessary to streamline the QI to support a globally competitive and prosperous Kenya. The implementation matrix in appendix 1 details the activities and responsibilities for the purpose of implementation and coordination.

The National Quality Council will be established through an appropriate legal framework. Membership will be drawn from stakeholders including representatives of QI organizations, representatives of state departments involved with QI, Council of Governors (CoG), and relevant private sector organizations with national membership.

The mandate of the National Quality Council is to provide coordination; advisory; technical support for efficient regulation; and monitor compliance to technical regulations.

The National Quality Council will be responsible for undertaking the following activities:

- i. Ensure efficiency and effectiveness in the implementation and coordination of the policies and programmes of the QI through an established coordination framework.
- ii. Establish effective mechanisms for identifying and mapping all actors and their activities as involved QI and maintain a database.
- iii. Undertake research in QI and disseminate findings.

- iv. Establish a centralized national quality information system to provide all necessary information on regulations and QI to enhance compliance with technical regulations.
- v. Recommend reviews of technical regulations to ensure regulatory efficiency.
- vi. Adopt effective Monitoring and Evaluation (M&E) mechanism as presented in Chapter 5 of this policy to monitor implementation and evaluation of QI policies and programmes continuously and systematically.
- vii. Establish collaborative mechanism for quality advocacy, awareness, promotion, and recognition awards.

## **4.2 Role of Stakeholders**

### **4.2.1 State Actors**

The state actors that will play a crucial role include the Ministry/ies responsible for QI, county governments and MDAs at the national and county levels. Key mandates of state actors include:

- i. Provision of standardization, metrology, accreditation, conformity assessment, technical regulations, and market surveillance services.
- ii. Formulate and enforce technical regulations.
- iii. Build capacity in organizations mandated to perform standardization, metrology, accreditation, conformity assessment, technical regulations, market surveillance, and other QI services.
- iv. Facilitate the provision of technology and infrastructure to support QI services to enhance quality products, processes, systems, and services.
- v. facilitate the capacity building activities of quality professionals.
- vi. Support QI through research, innovation, and intellectual property.
- vii. Support the private sector in provision of conformity assessments and other QI services.
- viii. Promote industrial development and trade through standardization, metrology, conformity assessment and accreditation, technical regulations.

The **Ministry and regulatory agencies**, in liaison with the National Quality Council will provide leadership in the formulation of relevant policies, laws, technical regulations,

their implementation, and M&E to assess whether the intended policy goals are realized cost-effectively. This is relevant in enhancing industrial development, trade, environment, food and health safety and consumer welfare.

**The County Governments** formulate and implement policies and programmes on devolved functions as provided for in the Fourth Schedule of the Constitution of Kenya, some of which have direct relevance for development of QI. This includes trade development and regulation of trade activities including markets, trade licenses and fair-trading practices. As established in Legal Notice No. 137 dated 9<sup>th</sup> August 2013, the County Governments roles in fair-trading practices relate to verification of weighing and measuring instruments, inspection of weighting and measuring instruments and pre-packed goods; investigation of complaints relating to unfair trade practices and prosecution of offences arising from unfair trade practices. Counties' mandate in agriculture and health include enforcement of regulations and standards on quality control of inputs, produce and products from the agricultural sector and licensing of undertakings that sell food to the public including food safety, control and enforcement of waste management policies, standards and regulations respectively.

In undertaking planning and development, the county governments will mainstream QI activities in their County Integrated Development Plans to support implementation of this policy. Counties will actively participate in the technical committees of QI. Other MDAs will also play important roles in the QI through the NQC.

#### **4.2.2 Non-State Actors**

The non-state actors include the private sector, NGOs, development partners, and international and regional liaison who play various roles. The private sector actors include individual entities providing QI services and associations formed by a group of entities who come together under a common objective, organizations of higher learning, and research organizations.

The individual **private sector entities** provide various roles within the QI which include:

- i. Provision of expert information on quality, and necessary requirements for standardization, metrology, conformity assessment, and accreditation.

- ii. Provision of conformity assessment services to complement the role of state actors.
- iii. Provision of calibration services to complement the National Metrology Institute (NMI) in dissemination of the SI units in the country and region.
- iv. Enhancement of technology and equipment for use in setting standards, metrology, conformity assessment and accreditation.
- v. Support capacity building activities of quality professionals in various technical areas.
- vi. Building capacity on commercial solutions in calibration and conformity assessments.

The ***Private sector associations*** (this includes trade, industry, and consumer associations) nurture collaborations among members through their collective approach, provide industry linkages, and act as an intermediary between members and other actors including the national and county governments.

Associations therefore play a critical role in the public policy process through: improving the quality of products and services, hastening the introduction of international good practices in the field of quality and so contribute to the competitiveness of Kenya products and services; participate actively in technical committees of the public QI organizations dealing with standardization, accreditation, conformity assessment and metrology; invest in the development of quality infrastructure such as inspection bodies, test and calibration laboratories and certification organizations thereby benefiting from the improved market opportunities that result from the implementation of the Quality Policy; develop human resources, training the people needed for implementing management systems standards and for improving and maintaining the quality of products and services; participate in and promote national quality events, including Kenya quality awards and the like; sponsor, participate in and promote quality dissemination activities, such as congresses, seminars and publication of information in journals, magazines and other suitable means for communication; and participate in financing activities that support quality.

The **NGOs** will support QI through: promoting and participating in the education and training activities of quality system professionals; participate in the dissemination of quality related information; implement activities that promote improvement of quality;

promote the representation of relevant bodies in the technical committees in the field of standardization, metrology, accreditation, conformity assessment, technical regulations, and market surveillance; and propose suggestions on quality policy improvement and better ways to implement the Quality Policy.

The **development partners** support the implementation of the Quality Policy; support the transfer of quality related technology to the country; support the transfer of knowledge and information which allow for the development of adequate quality and technology infrastructure; Provide training for national specialists and technicians necessary to support the implementation of the Quality Policy.

On **international and regional liaison**, stakeholders will cooperate and actively participate in QI activities regionally and internationally.

## CHAPTER FIVE: MONITORING AND EVALUATION

### 5.0 Introduction

M&E will strengthen the links between the policy interventions and outcomes, enhance accountability and transparency, and identify deviations from plans for informed corrective measures for a sustainable and effective Quality Infrastructure System. The National Monitoring and Evaluation Policy 2012 informs the establishment of this M&E framework.

### 5.1 Monitoring and Evaluation Framework

The M&E framework will establish a mechanism to continuously collect, track, analyse and report on resources utilized, outcomes and impacts achieved informing implementation of this policy. Timely dissemination and sound feedback mechanisms for M&E report findings will aid in implementation of this policy. This will ensure the intended objectives, outcomes and impacts are relevant, efficient, effective, impactful, and sustainable. The National Quality Council will be mandated to establish the M&E framework to monitor and evaluate implementation of the QI policies and programmes.

### 5.2 M&E Plan and Activities

The National Quality Council shall develop an M&E Plan to monitor implementation of the Policy by performing the following activities:

1. Build human and institutional capacity to undertake M&E effectively and efficiently.
2. Establish an integrated M&E framework for QI.
3. Undertake regular monitoring and periodic reviews during implementation of this policy.
4. Establish a participatory monitoring mechanism involving relevant stakeholders.
5. Establish M&E reporting tools with SMART (Specific, Measurable, Achievable, Relevant and Time-bound) indicators, targets, outputs (results) and outcomes.

### **5.3 M&E Reporting**

The National Quality Council will provide data and information in periodic reports aimed at identifying successes, gaps and areas for improvement which will be made accessible to all actors.

### **5.4 Periodic Review**

This policy shall be reviewed every five years. The review process shall be consultative and participatory.

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**APPENDIX I: Implementation matrix**

<b>Policy Issue</b>	<b>Interventions</b>	<b>Activities</b>	<b>Indicators</b>	<b>Responsibilities</b>
<ul style="list-style-type: none"> <li>Enhancing capacity within QI</li> </ul>	Review and re-engineer the current quality infrastructure	<ul style="list-style-type: none"> <li>Identify and profile existing infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>An infrastructure profile</li> </ul>	<ul style="list-style-type: none"> <li>State Department for industrialization (SDI)</li> <li>National Quality Organizations</li> <li>MDAs</li> <li>County Governments</li> <li>National Quality Council</li> <li>Private sector</li> </ul>
		<ul style="list-style-type: none"> <li>Revamp and re-engineer existing infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Number of revamped and re-engineered infrastructure institutions</li> </ul>	<ul style="list-style-type: none"> <li>State Department for industrialization (SDI)</li> <li>National Quality Organizations</li> <li>MDAs</li> <li>County Governments</li> <li>National Quality Council</li> <li>Private sector</li> </ul>
	Design and establish appropriate Standardization, Metrology, Accreditation, Conformity Assessment, Technical	<ul style="list-style-type: none"> <li>Identify quality infrastructural needs and gaps</li> </ul>	<ul style="list-style-type: none"> <li>Needs and gaps assessed</li> </ul>	<ul style="list-style-type: none"> <li>State Department for industrialization (SDI)</li> <li>National Quality Organizations</li> <li>MDAs</li> <li>County Governments</li> <li>National Quality Council</li> <li>Private sector</li> </ul>

<b>Policy Issue</b>	<b>Interventions</b>	<b>Activities</b>	<b>Indicators</b>	<b>Responsibilities</b>
	Regulations, and Market Surveillance infrastructure.	<ul style="list-style-type: none"> <li>Identify strategic actors for technical assistance</li> </ul>	<ul style="list-style-type: none"> <li>Strategic actors identified</li> </ul>	<ul style="list-style-type: none"> <li>State Department for industrialization (SDI)</li> <li>National Quality Organizations</li> <li>MDAs</li> <li>County Governments</li> <li>National Quality Council</li> <li>Private sector</li> </ul>
		<ul style="list-style-type: none"> <li>Map out resources required</li> </ul>	<ul style="list-style-type: none"> <li>Amount of resources required</li> </ul>	<ul style="list-style-type: none"> <li>State Department for industrialization (SDI)</li> <li>National Quality Organizations</li> <li>MDAs</li> <li>County Governments</li> <li>National Quality Council</li> <li>Private sector</li> </ul>
	Establish, maintain, and continuously improve the capacity in QI.	<ul style="list-style-type: none"> <li>Establish a multi-stakeholder committee to review capacity needs assessment</li> </ul>	<ul style="list-style-type: none"> <li>Multi-stakeholder committee established</li> </ul>	<ul style="list-style-type: none"> <li>State Department for industrialization (SDI)</li> <li>National Quality Council</li> <li>Private sector</li> </ul>
		<ul style="list-style-type: none"> <li>Undertake regular capacity needs assessment</li> </ul>	<ul style="list-style-type: none"> <li>Capacity needs in QI undertaken</li> </ul>	<ul style="list-style-type: none"> <li>State Department for industrialization (SDI)</li> <li>National Quality Council</li> <li>National Quality Organizations</li> </ul>

Policy Issue	Interventions	Activities	Indicators	Responsibilities
				<ul style="list-style-type: none"> <li>• Private sector</li> </ul>
	Support the QI to comply with regional and international requirements.	<ul style="list-style-type: none"> <li>• Identify regular regional and international compliance requirements</li> </ul>	<ul style="list-style-type: none"> <li>• identified regional and international requirements</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization (SDI)</li> <li>• National Quality Council</li> <li>• QI Organizations</li> <li>• Private sector</li> <li>• Council of Governors (CoG)</li> <li>• Office of Attorney General (OAG)</li> <li>• Ministry of Foreign and Diaspora Affairs</li> </ul>
		<ul style="list-style-type: none"> <li>• Develop a sensitization and monitoring framework on compliance</li> </ul>	<ul style="list-style-type: none"> <li>• A sensitization and monitoring framework established</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization (SDI)</li> <li>• National Quality Council</li> <li>• National Quality Organizations</li> <li>• Private sector</li> <li>• County governments</li> </ul>
	Facilitate technology acquisition and adoption.	<ul style="list-style-type: none"> <li>• Identify relevant technological needs and gaps</li> </ul>	<ul style="list-style-type: none"> <li>• Technological needs and gaps assessed</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> <li>• National Quality Council</li> <li>• National Quality Organizations</li> <li>• MDAs</li> <li>• County Governments</li> <li>• Universities</li> </ul>

Policy Issue	Interventions	Activities	Indicators	Responsibilities
				<ul style="list-style-type: none"> <li>• Private sector</li> </ul>
		<ul style="list-style-type: none"> <li>• Increase technology and innovation centers (TISCs)</li> </ul>	<ul style="list-style-type: none"> <li>• Number of new technology and innovation centers established.</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> <li>• National Quality Council</li> <li>• National Quality Organizations</li> <li>• MDAs</li> <li>• County Governments</li> <li>• Universities</li> <li>• Private sector</li> </ul>
		<ul style="list-style-type: none"> <li>• Monitor technology trends and maintain a database of relevant technologies</li> </ul>	<ul style="list-style-type: none"> <li>• Established technology monitoring system</li> <li>• A database of relevant technologies</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> <li>• National Quality Council</li> <li>• National Quality Organizations</li> <li>• MDAs</li> <li>• County Governments</li> <li>• Universities</li> <li>• Private sector</li> </ul>
		<ul style="list-style-type: none"> <li>• Establish technology information sharing platforms to enable technology uptake</li> </ul>	<ul style="list-style-type: none"> <li>• Technology information sharing platforms established</li> <li>• Number of technology uptakes</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> <li>• National Quality Council</li> <li>• National Quality Organizations</li> <li>• MDAs</li> <li>• County Governments</li> <li>• Universities</li> </ul>

Policy Issue	Interventions	Activities	Indicators	Responsibilities
	Develop linkages with the regional and international standardization bodies, accreditation for a, and metrology system.	<ul style="list-style-type: none"> <li>• Identify strategic regional and international actors and their activities</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic regional and international actors and their activities identified</li> </ul>	<ul style="list-style-type: none"> <li>• Private sector</li> <li>• State Department for industrialization</li> <li>• National Quality Council</li> <li>• National Quality Organizations</li> <li>• MDAs</li> <li>• County Governments</li> <li>• Private sector</li> <li>• International Organization for Standardization (ISO)</li> <li>• the International Electrotechnical Commission (IEC)</li> <li>• International Telecommunications Union (ITU)</li> <li>• The Codex Alimentarius Commission</li> <li>• The International Plant Protection Convention (IPPC)</li> <li>• The World Organization for Animal Health (WOAH)</li> </ul>

Policy Issue	Interventions	Activities	Indicators	Responsibilities
				<ul style="list-style-type: none"> <li>• African Organization for Standardization (ARSO)</li> <li>• African Electrotechnical Standardization Commission (AFSEC)</li> <li>•</li> </ul>
		<ul style="list-style-type: none"> <li>• Establish a collaborative framework with strategic regional and international actors</li> </ul>	<ul style="list-style-type: none"> <li>• A collaboration framework established</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> <li>• National Quality Council</li> <li>• National Quality Organizations</li> <li>• MDAs</li> <li>• County Governments</li> <li>• Private sector</li> </ul>
	Enhance research and development (R&D) in QI.	<ul style="list-style-type: none"> <li>• Establish a framework for identification of priorities in R&amp;D</li> </ul>	<ul style="list-style-type: none"> <li>• Priorities in R&amp;D identified</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> <li>• National Quality Council</li> <li>• National Quality Organizations</li> <li>• MDAs</li> <li>• County Governments</li> <li>• Private sector</li> <li>• Universities</li> <li>• Research organizations</li> <li>• Development partners</li> </ul>

<b>Policy Issue</b>	<b>Interventions</b>	<b>Activities</b>	<b>Indicators</b>	<b>Responsibilities</b>
		<ul style="list-style-type: none"> <li>• Develop and implement an R&amp;D strategy</li> </ul>	<ul style="list-style-type: none"> <li>• An R&amp;D strategy developed and implemented</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> <li>• National Quality Council</li> <li>• National Quality Organizations</li> <li>• MDAs</li> <li>• County Governments</li> <li>• Private sector</li> <li>• Universities</li> <li>• Research organizations</li> <li>• Development partners</li> </ul>
		<ul style="list-style-type: none"> <li>• Establish linkages between the QI and Research and Academia organizations</li> </ul>	<ul style="list-style-type: none"> <li>• Number of linkages established and results from it</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> <li>• National Quality Council</li> <li>• National Quality Organizations</li> <li>• MDAs</li> <li>• County Governments</li> <li>• Private sector</li> <li>• Universities</li> <li>• Research organizations</li> <li>• Development partners</li> </ul>
		<ul style="list-style-type: none"> <li>• Establish knowledge sharing and transfer platforms</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge sharing and transfer platforms established</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> </ul>

Policy Issue	Interventions	Activities	Indicators	Responsibilities
				<ul style="list-style-type: none"> <li>• National Quality Council</li> <li>• National Quality Organizations</li> <li>• MDAs</li> <li>• County Governments</li> <li>• Private sector</li> <li>• Universities</li> <li>• Research organizations</li> <li>• Development partners</li> </ul>
		<ul style="list-style-type: none"> <li>• Mobilize resources for R&amp;D</li> </ul>	<ul style="list-style-type: none"> <li>• R&amp;D resources mobilized</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> <li>• National Quality Council</li> <li>• National Quality Organizations</li> <li>• MDAs</li> <li>• County Governments</li> <li>• Private sector</li> <li>• Universities</li> <li>• Research organizations</li> <li>• Development partners</li> </ul>
	Designate and facilitate accredited private sector-based bodies for provision of	<ul style="list-style-type: none"> <li>• Identify private sector-based conformity assessment bodies</li> </ul>	<ul style="list-style-type: none"> <li>• Number of private sector conformity assessment bodies identified</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> <li>• National Quality Council</li> <li>• National Quality Organizations</li> </ul>

Policy Issue	Interventions	Activities	Indicators	Responsibilities
	conformity assessment services.			<ul style="list-style-type: none"> <li>• MDAs</li> <li>• County Governments</li> </ul>
		<ul style="list-style-type: none"> <li>• Mapping of private-sector conformity assessment bodies per sector</li> </ul>	<ul style="list-style-type: none"> <li>• Number of private sector conformity assessment bodies mapped per sector established</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> <li>• National Quality Council</li> <li>• National Quality Organizations</li> <li>• MDAs</li> <li>• County Governments</li> </ul>
		<ul style="list-style-type: none"> <li>• Establish a database of private sector conformity assessment bodies per sector</li> </ul>	<ul style="list-style-type: none"> <li>• A database of private sector conformity assessment bodies established</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> <li>• National Quality Council</li> <li>• National Quality Organizations</li> <li>• MDAs</li> <li>• County Governments</li> <li>• Private sector</li> </ul>
		<ul style="list-style-type: none"> <li>• Provide incentives to private sector conformity assessment bodies</li> </ul>	<ul style="list-style-type: none"> <li>• Number and type of incentives provided to private sector conformity assessment bodies</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> <li>• National Quality Council</li> <li>• National Quality Organizations</li> <li>• MDAs</li> <li>• County Governments</li> <li>• Private sector</li> </ul>

<b>Policy Issue</b>	<b>Interventions</b>	<b>Activities</b>	<b>Indicators</b>	<b>Responsibilities</b>
	Facilitate QI organizations to guide national standards development into the adoption of relevant international and regional standards with minimum deviations.	<ul style="list-style-type: none"> <li>• Participate in regional and international fora on standards</li> </ul>	<ul style="list-style-type: none"> <li>• Number of regional and international fora participated in</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> <li>• National Assembly</li> <li>• National Quality Council</li> <li>• National Quality Organizations</li> </ul>
	Facilitate QI organizations to participate in the process of developing international and regional standards where this is of strategic importance for Kenya.	<ul style="list-style-type: none"> <li>• Provide adequate resources</li> </ul>	<ul style="list-style-type: none"> <li>• Amount of budgetary allocation for participation in development of regional and international standards</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> <li>• National Assembly</li> <li>• National Treasury</li> <li>• National Quality Council</li> <li>• National Quality Organizations</li> </ul>
	Facilitate market surveillance and enforcement to ensure conformity.	<ul style="list-style-type: none"> <li>• Provide adequate financial resources for market surveillance</li> </ul>	<ul style="list-style-type: none"> <li>• Amount of budgetary allocation for market surveillance</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> <li>• National Assembly</li> <li>• National Treasury</li> <li>• National Quality Council</li> <li>• The Executive Office of the President</li> </ul>

Policy Issue	Interventions	Activities	Indicators	Responsibilities
				<ul style="list-style-type: none"> <li>• National Quality Organizations</li> <li>• County governments</li> </ul>
		<ul style="list-style-type: none"> <li>• Provide adequate human resources for enforcement</li> </ul>	<ul style="list-style-type: none"> <li>• Number of personnel for enforcement</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> <li>• National Quality Council</li> <li>• National Quality Organizations</li> <li>• County governments</li> <li>• KRA</li> <li>• National Police Service</li> </ul>
	Develop capacity to identify emerging markets for standard formulation.	<ul style="list-style-type: none"> <li>• Establish a mechanism for identification of emerging markets</li> </ul>	<ul style="list-style-type: none"> <li>• A mechanism for identifying emerging markets established</li> <li>• Number of standards formulated for emerging markets</li> </ul>	<ul style="list-style-type: none"> <li>• National Quality Organizations</li> <li>• County governments</li> <li>• National Quality Council</li> </ul>
	Promote establishment and modernization of QI facilities.	<ul style="list-style-type: none"> <li>• Establish the status of current QI status</li> </ul>	<ul style="list-style-type: none"> <li>• Status of current QI facilities established</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> <li>• National Quality Organizations</li> <li>• County governments</li> <li>• National Quality Council</li> </ul>
		<ul style="list-style-type: none"> <li>• Provide financial resources for modernization of QI facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Amount of budgetary allocation for modernization of QI facilities</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> <li>• National Quality Organizations</li> <li>• County governments</li> </ul>

Policy Issue	Interventions	Activities	Indicators	Responsibilities
				<ul style="list-style-type: none"> <li>• National Quality Council</li> <li>• National Assembly</li> <li>• National Treasury</li> </ul>
	Promote investment in QI facilities at the county level.	<ul style="list-style-type: none"> <li>• Review the investment environment to identify investment gaps and opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Investment gaps and opportunities identified</li> </ul>	<ul style="list-style-type: none"> <li>• County governments</li> <li>• National Quality Council</li> <li>• State Department for industrialization</li> </ul>
		<ul style="list-style-type: none"> <li>• Identify opportunities for private sector</li> </ul>	<ul style="list-style-type: none"> <li>• Identified opportunities for the private sector</li> </ul>	<ul style="list-style-type: none"> <li>• County governments</li> <li>• National Quality Council</li> <li>• State Department for industrialization</li> </ul>
		<ul style="list-style-type: none"> <li>• Develop and implement investment strategy to inform investors</li> </ul>	<ul style="list-style-type: none"> <li>• Investment strategy developed and implemented</li> </ul>	<ul style="list-style-type: none"> <li>• County governments</li> <li>• National Quality Council</li> <li>• State Department for industrialization</li> <li>• State Department for Investments</li> </ul>
		<ul style="list-style-type: none"> <li>• Facilitate Public-Private Partnerships (PPPs)</li> </ul>	<ul style="list-style-type: none"> <li>• Number of PPPs facilitated</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> <li>• County governments</li> <li>• National Quality Council</li> <li>• National Treasury</li> <li>• Office off the Attorney General (OAG)</li> </ul>

<b>Policy Issue</b>	<b>Interventions</b>	<b>Activities</b>	<b>Indicators</b>	<b>Responsibilities</b>
	Enhance financial sustainability within the QI.	<ul style="list-style-type: none"> <li>• Establish and implement a framework for financial sustainability</li> </ul>	<ul style="list-style-type: none"> <li>• Framework established</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> <li>• National Quality Council</li> <li>• National Quality Organizations</li> <li>• Private sector</li> <li>• Development partners</li> </ul>
	Establish a mechanism to identify technical experts to support QI.	<ul style="list-style-type: none"> <li>• Develop a framework for technical support programme</li> </ul>	<ul style="list-style-type: none"> <li>• Framework established</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> <li>• National Quality Council</li> <li>• National Quality Organizations</li> <li>• Private sector</li> </ul>
		<ul style="list-style-type: none"> <li>• Map priority areas for technical support</li> </ul>	<ul style="list-style-type: none"> <li>• Number of priority areas identified</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> <li>• National Quality Council</li> <li>• National Quality Organizations</li> <li>• Private sector</li> </ul>
		<ul style="list-style-type: none"> <li>• Identify strategic actors for technical support</li> </ul>	<ul style="list-style-type: none"> <li>• Number of strategic actors identified</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> <li>• National Quality Council</li> <li>• National Quality Organizations</li> <li>• Private sector</li> </ul>

<b>Policy Issue</b>	<b>Interventions</b>	<b>Activities</b>	<b>Indicators</b>	<b>Responsibilities</b>
		<ul style="list-style-type: none"> <li>Establish a database of technical experts</li> </ul>	<ul style="list-style-type: none"> <li>Database in place</li> </ul>	<ul style="list-style-type: none"> <li>State Department for industrialization</li> <li>National Quality Council</li> <li>National Quality Organizations</li> <li>Private sector</li> </ul>
<ul style="list-style-type: none"> <li>Strengthen QI skills and technical expertise.</li> </ul>	Review tertiary education and training curricula to incorporate standardization, metrology, accreditation, conformity assessment, technical regulations, and market surveillance.	<ul style="list-style-type: none"> <li>Undertake a training needs assessment</li> </ul>	<ul style="list-style-type: none"> <li>Training needs assessed.</li> </ul>	<ul style="list-style-type: none"> <li>National Quality Council</li> <li>National Quality Organization</li> <li>National Training Organizations</li> <li>Kenya Institute of Curriculum Development</li> <li>Commission for University Education (CUE)</li> </ul>
		<ul style="list-style-type: none"> <li>Undertake assessment of education and training curricula</li> </ul>	<ul style="list-style-type: none"> <li>Education and training curricula assessed.</li> </ul>	<ul style="list-style-type: none"> <li>National Quality Council</li> <li>National Quality Organization</li> <li>National Education and Training Organizations</li> <li>Kenya Institute of Curriculum Developed</li> <li>Commission for University Education (CUE)</li> </ul>

<b>Policy Issue</b>	<b>Interventions</b>	<b>Activities</b>	<b>Indicators</b>	<b>Responsibilities</b>
		<ul style="list-style-type: none"> <li>• Develop appropriate education and training programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Number of training programmes developed and approved</li> <li>• Number of quality professional trained</li> </ul>	<ul style="list-style-type: none"> <li>• National Quality Council</li> <li>• National Quality Organization</li> <li>• National Education and Training Organizations</li> <li>• Kenya Institute of Curriculum Development</li> <li>• Commission for University Education (CUE)</li> </ul>
	Support various standardization, metrology, accreditation, conformity assessment, technical regulation, and market surveillance skills upgrading programmes	<ul style="list-style-type: none"> <li>• Identify skill upgrading programme gaps.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of gaps in skill upgrading programmes</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> <li>• National Quality Council</li> <li>• National Quality Organization</li> <li>• County Governments</li> <li>• Universities and tertiary education organizations</li> <li>• Commission for University Education (CUE)</li> </ul>
		<ul style="list-style-type: none"> <li>• Develop the skill upgrading programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Number of programmes developed and rolled out.</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> <li>• National Quality Council</li> <li>• National Quality Organization</li> </ul>

<b>Policy Issue</b>	<b>Interventions</b>	<b>Activities</b>	<b>Indicators</b>	<b>Responsibilities</b>
				<ul style="list-style-type: none"> <li>• County Governments</li> <li>• Universities and tertiary education organizations</li> </ul>
		<ul style="list-style-type: none"> <li>• Map suitable skill upgrading organizations.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of organizations mapped for skills upgrading</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> <li>• National Quality Council</li> <li>• National Quality Organization</li> <li>• County Governments</li> <li>• Universities and tertiary education organizations</li> </ul>
	Enhance cooperation for skills development between government, the private sector and other non-state actors and support the continuous professional development of quality professionals.	<ul style="list-style-type: none"> <li>• Establish a framework for collaboration and Continuous Professional Development</li> </ul>	<ul style="list-style-type: none"> <li>• Collaboration framework established.</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> <li>• National Quality Council</li> <li>• National Quality Organization</li> <li>• County Governments</li> <li>• Universities and tertiary education organizations</li> <li>• Private sector</li> </ul>
		<ul style="list-style-type: none"> <li>• Identify strategic actors and their</li> </ul>	<ul style="list-style-type: none"> <li>• Number of strategic actors identified.</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> </ul>

<b>Policy Issue</b>	<b>Interventions</b>	<b>Activities</b>	<b>Indicators</b>	<b>Responsibilities</b>
		activities and engage them	<ul style="list-style-type: none"> <li>• Number of strategic actors engaged</li> </ul>	<ul style="list-style-type: none"> <li>• National Quality Council</li> <li>• National Quality Organization</li> <li>• County Governments</li> <li>• Universities and tertiary education organizations</li> <li>• Private sector</li> </ul>
	Develop the specialized knowledge and expertise required for implementing QI within training organizations.	<ul style="list-style-type: none"> <li>• Establish the level of expertise in QI training organizations</li> </ul>	<ul style="list-style-type: none"> <li>• Established level of expertise in QI training organizations</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> <li>• National Quality Council</li> <li>• National Quality Organization</li> <li>• County Governments</li> <li>• Universities and tertiary education organizations</li> <li>• Private sector</li> </ul>
		<ul style="list-style-type: none"> <li>• Identify providers of QI expertise development.</li> </ul>	<ul style="list-style-type: none"> <li>• Number and type of providers of QI expertise</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> <li>• National Quality Council</li> <li>• National Quality Organization</li> <li>• County Governments</li> <li>• Universities and tertiary education organizations</li> </ul>

Policy Issue	Interventions	Activities	Indicators	Responsibilities
				<ul style="list-style-type: none"> <li>• Private sector</li> </ul>
		<ul style="list-style-type: none"> <li>• Develop expertise in QI training organizations</li> </ul>	<ul style="list-style-type: none"> <li>• Number of trained experts in QI</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> <li>• National Quality Council</li> <li>• National Quality Organization</li> <li>• County Governments</li> <li>• Universities and tertiary education organizations</li> <li>• Private sector</li> </ul>
	Establish a framework for certification, registration, and continuous professionals development for QI.	<ul style="list-style-type: none"> <li>• Establishment of certification, registration, and regulation framework</li> </ul>	<ul style="list-style-type: none"> <li>• An established certification, registration, and regulation framework</li> </ul>	<ul style="list-style-type: none"> <li>• National Quality Council</li> <li>• National Quality Organization</li> <li>• County Governments</li> <li>• Universities and tertiary education organizations</li> <li>• Private sector</li> </ul>
		<ul style="list-style-type: none"> <li>• Identify quality professionals</li> </ul>	<ul style="list-style-type: none"> <li>• Number and type of quality professionals identified</li> </ul>	<ul style="list-style-type: none"> <li>• National Quality Council</li> <li>• National Quality Organization</li> <li>• County Governments</li> <li>• Universities and tertiary education organizations</li> <li>• Private sector</li> </ul>

<b>Policy Issue</b>	<b>Interventions</b>	<b>Activities</b>	<b>Indicators</b>	<b>Responsibilities</b>
		<ul style="list-style-type: none"> <li>• Registration and certification of quality professionals</li> </ul>	<ul style="list-style-type: none"> <li>• Number of registered and certified quality professionals</li> </ul>	<ul style="list-style-type: none"> <li>• National Quality Council</li> <li>• National Quality Organization</li> <li>• County Governments</li> <li>• Universities and tertiary education organizations</li> <li>• Private sector</li> </ul>
	Support training organizations to offer high quality training on QI with appropriate training facilities and accredit training organizations and trainers for quality certification programme.	<ul style="list-style-type: none"> <li>• Conduct a needs assessment study for facilities</li> </ul>	<ul style="list-style-type: none"> <li>• A needs assessment for facilities conducted</li> </ul>	<ul style="list-style-type: none"> <li>• National Quality Council</li> <li>• National Quality Organization</li> <li>• County Governments</li> <li>• Universities and tertiary education organizations</li> <li>• Private sector</li> </ul>
		<ul style="list-style-type: none"> <li>• Provide training facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Training facilities provided</li> </ul>	<ul style="list-style-type: none"> <li>• National Quality Council</li> <li>• National Quality Organization</li> <li>• County Governments</li> <li>• Universities and tertiary education organizations</li> <li>• Private sector</li> </ul>
		<ul style="list-style-type: none"> <li>• Identify training organizations and</li> </ul>	<ul style="list-style-type: none"> <li>• Training organizations identified and their areas of specialization</li> </ul>	<ul style="list-style-type: none"> <li>• National Quality Council</li> </ul>

<b>Policy Issue</b>	<b>Interventions</b>	<b>Activities</b>	<b>Indicators</b>	<b>Responsibilities</b>
		areas of training specialization		<ul style="list-style-type: none"> <li>• National Quality Organization</li> <li>• County Governments</li> <li>• Universities and tertiary education organizations</li> <li>• Private sector</li> </ul>
		<ul style="list-style-type: none"> <li>• Registration and certification of trainers and training organizations</li> </ul>	<ul style="list-style-type: none"> <li>• Registered and certified trainers and training organizations</li> </ul>	<ul style="list-style-type: none"> <li>• National Quality Council</li> <li>• National Quality Organization</li> <li>• County Governments</li> <li>• Universities and tertiary education organizations</li> <li>• Private sector</li> </ul>
	Develop linkages to facilitate skills transfer within the industry.	<ul style="list-style-type: none"> <li>• Identify skills within the industry</li> </ul>	<ul style="list-style-type: none"> <li>• Skills identified</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> <li>• National Quality Council</li> <li>• National Quality Organization</li> <li>• County Governments</li> <li>• Universities and tertiary education organizations</li> <li>• Private sector</li> </ul>
		<ul style="list-style-type: none"> <li>• Develop a framework to support skills transfer</li> </ul>	<ul style="list-style-type: none"> <li>• Skills transfer framework developed and implemented.</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> </ul>

<b>Policy Issue</b>	<b>Interventions</b>	<b>Activities</b>	<b>Indicators</b>	<b>Responsibilities</b>
				<ul style="list-style-type: none"> <li>• National Quality Council</li> <li>• National Quality Organization</li> <li>• County Governments</li> <li>• Universities and tertiary education organizations</li> <li>• Private sector</li> </ul>
	Establish a competence framework that defines the competencies required by quality professionals to perform different QI roles effectively	<ul style="list-style-type: none"> <li>• Assess the level of competencies within the QI</li> </ul>	<ul style="list-style-type: none"> <li>• Competences assessed</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> <li>• National Quality Council</li> <li>• National Quality Organization</li> <li>• County Governments</li> <li>• Universities and tertiary education organizations</li> <li>• Private sector</li> </ul>
		<ul style="list-style-type: none"> <li>• Establish a competency framework</li> </ul>	<ul style="list-style-type: none"> <li>• A competency framework established and implemented</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> <li>• National Quality Council</li> <li>• National Quality Organization</li> <li>• County Governments</li> <li>• Universities and tertiary education organizations</li> </ul>

Policy Issue	Interventions	Activities	Indicators	Responsibilities
				<ul style="list-style-type: none"> <li>• Private sector</li> </ul>
<ul style="list-style-type: none"> <li>• Create awareness on QI.</li> </ul>	Inculcate and reinforce a quality culture.	<ul style="list-style-type: none"> <li>• Define and document the elements of the national quality culture</li> </ul>	<ul style="list-style-type: none"> <li>• Defined national quality culture elements</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> <li>• National Quality Council</li> <li>• National Quality Organization</li> <li>• County Governments</li> <li>• Private sector</li> </ul>
		<ul style="list-style-type: none"> <li>• Undertake assessment for gaps in the national quality culture</li> </ul>	<ul style="list-style-type: none"> <li>• Gaps in the national quality culture identified</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> <li>• National Quality Council</li> <li>• National Quality Organization</li> <li>• County Governments</li> <li>• Private sector</li> </ul>
		<ul style="list-style-type: none"> <li>• Establish and implement programs to inculcate and reinforce a quality culture</li> </ul>	<ul style="list-style-type: none"> <li>• Programs established and programs on awareness implemented.</li> <li>• Celebrations of international days under QI pillars- World Quality Day (Ubora day), World Standards Day (Viwango day), world metrology day (Vipimo day), and World Accreditation Day</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> <li>• National Quality Council</li> <li>• National Quality Organization</li> <li>• County Governments</li> <li>• Private sector</li> </ul>

<b>Policy Issue</b>	<b>Interventions</b>	<b>Activities</b>	<b>Indicators</b>	<b>Responsibilities</b>
	Undertake quality awards for various sectors.	<ul style="list-style-type: none"> <li>Establish a multi-stakeholder awards and recognitions committee</li> </ul>	<ul style="list-style-type: none"> <li>A multi-stakeholder awards and recognitions committee established</li> </ul>	<ul style="list-style-type: none"> <li>State Department for industrialization</li> <li>National Quality Council</li> <li>National Quality Organization</li> <li>County Governments</li> <li>Private sector</li> </ul>
		<ul style="list-style-type: none"> <li>Develop criteria for recognitions and awards</li> </ul>	<ul style="list-style-type: none"> <li>Criteria on awards and recognitions developed</li> </ul>	<ul style="list-style-type: none"> <li>State Department for industrialization</li> <li>National Quality Council</li> <li>National Quality Organization</li> <li>County Governments</li> <li>Private sector</li> </ul>
		<ul style="list-style-type: none"> <li>Establish an information sharing platform on awards and recognitions</li> </ul>	<ul style="list-style-type: none"> <li>An information sharing platform established</li> </ul>	<ul style="list-style-type: none"> <li>State Department for industrialization</li> <li>National Quality Council</li> <li>National Quality Organization</li> <li>County Governments</li> <li>Private sector</li> </ul>
	Promote and support the creation of mechanisms that contribute to quality	<ul style="list-style-type: none"> <li>Undertake an awareness assessment</li> </ul>	<ul style="list-style-type: none"> <li>Awareness assessment undertaken</li> </ul>	<ul style="list-style-type: none"> <li>State Department for industrialization</li> <li>National Quality Council</li> <li>National Quality Organization</li> </ul>

<b>Policy Issue</b>	<b>Interventions</b>	<b>Activities</b>	<b>Indicators</b>	<b>Responsibilities</b>
	awareness and knowledge dissemination.			<ul style="list-style-type: none"> <li>• County Governments</li> <li>• Private sector</li> <li>• Public Policy Research Institutions</li> </ul>
		<ul style="list-style-type: none"> <li>• Establish and implement programs for creating awareness on QI</li> </ul>	<ul style="list-style-type: none"> <li>• QI awareness programs established and implemented</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> <li>• National Quality Council</li> <li>• National Quality Organization</li> <li>• County Governments</li> <li>• Private sector</li> <li>• Public Policy Research Institutions</li> </ul>
		<ul style="list-style-type: none"> <li>• Develop a tool to measure awareness regularly</li> </ul>	<ul style="list-style-type: none"> <li>• An awareness measurement tool developed</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> <li>• National Quality Council</li> <li>• National Quality Organization</li> <li>• County Governments</li> <li>• Private sector</li> <li>• Public Policy Research Institutions</li> </ul>
	Enhance effective awareness programs for industry	<ul style="list-style-type: none"> <li>• Develop targeted awareness programs</li> </ul>	<ul style="list-style-type: none"> <li>• Number of targeted awareness programs</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> <li>• National Quality Council</li> <li>• National Quality Organization</li> </ul>

<b>Policy Issue</b>	<b>Interventions</b>	<b>Activities</b>	<b>Indicators</b>	<b>Responsibilities</b>
	especially MSMEs.			<ul style="list-style-type: none"> <li>• County Governments</li> <li>• Private sector</li> <li>• Public Policy Research Institutions</li> </ul>
		<ul style="list-style-type: none"> <li>• Develop tools for measuring industry awareness especially among MSMEs</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Number of tools for measuring industry awareness especially among MSMEs</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> <li>• National Quality Council</li> <li>• National Quality Organization</li> <li>• County Governments</li> <li>• Private sector</li> <li>• Public Policy Research Institutions</li> <li>• Kenya Industrial Property Institute (KIPI)</li> </ul>
		<ul style="list-style-type: none"> <li>• Promote quality brands for industry and MSMEs</li> </ul>	<ul style="list-style-type: none"> <li>• No of quality brands recognized</li> </ul>	<ul style="list-style-type: none"> <li>• Private sector</li> <li>• SD MSMEs</li> <li>• KIPI</li> <li>• KEBROBA</li> <li>• MSEA</li> <li>• KIRDI</li> </ul>
	Establish and maintain a single reference point for information on QI.	<ul style="list-style-type: none"> <li>• Identify relevant information on QI</li> </ul>	<ul style="list-style-type: none"> <li>• Relevant QI information identified</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> <li>• National Quality Council</li> <li>• National Quality Organization</li> <li>• County Governments</li> </ul>

Policy Issue	Interventions	Activities	Indicators	Responsibilities
				<ul style="list-style-type: none"> <li>• Private sector</li> <li>• Public Policy Research Institutions</li> </ul>
		<ul style="list-style-type: none"> <li>• Create a reference point for information on QI</li> </ul>	<ul style="list-style-type: none"> <li>• A QI information reference point created</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> <li>• National Quality Council</li> <li>• National Quality Organization</li> <li>• County Governments</li> <li>• Private sector</li> <li>• Public Policy Research Institutions</li> </ul>
		<ul style="list-style-type: none"> <li>• Maintain an updated QI information reference point</li> </ul>	<ul style="list-style-type: none"> <li>• An updated QI information reference point maintained</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> <li>• National Quality Council</li> <li>• National Quality Organization</li> <li>• County Governments</li> <li>• Private sector</li> <li>• Public Policy Research Institutions</li> </ul>
	Strengthen consumer associations to contribute to the quality of products and services.	<ul style="list-style-type: none"> <li>• Identify and map relevant consumer associations, their activities and capacity gaps</li> </ul>	<ul style="list-style-type: none"> <li>• Relevant consumer associations, their activities and capacity gaps identified and mapped</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> <li>• National Quality Council</li> <li>• National Quality Organization</li> <li>• County Governments</li> </ul>

<b>Policy Issue</b>	<b>Interventions</b>	<b>Activities</b>	<b>Indicators</b>	<b>Responsibilities</b>
				<ul style="list-style-type: none"> <li>• Private sector</li> </ul>
		<ul style="list-style-type: none"> <li>• Establish/strengthen consumer associations</li> </ul>	<ul style="list-style-type: none"> <li>• Consumer associations established/strengthened</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> <li>• National Quality Council</li> <li>• National Quality Organization</li> <li>• County Governments</li> <li>• Private sector</li> </ul>
		<ul style="list-style-type: none"> <li>• Develop information sharing platform for consumer associations</li> </ul>	<ul style="list-style-type: none"> <li>• Information sharing platform for consumer associations developed</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> <li>• National Quality Council</li> <li>• National Quality Organization</li> <li>• County Governments</li> <li>• Private sector</li> </ul>
	Strengthen consumers protection and systems.	<ul style="list-style-type: none"> <li>• Identify gaps in consumer protection and systems</li> </ul>	<ul style="list-style-type: none"> <li>• Gaps in consumer protection and systems identified</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> <li>• National Quality Council</li> <li>• National Quality Organization</li> <li>• County Governments</li> <li>• Private sector</li> </ul>
		<ul style="list-style-type: none"> <li>• Develop and implement consumer protection mechanisms and systems</li> </ul>	<ul style="list-style-type: none"> <li>• Consumer protection mechanisms and systems developed and implemented</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> <li>• National Quality Council</li> </ul>

Policy Issue	Interventions	Activities	Indicators	Responsibilities
				<ul style="list-style-type: none"> <li>• National Quality Organization</li> <li>• County Governments</li> <li>• Private sector</li> </ul>
		<ul style="list-style-type: none"> <li>• Develop a tool to monitor consumer protection and systems</li> </ul>	<ul style="list-style-type: none"> <li>• A tool to monitor consumer protection and systems developed</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> <li>• National Quality Council</li> <li>• National Quality Organization</li> <li>• County Governments</li> <li>• Private sector</li> </ul>
<ul style="list-style-type: none"> <li>• Provide a conducive legal and regulatory framework.</li> </ul>	<p>Review and revise the existing relevant legislation to identify the inconsistencies and duplications and to provide clarification on necessary resources and powers to execute QI mandates in an impartial manner.</p>	<ul style="list-style-type: none"> <li>• Identify and review existing legal and regulatory frameworks</li> </ul>	<ul style="list-style-type: none"> <li>• Existing legal and regulatory frameworks identified</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> <li>• National Quality Council</li> <li>• National Quality Organization</li> <li>• County Governments</li> <li>• Office of the Attorney General</li> <li>• Kenya Law Reforms Commission</li> </ul>
		<ul style="list-style-type: none"> <li>• Revise the identified legal and regulatory framework to address the inconsistencies.</li> </ul>	<ul style="list-style-type: none"> <li>• Revised legal and regulatory frameworks</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> <li>• National Quality Council</li> <li>• National Quality Organizations</li> <li>• County Governments</li> </ul>

<b>Policy Issue</b>	<b>Interventions</b>	<b>Activities</b>	<b>Indicators</b>	<b>Responsibilities</b>
				<ul style="list-style-type: none"> <li>• Office of the Attorney General</li> <li>• Kenya Law Reforms Commission</li> </ul>
		<ul style="list-style-type: none"> <li>• Identify the roles and Specify the mandates of the national standards body, the national metrology institute, the legal metrology department, and the national accreditation body and National quality Council</li> </ul>	<ul style="list-style-type: none"> <li>• Identified roles and specified mandates.</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> <li>• National Quality Council</li> <li>• Private sector</li> <li>• National Quality Organizations</li> <li>• County Governments</li> <li>• Office of the Attorney General</li> <li>• Kenya Law Reforms Commission</li> </ul>
<ul style="list-style-type: none"> <li>•</li> </ul>		<ul style="list-style-type: none"> <li>• Establish a framework to regularly review the legal and regulatory frameworks</li> </ul>	Framework established	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> <li>• National Quality Council</li> <li>• National Quality Organization</li> <li>• County Governments</li> <li>• Office of the Attorney General</li> <li>• Kenya Law Reform Commission</li> </ul>
	Align relevant QI legislation to	<ul style="list-style-type: none"> <li>• Identify and review all relevant QI</li> </ul>	<ul style="list-style-type: none"> <li>• Identified and reviewed legislation, international</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> </ul>

<b>Policy Issue</b>	<b>Interventions</b>	<b>Activities</b>	<b>Indicators</b>	<b>Responsibilities</b>
	national developments, regional, and international and obligations, and good practices.	legislation, international and regional obligations, and good practices.	and regional obligations, and good practices.	<ul style="list-style-type: none"> <li>• National Quality Council</li> <li>• National Quality Organizations</li> <li>• County Governments</li> <li>• Private sector</li> </ul>
		<ul style="list-style-type: none"> <li>• Align the QI to national, international, and regional obligations and good practices.</li> </ul>	<ul style="list-style-type: none"> <li>• Aligned national, international, and regional obligations and good practices.</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> <li>• National Quality Council</li> <li>• County Governments</li> <li>• Private sector</li> </ul>
		<ul style="list-style-type: none"> <li>• Establish a framework for regular review and alignment of national, international, and regional laws, obligations and good practices</li> </ul>	<ul style="list-style-type: none"> <li>• Established framework</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> <li>• National Quality Council</li> <li>• County Governments</li> <li>• Private sector</li> </ul>
	Review and consolidate legislation that defines the responsibilities of producers and suppliers.	<ul style="list-style-type: none"> <li>• Identify legislation that define the responsibilities of producers and suppliers</li> </ul>	<ul style="list-style-type: none"> <li>• Identified legislation</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> <li>• National Quality Council</li> <li>• National Quality Organizations</li> <li>• Kenya Law Reform Commission</li> </ul>

Policy Issue	Interventions	Activities	Indicators	Responsibilities
		<ul style="list-style-type: none"> <li>Review legislation that define the responsibilities of producers and suppliers.</li> </ul>	<ul style="list-style-type: none"> <li>Reviewed legislation</li> </ul>	<ul style="list-style-type: none"> <li>State Department for industrialization</li> <li>National Quality Council</li> <li>National Quality Organizations</li> <li>Kenya Law Reform Commission</li> <li>Office of the Attorney General</li> <li>County Governments</li> </ul>
	Establish and implement a National Technical Regulatory Framework and Code of Good Practice for the preparation, adoption, and application of standards with the requirements of the WTO TBT at both the national and county levels.	<ul style="list-style-type: none"> <li>Undertake Regulatory Impact Assessments (RIAs)</li> </ul>	<ul style="list-style-type: none"> <li>Regulatory Impact Assessments</li> </ul>	<ul style="list-style-type: none"> <li>State Department for industrialization</li> <li>National Quality Council</li> <li>National Quality Organizations</li> <li>Kenya Law Reform Commission</li> <li>Office of the Attorney General</li> </ul>
		<ul style="list-style-type: none"> <li>Develop national regulatory framework in line with WTO TBT requirements and definition of standards including adoption of Good Regulatory Practice (GRP)</li> </ul>	<ul style="list-style-type: none"> <li>National regulatory framework developed with defined use of standards and Good Regulatory Practice (GRP)</li> </ul>	<ul style="list-style-type: none"> <li>State Department for industrialization</li> <li>National Quality Council</li> <li>National Quality Organizations</li> <li>Kenya Law Reform Commission</li> </ul>

Policy Issue	Interventions	Activities	Indicators	Responsibilities
				<ul style="list-style-type: none"> <li>Office of the Attorney General</li> </ul>
<ul style="list-style-type: none"> <li>Enhance coordination and synergies in QI</li> </ul>	<p>Establish a mechanism of enhanced coordination and collaboration among the core Quality Infrastructure organizations.</p>	<ul style="list-style-type: none"> <li>Develop a coordination and collaboration mechanism</li> </ul>	<ul style="list-style-type: none"> <li>Coordination and collaboration mechanism developed and implemented</li> </ul>	<ul style="list-style-type: none"> <li>State Department for industrialization</li> <li>National Quality Council</li> <li>National Quality Organizations</li> <li>Kenya Law Reform Commission</li> <li>Office of the Attorney General</li> <li>Private sector</li> </ul>
	<ul style="list-style-type: none"> <li>Provide a mechanism for inter-and intra-governmental coordination of QI</li> </ul>	<ul style="list-style-type: none"> <li>Develop and implement a mechanism for inter and intra-governmental coordination</li> </ul>	<ul style="list-style-type: none"> <li>Inter and intra-governmental coordination mechanism developed and implemented</li> </ul>	<ul style="list-style-type: none"> <li>State Department for industrialization</li> <li>National Quality Council</li> <li>National Quality Organizations</li> <li>Kenya Law Reform Commission</li> <li>Office of the Attorney General</li> <li>Private sector</li> </ul>
	<ul style="list-style-type: none"> <li>Establish and/or strengthen a National Standards Body, a National</li> </ul>	<ul style="list-style-type: none"> <li>Establish and/or strengthen National QI Bodies</li> </ul>	<ul style="list-style-type: none"> <li>National QI Bodies established and/or strengthened.</li> </ul>	<ul style="list-style-type: none"> <li>State Department for industrialization</li> <li>National Quality Council</li> <li>National Quality Organizations</li> </ul>

Policy Issue	Interventions	Activities	Indicators	Responsibilities
	Accreditation Body, and a National Metrology Institute.			<ul style="list-style-type: none"> <li>Kenya Law Reform Commission</li> <li>Office of the Attorney General</li> <li>Private sector</li> </ul>
	<ul style="list-style-type: none"> <li>Establish a National Quality Council.</li> </ul>	<ul style="list-style-type: none"> <li>Develop and approve a legal framework to establish and operationalize the National Quality Council</li> </ul>	<ul style="list-style-type: none"> <li>Legal framework developed and approved</li> <li>National Quality Council established</li> </ul>	<ul style="list-style-type: none"> <li>State Department for Industrialization</li> <li>Private sector</li> <li>National Quality Organizations</li> <li>Council of Governors</li> <li>Kenya Law Reform Commission</li> <li>Office of the Attorney General (OAG)</li> <li>Executive Office of the President</li> </ul>
		<ul style="list-style-type: none"> <li>Appoint members of National Quality Council</li> </ul>	National Quality Council Members appointed	<ul style="list-style-type: none"> <li>State Department for Industrialization</li> <li>Ministry of Health (MoH)</li> <li>Ministry of Agriculture, Livestock Development</li> <li>State Department for Economic Planning</li> <li>Ministry of Roads and Transport</li> </ul>

Policy Issue	Interventions	Activities	Indicators	Responsibilities
				<ul style="list-style-type: none"> <li>• Ministry of Foreign and Diaspora Affairs</li> <li>• State Department for Trade</li> <li>• Private sector</li> <li>• National Quality Organizations</li> <li>• Executive Office of the President</li> <li>• Council of Governors (CoG)</li> </ul>
		<ul style="list-style-type: none"> <li>• Mobilize resources for the National Quality Council</li> </ul>	<ul style="list-style-type: none"> <li>• Amount of resources allocated</li> </ul>	<ul style="list-style-type: none"> <li>• Executive Office of the President</li> <li>• State Department for Industrialization</li> <li>• Private sector</li> <li>• National Quality Organizations</li> <li>• County governments</li> </ul>
<ul style="list-style-type: none"> <li>• Address emerging markets and issues</li> </ul>	Establish mechanisms to identify emerging markets and issues that require	<ul style="list-style-type: none"> <li>• Conduct regular fora to discuss and address emerging markets and issues</li> </ul>	<ul style="list-style-type: none"> <li>• Number of fora conducted</li> </ul>	<ul style="list-style-type: none"> <li>• State Department for industrialization</li> <li>• National Quality Council</li> <li>• National Quality Organizations</li> <li>• Private sector</li> </ul>

<b>Policy Issue</b>	<b>Interventions</b>	<b>Activities</b>	<b>Indicators</b>	<b>Responsibilities</b>
	Standardization, Metrology, Accreditation, Conformity Assessment, Technical Regulations, and Market Surveillance.	<ul style="list-style-type: none"> <li>Identify the emerging markets needs and issues</li> </ul>	<ul style="list-style-type: none"> <li>Emerging markets needs and issues identified</li> </ul>	<ul style="list-style-type: none"> <li>State Department for industrialization</li> <li>National Quality Council</li> <li>National Quality Organizations</li> <li>Private sector</li> </ul>
		<ul style="list-style-type: none"> <li>Develop relevant quality assurance for the emerging markets and issues</li> </ul>	<ul style="list-style-type: none"> <li>Quality assurance for emerging markets and issues developed</li> </ul>	<ul style="list-style-type: none"> <li>State Department for industrialization</li> <li>National Quality Council</li> <li>National Quality Organizations</li> <li>Private sector</li> </ul>
	Establish mechanisms to identify and implement emerging conformity assessment approaches.	<ul style="list-style-type: none"> <li>Identify emerging quality management testing and certification mechanism</li> </ul>	<ul style="list-style-type: none"> <li>Emerging quality management testing and certification mechanism identified</li> </ul>	<ul style="list-style-type: none"> <li>State Department for industrialization</li> <li>National Quality Council</li> <li>National Quality Organizations</li> <li>Private sector</li> </ul>
		<ul style="list-style-type: none"> <li>Establish a mechanism to cope up with emerging conformity assessment</li> </ul>	<ul style="list-style-type: none"> <li>Mechanism to cope up with emerging conformity assessment</li> </ul>	<ul style="list-style-type: none"> <li>State Department for industrialization</li> <li>National Quality Council</li> <li>National Quality Organizations</li> <li>Private sector</li> </ul>

<b>Policy Issue</b>	<b>Interventions</b>	<b>Activities</b>	<b>Indicators</b>	<b>Responsibilities</b>
		<ul style="list-style-type: none"> <li>Establish a tracking mechanism for emerging conformity assessment</li> </ul>	<ul style="list-style-type: none"> <li>Tracking mechanism for emerging conformity assessment</li> </ul>	<ul style="list-style-type: none"> <li>State Department for industrialization</li> <li>National Quality Council</li> <li>National Quality Organizations</li> <li>Private sector</li> </ul>
<ul style="list-style-type: none"> <li>Mitigate risks in QI.</li> </ul>	Establish mechanism to mitigate quality risks.	Formulate and implement a management framework to mitigate regional and international quality risks	<ul style="list-style-type: none"> <li>Management framework formulated and implemented</li> </ul>	<ul style="list-style-type: none"> <li>State department for industrialization</li> <li>National Quality Council</li> <li>National Quality Organizations</li> </ul>