



**REPUBLIC OF KENYA
MINISTRY OF PLANNING AND
NATIONAL DEVELOPMENT**

**2003/4-2007/8
STRATEGIC PLAN
FOR
NATIONAL STATISTICAL SYSTEM**

March, 2003

FOREWORD

The National Rainbow Coalition (NARC) promised the people of Kenya that when elected in December 2002 general elections to form the new government, it would do two main things: to reverse the trend of political repression and authoritarianism and restore democratic governance, the rule of law and respect of human rights, and to empower the people. The government would create 500,000 jobs annually and provide free primary education to all school going age children.

The NARC government is not only keen to deliver on these promises but must be seen to do so. Accordingly, the government is in advanced stages of formulating programmes to deliver good governance of the polity and an Economic Recovery Action Plan geared towards turning the economy around. The government is very much aware about the need for better statistics to inform the design, implementation and eventual evaluation of various development programmes for economic recovery and national development. These statistics will, no doubt, come from different institutions - government Ministries and departments, public sector institutions and, of course, the Central Bureau of Statistics. The Bureau is expected to play a greater role than before in the development of national statistics; it will have to develop standards, promote best practices and coordinate the entire National Statistical System to ensure that better statistics are produced for better planning, policy formulation, programme design and development, and effective implementation. In order to be able to do this and more, the Bureau will have to be strengthened in the first instance as past evidence shows that it has been weak, under-staffed, under-resourced, and therefore vulnerable.

During the previous regime, many studies were carried out on restructuring and strengthening the Bureau. The recommendations made in these studies remained unimplemented. These studies and their recommendations added to a long list of uncompleted projects in the past regime that never benefited the people of Kenya. I cannot stress enough the importance my Ministry and indeed the NARC government attaches to statistical data and information. The government is aware that prudent management of a modern state is not possible without good statistics. And no country can have good statistics unless it has a robust Central Bureau of Statistics, properly staffed and well resourced. It is, therefore, the intention of my Ministry to ensure that the Bureau becomes a semi-autonomous agency of government that is efficient and responsive to user needs, and that the profile of statistics is raised in government. While the status of the Bureau is crucial, internal efficiency and effective management will remain key features of the statistical system. Only then will the Bureau be positioned to meet the challenges of producing needed statistics and effectively coordinate the National Statistical System.

I am happy, therefore, to write this foreword to the Strategic Plan that has been designed to reverse the decline in production of national statistics, set strategic directions for the provision of national statistics, provide a "road map" for developing national statistics and provide a framework for harnessing resources. This Strategic Plan is not only consistent with but will augment government efforts to have a monitoring and evaluation system both for the economic recovery programme and poverty reduction, through the supply of reliable and timely information. I am particularly happy to learn that among many strategies, the Plan aims to foster coordination, collaboration, networking and information sharing. Let me mention that

many good Plans are written but few are fully implemented. My Ministry will do every thing possible to ensure that this Plan is fully implemented.

Our expectation is that with a sound Bureau in place and a reinvigorated National Statistical System that is properly coordinated, the government and other stakeholders will get quality statistics (accurate, consistent, timely) to track progress being made towards meeting our development goals and targets on poverty reduction, job creation, housing, agricultural production, health, education, transport and communication, etc. It will also be possible to monitor the emerging trends and to ascertain what factors are responsible for any deviations and to create opportunity to design remedial measures in time.

On behalf of government and my Ministry, I would like to take this opportunity to express our appreciation to development partners who, over the years, have assisted to develop statistical capacity in Kenya. I would like particularly to thank the Department for International Development of the British Government and the World Bank for funding the design of this Strategic Plan. I would also like to thank the United Nations Development Program (UNDP), for facilitating components of the Strategic Plan.

Finally, I would like to express our appreciation to all individuals who played a part in the design of the Plan. In particular, I wish to recognize the role played by the Consultants - Prof. Ben Kiregyera and Mr. Philip Gachuki.

Prof. Peter Anyang' Nyong'o, EGH, MP
Minister for Planning and National Development

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ACRONYMS

AIDS	-	Acquired Immune Deficiency Syndrome
AER	-	Annual External Review
ASAL	-	Arid and Semi-Arid Lands
DFRD	-	District Focus for Rural Development
CBS	-	Central Bureau of Statistics
CFS	-	Crop Forecasting Survey
CFTC	-	Commonwealth Fund for Technical Co-operation
COMESA	-	Common Market of Eastern and Southern Africa
CPI	-	Consumer Price Index
CWIQ	-	Core Welfare Indicator Questionnaire
DPM	-	Directorate of Personnel Management
DSBB	-	Dissemination Standards Bulletin Board
DSO	-	District Statistical Officer
EA	-	Enumeration Area
EASD	-	East African Statistical Department
EASTC	-	Eastern Africa Statistical Training Centre
ECA	-	United Nations Economic Commission for Africa
FAO	-	Food Agricultural Organization
FO	-	Field Organization
GDDS	-	General Data Dissemination System
GDP	-	Gross Domestic Product
DFID	-	Department for International Development (British Government)
GIS	-	Geographic Information System
GITS	-	Government Information Technology Services
HIV	-	Human Immune Virus
HMIS	-	Health Management Information System
IIP	-	Index of Industrial Production
IMF	-	Internal Monetary Fund
IMS	-	Information Management System
ISAE	-	Institute of Statistics and Applied Economics (Makerere University)
IT	-	Information Technology
KNBS	-	Kenya National Bureau of Statistics
LAN	-	Local Area Network
MDGs	-	Millennium Development Goals
MIS	-	Management Information System
MTEF	-	Medium term Expenditure Framework
NASSEP	-	National Sample Survey and Evaluation Programme
NGO	-	Non-Governmental Organization
NPED	-	National Poverty Eradication Plan
NSS	-	National Statistical System
OP	-	Office of the President
PARIS 21	-	Partnerships in Statistics for Development in the 21st Century
PC	-	Personal Computer
PFO	-	Permanent Field Organization
PRSP	-	Poverty Reduction Strategy Paper
PSO	-	Provincial Statistical Office
QPR	-	Quarterly Progress Report

SNA	-	System of National Accounts
SWOT	-	Strengths, Weaknesses, Opportunities and Threats
TSED	-	Tanzania Social Economic Database
TOT	-	Training of Trainers
UNDP	-	United Nations Development Programme
UNFPA	-	United Nations Fund for Population Activities
UNICEF	-	United Nations International Children Emergency Fund
USAID	-	United States Agency for International Development
WAN	-	Wide Area Network

EXECUTIVE SUMMARY

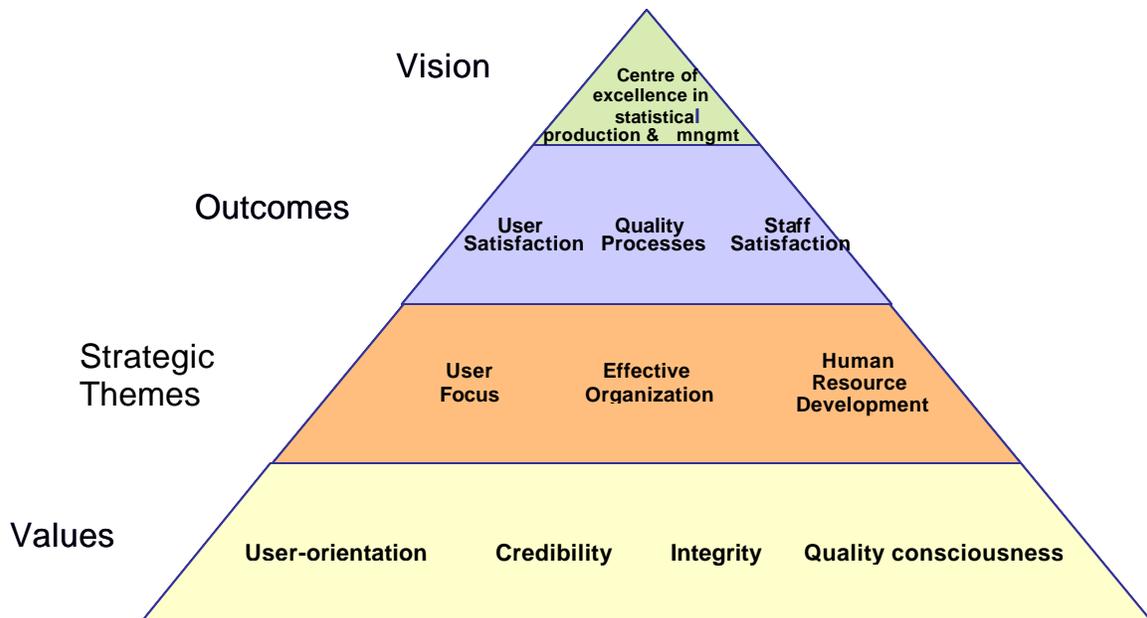
Background

From 1961 when it was established to mid 1980s, the Central Bureau of Statistics (CBS) was able to meet user requirements for statistics in a satisfactory manner. However, from mid 1980s statistical production at CBS experienced precipitous decline that extended to the rest of the National Statistical System. Recommendations made in studies carried out in the last 15 years on restructuring and making the CBS more effective and responsive to user needs, were not implemented. In order to strengthen the national statistical services to meet the unprecedented increase in demand for statistics to inform national development processes, Government sought assistance from development partners to design a medium-term Strategic Plan for the National Statistical System with a focus on the CBS.

The Plan was designed at the beginning of 2003 in a participatory and inclusive manner, based on a critical assessment of, (a) data gaps, (b) the strengths, weaknesses, opportunities and threats (SWOT) to CBS and the National Statistical System (NSS), and (c) modern strategic management principles openness, participation, teamwork and innovation. It identifies and prioritizes: (i) current and future user needs, (ii) activities to be carried out, (iii) required inputs, and (iv) outputs to be produced and outcomes or effects that are intended to be achieved in order to meet user needs especially for policy, decision-making and planning.

Highlights of the Plan

The following pyramid graphically depicts how to cascade from the strategic vision to strategic outcomes of the Plan.



Vision

The vision for the new Kenya National Bureau of Statistics is “to become a center of excellence in statistical production and management for national development”.

Mission

The mission of the Bureau is “to coordinate and supervise the National Statistical System; produce and disseminate comprehensive, integrated, accurate and timely statistics required mainly to inform national development initiatives and processes; and develop and maintain a socio-economic national database”.

Values

The corporate values of the Bureau are user-orientation, credibility, integrity and quality awareness. In addition to these values, an environment where everyone can contribute fully and can develop as an individual

Strategic outcomes

The strategic outcomes of the Plan will be user satisfaction, quality processes and staff satisfaction.

User Satisfaction: This will be ensured by first of all creating a general awareness about statistics, raising the profile of the National Bureau of Statistics and producing high quality statistical products and services by concentrating on:

Accuracy	High quality statistics will be produced and measures of the quality of outputs developed.
Consistency	Outputs will be consistent across the National Statistical System and internationally as appropriate.
Relevance	Outputs will be relevant to users and will be as complete as possible.
Timeliness	Publication of statistics will follow pre-announced dates and statistics will be made available to all users at the same time.
Analysis	Policy related information and value-added statistical products will be produced which are relevant for users.
Dissemination and access	Statistics will be provided in a user-friendly manner and made readily accessible.

Strategies to ensure user satisfaction include:

Improving Public Awareness	General awareness about the role and importance of statistics to society will be created through awareness programmes, promoting and demonstrating the use of statistics and making statistics readily available to users.
Raising the Profile of Statistics	The profile of statistics and the Bureau will be raised by promoting a corporate image of the Bureau and giving the products of the Bureau a stamp of quality and authority
Improving Data Analysis and Reporting	This will be done by developing appropriate skills and expertise at the Bureau for data analysis and especially policy-related analysis, creation of value-added statistical products and by collaborating with experts and institutions endowed with analytical capacities.
Improve Dissemination	Data dissemination will also be improved so that it is provided in a user-friendly manner using a range of media as appropriate. A comprehensive socio-economic national database will be created to act as a one-stop-centre for national statistical data and information.

Quality processes: An effective process value chain will be created. The chain starts with innovation processes - identifying current and future user needs and developing solutions to meet these needs - and proceeds through operations process - delivering quality value-added statistical products and services to users.

In order to achieve the strategic outcome of quality processes, the following strategies will be used:

Statistical Legislation	A New Statistics Act will provide for the establishment of a National Statistical System (NSS) and a semi-autonomous Bureau.
Management Information Systems	Management Information Systems especially in line Ministries will be improved through collaboration and networking, giving them technical back up by the Bureau and ensuring that they are appropriately resourced.
Coordination among data producers	Horizontal and technical coordination will be improved among data producers. Concepts, definitions and classifications will be standardized so that data across the NSS are comparable.
Effective National Bureau of Statistics Physical Infrastructure	A semi-autonomous National Bureau of Statistics will be created to produce national statistics, coordinate and supervise the NSS. Organizational effectiveness of the Bureau will be improved through the establishment of one main headquarters building in Nairobi and securing accommodation for all District Statistical Offices.
Statistical Infrastructure	The establishment of a NSS will include scientific methods, codes and classifications, the Field Organization, Master Sample for household-based surveys, Register of Establishment and the Geographic Information System (GIS).
Statistical Governance	Statistical governance will be improved by focusing on quality, maximizing benefits from technical cooperation, enhancing knowledge management and better data management
Harness Information Technology	IT will be used to improve data collection, processing, analysis, storage and access. A coherent IT policy and infrastructure will be created.
Resource inflows	Greater government commitment will be sought for building a sound and sustainable Bureau and NSS. Assistance will be sought from donors to supplement resources provided by government.
Regional and International initiatives	There will be active participation in a number of sub-regional, regional and international statistical capacity building initiatives

Staff Satisfaction: Human capacity is essential to produce quality statistical products and services in a sustainable manner. A climate will be created where all staff are encouraged to develop to their full potential. Staff will be recruited and promoted based on merit. A performance-oriented culture will be created.

Strategies to increase staff satisfaction will include:

Improving staff recruitment, promotion and motivation	Appropriate procedures will be developed to ensure that staff recruitment and promotion are based on merit without external influence.
Expanding skills base and expertise	A major training programme will be established to build a huge skills base and expertise in order to meet the ever-increasing demand for national statistics.
Performance-oriented culture	The Bureau will aim to establish a performance-oriented culture based on modern management principles of openness, participation, teamwork and innovation.

Work and Capacity Building Programmes

Work and capacity building programmes are the main components of the Strategic Plan. They present continuing and new activities that have been identified, prioritized, sequenced, timetabled and costed in tandem with strategic objectives and expected outcomes. The activities in the work have been divided into: (a) secondary compilation of data mainly from administrative records and/or collected through pre-designed reporting systems large by line Ministries, (b) integrated household-based and institution-based surveys as the main source of up-to-date and reliable socio-economic data at the Bureau, (c) censuses of agriculture, industrial production and Population and Housing, (d) Information Technology (IT), (e) research, (f) coordination, (g) advocacy, (h) publications, and (i) others. The work programme accounts for 29% of the total budget. About 70% of the estimated cost of the work programme is accounted for by surveys and censuses.

The capacity building programme covers staffing, infrastructure (headquarters/provinces/districts), IT and communication equipment, transport, other equipment, management systems (recruitment, financial, procurement, etc), technical assistance and training. The capacity building programme accounts for about 71% of the total budget. Staff emoluments and construction of the office block account for 87% of the total cost of the capacity building programme. Staff emoluments alone account for about 53% of the total budget.

It is expected that the budget will be financed by the Government of Kenya as part of the Medium Term Expenditure Framework (MTEF) and development partners. Basket funding is the recommended arrangement for providing donor assistance to the Bureau.

Plan Implementation, Monitoring and Evaluation

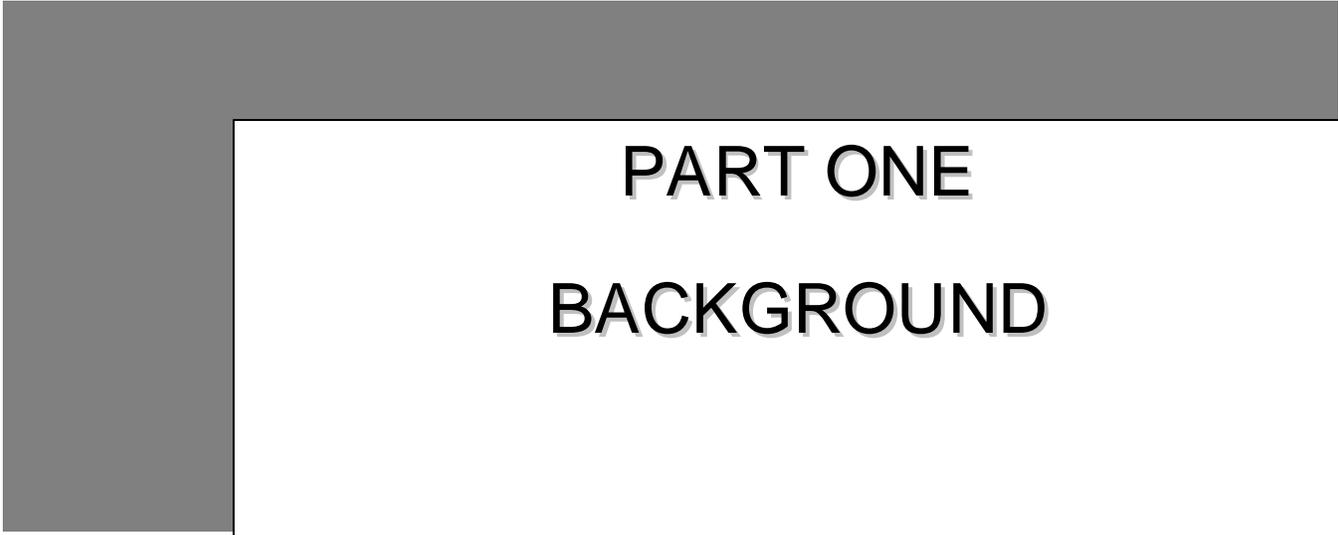
Strategy implementation will involve, among other things, mobilizing drivers of strategic success while monitoring will track inputs, activities, outputs and determine whether the plan implementation is on course and also assess how much is being achieved. At the end of the Plan period, there will be an evaluation to assess the most significant constraints, the most successful activities and generally to assess how well the strategies in the Plan will have met the set objectives. Both internal and external benchmarking will be done to improve performance. A Plan-relevant set of performance indicators will be used both for monitoring and evaluation of the impact of the Plan.

ACKNOWLEDGEMENTS

Designing a Strategic Plan can be an arduous and cumbersome task that would be impossible to accomplish without the assistance of personnel in different institutions. Many members of staff of the Central Bureau of Statistics (CBS) and other institutions played a critical role in the processes of designing this Plan. The Department would like to acknowledge with thanks their contribution.

The Department would like to single out for special acknowledgement Mr. David Nalo, the Permanent Secretary, Ministry of Planning and National Department and the immediate former Director of CBS, Mr. Silas Opiyo, Deputy Director CBS, Mr. David Mboni, Senior Economist at CBS, Mr. Lucas Ojiambo, Senior Economist at the World Bank country office and Ms Trisha Bebbington, Deputy Director(Programmes) DFID for wide-ranging and stimulating technical discussions as well as enriching professional dialogue held from time to time during the process of designing the Plan.

The Department would sincerely like to appreciate the effort Prof. Ben Kiregyera and Mr. Phillip Gachuki put in to compile the strategic plan.



PART ONE
BACKGROUND

CHAPTER 1

INTRODUCTION

1.1 THE COUNTRY

The Republic of Kenya lies astride the Equator in Eastern Africa with a coastline of about 1000km on the Indian Ocean. The country is bordered to the north-east by Somalia, to the north by Ethiopia, and Sudan, to the West by Uganda and to the south-east by Tanzania.

The total country surface area is 582,647 sq. km comprising 569,297 sq. km of land and 13,350 sq. km of open water. Aridity, sparsely of population and scarcity of road transport links characterize the northern and north-eastern regions of the country which comprise about 60% of the country's surface area. The southern as well as the south-eastern regions consist of low-lying coastal plain which gradually rises to alternating plateau and mountain ranges. Further inland the plateau is relieved by the lower-lying Lake Victoria basin.

Although the country lies on the Equator, variations in altitude provide a wide range of climatic conditions. At an altitude of some 5,000 metres, Mt. Kenya has a permanent snowcap. The coastal belt is hot but moderated by the strong south-east and north-east monsoon winds. Temperatures fall as one moves inland towards the highlands that enjoy a temperate type of climate. These highlands and the Lake Victoria basin have two rainy seasons: the long rains from March to June, and the short rains from October to December. These rains are heaviest in the high potential agricultural areas.

The 1999 Population Census estimated Kenya's population at 29.5 million people and projected to 30.2 million people by 2001. The per capita income is estimated to be slightly over \$300 and about 56 per cent of Kenyans live below poverty line.

In terms of administration, the country is divided into eight provinces including Nairobi, Central, Eastern, North-Eastern, Coast, Western, Nyanza and Rift-Valley. Similarly, there are 71 districts across the country. However, two of the districts have to-date not been gazetted. The country has 210 constituencies represented in Parliament.

1.2 ECONOMIC OVERVIEW AND NATIONAL DEVELOPMENT FRAMEWORK

Since independence in 1963, Kenya's economy has gone through five major phases:

1963-1973 This was a period of low inflation, high employment creation, a relatively stable balance of payments position and GDP growth rate estimated to have averaged 6.5% per annum.

- 1974-1979 This was a period where external shocks upset the trend of rapid economic growth experienced during the first phase. Following the Arab-Israel war in 1973, there was a sharp rise in oil prices in 1974, which brought about economic imbalances in Kenya. The second shock was brought about by the failure of the Brazil coffee crop due to frost in 1976-77. There was a rise in coffee prices, which led to the so-called “coffee boom”. This improved the balance of payments position but unfortunately the Government failed to respond wisely to the windfall gains with the result that the “boom” created considerable internal imbalances. The second shock came in 1979 when oil prices rose again. However, despite these set-backs, the economy enjoyed an average GDP growth rate of about 5.2% per annum indicating a moderate decline in the high momentum achieved in phase one.
- 1980-1985 This was a period of low GDP growth averaging about 2.5% per annum with some years experiencing negative growth rates. This economic decline resulted from several factors working in tandem including the high oil prices, the global recession of 1980-82, political upheaval in 1982 and internal economic mismanagement.
- 1986-1989 During this period, Kenya, like many developing countries entered the period of structural adjustment. The Government implemented adjustment programmes in agriculture, trade and industry and began to tackle the complex and delicate financial sector. External resources flows principally from the Bretton Woods institutions more or less adequately supported these programmes and GDP growth recovered substantially, averaging 5.8% per annum over the period. During this period, the Government issued the blueprint document namely Sessional paper No. 1 of 1986 “Economic Management for Renewed Growth”. There were plans to implement medium term programmes aimed at the supply side of the economy as well as an attempt to restructure the foreign exchange markets and the public sector to make them more responsive to price and market signals. At the same time, the Government was implementing macro-economic stabilization programmes as a complement to structural adjustment programmes. These were short-term programmes aimed at the demand side of the economy.
- 1990-2000 This is a period that has been described as the “lost decade”. During this period the economy was characterized by sluggish economic growth, widespread poverty, massive corruption and the collapse of infrastructure. Part of the cause of these problems was a decline in external resources flow as a result of a standoff between the Government and major donors over slow implementation of reforms. During the same period, the prices of major agricultural export commodities notably tea and coffee fell in international markets thus further complicating the balance of payments position. In 1990 GDP grew at a modest 4.3% while in 2000, the growth was negative 0.2 per cent.

2001-todate The Government, having identified poverty as the main challenge to economic growth in Kenya, prepared a Poverty Reduction Strategy Paper (PRSP) in 2001 within its implementation strategy, namely Medium Term Expenditure Framework (MTEF). The PRSP is the cornerstone of the long-term vision outlined in the National Poverty Eradication Plan (NPEP). The NPEP outlines a 15-year time frame to fight poverty as part of the Millennium Development Goals (MDG's), one of whose targets is to reduce the poverty level by half by 2015. This is a daunting task in view of deepening poverty. In 1994, for example, it was estimated that 47% of the population were living below the poverty line while by 2000 this figure had risen to 56%.

Following national elections towards the end of 2002, a new national government (NARC government) came to power. This government is keen on economic recovery and reconstruction. Already, the new Ministry of Economic Planning and National Development in which the Central Bureau of Statistics (CBS) is a department, is developing an **Economic Recovery Action Plan** geared towards policies which will turn around the economy. Between 7th and 8th February 2003, the Ministry organized a workshop that brought together stakeholders drawn from the private sector, Parliament, Government Ministries, civil society and internationally recognized economic policy experts to discuss the proposed recovery plan. The economic recovery strategy will highlight the critical political and economic choices that will need to be prioritized to ensure that the available resources will be directed to high impact policies and actions. The strategy paper will then be used to prepare a blueprint for economic recovery, which will be debated in an Economic Summit that will be held in Nairobi in March 2003. The revised blueprint will be used as a basis for preparing a Sessional Paper that will spell out the priorities for the short term (initially two years) and the medium term within the framework of the NARC Manifesto, PRSP and the Government Action Plan (GAP).

1.3 NEED FOR STATISTICAL INFORMATION

(a) Statistical Information as a Resource of the 21st Century

Statistical information has become an indispensable factor of production and the resource of the modern age, the 21st Century. It is part of the knowledge assets that have *“become the key drivers of national wealth, drivers of innovation and learning, as well as that of the country’s GDP”*¹. And as Dr. Carlos M. Jarque, the then President of the Mexico Statistical Office and later the Minister of Social Development in Mexico stated in 1988, *“statistical information has become the strategic technological platform of our time..... In the near future, the societies that have full command of the new information technologies will have a comparative*

¹ *The Knowledge Economy and its Information Needs by E. Tumusiime-Mutebile, Proceedings of the High Level International Seminar on Building Partnership for Statistical Development, 18 November 2002, Kampala, Uganda*

*advantage in pursuing their development. ...*². However, not any statistics will do. They have to be good or improved statistics as the Rt. Hon. Clare Short, the British Secretary of State for International Development stated in 1999. She stated that, *“improved statistics are a key to us meeting the most important challenges facing humanity as we.....enter a new millennium”*³.

Statistical information are required by government (central government and local governments), public sector institutions, private sector institutions, research and training organizations, donors and international organizations, civil society organizations, the press and individuals. The following illustrate how statistical information is used by some of the main stakeholders:

(i) Central Government

The Central Government requires and uses statistical information a great deal:

- 1 to assess policy and programme options aimed at improving the well being of the population e.g. building roads, providing clean water, building schools, providing relief in case of disaster, etc.;
- 2 to monitor implementation of development activities and to measure their impact;
- 3 for governance and administration such as demarcating constituencies for electoral purposes, deciding on grants to give to each district, etc.
- 4 to identify vulnerable groups in society (the poor, the disabled, etc.) for whom it designs special programmes usually multi-sectoral in nature e.g. poverty reduction.

In particular, sectoral Ministries use a lot of statistical information as the following specific few examples show:

Ministry of Health: The Ministry of Health uses statistical data to better plan health programmes and facilities e.g. child health and immunization programme (against measles, diphtheria, etc.), build health facilities e.g. health clinics; and to monitor implementation of health programmes and use of health facilities (e.g. maternity wards). The Ministry also uses statistics to monitor the spread of epidemics such as HIV/AIDS, malaria, etc.

The Ministry of Education: The Ministry of Education always wants to know the following: Are there enough teachers in schools? Are there enough classrooms for all the children? Are there enough books? Which parts of the country have shortages of teachers, classrooms and books? Is there gender disparity in school enrollment? To be able to answer these questions, the Ministry needs statistics on school enrolment, teachers and classrooms. Statistics then guide the Ministry in planning where, when and how many new classrooms should be built, how many new teachers to be recruited and how many more books to purchase and supply to schools. They also guide the Ministry in planning how to get more girl children

² *Mexico's Statistical Information System Towards the 21st Century by Carlos M. Jarque, Joint IASS/IAOS Conference, Mexico, September 1998.*

³ *Pamphlet on Poverty Information and Evidence-based Decision-making for Development, The University of Reading, 2001*

enrolled in schools. Statistics will be particularly crucial for monitoring the implementation of such programmes as Free Primary Education (FPE).

Ministry of Agriculture: The Ministry uses agricultural data to formulate and monitor policies and intervention programmes e.g. extension programmes. Such programmes will have greater impact if they are targeted at particular classes of farmers. Statistics on these classes of farmers are crucial for targeting specific extension messages and other forms of support - statistics on how many are they? where are they? What is their condition?

Local Governments: Through a policy of decentralized governance, planning functions are devolving from the center to local governments (districts) and urban authorities. This is presenting opportunities and powers to the people to decide and plan for themselves. It is now their responsibility to find out how bad their problems are, plan ways to provide/improve services, compare problems and solutions with other areas and establish if they can solve the problems with their own resources or if help is needed from higher levels of administration or from NGOs which are involved in development. They can make a case for assistance using statistics. They will also need statistics to monitor implementation of the development programmes.

(ii) Traders and Investors

Traders and investors use statistical information to determine where to buy and sell products and to take critical investment decisions. Traders, for instance, will want to know the prices of produce at the farm and the price of produce in the market before he/she decides to buy in order to sell and make profit.

(iii) Farmers

Farmers also need statistical information to make informed decisions. For example, farmers need market information to determine whether it is worthwhile taking their produce to the market, check on the price they are receiving vis-à-vis prevailing market prices, to decide whether or not to store produce in anticipation of price changes, decide whether to grow different crops, etc.

(iv) Non-Government Organizations (NGOs)

Non-Governmental Organizations (NGOs) are voluntary organizations that work for specific causes, mainly humanitarian in nature. They work with and among targeted sub-populations/communities e.g. rural poor, women, the disabled, children, the displaced, etc. They need and use a lot of population and related statistics to plan, implement, monitor, evaluate and report on their programmes and activities.

(v) Donors and International Organizations

There are many donors (bilateral and multilateral) assisting the country with its development programmes. The donor community uses statistics a great deal to assess requirements for assistance and/or participation in development initiatives

and to evaluate the effectiveness of the assistance given. They also need statistical information to report back to their countries/headquarters.

(b) Statistical Information in Monitoring Government's Recovery Programme

Statistical information will play an even greater role in informing the new government's recovery and development initiatives/programmes, and in providing benchmarks against which the electorate will gauge its performance. In particular, government will need to monitor the implementation of its overarching development goal of wealth creation and poverty reduction as well as achievement of the Millennium Development Goals (MDGs). In addition to poverty reduction, the other MDGs include:

- achieving Universal Primary Education,
- promoting gender equality and empowering women,
- reducing child mortality, improving maternal health, and combating HIV/AIDS, malaria and other diseases,
- ensuring environmental sustainability, and
- developing a global partnership for development.

Monitoring national development is crucial to track use of resources, increase accountability and enhance decision-making. Monitoring also indicates how effective the programmes are by revealing the degree to which declared objectives and agreed performance indicators are being met. Evaluation on the other hand aims to assess the impact of the programmes especially on the well being of the population as a result of the said programmes

Poverty monitoring and evaluation will be done at different levels using basically two types of indicators - intermediate and final indicators. *"Intermediate indicators are mostly composed of factors that are under the control of implementing agencies such as line Ministries. On the other hand, final indicators are mostly composed of aspects of welfare not directly under the implementing agency's control"*⁴. Figure 1.1 below presents different levels of poverty monitoring and evaluation.

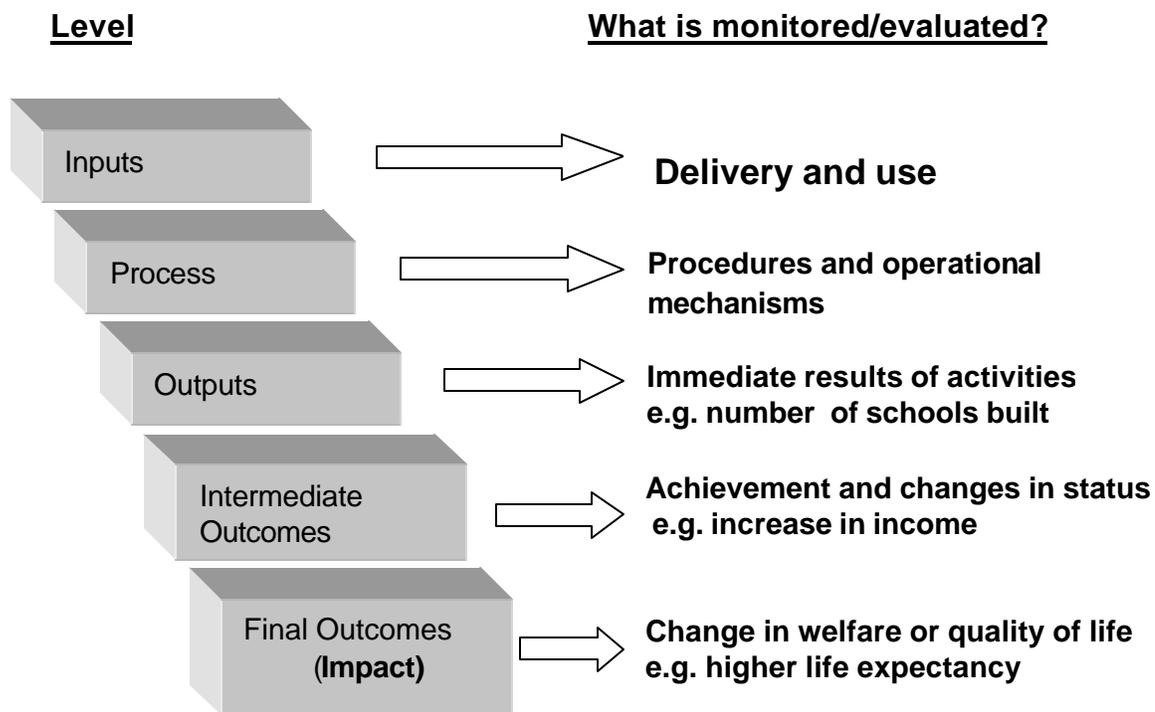
A wide variety of information (both quantitative and qualitative) will be required to monitor and evaluate poverty and action plans at the above levels. The data will come from different sources, namely administrative records and Management Information Systems (MISs) of line Ministries especially those of Health, Education, Agriculture, Water and Transport and Communication; censuses; national household surveys; other surveys; and qualitative poverty assessments (see section 2.3).

The information will facilitate assessment of levels and trends in specific measurable poverty indicators. The task of determining the institutional framework for poverty monitoring and evaluation as well as indicators is going on in earnest⁵.

⁴ *Zambia: Poverty Reduction Strategy Paper 2002 –2004, Ministry of Finance and National Development, May 2002.*

⁵ *Draft Report of the National Stakeholders' Workshop on PRSP Monitoring, Evaluation and MDGs Reporting in Kenya, 10 12 February 2002*

Figure 1.1: Levels of poverty monitoring and evaluation



It is important that statistical information such as on the above levels of poverty monitoring and evaluation is appropriately packaged (made intelligible and actionable) and then fed into the planning, political and administrative processes so that it can be used.

CHAPTER 2

NATIONAL STATISTICAL SYSTEM

2.1 WHAT IS A NATIONAL STATISTICAL SYSTEM?

A National Statistical System (NSS) is defined by a legal framework, infrastructure and institutional arrangements for collection, management, dissemination and utilization of official statistics in the country. Official statistics are statistics produced/compiled by Government Ministries, Departments and agencies e.g. Ministry of Education, Ministry of Health, CBS, Central Bank of Kenya, Immigration Department, etc.

There has been a global realization of the importance of developing effective and efficient NSS that will produce good and timely statistics for measuring overall development process, but more specifically for monitoring the implementation of poverty reduction strategies. In order to make the NSS effective, it is crucial that the components of the system are identified and assessed.

2.2 COMPONENTS OF THE NSS

The NSS has three inter-dependent components, namely data users, data producers and data suppliers.

Data users

Data users are the clientele of the data production systems. They demand and utilize statistical products and services. It is important to mention that users are the most important component of the NSS. Statistics are produced because users are there to demand and use them. Indeed, there cannot be a sustainable NSS without good users of national statistics. In a sense, therefore, the NSS will be sustained to the extent that it is user-focused and demand-driven.

Data users are diverse and their number is large and ever increasing. The main users, however, have been identified as:

- policy and decision makers in government ministries and institutions, and quasi-governmental bodies,
- politicians (e.g. members of Parliament),
- local authorities in provinces and districts,
- researchers and academicians,
- NGOs,
- private sector operators,
- donor community,
- international organizations,
- the press and
- the wider public.

It should be emphasized that these users differ markedly in regard to the intensity and sophistication of usage as well as the statistics they require. Some users require summarized and highly aggregated statistics (at national or provincial level); some especially researchers and academicians require micro data for purposes of conducting definitive/thematic analyses; some users like NGOs, district administrations, etc. require highly disaggregated statistics for planning at lower levels, targeting interventions and monitoring; some users require simple indexes; some require time series data covering a specified period in order to discern trends in phenomena e.g. poverty levels over time; etc.

It is very important that data users are properly identified and mapped/differentiated (market segmentation), and that their real needs are continuously assessed, synthesized and serviced. It helps the producers to keep ahead of the curve in meeting these needs.

Data producers

There are many institutions involved in the production and/or compilation of statistics in the country. Like is the case elsewhere in the world, the country has not vested in a single institution the responsibility to collect all the statistics for the country. The Central Bureau of Statistics (CBS) is, therefore, but one of the main data producers. Other main data producers include:

- 1 line Ministries,
- 2 public sector institutions (e.g. the Central Bank of Kenya, Kenya Revenue Authority, etc),
- 3 research and training institutions, and
- 4 NGOs.

It is crucial that data producers are well coordinated and that there is collaboration, networking and information sharing in order to: achieve mutual reinforcement among weak and vulnerable institutions; achieve synergy and cost-effectiveness; avoid working at cross-purpose and rivalry which can be destructive; and avoid production of conflicting data which can only lead to loss of credibility in statistics.

Two types of coordination are envisaged, namely **horizontal coordination** aimed at ensuring that producers do not work at cross-purpose and achieve synergy, and technical **coordination** aimed to ensure that data from different institutions are mutually consistent or at the very least comparable, an objective achieved by standardization and service-wide adoption of uniform concepts, definitions and classifications.

Data Suppliers

One component of the NSS that is usually not mentioned much but which nonetheless is very important is the component of data suppliers. Data suppliers mainly include households, farmers, establishments and institutions.

It is crucial that data suppliers appreciate why they should provide data. The burden on their time should be minimized; their privacy should be respected and

confidentiality of the information they provide should be maintained⁶⁶. It is important that data producers should develop appropriate policies to guide relations with respondents.

2.3 MAIN DATA COLLECTION SYSTEMS

There are four main data collection systems used by the NSS, namely administrative records, censuses, sample surveys and participatory assessments. Administrative records, censuses and surveys are sources of quantitative data while participatory assessments are a source of qualitative data.

(a) Quantitative Data

Administrative Records

Large volumes of socio-economic data are compiled by government departments and other institutions routinely and generally cheaply as by-products of administrative processes. They include information on: operations of education, health and other social services, external trade, balance of payments, government accounts and prices, agriculture and other economic and social fields.

Administrative data tend to be subject-specific and restricted in coverage and content by legal and administrative considerations; inconsistent as they are compiled by different institutions independent of each other and using different methodologies, definitions, classifications, etc.; and some are of questionable quality. In addition, a lot of data from this source remain in raw form and are not turned into information for management.

To take full advantage of this simple and cheap source of data, many institutions are establishing **Management Information Systems (MISs)** to systematize the collection and management of administrative data as well as facilitate sharing them with other stakeholders. These MISs are a rich source of statistical information that will be invaluable in sector-specific poverty monitoring and especially of intermediate programme indicators i.e. physical deliverables resulting from government spending.

Censuses

Censuses are mega-statistical activities that seek to cover the whole population (or universe) of interest. The most important censuses carried out in Kenya are the Population and Housing Census, Agricultural Census and Census of Business Establishments. Censuses are the main source of benchmark data needed for planning for socio-economic development.

The main advantages of censuses are that: they provide basic or benchmark data, can provide highly disaggregated data (estimates for various domains - geographical, agro-ecological, gender, administrative or some other domain, etc.)

⁶⁶ *Handbook of Statistical Organization: The Operation and Organization of a Statistical Agency, 3rd Edition, United Nations Statistics Division, December 2001.*

and provide supplementary information that is required for efficient planning of sample surveys. However, censuses have a number of disadvantages including high cost (*it is partly for this reason that Population and Housing Census is generally conducted in Kenya and in the African region generally at long intervals of time, usually after every 10 years*) and lack of timeliness. In addition because of the enormity of the census operation, it is not possible to recruit highly skilled enumerators and supervisors, adequately train them and intensively supervise them as is the case with sample surveys. Hence, censuses tend to provide less accurate data than sample surveys.

Sample Surveys

If properly planned and executed, sample surveys are the main source of up-to-date and reliable socio-economic and demographic statistics. Other data collection systems e.g. Population and Housing Census, Vital Registration Systems and Administrative Records do not always provide the required data in a timely manner mainly because of lack of coordination and effectiveness.

Sample surveys involve data collection from a well-selected sample from the population. They are cheaper, faster and easier to carry out and usually they give more accurate estimates than censuses. Their main limitation is failure to provide highly disaggregated data. This is a serious limitation given that there is great demand for highly disaggregated data e.g. at district and lower levels of administration as well as for specific population domains e.g. the poor, women, etc. Another limitation of surveys is that they are subject to sampling errors (*the difference between a sample estimate and an estimate obtained in a complete enumeration - census - carried out under the same conditions as the sample survey*). However, the magnitude of these errors can be controlled and measured when the surveys are based on random (scientific) samples.

The main sample surveys conducted in Kenya include economic surveys, demographic and fertility surveys, income and expenditure surveys, agricultural surveys, labour force surveys, etc. Details on some of these surveys are given later.

(b) Qualitative Data

Participatory assessments and methodologies are becoming increasingly widespread. They collect qualitative data as opposed to quantitative data usually collected in censuses and surveys. Participatory assessments are being used a lot to assess poverty from the perspective of the poor. They are based on purposively selected samples and semi-structured or interactive interviews to collect data, mainly data relating to people's judgments, attitudes, preferences, priorities, and/or perceptions about poverty and other phenomena.

Since 1994, Kenya has carried out three Participatory Poverty Assessments (PPAs). The latest, Kenya Participatory Impact Monitoring (KePIM), was carried out in late 2001. These assessments have illuminated and led to a better understanding of the phenomenon of poverty and its multi-faceted dimensions. In particular, they have led to a richer definition of poverty, more insights into casual processes of poverty and

more depth in the data collected on individual poverty-related questions.

One main problem with this source is that data lack generalizability as the samples used are invariably subjectively selected and are not nationally representative, and the veracity of the data is difficult to ascertain.

(e) Combining Data from Different Sources

All the above data collection systems have a major role to play in the development of the NSS. That these systems should be coordinated so that they can produce complementary data is well recognized. Indeed, in recent years, the subject of combining data from different sources has gained considerable attention. The motivation for combining data from different sources comes from the need to lower the respondent burden, check data consistency, improve the design of data collection instruments and introduce new analytical products, limit surveys and census costs given constraints on statistical budgets and the necessity to provide data on topics or at levels of disaggregation not covered by some systems⁷.

Combining data from different sources has been done in recent past with great effect in production of improved analytical products like poverty maps. Using the Geographic Information System (GIS) functionality, data from the 1997 Welfare Monitoring Survey were combined with the large dataset from the 1999 Population and Housing Census to produce poverty maps which show, among other things, the distribution of poverty across districts and help to capture heterogeneity within districts, identify geographical factors affecting poverty, improve targeting of resources and interventions and improve communication about poverty conditions. It is believed that poverty profiles are incomplete without poverty maps.

2.4 ASSESSMENT OF THE NATIONAL STATISTICAL SYSTEM

There have been many assessments of the NSS or some of its individual components and especially the CBS (see section 5.1). In addition to these assessments and as part of the activities in the design of the Strategic Plan, selected institutions were visited and information collected on their data requirements (for data users) as well as their capacities to collect and handle data (for data producers). The following is a summary of the current assessment of the NSS:

(a) NSS Lacks a Legal Basis and is Unstructured

The Statistics Act now in force does not define and underpin the NSS. What is more, the NSS lacks defined and shared objectives and strategic direction both of which are essential for performance enhancement. The new Statistics Act remedies this anomaly by defining the NSS and outlining its objectives.

⁷ Daniel Defays, *Combining Data from Different Sources: Discussion, Proceedings of the International Statistical System, Seoul, August 2001*.

(b) NSS is Largely Donor Driven

Projects and programmes for developing statistics have largely been donor-driven and have not conferred sufficient ownership on the country. Donor-driven programmes have failed to enlist adequate funding and other forms of commitment from government. They have also failed to build sustainable capacity for statistical production.

In the context of the Strategic Plan, donor assistance will be perceived to complement rather than become a substitute for government commitment to the development of national statistics.

(c) Unsatisfactory Coordination, Collaboration, Networking And Information Sharing

The need for coordination, collaboration, networking and information sharing and the benefits it imparts on the NSS have been given above. The NSS in Kenya has not been sufficiently coordinated to take full advantage of the mentioned benefits. In particular, coordination, networking and information sharing between data users and producers, among data producers, between data producers and research and training institutions, and among donors have been weak. As a result, data users have played peripheral and downstream roles in the development of national statistics, the “silo” mentality looms large among data producers and conflicting data are produced, research and training institutions complain about failure to access data, and technical assistance has not engendered lasting benefits to the NSS.

Coordination, collaboration, networking and information sharing are among the hallmarks of the Strategic Plan.

(d) Wide Use Of Quick Fix Approach

Because of the pressure to meet urgent data needs, short-term projects and programmes have generally taken precedence over long-term planning. This approach has not built requisite statistical capacity and in a number of cases has distorted national priorities for statistical production. It has also not delivered a sustainable NSS.

Developing a robust and lasting capacity for statistical production cannot be a one-shot effort but rather a gradual, sustained and long-term process that among other things, allows for the learning and growth process to take place and for the absorption capacity to build up.

(e) Poor Quality Data and Data Gaps

Not all existing data produced by the NSS are of acceptable quality. Some data are inaccurate, conflicting, insufficiently processed/analyzed, insufficiently disaggregated and not easily accessible.

There are data gaps on: gender, governance, profile of rural populations, household food security, nutrition, on-farm food stocks, poverty levels, fish farming, postharvest food losses, state of the environment, forestry, fisheries, food consumption, horticultural production, etc.

The Strategic Plan seeks to improve the quality of national statistics and to fill data gaps.

(f) Limited Use of Data

It is paradoxical that while there are data gaps on one hand, on the other hand there is limited use of existing data. Some of the reasons for limited use of existing data include the following, among others:

- 1 Some potential users lack information about available data series. In some cases publications, which are the main medium for disseminating statistical data and information, are usually sent to user institutions and not to actual users. Many times they end up in the registry of the user institution or on the shelf of a departmental head.
- 2 Often data are scattered in different forms in producer institutions thereby making it inconvenient to access and use them.
- 3 Non-availability of a one-stop statistical information centre to act as a single access point to the system has compounded the problem of data access.
- 4 In some cases, data are not made available to users in a timely manner or in a usable form (e.g. disaggregated to sub-national levels when required at these levels) or users feel that available data are not sufficiently accurate.
- 5 There are cases where would-be data users are not empowered and lack knowledge of how to access and effectively use data

The Plan has strategies for making data available in a usable form and assessable. It also aims to promote data use by empowering main users to appreciate and use data in their work. The Plan also has significant implications for the system including improvement in information flow to data users about available data, improved data dissemination, building capacity in data analysis and reporting, building computerised databases and training data users on how to access data and make simple analyses, etc.

It was mentioned that one of the main producers of national statistics is the CBS. The next Chapter takes stock of the Bureau - its capacity, work programme and relationships with other data producers.

CHAPTER 3

CENTRAL BUREAU OF STATISTICS

3.1 HISTORICAL BACKGROUND

The history of organized statistical activities in Kenya goes back to the 1920's. The Colonial Government appointed its first Official Statistician in 1925. In 1926, the statistician was assigned to work for the Conference of Governors of the three East African territories of Kenya, Uganda and Tanganyika and this foreshadowed the creation of the East African Statistical Department (EASD). The EASD was formally established in 1948; the same year that the East African High Commission (EAHC) was formed. The EASD collected, processed and published statistical data for the three territories. The department published, on a regular basis, the East African Economic and Statistical Bulletin. In 1948 the first population census in Kenya was undertaken but the results were published in 1952.

In 1956, the EASD was decentralized into three separate Statistical Units to serve Kenya, Uganda and Tanganyika at the territorial level while retaining the EASD to deal with statistical needs common to the three territories. This was the first time that a fully-fledged Statistical Unit was set up in Kenya. In 1961, the Kenya Statistical Unit was fully integrated within the government machinery as the government Statistical Office. The Statistics Act was enacted and took effect on 4th July 1961. The Statistics Unit was formally established as the Economics and Statistics Division of the Treasury. In 1962, the Division undertook the second Population Census in Kenya prior to attainment of Independence.

In 1963, the Ministry of Economic Planning and Development was established and the Division was transferred from the Treasury to the new Ministry. Subsequently, the Division was split into two units that were elevated to departments namely the Planning Department headed by a Chief Economist and the Statistics Department headed by a Chief Statistician. This was an important milestone in the institutional evolution of the Bureau as it formed the embryonic stage of the current CBS. It should, however, be noted that the Agricultural Statistics Section of the former Economics Planning and Development was physically located in the Ministry of Agriculture. This arrangement continued up to 1972. During this year, the Statistics Department of the Ministry of Planning and Development was renamed the Central Bureau of Statistics (CBS) and the head of the Department was designated "Director" instead of Chief Statistician.

In 1965, a common scheme of service for economists and statisticians was established with the aim of developing a cadre of professional officers to undertake the Government's planning and statistical operations. The scheme of service has undergone several reviews over time but as regards the statistical service, the scheme has remained fairly demanding and restrictive in its recruitment and promotional criteria which has had some adverse effects on the Bureau's ability to attract and retain a critical mass of high calibre staff in the areas of statistics as well as other disciplines e.g. cartography, sociology, nutrition, etc. which are required in a modern statistical office.

The Bureau expanded its operations in the 1960's and 1970's both at the headquarters in Nairobi and at the field level. During this period, the Bureau undertook a wide range of data collection activities and kept a healthy publication programme. This impetus continued up to the mid 1980's when the Bureau greatly expanded its field survey programme to respond to the need for district-level statistical data following the adoption of the District Focus for Rural Development (DFRD) strategy in 1983. However, a deteriorating trend set in mid 1980's and continued into the 1990's. This period was characterized by low level data collection efforts, minimal processing and analysis of collected data and discontinuation of issuance of publications which, in the past, used to be regular features of the Bureau's activities. The factors responsible for the downward trend include inadequate budgetary allocation as a result of reduction in government expenditure and inadequate number of professional staff particularly at senior levels. It is therefore axiomatic that effective measures are needed to reverse this negative trend and to prepare the Bureau for the challenge of the 21st century.

3.2 THE LEGAL FRAMEWORK

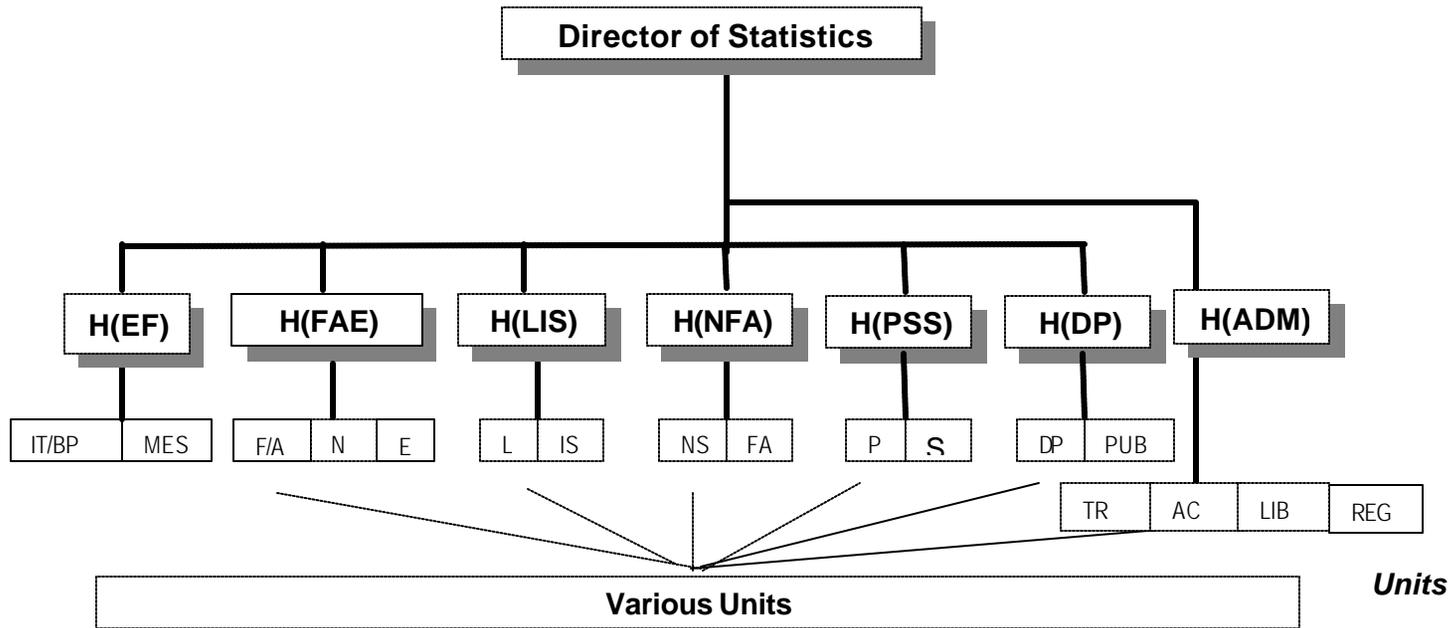
The revitalization of the Bureau through institutional restructuring is necessary in order to overcome the constraints which have gradually weakened it over the years. One of the major constraints is the current institutional structure. As a department in a Government Ministry, the Bureau lacks the autonomy and flexibility it needs to operate as a highly technical institution. In order to operate more efficiently, the Bureau needs to recruit, train and retain high calibre professional staff as well as to have access to adequate financial resources needed for operations and procurement of equipment. Hitherto, the operations of the CBS have been governed by the Statistic Act Cap (112) that was enacted in 1961. Since then, the Act has undergone very few revisions and has, therefore, not kept pace with new developments. To that extent, the Act has constrained the Bureau particularly with regard to its role in collaboration and co-ordination with data producers and users in both the public and private Sectors.

As part of this strategic plan, the outdated Statistic Act is being recommended for repeal. A new edition has been drafted and seeks to establish the Kenya National Bureau of Statistics (KNBS) which will coordinate and supervise a National Statistical System (NSS), collect, analyze and disseminate national statistics as well as develop and maintain a national statistical database.

3.3 THE ORGANIZATIONAL STRUCTURE

Figure 3.1 presents the Organization Structure of the CBS. The Bureau is currently a department in the Ministry of Planning and National Development, headed by a Director. Initially, the Bureau was one of the two departments in the Ministry of Planning and National Development: the other one being the Planning Department. However, over time the latter department has been reorganized into four departments headed by Chief Economists who are on the same rank with the Director of Statistics. Prior to 1980, the Government Computer Centre used to be part of the Bureau, but in the same year it was transferred to the Ministry of Finance.

Figure 3.1: Current Organizational Structure of CBS



H (EF) Head Economic & Financial Statistics division
H (FAE) Head Food, Agriculture, & Environment division
H (LIS) Head Labour & Industrial Statistics division
H(NFA) Head NASSEP & Field Administration division
H (PSS) Head Population and Social Statistics division
H (DP) Head Data Processing & Publications division
AC Accounts
ADM Administration
IT/BP International Trade & Balance of Payments
MES Macro Economic Statistics
LIB Library
TR Transport
REG Registry

F/A Food and Agriculture
N Nutrition
E Environment
L Labour
IS Industrial Statistics
NS NASSEP
FA Field Administration

The Bureau is currently organized into six (6) Divisions. These are:

- 1) Population and Social Statistics
- 2) National Sample Survey and Evaluation Programme (NASSEP), Field Administration and Cartography
- 3) Labour and Industry Statistics
- 4) Research, Data Processing and Publications
- 5) Macro-Economic Statistics and National Accounts
- 6) Agriculture, Nutrition and Environment

Each of the division is supposed to be headed by a Deputy Director of Statistics. At the current staffing level, however, one of the divisions namely NASSEP and Field Administration is headed by a Senior Economist/Statistician while two deputy directors were recently transferred to CBS from elsewhere in the civil service. Under each Division, there are Sections and Units. Ideally a Section is supposed to be headed by a Principal Statistician. Unfortunately this is not the case as there are only two officers at this level in the whole Bureau. This seems to be an anomaly since there are 13 officers who are below this cadre and whose chances of promotion are slim given the paucity of posts at Principal Statistician level.

3.4 HUMAN RESOURCES

As at January 2003, CBS had a total of 587 filled posts against a previously authorized establishment of 1028. The big discrepancy is accounted for by retrenchment among the clerical/enumerator cadre.

The professional cadre comprises officers with University degrees mainly in mathematics and economics, and a few are trained in population studies. Eleven officers or 16% among this category have masters degrees. In terms of designations in the current scheme of service for Economists and Statisticians, this category has officers ranging from Economist/Statistician II Job Group "K" to the Director of Statistics Job Group "R"

The sub-professional category, includes statistical officers grades I to III, assistant economist/statisticians and statistical assistants and comprise 13.6% of the established posts. Their qualifications range from lower second class bachelors degrees to diploma in statistics from either East African Statistical Training Centre (EASTC) or the Kenya Polytechnic. Most of the District Statistical Officers (DSOs) are to be found in this category.

The technical staff includes cartographic assistants, library staff, printing assistant, telephone operator and data machine operator. There is a small team of administrative staff in accounts, administration, and supplies.

The clerical/enumerator cadre comprises nearly 69% of all established posts but it is in this area that there is the highest number of "vacancies" as a result of retrenchment of staff. The staff retrenchment mainly affected enumerators in field offices with the consequence that CBS no longer has a viable Permanent Field Organization (PFO). The career path for this category of staff is not well defined and hence the tendency of many officers in this category to stagnate in the same job groups for years. The secretarial staff includes personal secretaries and copy typists and make up 2.8% of the established posts.

The support staff includes cleaners and drivers where the number of vacancies is thirteen. This is due to retrenchment of this cadre of staff. Tables 3.1 and 3.2 below give details about staff establishment and qualifications of key staff in CBS respectively.

Table 3.1: Current CBS Staff Establishment

Category	Established Posts		Filled Posts		Vacant posts
	Number	% of total	Number	%	
Professional	69	6.7	67	97.1	2
Sub-professional	140	13.6	107	76.4	33
Technical Staff	15	1.5	16	106.7	-
Administrative Staff	5	0.5	6	120.0	-
Clerical/Enumerator Staff	706	68.7	313	44.3	393
Secretarial Staff	29	2.8	27	93.1	2
Support Staff	64	5.6	51	79.7	13
Total	1028	100.0	587	57.1	443

Table 3.2: Qualifications of key staff at CBS

Post	No.	B.A, BSc, B.Phil	MA, MSc, M.Phil	Diploma/ Certificate.	Broad area of Specialization
1 Director	1	1	1	-	Economics
2 Deputy Director	5	4	2	1	1 Demography 2 Economics 1 Statistics 1 Computing
3 Principal Statistician	2	2	-	-	2 Statistics
4 Senior Statistician	13	13	5	1	9 Statistics 2 Demography 1 Economics 1 Computing
5 Statistician I.	42	40	3	2	35 Statistics 5 Computing 1 Demography 1 Geography
6 Senior Stat. Officer	5	1	-	4	Statistics
7 Stat. Officer I	9	5	-	4	8 Statistics 1 Cartography
8 Stat. Officer II	42	16	-	26	Statistics
9 Stat. Officer III	39	-	-	36	Statistics
10 Senior Stat. Assist.	12	-	-	10	Statistics
11 Cartographers	9	-	-	9	Cartography
Total	179	82	11	93	

It can be seen from table 3.1 that only 57% of all established posts are filled. This has affected the operations of the Bureau.

3.5 FINANCIAL RESOURCES

As a government department, CBS relies on the Treasury for its budgetary needs. Table 3.3 summarizes the government subvention to CBS in the last four financial years (1998/99-2001/02). It can be seen from the table that most of the funds are allocated to the recurrent vote where most of the money is spent on personnel related costs. The development vote is the one that is used for data collection, analysis and dissemination that are the core functions of the Bureau. During the period under review, the share of development vote ranged between 16% and 33% of the total subvention. While the recurrent vote indicates a rising trend, the development vote generally depicts a declining trend. For ease of comparability between the four financial years, the table excludes funding for the 1999 Population and Housing Census. It also excludes Appropriations in Aid. Although it is known that CBS has over the years received a lot of assistance from various development partners, the ad hoc manner in which this aid has been received makes it difficult to compile it.

Table 3.3: Government subvention to CBS: 1998-2002 (K.Sh. million)

Financial year	Development Vote	Recurrent vote			Gross Total
		Headquarters	District Offices	Total	
1998/1999	48.98	42.79	47.49	90.28	139.26
1999/2000	19.25	43.25	57.20	100.45	119.70
2000/2001	29.39	43.73	56.75	100.48	129.87
2001/2002	26.64	77.67	56.48	134.15	160.79

3.6 INFRASTRUCTURE

The importance of infrastructure to a Statistical Office cannot be over-emphasized. An organization that has adequate infrastructure and makes the best use of it is bound to be more successful in discharging its duties than the one whose infrastructure is rudimentary and inadequate. In the case of the CBS, we shall focus attention on physical infrastructure (office space), survey/census infrastructure and information technology (IT) infrastructure.

(a) Physical Infrastructure (office space)

The CBS headquarters is housed in Herufi House located between the Treasury Building and the Central Bank Building on Lt. Tumbo Avenue. This is a very old building which was used by the Central Bank before it was moved to new premises in 1972. The building houses the Director's office and four Divisions namely Labour and Industrial Statistics, Macroeconomics and National Accounts, Agriculture and Data Processing, Research and Publications Divisions. It also houses a library and a store. The other two divisions, namely National Sample Survey and Evaluation Programme (NASSEP) and Population and Social Statistics are housed at Nyayo House, a distance of nearly two kilometers from Herufi House. Apart from Nyayo

House where there are fairly decent offices, most of the offices in Herufi House are old and dilapidated. In order to enhance the working environment, CBS needs a modern state-of-the-art building on its own compound preferably outside the Central Business District (CBD). A project proposal along these lines had been made to a donor in 2001. It is recommended that the matter be pursued further.

At the field level, CBS has 70 district offices that accommodate the District Statistical Officers and other district staff. However, it is only in a few districts that the Department has decent offices in district headquarters. Most of the offices are either prefabricated hovels or privately rented rooms lacking in basic facilities e.g. telephone, electricity, piped water etc. For safe custody of computers and other office equipment as well as district datasets, it is very necessary to provide permanent offices to the districts. The office space should be adequate to accommodate a staff of about 10 officers in each district.

(b) Information Technology (IT)

Accessibility to and effective use of information are increasingly becoming critical factors in sustainable economic and social development. It is, therefore, very important for CBS to enhance its Information, Communication and Technology (ICT) infrastructure which at the moment is quite rudimentary. At Herufi House, not all the PC's are networked yet and there is no central data repository. With regard to software, the PC's have different application software installed e.g. Integrated Microcomputer Processing System (IMPS) used for data entry, SPSS and Excel for statistical analysis and spreadsheets and Dbase for data storage.

Unlike in Herufi House, all PC's in Nyayo House are networked on a Local Area Network (LAN) with a server for population data. At present, CBS uses the Treasury's website by common consent and does not have its own website. CBS has as a result had problems up-dating data on the web site.

(c) Library Services

A library is an essential infrastructural component of a statistical institution. It is used as the main depository of textbooks and other reference materials e.g. journals, periodicals magazines, maps etc. The CBS has a library located on the second floor at Herufi House. The library has approximately 30,000 textbooks and receives about 100 periodicals including journals and magazines. It lends books to members of staff of CBS and the Ministry but is open to other users including researchers and students. Unfortunately, the space available is too small to accommodate more shelves and reading space. On an average, 60 users visit the library daily. However, the available sitting space can only accommodate about 20 users at a time and it was reported that some would-be users are turned away at the reception desk when the library is full.

In addition to the materials mentioned above, the library also stores government publications, reports, circulars, etc. as well as materials from U.N. bodies, commonwealth, European Union, etc. It is also used for disseminating reports nationally and internationally.

It should be mentioned that the library is not computerized, lacks shelves, cabinets and a photocopier for use by library users. These are needed to make the library provide more efficient services.

(d) Printing

CBS has an old printer, a German Printer Model GTO-46 installed in 1976. In addition to the printer, there is a paper cutter, a stitching machine and a padding machine as peripherals. The printer is used for printing questionnaires manuals, mailing addresses, vouchers etc for both CBS and the Ministries of Finance and Planning and National Development.

The printer is outdated and there is no maintenance contract for it. What is more, the printing room is manned by one person who is due for retirement at the beginning of July 2003. As a matter of urgency, another person should be appointed to understudy the current printing assistant. Consideration should be given to appointing the printing assistant on a one-year contract beyond his retirement date. There is also a need to procure a modern printer which can do all CBS work plus undertaking commercial printing to raise some revenue. The printing room should be provided with a binding machine to obviate the need to outsource binding work from outside at high cost.

It should be mentioned that if facilities for CD copying were available, there would be less need for much paper printing.

(e) Field Infrastructure

The main source of CBS data are field surveys and censuses. In order to support field data collection, CBS has established a two tier Field Organization (FO). At the first tier, the organization consists of three Regional Coordinators based at CBS Headquarters. Each Coordinator is responsible for a region. The country has been divided into three regions for purposes of managing field operations. Each region consists of a number of districts as follows: Eastern Region has 23 districts, Central Region has 26 districts and Western Region has 20 districts.

In each district, a District Statistical Office (DSO) has been established. The DSO is the focus of statistical operations carried out by CBS. The roles and functions of the DSOs have been recognized and included in the Government's District Focus for Rural Development Strategy document. These include:

- data collection,
- data compilation and analysis for District Development Plans,
- dissemination of statistical information through CBS publications, and
- development of district databases for use in planning, monitoring and evaluation.

Each DSO has a District Statistical Officer, Field Supervisors, Enumerators and Office Support Staff. The District Statistical Officer is a key member of the District Planning Unit. The number of personnel in each DSO varies from one district to another with some districts having over 18 officers at one extreme and others with only the District Statistical Officer at the other extreme.

The field organization faces a number of constraints including limited transport, office and communication facilities; a reduced workforce of field staff following redeployment and retrenchment; low morale of officers due to lack of job progression and poor scheme of service

(f) Survey Infrastructure

National Master Sampling Frame

Where household surveys are conducted on a continuing basis with the survey programme covering a different survey module or modules each year, there are definite advantages in designing a Master Sample on the basis of which the surveys are conducted over the same, common sample of clusters of households so as to permit micro-level linkages and combined analysis of data from different surveys e.g. linking child nutritional status from one survey with data on socio-economic variables collected in another.

CBS designed a National Master Sampling Frame way back in 1974 to facilitate implementation of an integrated programme of household surveys. Two phases of the programme, namely, the National Sample Survey Programme (NISSP) (Phase I) spanning the period 1974-1979 and different rounds of the National Sample Survey and Evaluation Programme (NASSEP) have been carried out. Different subjects were covered in each survey round.

The NASSEP IV Master Sampling Frame was established in 2002 and will be utilized to undertake different household sample surveys between 2003/04 and 2007/08. NASSEP IV is a fairly robust master sampling frame with a total of 1800 clusters of approximately 100 households per cluster. 1260 clusters are rural while 540 are urban. The greatest threat to the integrity of the master sampling frame is becoming obsolete as a result of inability to regularly up-date it due to lack of a proper permanent field organization (PFO) with adequate staff and transport equipment.

Master File of Establishments

CBS maintains a master file of establishments on the modern sector of the economy. This frame has been in existence since the 1940's. This file is usefulness in generating much needed employment and wages data as well as data required for computation of GDP. The file also provides a frame for establishment-based censuses, surveys and economic research.

At the moment, the register contains about 40,000 establishments. The register is mainframe computerized and it needs to be fully migrated to PC's. The master file has well over 200 fields and 70,000 records. The register this frame is very much out of data and needs a comprehensive up-date including updating ISIC Rev 2 to Rev 3, designing new geographical codes to accommodate all 71 districts and conforming occupational codes to ISCO-88.

Population Database

The first Population census in Kenya was carried out in 1948. Another one was undertaken in 1962 shortly before the country became independent in 1963. From 1969, population censuses have been undertaken regularly every ten years up to 1999. The population census data is used for various needs including determining the rate of population growth. The census enumeration areas (EAs) are the basis of selection of master sampling frame for household-based surveys under the various NASSEP phases, the last one being the NASSEP IV master sampling frame established in 2002.

3.7 KNOWLEDGE MANAGEMENT

The level of knowledge management in CBS, like other national statistical offices in Africa is quite limited. There is little documentation of methods and procedures, storage of expertise, institutional memory and inadequately developed and managed databases. However an attempt was made by publishing Kenya's metadata in May 2002 within the framework of General Data Dissemination System (GDDS). This document needs to be updated by including the salient features of NASSEP IV master sampling frame.

3.8 Recent Improvements and Initiatives

In the last two years, the new leadership of the Bureau has undertaken the following improvements and initiatives to inject new life into and to redeem the image of CBS which had been tarnished by, *inter alia*, lack of timeliness in delivering statistical products, cessation of some outputs and data quality problems.

Streamlining Management of CBS

A Task Force was set up to look into how best to streamline the management of CBS including the flow of information among the six Divisions in the Department, operations of the Registry, etc. The work of the Task Force led to the streamlining of CBS records, instituting weekly meetings for the Heads of Divisions and Sections as a means of monitoring progress of work as well as identifying constraints that impede work of the Bureau and improved information flow between and among staff of the CBS.

HIGHLIGHTS OF RECENT DEVELOPMENTS	
•	Streamlining management of CBS;
•	Taking inventory of IT resources;
•	Census data processing;
•	Clearing backlog of unanalyzed survey data;
•	NASSEP IV frame;
•	Regularization of CBS publications;
•	Some training;
•	Improved partnerships;
•	Improved use of Information

Inventory of IT Resources

In order to address the problems caused by poor distribution and utilization of computing facilities in the Department, an initiative to take the inventory of the computing capacity of the Bureau was taken. The support of the Government Information Technology Services (GITS) was sought to assist the Data Processing Division to undertake the task. This initiative led to rationalization of use of IT and related facilities at the Bureau.

Census Data Processing

The completion of data processing of the 1999 Population and Housing Census and the release of census results was a major problem. Due to the problems associated with scanning technology, the editing of the census data took a little longer but much shorter compared to the time the 1989 census took. The organization was galvanized to speed up data processing and this led to the official release of the Census Basic Reports on 29th January 2001.

The release of these reports was followed by resources mobilization (financial, technical and human) for the detailed census analysis. By the last quarter of 2002, the detailed data analysis had been completed and the census atlas, flier, and data sheet on population and development indicators derived from the census had been produced. In addition, several study visits were undertaken to the Institute of Population Center (IPC) of the US Census Bureau in order to prepare census data for further analysis beyond the preparation of monographs and to expand the scope of use of the data by policy makers, researchers, and academicians. The outcome of these study tours was a set of UN Tables and preparation of a 5% sample of the 1999 census data for those interested in further analysis and research. The specific UN Tables prepared through this collaboration are: Provincial and District Tables, Population Characteristics, Tables on Tribe and Religion, and Point to Point migration in Kenya. These tables present a wealth of census data up to the district level and are very handy for policy makers especially the elected leaders.

Clearing the Backlog of Unanalyzed Survey Data

Another initiative taken in the last two years has been to clear the backlogs of three surveys conducted prior to 2000 but whose data were not analyzed.

Data from the 1993/94 Household Budget Survey were analyzed and published in January 2002. Following the analysis, the weights of the Consumer Price Index (CPI) were revised and CBS started to release CPI on a monthly basis. The analysis of the 1998/99 Child Labor module of the Integrated Labor Force Survey (ILFS) was also done in 2001. The survey report was published in September 2001 and disseminated to the public. Data from the main ILFS have also been analyzed and the report is currently with the publishers. During 1997 Welfare Monitoring Survey (WMS III), data on agriculture were collected but not analyzed. A team was put together early 2002 and at the present time the analytical work has been completed and the draft is ready for discussion.

National Sample Survey and Evaluation Program (NASSEP IV) Frame

Between November 2001 and August 2002, the National Sample Survey and Evaluation Program (NASSEP IV) frame was constructed on the basis of 1999 census population figures and the latest administrative boundaries. A departure of NASSEP IV from the previous ones is that it covered all districts in the country including the 8 ASAL Districts of North Eastern Province and parts of Rift Valley Province. The NASSEP IV frame is in place and became operational for a new generation of the Household Surveys. The frame has been used already to support several surveys.

Publications

Besides the timely release of the 2001 Economic Survey, a new product: Kenya Facts and Figures was released alongside the Survey and this product has been produced in the subsequent years. The production of Statistical Abstract has been regularized as from 2001 top-date and the timing of its official release to the public has improved from previous years when it was released after the current year Economic Survey to releasing it along side the Economic Survey in 2001 and in January 2003, several months ahead of the Economic Survey for the current year. This has created space for more concentration in the preparation of the Economic Survey.

Staff Training

In the last two years, CBS has re-introduced of short-term training for various cadres of CBS staff and exposure through attendance of national and international meetings and/or workshops. Between 2001 and 2002 several CBS officers from both headquarters and districts had had some training. To-date, a total of 127 officers in various categories have been trained. A total of fifteen (15) officers are currently undergoing training at different levels and in different institutions. In particular, professional staff have been trained in application and use of computers, introduction to the 1993 Systems of National Accounts, cartography, introduction to statistical concepts, and application of excel in statistical analysis. Certificates of completion have been issued to course participants as a means of acknowledging that the officers have undergone through the training. And some staff have had training up to masters degree level.

Partnerships

Improved partnerships with stakeholders (government departments, public sector, civil society, private sector organizations, research organizations and institutions, and development partners) has helped to change the image of the Bureau. This has been achieved through sharing available information while involving them in the diagnosis of statistical problems and joint identification of solutions.

Information and Communications Technology (ICT)

In the area of Information and Communications Technology (ICT), the Bureau has internet facilities installed in a number of offices. There is also Geographic Information System (GIS) with the capacity for geographical digital information. This system has fully been revamped by upgrading the network, installation of new servers and software. These improvements have expanded the capacity of the system for storage and generation of digitized maps at different levels.

More recently, a Local Area Network (LAN) has been installed in two locations i.e. Herufi and Nyayo Houses and two offices will be linked together so that the LAN be operated as one entity. A high capacity server will be installed in Herufi House while a second for this system will be based in Nyayo House. In the meantime the Herufi system is linked to the Treasury LAN. Overall 22 work-stations have been networked in Herufi and 11 in Nyayo House. The platform for developing a central database has therefore been created, but the real database is yet to be developed. The Integrated Multi-sector Information System (IMIS) and the Kenya Info currently under implementation will stand on this platform.

CHAPTER 4

STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

4.1 INTRODUCTION

In designing a Strategic Plan, it is important that internal strengths and weaknesses as well as opportunities and threats to the organization are identified and analyzed. This is usually called SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis.

The internal strengths and weaknesses are essentially controllable activities within an organization that are performed especially well or poorly. They need to be identified and evaluated in functional areas so that the Plan can build on the organization's strengths and aim to mitigate or eliminate the weaknesses.

On the other hand, external opportunities and threats are economic, social, environmental, political, legal, governmental and technological trends and events that can benefit or harm the organization. These trends and events which are largely beyond the control of a single organization, also need to be identified and analyzed so that advantage can be taken of the opportunities and threats can be avoided or their impact reduced.

The main strengths, weaknesses and to some extent opportunities and threats to CBS have been identified in the course of various studies and reports on statistical activities in the country. A formal SWOT analysis of the CBS was done in the Stakeholder Meetings on the Strategic Plan for the CBS in December 2002 and in the Workshop on Strategic Management held in February 2003 for staff from CBS and main government data producing institutions. The analysis was done with regard to the perspectives of: data users, business processes, governance and people.

This Chapter highlights the results of the SWOT analysis. A summary of the analysis is given in table 4.1.

4.2 STRENGTHS

The following were identified as the main strengths of the CBS:

(a) Statistics Act

A Statistics Act is essential to underpin production of official statistics and to provide for the professional independence of a national statistical office. Like in most countries, the CBS operates within a Statistics Act (CAP 112 of the Laws of Kenya), which among other things defines the objectives and functions of the Bureau, the statistical information the Bureau can collect and powers to collect such information, confidentiality of the information collected, restrictions on disclosure of the information and penalties for contravention of the provisions of the Act.

(b) Extensive Field Infrastructure

CBS has a well-established and extensive field infrastructure for collection of field data that no other organization in the country can match. This includes a network of 69 District Statistical Offices, each manned by a District Statistical Officer, Field Supervisors and Office Support Staff. The DSO is the focus of statistical operations carried out by CBS. The DSO also maintains the NASSEP frame that is a basis for all household-based surveys carried out by CBS.

This strength is not lost on other institutions that collect data in the country. Indeed, the NASSEP frame is used by other institutions collecting household-based data in the country.

(c) Technical Skills in Different Areas of Statistics

A national statistical office has “distinctive competencies” in the production of statistics that no other institution in the country can match. These competencies include among others capacity to:

- 1 plan and execute large-scale national surveys and censuses;
- 2 compile complex indexes like Gross National Product (GDP);
- 3 harness IT for statistical development.

The Strategic Plan will aim to take advantage of these competencies in order to improve production of national statistics.

(d) New Leadership

Strategy management needs a leadership that, *inter alia*, develops, supports and promotes organizational culture; embodies the status and professionalism of the organization; inspires confidence, provides a vision for the organization and champions change; and articulates the organization’s strategy. Since 2000, CBS has had new leadership. Not only has the leadership taken critical initiatives to redeem the image of CBS but lately, it has set in motion the process to design a Strategic Plan to provide the office with a “road map” for the development of national statistics and a framework for breakthrough performance in production of national statistics.

4.3 WEAKNESSES

The following main weaknesses of the CBS have been identified:

(a) Low Profile

Like in many other African countries, the role and importance of statistics is still not yet appreciated in the country. There are still decision-makers, administrators, etc who do not see statistics as vital for good governance and management of public affairs and managers both in public and private sectors who do not see much relevance of statistics in their work. Accordingly, statistics in general and the CBS in particular have a low profile in Government and society. This in part explains why statistical production is under-funded.

(b) Outdated Statistics Act

CBS is operating under a 1961 Act that was revised in 1972, some 30 years ago. The Act is very much outdated and can no longer be able to provide for the production and management of national statistics given the policy, administrative and economic changes that have taken place in the country in the last thirty years. To that extent, the activities of the Bureau are constrained.

(c) Limited Statistical Advocacy

Statistical advocacy is crucial for national statistical development. It involves promoting “statistical thinking”, demonstrating power and use of statistics, promoting a culture of evidence-based policy and decision-making; and mobilizing national and international resources for statistics. In this sense, CBS has carried out limited statistical advocacy.

Little or lack of general appreciation at political and policy level of the role and importance of statistics has led to under-funding statistical production. This has led to production of poor statistics which in turn has led to lack of demand for statistics, low priority for statistics and status of CBS and more under-funding, making it extremely difficult to meet user requirements for data. This has led to a vicious circle, which has led to, *inter alia*: poor policy design, uninformed decisions, inability to monitor implementation of policies, projects and programmes as well as inability to evaluate the success of such policies, projects and programmes.

(d) Unconducive Work Environment

CBS does not have a conducive work environment. The headquarters staff sit in different buildings some distance apart with inadequate electronic (Wide Area Network - WAN), telecommunication links (telephones) and with congested office space. The main office is located in what used to be an armory. There is a very limited Local Area Network (LAN) linking up only a few computers in the office. Generally, the staff do not have access to the Internet.

(e) Weak Coordination, Collaboration and Networking

Coordination, collaboration and networking are essential for development and production of national statistics. They engender mutual reinforcement, achievement of synergy, avoidance of working at cross-purpose and production of conflicting data, etc. There is weak coordination of CBS programmes and work of individual divisions - breaking down “silo mentality”. Secondly, there is weak coordination, collaboration and networking among data producers, between data producers and users, between data producers and research and training institutions.

(f) Lack of IT Strategy

CBS has not developed an IT policy and strategy to guide its IT and data management operations including standardization of work processes, infrastructure and facilities (hardware, software, maintenance, etc.); provision of access to shared facilities (e.g. administrative tools); connectivity; etc. Lack of the policy and strategy

has not enabled CBS to maximize benefits from application of IT and achieve cost-effectiveness in such application.

(g) Lack of Human Resources Development Strategy

Staff are the most valuable resource of any organization. This resource needs to be managed, developed and harnessed in order to enhance organizational performance. CBS does not have a Human Resource Development Strategy (HRDS). This has been a demotivating factor for staff as issues of staff training, career development, staff retention, etc. that are normally addressed by such a strategy have been handled in an ad hoc and clearly unsatisfactory manner. The absence of a HRDS is reflected in low levels of skills, empowerment and motivation of staff at CBS as well as high staff turnover..

(h) Inadequate Data Disaggregation

In the past, there was demand for global statistics viz. statistics at national and provincial levels for centralized top-down planning. In order to be able to monitor national development, there is now high demand for disaggregated data at district and household/community level, by gender and by other important sub-population classifications for bottom-up planning, targeted interventions and monitoring.

One of the main complaints of users about CBS statistics is lack of sufficient disaggregation. For instance, most surveys that have been carried out in the past could only provide estimates at national and provincial levels. And yet a lot of data are required at district and sub-district levels.

(i) Limited Analytical Capabilities

CBS lacks analytical skills that are required to produce customized, value-added statistical products and services (e.g. special reports on gender, nutrition, etc) as well as new analytical products. The tendency is for CBS to produce non-customized statistical reports for general use. Limited analytical skills have been attributed to a lack of a defined capacity building programme.

(j) Inadequate Knowledge Management

Knowledge management is a way of promoting integrated approach to identifying, capturing, retrieving, sharing and evaluating organization's information assets which include databases, documents, policies and procedures, library services and tacit expertise and experience stored in peoples' heads.

Like in most other national statistical offices in Africa, there is inadequate knowledge management at CBS evidenced by poor or inadequate documentation of methods/procedures, expertise and experience being kept in people's heads, unstandardized data storage formats and procedures, lack of organization-wide database, etc. Lack of a HRDS and an IT policy and strategy has accentuated this problem.

(k) Lack of a Dissemination Policy

Statistical data and information have “extrinsic value” which lies in their power to inform processes e.g. planning and monitoring. They, therefore, have no value unless they:

- 1 reach those who need them,
- 2 are easily understood, and
- 3 are actually used.

It is, therefore, important that a national statistical office should have a well-defined data dissemination policy that provides for form and frequency for releasing statistical data and information and the attendant access. CBS does not have such a policy in place.

(l) Lack of Timeliness in Data

Timeliness is one of the dimensions of data quality. Timeliness engenders data relevance and usability. Indeed, some data are of little use if not produced in real time. Data users have identified lack of timeliness as one of the main weaknesses of CBS data. For instance, data from the 1993/94 Household Budget Survey were analyzed and published in January 2002 (8 years late), the analysis of the 1998/99 Child Labour module of the Integrated Labour Force Survey (ILFS) was also done in 2001 and the analysis of data on the agricultural module of the 1997 Welfare Monitoring Survey (WMS III) was done in 2002 and a draft report is ready for discussion.

(m) Rapid Changes in Top Management

The above weaknesses have been deepened by rapid changes in top management of the CBS. In the last eight (8) years, CBS has had a total of 5 Directors. So on average during this period, CBS has had a Director for about one and half years. This has not made it possible for the Directors to design and implement programmes for improvement of statistics.

(n) Over-dependence on Piecemeal Donor Funding

Over-dependence on donor funding was identified as one of the weaknesses of the CBS. It was found that this funding was generally not in line with the United Nations Principles on Technical Cooperation for Statistics adopted by the UN Statistical Commission, 1999. It tended to be donor-driven, not appropriately coordinated and prioritized and tended to distort national priorities for statistical production.

4.4 OPPORTUNITIES

The following main opportunities have been identified for development of national statistics:

(a) New Political Dispensation

Kenya now has a new Government ushered in at the beginning of 2003. The country is also now working on a new Constitution. These two events have provided a new socio-political environment conducive for the development of national statistics. For instance, the Draft Constitution proposes to make CBS a constitutional body to raise its profile and enhance its effectiveness. This is very much in line with the proposals being made to make CBS a semi-autonomous government agency.

Secondly, there is new leadership in Ministries CBS deals with directly. The leadership of these Ministries and indeed the new Government in general are eager to perform and to be seen to be doing so. It will need statistics collected by an independent body to monitor this performance.

These are great opportunities that CBS must take full advantage of to develop national statistics.

(b) Increased Demand for Data

The new Government has a full agenda of action programmes and initiatives in line with its Election Manifesto. These include, among others, the PRSP. These and future programmes, initiatives and new emphasis on tracking progress towards attaining development goals will require comprehensive development statistics in terms of quantity and quality to inform their design, implementation and control at different levels.

(c) International Frameworks

There are a number of international frameworks on statistical development that CBS can get off the shelf and use. These include, among others, the United Nation's Fundamental Principles of Official Statistics, Addis Ababa Plan of Action for Statistical Development in Africa in the 1990s, the IMF's Special Data Dissemination Standard (SDDS) which identifies best practices in the dissemination of economic and financial data and its companion General Data Dissemination System (GDDS) which has been developed to:

- 1 encourage member countries to improve data quality;
- 2 provide a framework for evaluating needs for data improvement and setting priorities in this respect; and
- 3 guide member countries in the dissemination to the public of comprehensive, timely and accessible statistics, etc.

These and similar frameworks should be accessed and effectively used to improve the quality of national statistics.

(d) International Partnerships for Statistical Development

In the last few years, there has been an increase in international cooperation and partnerships for statistical development to respond to the unprecedented demand for statistics and development indicators in developing countries. One of the leading catalysts in this process is the PARIS21 consortium established in 1999. PARIS21 is a partnership comprising policy makers and statisticians from donor and developing countries, international organizations, professional bodies and academic institutions.

PARIS21 works through: partnerships by bringing together donors and Governments in support of country-owned development strategies; advocacy by demonstrating the power of and use of statistics for policy decisions; resources by assisting to mobilise both national and international resources to enable collection of right information for policy making and especially for informing anti-poverty strategies and programmes; information by providing a platform for open debate, sharing of knowledge and for fostering co-ordination; and strategies by assisting countries to develop well-managed, resourced and sustainable statistical capacity, and by better use of data as a tool for more effective development.

PARIS21 inspired initiatives are funded by the Trust Fund for Statistical Capacity Building (TFSCB) established by the Development Data Group of the World Bank to strengthen the capacity of statistical systems in developing countries. Consultants assisting to design the Strategic Plan were supported by the TFSCB.

(e) Advances in IT

Advances in information technology (IT) have made IT hardware more powerful, cheaper and accessible. These advances have also shrunk time and space. These advances provide great opportunities for improving the way data are collected, processed, stored and disseminated to users. In particular, data processing has been speeded up to improve on timeliness, large datasets can be stored, databases can be created, platforms and networks can be created for sharing equipment and information, more imaginative and attractive statistical products can be produced, etc.

It is important that CBS harnesses these advances in IT to improve its performance.

(f) Training Facilities

There are many local training centers including public Universities in the country which can be used to build capacity in many areas of statistics, computer applications, management, etc. In addition, there are regional training centers in Dar es Salaam, Tanzania (for middle level training in statistics) and the center in Kampala, Uganda (for degree training in official statistics).

In addition to in-house training, full advantage should be taken of these centers to build capacity for CBS staff.

4.5 RISKS

Possible risks to the development of national statistics include, among others:

(a) Political Interference

Political interference can badly affect the credibility and integrity of official statistics. This point is stressed by Rt. Hon. Clare Short, the British Secretary for International Development. In 1999 she said, “*Statistics need to be independent of the political processes and people need to have confidence in them. Politicians may not like this but the threat to democracy is great if honest, independent statistics are not produced*⁸.”

This risk will be avoided by underpinning production of national statistics with a Statistics Act that provides, *inter alia*, for professional independence of the CBS and de-linking it from the mainstream government.

(b) Inadequate Funding by Government

Perhaps one of the biggest risks is failure by government to give priority to statistical development and hence not providing adequate funding to the Bureau to carry out its functions. This threat will be minimized by carrying out sensitization and awareness programmes as well as keeping abreast of changing Government requirements for statistical information.

(c) Inability to Attract and Retain Staff

CBS continues to lose high level and skilled statistical personnel to other Government Departments or to other institutions in search of better paying jobs. This has had deleterious effect on the Office in terms of sustaining capacity for statistical production. It should be mentioned that this is a common problem in Government institutions.

The threat of high staff turnover will be stemmed by providing for a semi-autonomous agency that will provide for the recruitment of staff on merit; define their career path; and develop, motivate and remunerate them appropriately. There will also be an ongoing training programme.

(d) Lack of Commitment to Coordination, Collaboration, Networking and Information Sharing

There is a threat that the “silo mentality” among data producers will make commitment to coordination, collaboration, networking and information sharing a pipe dream and that the factors driving coordination e.g. common audiences, publications requiring synchronizing outputs, etc, will not be there.

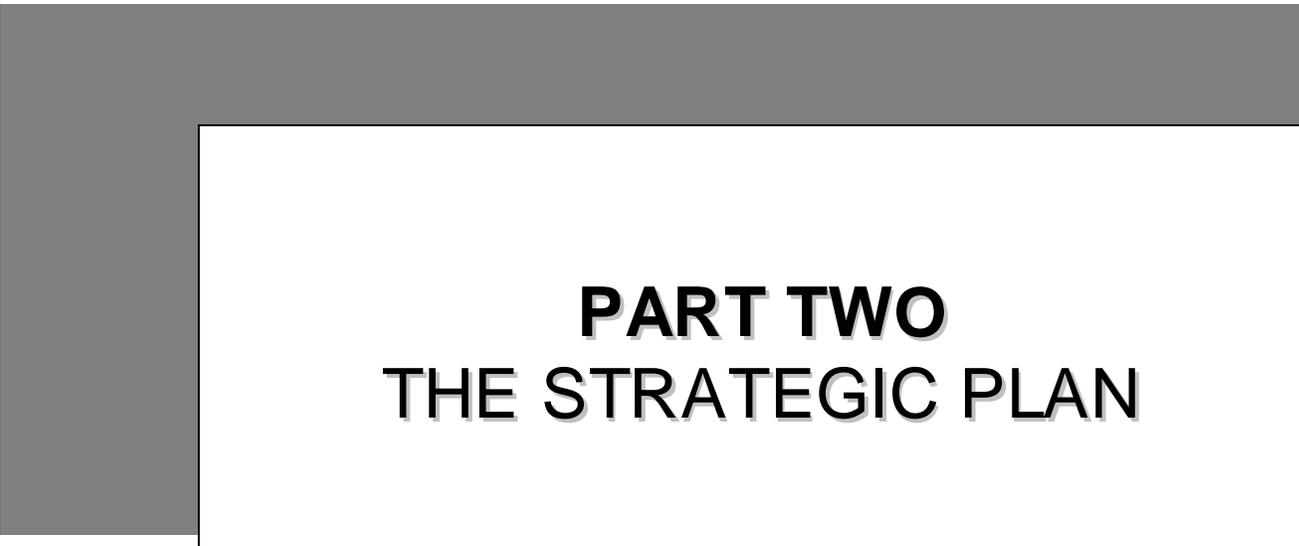
⁸ Rt. Hon. Clare Short: *Statistics for the Elimination of World Poverty, Speech given in Paris, November 1999*

This risk will be minimized by CBS playing its coordinating role proactively through sensitization and training, and articulating the virtues of coordination, collaboration, networking and information sharing.

Table 4.1: SWOT Analysis Table

Strengths	Opportunities
1. Statistics Act	1. A new political dispensation
2. Extensive Field infrastructure	2. Increased demand for data
3. Technical skills in different areas of statistics	3. International Frameworks
4. Capacity to harness IT	4. International partnerships and support for statistical development
5. New Leadership	5. Advances in IT
	6. Local and regional Training facilities
Weaknesses	Risks
1. Low profile of CBS	
2. Outdated Statistics Act	1. Political interference
3. Limited statistical advocacy	2. Inadequate funding from Government funding
4. Unconducive work environment	3. Poor staffing
5. Weak coordination, collaboration, networking and information sharing	4. High staff turnover
6. Lack of IT strategy	5. Lack of commitment to coordination, collaboration, networking and information sharing
7. Lack of Human Resources	
8. Development Strategy	
9. Inadequate data disaggregation	
10. Limited analytical capabilities	
11. Inadequate knowledge management	
12. Some data series are outdated	
13. Lack of a dissemination policy	
14. Lack of timeliness in data	
15. Frequent change of top management	
16. Over-dependence on donor assistance	

Data demands have imposed a huge burden on the Bureau, hence the need to strengthen the capacity and re-structure CBS operations to be more focused in responding to user needs. It is for this reason that CBS is being reformed and hence this Strategic Plan.



PART TWO
THE STRATEGIC PLAN

CHAPTER 5

JUSTIFICATION FOR THE STRATEGIC PLAN, PAST EFFORTS AND THE PROCESS

5.1 JUSTIFICATION FOR THE STRATEGIC PLAN

In recent past, there has been unprecedented increase in demand for statistics to inform national development processes. In particular, there is a lot of demand for quality statistics for benchmarking national development initiatives and programmes and for tracking progress in the implementation of these initiatives and programmes. These demands have presented major challenges to a weak, vulnerable, understaffed and under-resourced CBS and the National Statistical System. The demands have, however, also presented tremendous opportunities, particularly with respect to raising the public profile of statistics and harnessing both national and international resources for statistical development.

From the foregoing, it is clear that there is a need for a quantum leap in provision of national statistics, breakthrough performance and enhanced value creation to meet the ever-increasing demand for statistical data and information. What is required to achieve this? What is required is not to “do more of the same thing”, “run faster” or even “take incremental steps to move the statistical system from present position to desired future positions”. These are non-prescriptions. What is required is introduction of strategic management at the Bureau and eventually throughout the entire national statistical system. Strategic management is the “*the art and science of formulating, implementing and evaluating cross-functional decisions that enable an organization achieve its objectives*”⁹. It marks the beginning of efficient and effectual managerial system that is forward looking and more competence based. Research shows that organizations using strategic management are more successful than those that do not¹⁰.

Strategic management confers many benefits to an organization. These benefits include, among others¹¹: allowing organizations to be more proactive than reactive in shaping their future; allowing for identification, prioritization and exploitation of opportunities; providing objective view of management problems; facilitating better communication in the organization (*communication is key to successful strategic management*); presenting a framework for improved coordination and control of activities as well as for harnessing resources (national and international); allowing major decisions to better support established objectives; allowing more effective allocation of time and resources to identified opportunities and priorities; getting understanding and commitment from managers and staff; empowerment of employees leading to a sense of ownership leading to more commitment, creativity, imagination, innovation and productivity (*ownership of strategies is key to success*);

⁹ Fred R. David, *Concepts of Strategic Management, 6th Edition, Prentice Hall International, Inc.*

¹⁰ Robert S. Kaplan and David P. Norton, *The Strategy-Focused Organization, Harvard Business School Press, Boston, 2001*

¹¹ Fred R. David, *Opt. Cit.*

enhancing awareness of external threats; helping to view change as an opportunity rather than a threat; and encouraging forward thinking.

This Strategic Plan has been prepared to provide a comprehensive framework for the achievement of breakthrough and sustainable performance improvements at the Bureau using strategic management principles. Specifically, the Plan is expected to, *inter alia*:

- 1) reverse the decline in national statistical production by removing strong constraints in responding to increased user demands,
- 2) set strategic directions for the provision of a broad range of statistical data and services to stakeholders and for enabling the Bureau to acquire and sustain optimum capacity to assess and satisfy user needs,
- 3) provide a “road map” for developing national statistics in a coordinated, synergic and sustainable manner, and
- 4) provide a framework for harnessing resources (both national and international).

It is important to note that in the last 15 years, several initiatives have been taken to study and advise on how to improve national statistics with a focus on CBS. The Consultancy Services Division of the Directorate of Personnel Management in the Office of the President has on its part carried out two studies (in 1993 and 2002) on restructuring of CBS. These studies are summarized in section 5.2.

5.2 PAST STUDIES AND EFFORTS AT IMPROVEMENT OF STATISTICS AT CBS

The past studies and efforts at improvement of statistics in CBS include: Kenya Symposium on Statistical Surveys (1988), Symposium of Producers and Users of Statistics (1990), An Evaluation of Statistical Needs in Kenya (1992-1993), Report on the Organization, Operations and Staffing of the Central Bureau of Statistics (1993), Restructuring of the CBS and Revision of the Statistics Act (1997), An Investigation of Manifestation of Data Gaps in the Programmes of the CBS and Proposed Solutions (1997), IMF Multi-Sector Statistics Mission (1998), IMF Balance of Payments Statistics Mission (2000), Re-organization and strengthening of the Central Bureau of Statistics (2002) and Annual Evaluation of DFID Support to the 1999 Population and Housing Census (2003).

(a) Kenya Symposium on Statistical Surveys (1988)

The symposium was held subsequent to a recommendation made in yet another report made by a Joint Evaluation Mission undertaken by UN Commission for Africa (UNCA) and Commonwealth Fund for Technical Co-operation (CFTC) in June 1986. The mission had made a comprehensive evaluation of the National Sample Survey and Evaluation Programme (NASSEP). It had also reviewed the work programme of surveys planned for the period 1980-1984 during which time NASSEP I was in operation.

The symposium on statistical surveys recommended the following:

- 1) collaboration between CBS and other producers and users of statistics with a view to improving timeliness and accessibility of data produced by the Bureau,
- 2) improving the coverage of surveys undertaken by CBS by including North Eastern Province and other ASAL districts left out in NASSEP coverage, and
- 3) enhancement of the Bureau's capacity to process and analyze data.

(b) Symposium of Producers and Users of Statistics (1990)

This symposium was held at a time when it was already evident that CBS was in a crisis situation that had started way back in 1985. The level of funding from the Government was at its lowest level and the official statistical service was on a precipitous nosedive.

The main recommendations of this symposium were:-

- 1) that CBS should begin preparing well thought out five-year work plans properly time-tabled and costed,
- 2) the Government to seriously consider setting up a Statistical Commission as an advisory body to the Government and the Director of Statistics with regard to statistical development in Kenya,
- 3) the enhancement of the legal framework of statistical service by reviewing the Statistics Act (Cap 112) of the Laws of Kenya enacted in 1961,
- 4) CBS to play a more central role in statistical evaluation of the various government development programmes and projects in the country,
- 5) to strengthen district statistical offices in furtherance of the District Focus for Rural Development Strategy (DFRD) adopted by Government in 1983,
- 6) establishment of Statistical Units in key line ministries and public sector institutions,
- 7) development of a robust national database through the strengthening of the Data Processing Division in CBS and developing Information and Communication Technology (ICT) standards for hardware and software, and
- 8) exploring the possibility of some key data users undertaking cost-sharing in undertaking some statistical activities in which they were to be beneficiaries.

(c) An Evaluation of Statistical Needs in Kenya (1992-1993)

The purpose of this in-depth study was to recommend measures for transforming the CBS into an effective and efficient statistical institution capable of establishing a sound statistical base and undertaking regular production of reliable statistical information crucial for effective economic management. The study identified the following problems:-

- 1) resources constraint: both financial, infrastructural and human resources,
- 2) poor collaboration between data producers, users and the public,
- 3) lack of robust methodological and research base,
- 4) weak legal framework evidenced by an outdated Statistical Act,
- 5) an unattractive scheme of service, and
- 6) data processing constraints.

The report of the evaluation recommended restructuring the CBS through change of name, structure and functions. It also proposed a revision of the Statistics Act and actually drafted an Act to establish the National Statistical Commission of Kenya as a successor to the CBS.

(d) Report on the Organization, Operations and Staffing of the Central Bureau of Statistics (1993)

This report was prepared by the Management Consultancy Division of the Directorate of Personnel Management (DPM) of the Office of the President (OP) on commission by CBS. The study aimed to examine the overall organization, staffing and operations of CBS Headquarters; determine the need for statistical units in ministries/departments and make appropriate recommendations; examine the overall organization, staffing and operations of the district statistical offices with a view to making them tenable and efficient; examine the computerization system in the Bureau and how it relates to other systems in some ministries in terms of overall control, co-ordination and compatibility; examine the existing training programmes and needs for officers in the Bureau and make appropriate recommendations; and examine any other area relevant to the study.

The main recommendations of this study were:-

- 1) strengthening of District Statistical Offices through staffing, setting up and properly equipping the offices,
- 2) enhancing field co-ordination from CBS headquarters,
- 3) creating the position of a Public Relations (PR) officer in CBS,
- 4) Statistical Units in line ministries to develop sectoral data sets that should be fed into the CBS database,
- 5) CBS to prepare a comprehensive staff training strategy in consultation with DPM,
- 6) CBS to compile a list of data available for use by data users,
- 7) revision of the Statistics Act,
- 8) Treasury to increase funding to CBS,
- 9) establish a Wide Area Network (WAN) to facilitate data flow and exchange within the public sector,

- 10) CBS to liaise with DPM and the Treasury to increase its staff establishment complement by an additional 948 posts,
- 11) the Ministries of Finance and Planning and National Development to institutionalize a Management Information System Department (MISD), and

(e) Restructuring of the CBS and Revision of the Statistics Act (1997)

This study was undertaken to:-

- 1) review the various Task Force reports, producer/user symposia reports, the proposed 10 year work programme, the 1961 Statistics Act (Cap 112), the organizational and institutional arrangements of local institutions where restructuring had taken place and draft cabinet memoranda prepared by CBS,
- 2) liaise with the appropriate institutions including DPM, Attorney-General's Chambers and other quasi-government bodies as necessary in order to put the proposed restructuring of CBS and amendment of the Statistical Act in proper perspective,
- 3) critically review the Statistics Act and propose appropriate amendments, consonant with the proposed restructuring of the CBS,
- 4) draft a Sessional Paper on restructuring CBS detailing the proposed institutional and organizational arrangements and the linkages between Government, Non-Governmental Organizations (NGO's) and the private sector, and
- 5) propose an implementation schedule detailing the administrative arrangements which CBS can put in place to effect some changes pending Parliament's approval of the Sessional Paper.

The main recommendations from the above study were:-

- 1) to restructure CBS into a body corporate governed by a Council or Board outside the main Civil Service,
- 2) create the position of the Director-General of Statistics who would head a CBS with six divisions headed by Directors,
- 3) provide an implementation schedule of the restructuring process, and
- 4) produce a draft of the revised Statistics Act (Cap 112) of the laws of Kenya.

The Consultant assisted CBS to prepare a draft Sessional Paper on restructuring the CBS together with a cabinet paper on the same.

(f) An Investigation of Manifestation of Data Gaps in the Programmes of the CBS and Proposed Solutions (1997)

The objective of the study was to identify social and economic data gaps in CBS data series with a view to helping CBS to formulate new strategies in its data collection, analysis and dissemination functions.

The main recommendations from this study were:-

- 1) setting up of an inter-institutional standing committee of subject-matter specialists to co-ordinate a statistical development agenda for CBS and other data producers and users in the country. This matter was discussed further in a workshop for users and producers of statistics which was held at the end of the study,
- 2) strengthening of District Statistical Offices,
- 3) setting up of statistical standards and harmonization of concepts and classifications,
- 4) restructuring of CBS and enactment of a new Statistics Act,
- 5) provision of relevant training to statistical staff in CBS and line ministries, and
- 6) specific recommendations on bridging data gaps needed to develop, for example, input-output tables and social accounting matrices.

(g) IMF Multi-Sector Statistics Mission (1998)

The mission was undertaken to examine conceptual frameworks and the data systems underpinning the compilation and publication of statistics on national accounts, prices, government finance, money and banking, international reserves, balance of payments, external debt and external trade.

The findings of the mission were that:

- although a wide selection of economic and financial indicators is produced regularly, the quality of official statistics has deteriorated over time,
- this deterioration has occurred because of organizational and resource constraints at CBS,
- basic data collection and techniques have not been updated to reflect significant economic changes such as the liberalization of Kenyan economy,
- other agencies such as Central Bank of Kenya and Ministry of Finance and Planning have become increasingly involved in macro-economic statistical work, hence the need for close coordination between them to reinvigorate the official statistics function.

The mission made detailed recommendations on how to improve the situation. There was a follow-up mission by the IMF in 2000 on balance of payment statistics. Again detailed recommendations were made by the mission.

(h) Re-organization and Strengthening of the Central Bureau of Statistics (2002)

This was yet another study undertaken by the Management Consultancy Services Division of DPM whose draft report was submitted to CBS in February 2002. Like the 1993 study before, this study aimed at reviewing the current organizational structure of the Central Bureau of Statistics Department and making appropriate recommendations; examining the current staffing levels and make appropriate recommendations for optimal utilization of existing personnel; examining the operations of the Central Bureau of Statistics with a view to making appropriate recommendations; examining other matters related and incidental thereto.

The recommendations made from this study included:-

- 1) revision of the Statistics Act,
- 2) CBS to establish its own printing capability,
- 3) establishment of a Finance and Administration Division including Audit and Legal Units in CBS,
- 4) Treasury to increase Budgetary allocation to CBS,
- 5) CBS to look into the issue of office accommodation both at headquarters and field,
- 6) the CBS library to be renamed Information and Resource Centre and to include a bookshop, and
- 7) additional staff be provided in District Offices particularly the supervisory and enumerator cadres.

(g) Annual Evaluation of DFID Support to the 1999 Population and Housing Census

This evaluation was undertaken in December 2002 and January 2003 to assess the NASSEP IV framework, the new GIS and CBS's capacity to operate and maintain this system, progress on the census analysis and whether there is a need for any additional support to complete the work, and an assessment and costing of additional work that broadly relates to census activities e.g. training, dissemination of census data, preparation and implementation of a CBS website.

A number of recommendations were made including training in project management, completion of digitization of cluster maps, finalization of the sampling frame document, engagement of a publicity expert to produce dissemination materials, improve the GIS site, develop a computing strategy, train DSOs, develop a policy on regular implementation of NASSEP IV framework, doing follow-up to NASSEP IV framework in 8 ASAL districts, implementation of short-term training for IT staff and development of CBS web site.

From the above studies, it is clear that the problems and constraints to statistical production in Kenya have been sufficiently studied and very useful recommendations have been made. However, there has been no implementation and follow-up on the recommendations. This Strategic Plan which takes forward some of the recommendations made in the above studies, puts a lot of emphasis on Plan implementation. And this may well be the point of departure between this Plan and past efforts.

5.3 THE PROCESS

It is very important to underscore the fact that in designing a Strategic Plan, the process is as important as the Plan itself. In this connection, due attention has been paid to the process specifically with a view to empowering CBS staff to be able to fully participate in the design of the Plan and to own the process as well as the product (Plan). Both participation and ownership are the key to the success of the Plan as they lead to more commitment, creativity, imagination, innovation and productivity.

Although a number of studies were undertaken to restructure the CBS as was mentioned in section 5.1, the process to design the Strategic Plan started in earnest in December 2002 when a number of stakeholder meetings were organized to discuss the weaknesses, strengths, opportunities and threats (SWOT) to the CBS. The meetings were attended by participants from main stakeholder institutions. The British Department for International Development (DFID) supported this phase of the work. Following these meetings, CBS with the support of the World Bank embarked on the main phase of the work.

At the beginning of the second phase, a two-day workshop on Strategic Management of the CBS in the context of the NSS was organized at the AMREF Training Centre on the 5th and 6th February 2003. The workshop was attended by the staff of CBS, other Government Departments and Institutions involved in production and use of statistical information. Following this workshop, the staff of the Bureau became enthusiastic about the development of the Plan and very willingly provided required information and were particularly instrumental in the formulation of the work and capacity building programmes as well as their prioritization, sequencing, timetabling and costing.

In addition, a limited needs assessment was carried out to check out current and future needs of main stakeholders and to take inventory of main institutions in the NSS. As was mentioned above, an extensive needs assessment had been carried out in 1993 and a study on data gaps had been carried out in 1997. The current needs assessment was done by sending two instruments to the institutions - one for determining needs and one for taking inventory - and following these up with face-to-face discussions. In order to ensure that no major categories of data users were left out, data users were classified into broad user groups and information was collected from institutions selected from each group. The grouping included government ministries/institutions, private sector operators, NGOs, research and training organizations and donors and the international organisations.

CHAPTER 6

VISION, MISSION, CORE VALUES AND STRATEGY

6.1 INTRODUCTION

This chapter and the next present a **strategic management process** planned for the Bureau, cascading from vision to mission to core values to strategy and to strategy outcomes as can be seen in the following figure.

Figure 6.1: Strategic management process that translates the vision and mission of the organization into desired strategic outcomes.



6.2 VISION, MISSION AND CORE VALUES

Vision:

The Vision of the Bureau is:

to become a center of excellence in statistical production and management for national development

Mission:

The mission of the Bureau is to:

- (a) **coordinate and supervise the National Statistical System;**
- (b) **produce and disseminate comprehensive, integrated, accurate and timely statistics required mainly to inform national development initiatives and processes; and**
- (c) **develop and maintain a socio-economic national database.**

Core Values:

The core values of the Bureau shall be:

- (a) **User-orientation:** All activities of the Bureau shall aim at meeting data needs and expectations of users for a wide variety of purposes.
- (b) **Credibility and integrity:** To create and maintain public trust in official statistics by fully exercising professional independence and by proactively promoting professionalism and transparency in data production and dissemination.
- (c) **Quality awareness:** To raise the profile of quality in the Bureau and to make it the trademark of its products and services in order to enhance their usability. This will be done by developing a corporate-wide quality culture, through innovation and creativity to produce value-added quality products, and by developing frameworks for assessing the quality of such products.

6.3 STRATEGY, STRATEGIC OUTCOMES, STRATEGIC THEMES AND STRATEGIC OBJECTIVES

(a) **Strategy**

A strategy is a means by which long-term objectives of an organization are achieved. It is a declaration of intent, defining where the organization wants to be in the long-term, and ensures that day-to-day decisions fit in with long-term interests of the organization.

Therefore, the importance of a strategy to an organization cannot be over-emphasized. The importance of a strategy is encapsulated in the following quotation: “Without a strategy, an organization is like a ship without a rudder, going around in circles”. This Strategic Plan aims to create a strategy-focused organization.

(b) Strategic Outcomes

The Plan aims to achieve three main strategic outcomes that are essential for the realization of the above vision. These are:

User Satisfaction

Meeting user needs is the *raison d'être* for the establishment of a National Statistical System and Bureau. It is, therefore, important that one of the strategic outcomes of the Plan should be user satisfaction.

Effective Processes

One of the expected strategic outcomes of the Plan is an effective process value chain that starts with innovation processes- identifying current and future user needs and developing solutions to meet these needs - proceeds through operations process - delivering quality value-added statistical products and services to users.

Staff Satisfaction

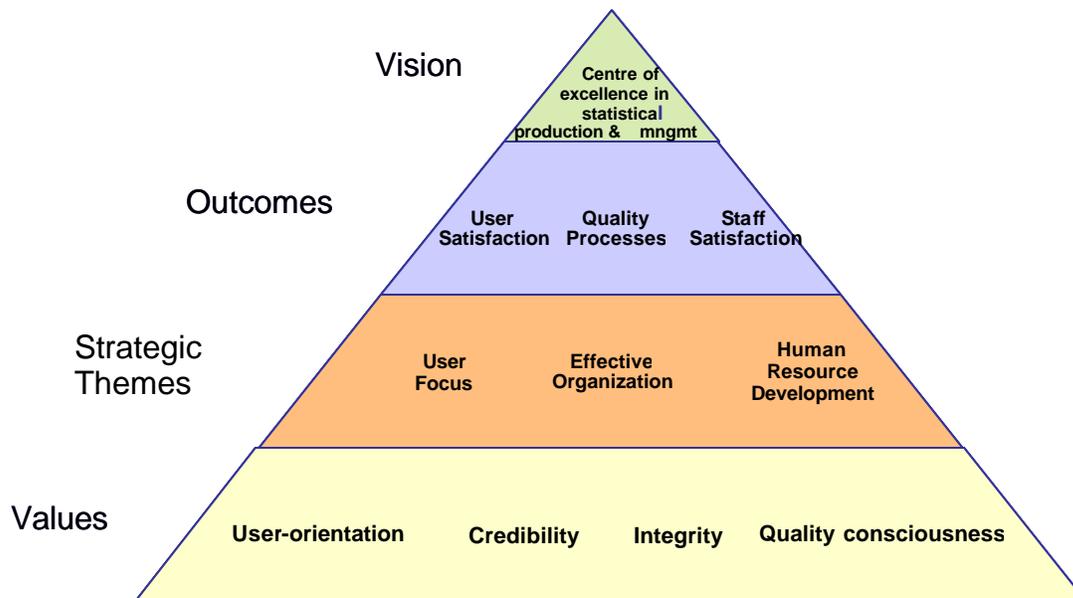
Staff are the most important resource in any organization. They will not contribute to organizational success if they are not satisfied i.e. if the organizational climate is not motivating, skilling, empowering or conducive for taking personal initiatives. Staff satisfaction is, therefore, an important strategic outcome of the Plan.

(c) Strategic Themes and Strategic Objectives

A strategy consists of complementary and focused strategic themes. The themes are what must be done for an organization to succeed. Each strategic theme provides a “pillar” for the strategy. And within each strategic theme, a number of strategic objectives are defined. The pyramid in Figure 6.2 presents the vision, strategic outcomes, overarching strategic themes and values for the Bureau. The strategic themes are considered to be essential to achieve effective performance of the Bureau.

In order to achieve the above outcomes, three overarching strategic themes have been identified. These are user focus, effective organization and human resources strategy. For each strategic theme, a number of inter-related objectives that the organization seeks to achieve in pursuit of its mission have been defined. These objectives are SMART (**S**pecific, **M**easurable, **A**chievable, **R**elevant and **T**ime-bound). For each of these objectives, expected outputs, activities, performance indicators and measures/verification, and assumptions have been identified. The link among them is presented in a standard logical framework (log-frame) matrix, which is presented in Annex I.

Figure 6.2: Vision, outcomes, strategic themes and values



The following are the strategic objectives under each strategy and theme:

Strategic Theme 1: User Satisfaction

User satisfaction will be achieved by:

Strategy 1.1: Creating general awareness about statistics and raising the profile of the National Statistical Bureau

Strategic objective 1: Creating general awareness about statistics

Chapter 2 cited various studies that have been carried out on CBS and the National Statistical System. These studies point to the fact that the public does not yet appreciate the role and importance of statistical data and information. This also can be said of many decision-makers at different levels.

It has also been observed that CBS lacks visibility. Its organizational setup, functions and services are generally not known beyond that of “counting people”. This has been attributed to “*absence of a public relations and marketing facility within the Bureau*”¹². In general, CBS has not been proactive in creating for itself an image in the public’s eye, in advocating for statistics and in creating demand for its products and services.

¹² *An evaluation of Statistical Needs in Kenya by H. Mule et al, Nairobi, 1993*

In the current information age, it is vital that public awareness is created about the importance and role of statistics to society. Under this strategic theme, the following strategic objectives have been identified:

This objective aims to create general awareness about the role and importance of statistics to society. This objective will be achieved by creating and implementing general statistical awareness programmes on an ongoing basis, promoting and demonstrating the use of statistics and making statistics readily available to users.

Strategic objective 2: Raising the profile of statistics and repositioning the Bureau

This objective will aim to raise the profile of statistics and that of the Bureau in Government, society and among development partners. This will be done by promoting a corporate image of the Bureau and giving the products of the Bureau a stamp of quality and authority. The Bureau will be repositioned and its profile in government raised. This will be enhanced by government taking the strategic decision to make the Bureau a semi-autonomous agency.

Strategy 1.2 Producing high quality statistics

Lack of quality is one of the factors limiting data use in the country. Data quality essentially means “fitness for use” of the products of a statistical office as judged by the users for their purpose. The different dimensions of data quality include relevance, consistency, completeness, accuracy, timeliness, accessibility and disaggregatability.

The quality of national statistics needs to be managed as a key organizational strategy. Its “*many aspects need to be well understood and its management needs to be deliberate and pervasive across all aspects of data production and delivery*”¹³. The following strategic objectives for enhancing different dimensions of data quality will be pursued:

Strategic objective 1: Increasing relevance of national statistics

This objective aims to enhance the relevance of national statistics by getting stakeholders to take ownership of and play a greater and more proactive upstream roles in the development of national statistics than has been the case hitherto. In particular, policy and decision-makers will be kept in the loop and engaged to make national statistics policy relevant and their production sufficiently funded.

Strategic objective 2: Achieving data consistency

Data inconsistency arises basically due to poor technical and inter-institutional co-ordination and linkages among institutions that produce data. This is because the institutions use different definitions, data collection methodologies and classifications, and generally work at cross-purpose. Also changing definitions and

¹³ John Cornish and Robert Templeton, *Production and Presentation of official statistics: Strategies for Managing Quality, Proceedings of the International Statistical Institute, Seoul, 2001*

classifications over time or when the time of data collection changes from one period in a year to another, can lead to inconsistency in data series.

Data consistency will be enhanced by, (i) improving inter-institutional co-ordination and linkages among institutions that produce data, (ii) system-wide adoption and application of standardized concepts, definitions and classifications, and (ii) collecting data during the same period of the year.

Strategic objective 3: Achieving data completeness

Available data series are incomplete in the sense that some sectors or parts of the country or other domains are omitted, and generally there are yawning gaps in existing data. Lack of completeness of data affects the design, implementation and evaluation of development programmes. Existing data gaps have been identified.

Completeness of national statistics will be ensured by designing comprehensive data collection programmes so that data can be collected to fill the above and other data gaps.

Strategic objective 4: Increasing data accuracy

Data accuracy relates to the discrepancy between estimates obtained in a statistical operation and the “true value”. Some users have deemed a lot of existing data to be inaccurate to varying degrees.

This objective aims to increase data accuracy by, *inter alia*, promoting use of “best practices” and appropriate methods, and to do research and experimentation to develop appropriate methodologies and to apply quality control procedures in data production processes.

Strategic objective 5: Improving data analysis and reporting

One of the great failures of national statistical systems in Africa including CBS has been less than satisfactory management of data once they have been collected. It is of crucial importance that data usability is enhanced by its proper management including processing, storage, analysis, dissemination and access. The following objectives are meant to address data management issues at the Bureau.

Not all data collected by the Bureau are fully analyzed and disseminated to users. Users complain that they are usually provided with data (and not information) or that they are provided with information-poor summaries. This has been attributed to lack of analytical skills within the Bureau as well as poor collaboration between the Bureau and institutions with analytical capacity that would assist with analysis.

This objective aims to develop skills and expertise at the Bureau for data analysis especially policy-related analysis and creation of value-added statistical products. It will also encourage collaboration between the Bureau and national institutions that have analytical capacity especially capacity to do policy-related analysis as well as subject matter specialists from different government ministries and institutions.

Strategic objective 6: Improving data dissemination and access

It is important that after they have been processed and analyzed, statistical data and information are widely disseminated and made readily accessible. A dissemination policy and programme will be designed aimed to ensure that data and information are provided to key users in a user-friendly manner, making it easy for users to understand what story is being told by the data. Of crucial importance will be achievement of timeliness in release of data according to pre-announced dates as well as ensuring that data are released to all users at the same time.

Different media will be used to disseminate data and information. In addition, appropriate and accessible databases will be created, including a comprehensive socio-economic National Database to act as a one-stop-centre for national statistical data and information.

Strategic Theme 2: Develop an effective Statistical Organization

Strategy 1: Create an effective National Statistical System

Currently, the National Statistics System (NSS) is not well defined or underpinned by a statistical legislation. It is weak and vulnerable, and is not coordinated or supervised. It also lacks a strategic direction. As a result, it has not been able to satisfy user demand for statistical data and information.

An effective National Statistical System will be created by achieving the following strategic objectives:

Strategic Objective 1: Statistics Act

Under this strategy, the National Statistics System (NSS) will be defined and underpinned by the proposed Statistics Act. In addition, provision will be made to coordinate, supervise and provide a strategic direction to the system.

Strategic Objective 2: Improve Management Information Systems

Management Information Systems (MISs) especially in line Ministries are weak and vulnerable. They are understaffed and under-resourced. Under this objective, the MISs will be strengthened and given technical back up by the Bureau of Statistics.

Strategic Objective 3: Improve coordination, collaboration, networking and information sharing among stakeholders

Generally, arrangements for coordination and collaboration in the NSS are fragile, informal and not institutionalized. The culture of networking and information sharing among stakeholders in the NSS is not developed. Effective arrangements for coordination, collaboration, networking and information sharing will be established among stakeholders (where these do not exist) and enhanced (where these do exist)

in order to achieve data relevance, synergy and costeffectiveness in data production. In particular, this objective will aim at ensuring strong producer-producer collaboration, producer-user coordination, coordination between data producers and research and training institutions, and donor coordination in support of statistical development.

Strategic objective 4: Improve technical coordination among data producers

This objective aims to achieve data consistency and integration by establishing technical coordination among data producers. This type of coordination will involve standardization of main concepts, definitions, classifications as well as norms in data production and handling. This is the most common way of ensuring that data produced by different institutions in the NSS are consistent across sources and through time.

Strategy 2: Create an effective National Bureau of Statistics

The CBS is using an outdated Statistics Act, has a weak infrastructure, is under-resourced and inadequately staffed. These factors have had deleterious effect on the capacity of CBS to meet user data requirements and expectations.

The following strategic objectives will be pursued in order to achieve organizational effectiveness at CBS:

Strategic objective 1: Congenial Statistical Legislation

This objective aims to underpin the functions and operations of the Bureau with a congenial statistical legislation. The out-dated Statistical Act will be repealed and replaced by a new Act. The new Act will, among many other things, provide for the establishment of a National Statistical System, a semi-autonomous Bureau, professional independence of the Bureau, its functions and governance.

Strategic objective 2: Provide appropriate physical infrastructure

It is known that organizational effectiveness can be enhanced if staff work in a safe and healthy environment that is conducive to serious work. The Bureau head office is housed in two separate buildings in Nairobi with attendant communication and other problems germane to lack of physical contiguity. Moreover the building housing the Director of the Bureau, the Library and data processing is old, not wired and not conducive to work. Many District Statistical Offices are housed in structures which do not have basic office facilities.

This objective aims to establish a user-friendly, congenial and accessible home for the Bureau in Nairobi and reasonable accommodation for District Statistical Offices.

Strategic objective 3: Improve management systems

Poor management of national statistical offices has been identified as one of the factors constraining statistical development in many African countries. Management of CBS cannot be said to have been satisfactory especially after mid-1980s to the end of 1990s.

This objective aims at establishing a performance-oriented culture based on modern management principles of openness, participation, teamwork and innovation. Accordingly, management systems will be established for communicating the Bureau's strategy, promoting teamwork and for managing the physical, human and financial resources of the Bureau as well as its relations with external stakeholders.

Strategic objective 4: Strengthen the statistical infrastructure

The statistical infrastructure can be seen as the "professional conscience" of a national statistical office. The infrastructure includes scientific methods, codes and classifications, the Field Organization, Master Sample for household-based surveys, Register of Establishments and the Geographic Information System (GIS).

This objective aims to strengthen the statistical infrastructure of the Bureau in order to enhance its performance.

Strategic objective 5: Improve statistical governance

Under this objective, issues related to statistical governance will be addressed. These issues include, among others, focus on quality; improving benefits from technical assistance; improving knowledge management; improving data analysis; improving information dissemination and access; and having better data management.

Strategic objective 6: Improve resource inflows

This objective aims to get Government to commit more resources to the building of a sound and sustainable Bureau as well as National Statistical System. It will also aim to attract resources from donors not as a substitute for Government commitment but rather to supplement government commitment.

Strategic objective 7: Harnessing IT

Information Technology (IT) can very much improve the statistical operations and reduce redundancies in data collection, data processing, data analysis, data storage, data access and data sharing. Advances in IT have made computer equipment powerful, relatively inexpensive and more accessible; led to development of user-friendly application software; created possibilities for networking and sharing of IT equipment; shrunk the effects of time and space.

An IT policy will be developed. The policy will standardize and guide acquisition and maintenance of computer hardware and software, computer replacement, virus protection, use of computers and Internet resources. In particular, a coherent IT infrastructure with a standardized platform of basic hardware, network and office automation applications will be created at the Bureau.

This objective will aim to develop an Information Management System (IMS) that uses IT to capture, transmit, store, retrieve, manipulate, display and most importantly manage information used in one or more organizational processes. The system will include people, methods, and procedures for doing things with information. The system will principally be meant to facilitate data management and retrieval, which include Relational Database Management Systems (RDBMS), Geo Information Systems (GIS) and the like.

Strategic objective 8: Actively participate in a number of sub-regional and regional initiatives

In recent years, many opportunities for developing national statistics have opened up in form of sub-regional and regional initiatives on different aspects of national statistics. These initiatives include: East African Statistics Database with East African Community, Regional Harmonization of Customs and Trade Statistics with COMESA, International Comparison Program for Africa (ICP-Africa) under ADB and the General Data Dissemination System (GDDS) Regional Project.

Strategic Theme 3: Human Resources Development

Human capacity is essential to produce quality statistical products and services in a sustainable manner. It is, therefore, critical that human resources development strategies are put in place to manage, develop and harness human capacity in order to enhance organizational performance. This strategic theme aims to guide and systematize investment in human resources in order to transfer knowledge, broaden the strategic skills base and raise staff motivation.

All these will be done by:

Strategy .1 Improving staff recruitment, promotion and motivation

In order to ensure production of quality statistics and to exist as a scientific center, it will be necessary that staff are recruited to the Bureau and promoted on merit without external influence. It will also be necessary that staff are motivated. This objective will aim to establish appropriate procedures for staff recruitment, promotion and motivation.

Strategy 2: Expanding skills base and expertise

The Bureau will need to build a huge skills base and expertise in order to meet the ever-increasing demand for national statistics. This objective, therefore, aims at ensuring that a “critical mass” of personnel is developed through acquisition of knowledge, strategic skills and expertise. A major training programme will be established and under the programme, training, skilling and re-skilling will be priority activities to be undertaken on an ongoing basis. Both hard and soft skills will be imparted on staff.

Strategy 3: Creating a performance-oriented culture

The Bureau will aim to establish a performance-oriented culture based on modern management principles of openness, participation, teamwork and innovation.

CHAPTER 7

SUMMARY OF THE WORK AND CAPACITY BUILDING PROGRAMMES

7.1 INTRODUCTION

This chapter presents the work and capacity building programmes. These programmes are an essential part of a Strategic Plan. The programmes are a crucial tool for the operationalization of the mission and for coordinating the operations of the Bureau. Through intensive discussions with line managers, the programmes have been prepared for the next five years. The programmes identify the main activities to be undertaken during the Plan period. The activities have been prioritized using the criteria given hereunder, sequenced and costed. The assumptions made in costing the programmes are also given.

Criteria for Prioritization

The following criteria were used for prioritization of the said activities:

- (a) priorities for the work programme have been tailored to the data needs for informing and underpinning the development initiatives of government.
- (b) those activities which will provide a basis for undertaking other activities have been given priority. These activities include, for instance, conducting a household budget survey which is a basis for compilation of the Consumer Price Index (CPI), updating the list of establishments before conducting the Census of Industrial Production, updating the EA maps before undertaking the next Population and Housing Census, etc.
- (c) Priority has been given to activities which are integrative, making it possible to realize economies of scale through combining those activities that could be carried out simultaneously or which could be “piggybacked” onto other activities - activities have been rationalized. The Integrated Household Survey (IHSP) is being given high priority for this reason. Many surveys will be carried out in an integrated manner as modules of the IHSP.
- (d) The programmes have taken account of existing institutional and technical capacity for implementing activities and the potential for their sustainability. Where capacity is lacking, it will be built first.
- (e) Ongoing activities e.g. GDP estimation, compilation of Consumer Price Index (CPI), Index of Industrial Production (IIP), etc will be continued to maintain the series. However, these activities will have to be improved.
- (f) Activities aimed at building capacity and infrastructure e.g. recruitment of staff, training, office space, etc. have also been given higher priority.

7.2 SUMMARY OF THE WORK PROGRAMME (2003/4 - 2007/8)

The work programme presents activities to be undertaken during the Plan period. These activities have been divided into secondary compilation, surveys, censuses, Information Technology (IT), research, coordination and advocacy, publications and others. Some of these activities are continuing activities while others are new activities.

Annex II presents the work activities, activity targets and the budget for each activity. The following is a summary of the work programme:

(a) Compilation of Secondary Data

The Bureau is already retrieving compiled data from Government Ministries and other institutions that collect/compile data. This secondary data will have been compiled from administrative records and/or collected through pre-designed reporting systems. Secondary data will continue to be compiled on: public finance, currency and banking, savings and credit, foreign investment, transport and communication, trade, tourism, agriculture, nutrition, environment, commodities, cooperatives, energy, education, health, crime and housing. The data are used to compile GDP, the Economic Survey and other reports e.g. Annual Statistical Abstract.

The Bureau is concerned about the scope and quality of secondary data. It will, therefore, assist the Ministries, institutions and agencies that compile administrative data to increase the scope of data and to build capacity so that more comprehensive, accurate, consistent and real-time data can be collected/compiled following standards that it plans to develop. Where institutions that collect data do not have a Statistics Units, the Bureau will encourage them to have the Units established.

(b) Surveys

Sample surveys will remain the main source of up-to-date and reliable socio-economic data at the Bureau. Two types of surveys will be carried out, namely household-based surveys and establishment-based surveys.

(i) Household-based Surveys

Household surveys are a major source of statistics on households. The other major source is Population and Housing Census. The **household** is central to the development process. Not only is the household a production unit, but it is also a consumption, social and demographic unit. According to the United Nations Statistical Commission (UN Statistical Office, 1976), "*households are affected by economic and social changes and are themselves suppliers of labour and other*

inputs which make the changes possible. Human well-being has to be regarded as the end product of the development process. There are, therefore, many economic and social inter-relationships, which need to be understood if national and inter-country development efforts are to succeed. As a result, there is an increasing demand to measure the social impact of economic problems, and the contribution of social changes to economic and social productivity”

This quotation underscores the need for adequate household statistics, viz. statistics on the following inter-related fields (among other things):

- 1) demographic characteristics
- 2) household income, consumption and expenditure
- 3) labour force (employment, unemployment and under-employment)
- 4) conditions of health, nutrition, housing, water supply, education, literacy, culture and access to and use of related services)
- 5) food consumption
- 6) household enterprises (agriculture, handicraft, trade, transport, etc.).

The following household-based surveys will be conducted to collect household statistics during the Plan period:

Household Budget Survey: This survey is the main source of data on income, expenditure and consumption from private households. The survey also collects data on demographic characteristics, economic activities of household members, housing conditions and assets ownership. The survey is particularly useful in determining the proportion of households living below the poverty line, determining wage and welfare policies, determining weights for use in the computation of Consumer Price Index (CPI) and providing data for compilation of National Accounts.

Ideally this survey should be carried out every 3-5 years. The survey was last conducted in 1993/94, some ten years ago and the weights for CPI and other data it collected are clearly out of date. There is thus a need to carry out this survey as a matter of priority. It has been planned to carry out this survey in 2003/2004 financial year.

Labour Force Survey: This survey provides information on both current and usual economic activity, obtains measures of the size of employment in the informal sector, provides measures of employment and unemployment and provides measures of cash income from non-agricultural employment of all types including fishing. The first comprehensive survey of the labour force in Kenya was carried out in 1977/78, and covered both the urban and rural areas.

An Integrated Labour Force Survey (ILS) was conducted by CBS in 1998/99. This survey will be repeated in 2004/2005 financial year and will be crucial for informing government's programme on job creation.

Demographic and Health Survey: The Demographic and Health Survey is the main source of data on fertility levels and preferences, family planning use, maternal and child health, breastfeeding practices, nutritional status of young children, childhood mortality levels, knowledge and behaviour regarding HIV/AIDS, and the availability of health services within the community.

This survey is generally held every after 5 years. The first Kenya Demographic and Health Survey (KDHS) was held in 1989, the second in 1993, the third in 1998 and one is currently running. The surveys have been supported by the USAID through MACRO International.

Agricultural Survey: Agricultural surveys are the main source of current agricultural statistics that are required for monitoring the performance of the agricultural sector. For the survey collects data on performance indicators for the agricultural sector. These indicators include, *inter alia*, planted area, yield and production, amounts of inputs used (inorganic fertilizers, pesticides, improved seeds, etc), use of temporary labour, and agricultural prices.

Agricultural surveys should be carried out annually. However, the last Agricultural survey was conducted in 1987. And even then, not all the data from this survey were processed and analyzed due to shortage of trained personnel in data processing and subsequent loss of questionnaires due to inadequate storage facility.

It is planned to resume the survey in 2003/04 financial year, some 15 years after the last survey was conducted. The survey will cover both small scale and large scale farmers and will also provide crop forecast data.

Welfare Monitoring Survey: This survey was started as an integrated survey to monitor the effects and impacts of Structural Adjustment Programmes (SAPs). The first welfare monitoring survey was conducted in November/December 1992, the second in June/July 1994 and the third in 1997.

It is proposed that the survey be replaced by a Core Welfare Indicators Questionnaire (CWIQ) Survey to be held biennially starting in 2004/05. CWIQ survey is a household survey tool developed by the World Bank in close collaboration with UNDP, UNICEF and the ILO. It has been designed to provide countries with an instrument to generate essential and timely statistical data for measuring changes in key social indicators for different population groups -

HIGHLIGHTS OF CWIQ

- Uses a short questionnaire (8 pages)
- Collects data for households, household members and children;
- Structured training for field work and data processing;
- Uses scanning technology for data entry;
- Robust computer in-built data validation checks;
- Data quality is enhanced by early feedback to enumerators from data processing;
- Short mean interview duration of about 40 minutes (with anthropometry);
- Results can be made available in a short time – about three months.

specifically indicators of access, utilization and satisfaction with core social and economic services.

Additional modules can be added to collect data on such items as HIV/AIDS, gender etc. While traditionally CWIQ does not collect consumption and expenditure data required for measuring poverty levels, development work is currently underway to equip CWIQ to collect this data¹⁴.

CWIQ is a very effective tool for improving project and sector program design and targeting of services towards the poor and most disadvantaged communities. When repeated, the CWIQ becomes a monitoring tool for assessing implementation, effectiveness and impact of programmes/projects on living conditions. This tool has been used in several African countries including Tanzania (Mainland), Ghana, Nigeria, Mozambique, Nigeria and recently in Malawi and Lesotho.

Given the existing data gaps, it is expected that data collected from CWIQ can be a good starting point for monitoring the outcomes of development initiatives such as the PRSP.

Integrated Programme of Household Surveys (IPHS)

In order to move away from conducting ad hoc surveys, CBS started a system of integrated programme of household surveys from 1974 and since then it has carried out the programme in two phases of the programme, namely, the National Sample Survey Programme (NISSP) (Phase I) spanning the period 1974 -1979 and different rounds of the National Sample Survey and Evaluation Programme (NASSEP).

In order to implement the programme, the CBS constructed a Master Sample on the basis of which surveys over several years could be conducted over the same, common sample of clusters of households so as to permit micro-level linkages and combined analysis of data from different surveys e.g. linking child nutritional status from one survey with data on socio-economic variables collected in another.

Over the years, however, more and more ad hoc surveys were conducted by CBS. It is important that the Bureau re-launches an IPHS and that the above surveys are conducted in an integrated manner in the context of the IPHS. In the year the above surveys are carried out, these surveys will be the core modules of the IPHS. Other modules will be piggybacked onto the core module as need arises e.g. to meet data needs of a new policy.

¹⁴ *The Strategic Plan for the Office of Chief Government Statistician, Zanzibar, 2002*

(ii) Establishment-Based Surveys

Establishment-based surveys are those surveys in which the units of enumeration are establishments. During the Plan period, a number of these surveys will be carried out including annual distribution and services survey, International Comparison Programme Survey, quinquennial housing and surveys, annual welfare/NGO/churches survey, quarterly visitor's survey, monthly survey of hotels, annual transport establishment survey, annual capital formation survey, monthly survey of industrial production, annual survey of industrial production, quarterly business expectation survey and annual building and construction survey.

These surveys will continue to be carried out by mail questionnaire. However, to improve the response rate that has been a major problem, the questionnaires will be better designed - made shorter, simpler and more attractive to look at.

(c) Censuses

The following main censuses will be carried out during the Plan period:

Census of Agriculture: The agricultural census is the main source of basic data on the organization and structure of the agricultural sector (e.g. structure of farms and farming practices) and use of agricultural resources such as land, manpower, machinery, etc. The census is a complex operation that takes a lot of resources, time, attention and organizational effort. In developing countries, agricultural censuses are usually conducted at intervals of 10 years.

Kenya has never carried out an agricultural census and yet the structure of the agricultural sector has been changed over the years. It is essential that a census of agriculture is undertaken in the country. An agricultural census has been scheduled for 2005/06.

Census of Industrial Production: The Census of Industrial Production is generally conducted after every five years to provide data on the structure of the industrial sector. The data will be useful for improving national accounts statistics and other macro-economic estimates. In between, quarterly and annual Industrial surveys are conducted to provide data for compiling the Index of Industrial Production and for monitoring performance of the industrial sector.

The last Census of Industrial Production was conducted in 1977. The next censuses could not take off due to financial constraints. A new census has been scheduled for 2004/05. In preparation for this census, a major exercise to update the Register of Establishments will be undertaken in the same year.

Census of Population and Housing: Although the next Population and Housing census will be held outside the Plan period, preparations for that census will begin during the Plan period. Accordingly, provision has been made to start preparations for the census in 2006/07.

(d) Information Technology (IT)

The main IT activities to be undertaken relate to capacity building and these have been catered for by the capacity-building programme and budget. In addition, however, a website for the Bureau will be designed and a lot of maintenance activities will be undertaken including computer, database, LAN, WAN and website maintenance.

(e) Research

During the Plan period, a number of research and development activities will be undertaken with view to devising appropriate methodologies suitable for the Kenyan conditions. Specifically, research will be done on informal sector; agricultural production (objective versus subjective methods for estimating crop production, methodology for collecting data from nomadic populations, etc), poverty correlates for facilitating poverty mapping and profiling; alternative sampling methods; and participatory poverty assessments vis-à-vis the quantitative methods with a view to combining data from both sources.

The results of some of this research will feed into major activities like informal sector survey, census of agriculture, household surveys, etc.

(f) Coordination and Advocacy

During the Plan period, strong coordination arrangements will be established and mechanisms put in place among data producers, between data producers and users, between data producers and research and training institutions, and among donors. The Bureau will advocate establishment of Statistics Units where these do not exist and assist to strengthen them where they exist.

A Compendium of main concepts, definitions, norms and classifications will be designed, discussed and used across the board in the NSS.

Several workshops will be held, namely producer/producer workshops and user/producer workshops at national and provincial level.

The Bureau will be undertaking vigorous advocacy using different media. The Bureau will be celebrating Africa Statistics Week every November to create greater awareness about the role and importance of statistics to society.

(g) Publications

Publications are the main medium for disseminating statistical information. The Bureau will continue to produce the following main publications: Economic Survey, Annual Statistical Abstract, Kenya Facts and Figures, Leading Economic Indicators and Monthly Statistical Bulletin.

A monthly Market Information Bulletin will be started. In addition, improvements will be made in the publications to make them more user-friendly and attractive.

(h) Others

Other activities to be undertaken include usual compilation of GDP estimates (annual), starting to produce quarterly GDP estimates, compilation of CPI, implementation of the New System of National Accounts (SNA 1993), updating industrial codes and ISIC rev. 3, doing Input/Output analysis, Social Accounting Matrix, updating the register of establishments in the modern sector, setting up an Integrated Multi-sectoral Information System (IMIS), GIS maintenance, poverty mapping and monitoring, digitization of all EAs and cluster maps and implementation of the IMF's General Data Dissemination System (GDDS) to improve data quality, provide a framework for evaluating needs for data improvement and setting priorities in this respect, and to guide the country in the dissemination to the public of comprehensive, timely and accessible statistics.

Digitization of EAs is a pre-requisite for poverty mapping and creation of effective Geographic Information System (GIS). Digitization of EA maps, however, can be an arduous and very time-consuming operation. In order to speed up the process, it is advisable that topographic maps be scanned first as was done for Uganda recently using facilities at Statistics South Africa, a case of South-South cooperation.

7.3 SUMMARY OF THE CAPACITY BUILDING PROGRAMME (2003/4 - 2007/8)

The successful implementation of such work programme and redeeming the glory of the Bureau will require enhancing existing capacity of the Bureau and providing additional capacity. In designing this programme, the requirements of various Units at the Bureau have been taken into account. This capacity building programme covers staffing, infrastructure (headquarters/provinces/districts), IT and communication equipment, transport, other equipment, management systems (recruitment, financial, procurement, etc), technical assistance and training.

a) Staffing

Chapter 8 presents the proposed organizational structure for the new Bureau. The structure includes a total of 7 Directorates of which 5 are subject-matter and 2 are service Directorates. The Directorates were arrived at by rationalizing the existing Divisions and creating two new Directorates of Finance and Administration, and Information Technology. Also new Sections and Units including the Communication, Legal and Audit Units will be created, and the field organization will be enhanced. Based on this structure, the Bureau will require a total of 720 officers: 482 in field offices and 238 at Headquarters. It is important to point out that this proposed number of officers is far below that proposed by Directorate of Personnel Management in 1993.

Staffing the Directorate of Finance and Administration

The Directorate will have two main sections, namely Finance and Administration. It is proposed that this Directorate should have 20 officers as follows:

Table 7.1: Staffing the Directorate of Finance and Administration

Directorate of Finance and Administration	
1. Director	
Finance Section	Administration Section
1. Principal Accountant	1. Principal Administrative Officer
1. Principal Auditor	1. Senior Administrative Officer
1. Senior Accountant	1. Administrative Officer
1. Accountant	1. Training Officer
1. Auditor	1. Transport Officer
2. Accounts Assistants	1. Security Officer
1. Audit Assistant	3. Secretaries
	2. Clerks

Communication, Legal and Audit Units

The Communications Unit will have a Communications Expert who will be responsible for all communications functions of the Bureau including public relations. The Legal Unit will have a Legal Officer. The Audit Unit will have one Principal Auditor, one Auditor and Audit Assistant.

Field Organization

The structure proposes an enhanced field organization by establishing Provincial Statistical Offices (PSOs) and strengthening District Statistical Offices (DSOs). Each PSO should have a staff complement of 7 officers as follows:

- 1 Provincial Statistical Officers (Senior Statistician)
- 1 Economist
- 2 Statistical Assistants (doubling as data entry operators)
- 1 Secretary
- 1 Driver
- 1 Cleaner/ Messenger

Each DSO should have a core staff of 6 officers as follows:

- 1 District Statistical Officer (Statistician)
- 2 Field Supervisors
- 1 Secretary (doubling as a data entry operator)
- 1 Driver
- 1 Cleaner/Messenger

It is proposed that the staffing of the Bureau should be staggered over the next five years as follows:

Table 7.2: Proposed Staffing of the Bureau

Staff Category	2003/04	2004/05	2005/06	2006/07	2007/08
Professional Staff	140	140	150	152	152
Sub-Professional Staff	66	70	70	72	72
Technical staff	8	9	10	12	12
Administrative	3	3	4	4	4
Clerical/Supervisor	200	203	205	206	206
Secretarial	90	102	103	104	104
Support staff	160	165	178	170	170
Total	667	692	720	720	720

b) Infrastructure (headquarters/provinces/districts)

It was mentioned earlier that the current physical environment for the Bureau is not conducive to work. First of all, the headquarters of the Bureau are in different locations in town, making communication difficult. Secondly, Herufi House which houses most of the main headquarters is small, old and in need of repair. The building does not even have enough parking space.

The Bureau will, therefore, need a new building, preferably outside the central business district. The building should have such facilities as standard offices, conference rooms, classrooms, library facilities, stores and parking space. It is expected that construction work will be carried out in 2004/05 and 2005/06. And as was explained earlier, some donor had shown interest in assisting to set up the building. There is a need to reactivate the contact with the donor.

It is expected that PSOs will be housed in the PC's office at no cost to the Bureau. It is expected that in only 8 of the districts, office space for DSOs will be hired.

c) IT Equipments

Various IT and communication equipment will be bought. The IT equipment to be bought includes 92 PCs, 92 UPSs, 2 Computer Servers with 2 backup power, 12 laptops, 62 printers, 4 network printers, photocopiers (7 heavy duty and 8 medium size), 6 fax machines, etc.

A Local Area Network (LAN) will be installed at head office. And Wide Area Network (WAN) will be introduced between head office and PSOs and DSOs. The WAN will be extended to main data users including the Kenya Central Bank, Ministry of Planning and National Development, Ministry of Finance, etc.

d) Transport and Communication

It is expected that a total of 85 vehicles will be bought as part of the capacity building programme. Of these, 72 will be for districts (one in each district), 8 for PSOs (one for each PSO) and 5 for headquarters. In order to make field supervisors effective, each one will be given a motor cycle. For this purpose, a total of 160 motor cycles will be bought (144 in provinces and 16 at PSOs). A total of 720 bicycles will be bought for enumerators (about 8 per district). In addition, two boats with engines will be bought to facilitate data collection from islands.

Twenty (20) Communications System/Radio VHF will be acquired and installed in vehicles especially those to be used in far-flung districts and districts where security is not very good.

e) Other Equipment

Other equipment required to build capacity include printing machines, air conditioners, fridges, heaters and shredders,

f) Management Systems (recruitment, financial, procurement, etc)

Management systems and procedures will be established to ensure that the Bureau is run in a scientific, transparent and efficient manner. The following systems and procedures will be established as a matter of priority:

System and Procedures for Staff Recruitment and Promotion

The Bureau will need high caliber staff to be able to perform well. Stringent systems and procedures will be established to ensure that the process of staff recruitment and promotion is not externally influenced, and that staff recruitment is based on merit. In particular, provision will be made for advertisement of every post to be filled. Women will be particularly encouraged to apply. These procedures will need to be put in place before staff recruitment to the Bureau can begin. It is, therefore, proposed that development of these procedures should start in the second quarter of 2003/4.

Terms and Conditions of Service

One of the main problems facing the Bureau is the unattractive Terms and Conditions of Service as a matter of priority in order to attract highly qualified and skilled staff, motivate and retain them. These should be made known to all staff and properly documented.

Financial Regulations

To ensure transparency, accountability and efficiency in the management of financial and other resources, the Bureau will establish financial regulations. These regulations will cover such things as receipt of funds, storage, disbursement and budgetary controls. The regulations will indicate the signatories to the accounts and reporting of financial transactions. These regulations will be properly documented and made known to all staff of the Bureau.

Accounting Guidelines

Accounting guidelines laying down procedures for managing accounts records including bookkeeping, payment procedures, payrolls and accounting system will also be established, properly documented and used by accounts staff.

Procurement Guidelines

These will be established for laying down the guidelines and procedures to be used in procuring goods and services. They will make cross-reference to the financial regulations and will be good for general use in the Bureau. These guidelines will also be properly documented.

g) Technical assistance

There will be a need for hands-on technical assistance in those areas in which the Bureau has limited capacity or no capacity at all (new areas). These include the following:

Statistical work

- a) GIS and poverty mapping (2 months) (*limited capacity*)
- b) Labour market Information (2 months) (*limited capacity*)
- c) IT and Data Management (3 months) (*limited capacity*)
- d) Development of Food and Agricultural Statistics (2 months)(*no capacity*)
- e) Public Finance Statistics (1 month)(*limited capacity*)
- f) General National Accounts (2 months) (*limited capacity*)
- g) GDP estimation on quarterly basis (2 months) (*new area*)
- h) Environmental Statistics (1 month) (*new area*)

Printing

Printing (2months) (*limited capacity*)

Development of Management Systems

- a. System and procedures for staff recruitment and promotion (2 months)
- b. Terms and Conditions of Service (3 months)
- c. Financial Regulations (2 months)
- d. Accounting Guidelines (1 month)
- e. Procurement Guidelines (1 month)
- f. Management Information System (2 months)

The above technical assistance will be provided in one or more missions.

h) Training

Training at CBS has largely been intermittent, ad hoc and unplanned. Accordingly, it has not been as effective as it could be. It is, therefore, crucial that training becomes an ongoing process aimed at continuously improving the quality of statistical outputs and services. This training programme has been prioritized and is tailored to meet CBS capacity building requirements. Emphasis will be put on hand-on group training. Two basic types of training will be undertaken, namely training for data producers and training for data users.

Training for Data Producers

Different types of training will be carried out for data producers. The following training will be undertaken:

1 Induction Course

All staff recruited to the Bureau will have to undergo induction to enable them to understand what the Bureau is about; what it does; its vision, mission and core values, organizational structure, work programme and the National Statistical System. A one-week induction course will be periodically organized for new staff.

2 On-the-job Training

Technical assistance in the past has not been as beneficial as it could have been had advisors been given counterparts to train and transfer technology to. In the end, the advisors did work which should have been done by nationals. It is planned that all advisors focus on training and imparting workplace skills and expertise to staff of the Bureau.

3. **Study Tours**

Study tours will be organized to give staff an opportunity to study statistical systems and methods used elsewhere and learn from the experiences of other countries especially those with similar socio-economic conditions. For instance, the Bureau staff can learn a lot from the experience of Tanzania and Zambia in establishment of provincial statistical offices, Uganda in establishment of a semi-autonomous agency and in fostering inter-institutional coordination mechanisms, Ethiopia in agricultural statistics, South Africa in poverty mapping and data management, etc. A total of 38 study tours are planned for the Plan period.

4 **Staff Exchange**

Provision has been made to have the Bureau staff to work in national statistical offices in other countries and especially countries in the African region on exchange basis. Choice of countries and determining which staff to send out will depend on what the Bureau can benefit from the exchange or offer the other office.

5 **In-service Training Programme**

The in-service training programme will cover many areas including: certificate course, short courses, seminars and workshops.

Certificate course: In the past, the Bureau has depended mainly on the East African Statistical Training Centre (EASTC) in Dar es Salaam, Tanzania to train its staff at certificate level. This arrangement has been unsatisfactory in the sense that it has not been cost-effective, only a limited number of staff could be trained and the training was not hands-on. It has been proposed, therefore, to start an in-service training course at the Bureau leading to the award of a certificate. Not only will the course be cost-effective but also a lot more staff will be trained using the facilities and staff of the Bureau. In addition, the programme will offer hands-on practical oriented training.

This course will aim to impart knowledge of basic statistics to low and middle level statistical personnel. It is expected that there will be vertical mobility of staff to higher positions as a result of promotions and horizontal mobility of some staff to other departments, the private sector, etc. As a result, new and untrained low and middle-level staff will continue to be recruited and these will need basic training in statistics. In addition, field supervisors in districts will all need to go through this course. This course will also cater for staff engaged in data collection/compilation in Line Ministries and government institutions. Later, the course will be open to the private sector. It is expected that 100 Bureau staff will do this course during the Plan period.

It will help if the EASTC is invited to participate in the design of the course with a view to having holders of the certificate qualifying for admission into the EASTC diploma course and/or get exemption for the higher certificate in statistics (formerly Stage I) of the Royal Statistical Society (RSS) (formerly the Institute of Statisticians - UK).

Short courses, occasional seminars and workshops: In addition to the certificate course, the in-service training programme will from time to time cater for short courses, seminars and workshops to meet specific needs of the Bureau and other data producers in the country. These will be conducted, for instance, on data collection, data analysis, data interpretation, report writing, use of computer packages, GIS, poverty mapping, GDP estimation on a quarterly basis, new areas in statistics (e.g. energy statistics, environment statistics), etc. Short courses and workshops will be particularly crucial in developing soft but essential skills including writing and communication skills.

6 Short courses

Many institutions all over the world organize short courses of up to three months on various subjects in statistics and IT. It is planned that up to 23 officers will attend these courses during the Plan period.

7 Diploma

Some staff will be identified for diploma training in different areas in statistics, IT, cartography, etc. Institutions that offer practical-oriented training will be preferred for this purpose. A total of 32 personnel will be trained at this level, 15 in IT and 8 in other areas such as cartography, management, etc.

8 Degree (Bachelors, Masters, Ph.D)

During the Plan period, 19 officers will be trained at Bachelor's degree level, 12 at M.Sc. level and 5 at Ph.D level. Again the institution for training the officers will be judiciously selected.

Training for data users

Informational workshops will be held for data users in the first instance to get them to appreciate the role and importance of statistical data and information and secondly, to demonstrate the use of statistical data for decision-making at sectoral level by presenting examples of how policy-makers can use available data from a range of sources to improve both policy and day-to-day management.

These workshops will initially be held at national level and at provincial level. It is planned that each Directorate will hold 2 national workshops each year and an informational workshop will be held in each province every year during the Plan period.

7.4 TENTATIVE BUDGET

Budget estimates

Table 7.3 presents a summary of the budget for the Strategic Plan. The full budget is presented in Annex IV and V. The total budget for the Plan amounts to Ksh.6,756,052,000 (approximately US \$ 90 million) over the five-year Plan period. Of this budget, capacity building programme accounts for 48% and the work programme for 52%.

Of the estimated cost of Ksh. 3,493,060,000 for the work programme, about 76% is accounted for by surveys and censuses

Staff emoluments and office infrastructure which includes construction of a new office block account for 88% of the total cost of the capacity building programme (74% for staff emoluments and 13% for office infrastructure).

Of the total budget over the five year Plan period, about 12%, 22%, 29%,16% and 19% will be spent in 2003/04, 2004/05, 2005/06, 2006/07 and 2007/08 financial years respectively. The high share of the budget in 2004/05 and 2005/06 is accounted for by the Census of Agriculture, Integrated Household budget Survey and construction of the office block for the Bureau.

Table 7.3: Tentative budget for the work and capacity building programme

Work programme

Activities	Financial Year					Total
	Cost (K.Sh. '000)					
	2003/04	2004/05	2005/06	2006/07	2007/08	
1 Secondary Compilations	82,000	82,000	82,000	82,000	82,000	411,000
2 Surveys	198,700	434,120	329,700	139,720	155,720	1,257,720
3 Censuses	8,000	39,000	779,000	200,000	378,000	1,404,000
4 Information Technology	8,700	19,700	19,700	19,700	19,700	87,500
5 Research	1,000	20,000	0	0	0	21,000
6 Coordination and advocacy	15,100	29,100	23,100	23,100	23,100	113,500
7 Publications	7,550	7,550	7,550	7,550	5,550	37,750
8 Others	43,450	29,650	34,750	25,250	27,250	160,350
Sub-Total	364,500	661,120	1,275,800	497,250	694,320	3,493,060

Capacity building programme

1 Staff emoluments	413,000	448,566	490,930	517,477	539,976	2,409,949
2 Training	43,225	35,950	36,300	51,475	49,050	216,000
3 Office infrastructure	14,400	302,800	102,800	2,800	2,800	425,600
4 Communication equipment and Transport	38,976	32,267	29,030	24,440	26,970	151,683
5 Technical Assistance	25,200	12,800				38,000
Sub-total	534,801	832,383	659,060	596,192	618,796	3,241,232

Overall Budget

Work programme	364,500	661,120	1,275,800	497,250	694,320	3,493,060
Capacity building programme	534,801	832,383	659,060	596,192	618,796	3,241,232
Grand Total (K.Sh. '000)	859,781	1,495,953	1,937,530	1,096,032	1,316,356	6,756,052

Notes on the budget

Hereunder, in a summary form, are facts which were taken into account when preparing budgets for each activity in both the work and capacity building programmes:

Table 7.4: Facts taken into account in budgeting

WORK PROGRAMME	
COMPILATION OF SECONDARY STATISTICS	SURVEYS AND CENSUSES
<p>The budget in this category considered the following:</p> <ul style="list-style-type: none"> • Stationary for printing data collection forms; • Data collection; • Transport for field work; • Computer consumables; • Allowances for personnel used; • Printing and publication; and • Other expenses. 	<p>The Budget estimates were made based on the Consultants' experience with data collection procedures and experiences of similar undertakings within the Bureau.</p> <p>The following items were considered in the estimates:</p> <ul style="list-style-type: none"> • Preparatory costs; • Development of the survey/census materials/instruments; • Conducting pilots, listing and training of field staff; • Cost of enumeration (field work); • Costs of processing and publication; • Costs for technical assistance in some specialized areas.
OTHER ACTIVITIES	
<p>The estimates were based on the following:</p> <ul style="list-style-type: none"> • Ongoing activities that have already been paid for by the Government, for example estimation of GDP and CPI; • Activities that are already funded by development partners like installation of LAN by UNDP. • Activities which will need technical assistance to build the related capacity at the Bureau, like: <ul style="list-style-type: none"> (a) Development of IT Policy and Strategy, etc. (b) Development of GIS and Poverty Mapping <p>Development of management systems</p>	

CAPACITY BUILDING PROGRAMME	
STAFF REQUIREMENT	TRAINING
<p>The budget assumes that the Government will be responsible for employing the extrarequired staff. Initial staff emoluments has taken into account salary scales in similar institutions: Central Bank of Kenya, Retirement Benefits Authority, Kenya Institute of Public Policy Research Analysis, National Social Security Fund.</p>	<p>While the costs for training focuses on the Bureau, there is a flexibility to bring in people from Sectoral Ministries as part of coordination. The following considerations have been taken into account:</p> <ul style="list-style-type: none"> • Training for data collection will be undertaken in-house. The rate used considers : <ul style="list-style-type: none"> (a) Allowances for trainers; (b) Training materials; <p>NOTE : The programme gives room for a person to attend more than one course.</p> <ul style="list-style-type: none"> • The costs for study tours are standard costs for an off-shore three-week tours, Diploma course rates are for EASTC and First and Masters degree rates are based on training costs at Makerere University (Uganda). • In-service training rates are based on EASTC rates for a certificate course. • Short-term training and in-house specialized courses are standard rates for courses conducted in-country.
TECHNICAL ASSISTANCE	OFFICE INFRASTRUCTURE
<p>This budget category considered the following:</p> <ul style="list-style-type: none"> • Consultants will be engaged on short missions and the budget assumes an average daily honorarium rate of US\$500 for experienced consultants. 	<p>OFFICE BLOCK: The budget is based on previously estimated cost for the building presented to a development partner.</p>
EQUIPMENT AND TRANSPORT	DEVELOPMENT OF MANAGEMENT SYSTEM
<p>The requirements are based on the inventory analysis and the costs are based on the current market prices for different items.</p>	<p>The rate used for technical assistance is applied to this category as well. The activity will require people who have experience in Human Resources and Financial Management Systems. There are many institutions in Nairobi which can assist the Bureau develop and document the systems.</p>

CHAPTER 8

IMPLEMENTATION, MONITORING AND EVALUATION

8.1 INTRODUCTION

Strategy implementation essentially involves translating strategic thought into strategic action. It focuses on efficiency, requires special motivation, leadership skills and coordination among many persons. All these and more make strategy implementation difficult. Indeed, it has been observed that many effectively formulated strategies fail because they are not successfully implemented. Robert S. Kaplan and David P. Norton report that, “fewer than 10 percent of effectively formulated strategies were successfully implemented”¹⁵. They thus conclude that “the ability to execute strategy is more important than the quality of the strategy itself”¹⁶.

Monitoring is essential to ensure that stated objectives are being achieved; for tracking inputs, activities and outputs; to determine if implementation is on course or not; and to alert management to problems or potential problems before situation becomes critical; and taking corrective actions to ensure that performance conforms to strategy or that the strategy is revised. While evaluation involves comparing expected results with actual results, investigating deviations from the plan, evaluating and measuring organizational performance

This chapter presents elaborate arrangements for the implementation, monitoring and evaluation of this Strategic Plan.

8.2 PLAN IMPLEMENTATION

Plan implementation will involve, among other things, mobilizing drivers of strategic success including: establishing a new legal framework; creating a strategy-supporting organizational structure; creating strategy awareness; change management; promoting teamwork; knowledge management; IT policy and strategy; development of management systems and procedures; staff motivation; development of business plans; creating quality consciousness; development of a dissemination policy; construction of new building for the Bureau; and funding arrangements.

Establishing a New Legal Framework

As was mentioned in chapter 4, CBS operates under an outdated Statistics Act that is inadequate for the production and management of national statistics given the policy, administrative and economic changes that have taken place in the country in the last thirty years when it was enacted. To that extent, the activities of the Bureau are constrained.

¹⁵ *The Strategy-focused Organization* by Robert S. Kaplan and David P. Norton, Harvard Business School Press, Massachusetts, 2001

¹⁶ *Ibid*

It was decided that rather than revise the existing outdated Act, a new Act should be proposed and the old Act repealed. The proposed Act provides for, among other things:

- i). establishment of a National Statistical System (NSS) comprising the Bureau and main users and producers of official statistics,
- ii). establishment of a semi-autonomous agency, the Kenya National Bureau of Statistics (KNBS), to replace the current Central Bureau of Statistics;
- iii). the KNBS to act as the authoritative source and the custodian of official statistical information in the country;
- iv). the KNBS to coordinate and supervise the NSS; collect, store, process, analyze and disseminate official statistics; and develop and maintain a comprehensive socio-economic national database;
- v). establishment of a Board of Directors as the governing body of the Kenya National Bureau of Statistics;
- vi). a Director-General as the Chief Executive of the Bureau and a member of the Board
- vii). the collection, compilation, analysis, publication and dissemination of official statistics and matters incidental thereto.

The Act should be put in a fast track, as it will be the legal basis for the implementation of this Plan.

Creating a Strategy-Supporting Organizational Structure

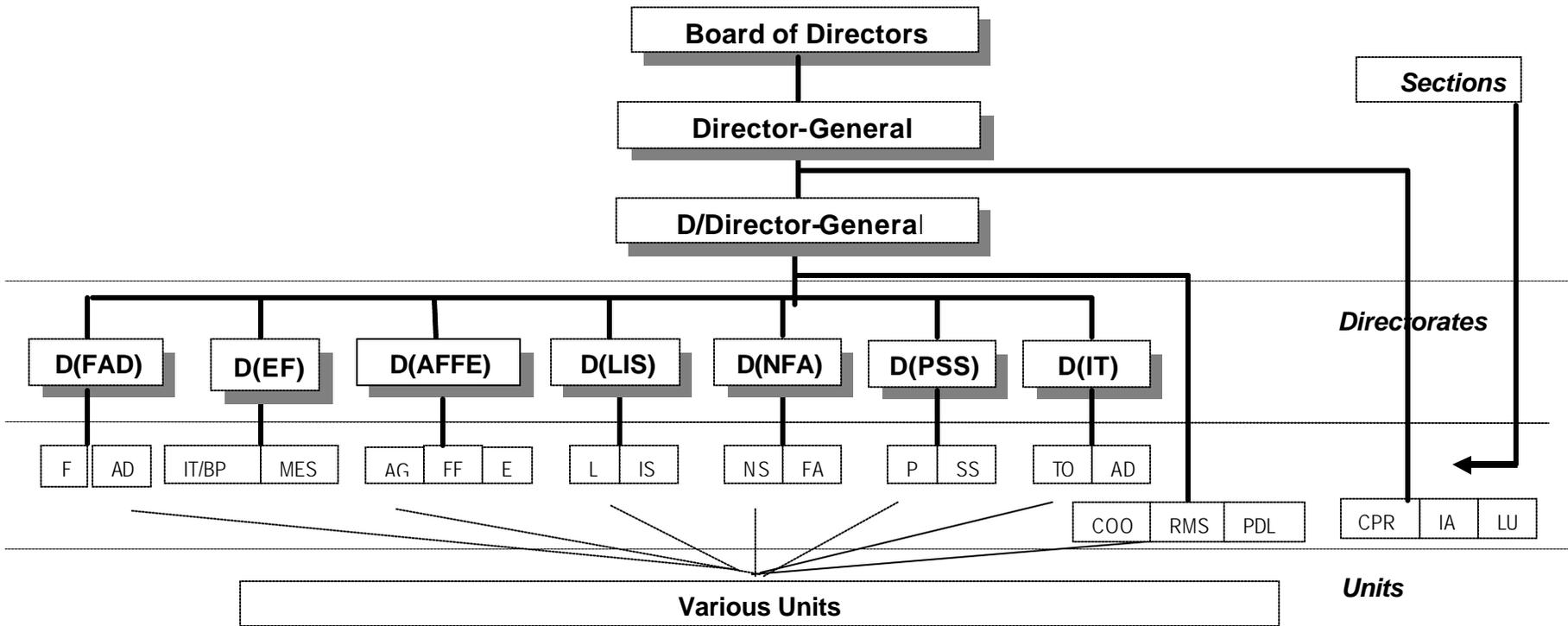
Implementation of a strategy invariably requires change of the structure of the organization to take account of its new role, status and challenges that lie ahead. The structure defines the allocation of responsibilities and powers, reporting relationships and processes, hierarchy levels and value added, allocating resources and determining skills requirements and affordability. The proposed structure of the Bureau is presented in Figure 8.1.

Board of Directors

The new Statistics Act provides for the establishment of a Board of Directors as the governing body of the Bureau. The Board will be responsible for the fulfillment of the Bureau's mission and for making sure that the profile of the Bureau is commensurate with its role in national development. In particular, the Board will be responsible for:

- Providing leadership and determining strategic priorities;
- setting policies;
- reviewing the structure of the Bureau from time to time;
- appointment, disciplining and remuneration of staff;
- approval of work plans and budgets;
- overseeing the activities of the Bureau;
- making Progress Reports to the Minister; and
- any other matters as shall be determined by the Minister from time to time.

Figure 8.1: Proposed KNBS Structure



D (FA) Director (Finance & Administration)	A	TO
D (EF) Director (Economic & Financial Statistics)	FF	AD
D (AFFE) Director (Agriculture, Forestry, Fisheries & Environment)	E	COO
D (LIS) Director (Labour & Industrial Statistics)	L	RMS
D (NFA) Director (NASSEP & Field Administration)	IS	PDL
D (PSS) Director (Population and Social Statistics)	NS	CPR
D (IT) Director (Information Technology)	FA	IA
F Finance	P	LU
AD Administration		
IT/BP International Trade & Balance of Payments		
MES Macro-Economic Statistics		
PSOs Provincial Statistics Offices		
CPRI Communication, Public and International Relations		

The Board will have seven (7) members appointed by the Minister responsible for statistics. The members will be appointed from among experts in statistics, information technology, economics and related fields. These members will include:

- i). a non-executive Chairman;
- ii). Director-General of the Bureau who shall also be the Secretary to the Board;
- iii). five (5) members each representing the Ministry responsible for statistics, the Treasury, the private sector, NGO sector and research and training institutions.

The Act also provides for meetings of the Board. It is recommended that the Board be appointed as soon as the Statistics Act is passed by Parliament.

Director-General

The Act also provides for a Director-General who will be the Chief Executive of the Bureau and the Secretary to the Board or its committees. He will be appointed by the Minister on the recommendation of the Board and on such terms as the Board shall determine. Any person to be appointed as a Director-General shall have good knowledge of statistics or information management and proven managerial ability.

Deputy Director-General

The need for a Deputy Director-General is predicated on the fact that he/she will automatically deputize for the Director-General. While the Director-General shall be involved in the overall day-to-day management of the Bureau, the Deputy Director-General shall be responsible for the co-ordination of all the technical directorates of the Bureau.

Organization of the Bureau

The structure of the Bureau will mainly be subject-matter based. However, there are some functions that will better be organized into Bureau-wide functional units. Figure 8.1 presents the proposed structure for the Bureau.

Directorates

The Bureau will have five (5) subject matter Directorates and two service Directorates. The number of Directorates has been arrived at by rationalizing the existing Divisions and creating two new Directorates.

The Directorates are:

- 2 Directorate of Finance and Administration
- 3 Directorate of Economic and Financial Statistics
- 4 Directorate for Agriculture, Forestry, Fisheries and Environment statistics
- 5 Directorate for Labour and Industrial Statistics
- 6 Directorate for NASSEP and Field Administration
- 7 Directorate for Population and Social Statistics
- 8 Directorate for Information Technology

The two service Directorates proposed are the Directorate of Finance and Administration, and the Directorate of Information Technology.

Directorate of Finance and Administration: As the Bureau becomes an autonomous agency, it will have to take full responsibility for the management of its funds, equipment and human resources. The Ministry in which the Bureau has been a Department has in the past undertaken some of these responsibilities. The Bureau will need to have a full-fledged Directorate of Finance and Administration to handle these new responsibilities.

Directorate of Information Technology (IT): IT is used at localized exploitation stage at CBS. This is the lowest stage of IT application where IT has not been integrated into business processes. As a result, CBS has not transformed its businesses using IT and any IT that has been applied has achieved little. In order to make IT a performance driver, IT is being elevated to a Directorate. It is expected that by doing this, there will be substantial benefits to IT application (high end on the scale of potential benefits).

Each Directorate will be divided into Sections and Sections into Units. While Directorates will be headed by Directors or equivalent, Sections will be headed by Principal Statisticians or equivalent and Units by Senior Statisticians or equivalent (see career path). Some cross-cutting functions will be handled by Sections/Units reporting Directly to the Director-General or his Deputy.

Table 8.1 summarizes subject-matter Directorates, Sections and Units that the Bureau should have.

NASSEP and Field Administration

The way the current field organization is organized is not efficient. Under the current set up, each of the three Regional Coordinators supports and supervises the work of many districts from headquarters. It is neither effective nor efficient to support and supervise the work in districts from headquarters. Accordingly, a three-tier field organization is proposed and is presented in figure 8.2.

The NASSEP and Field Administration Division will be responsible for the field organization. In each Province, a **Provincial Statistical Office (PSO)** will be established to supervise all statistical operations in the province and to provide technical backup to DSOs. In provincial capitals, PSOs will replace DSOs.

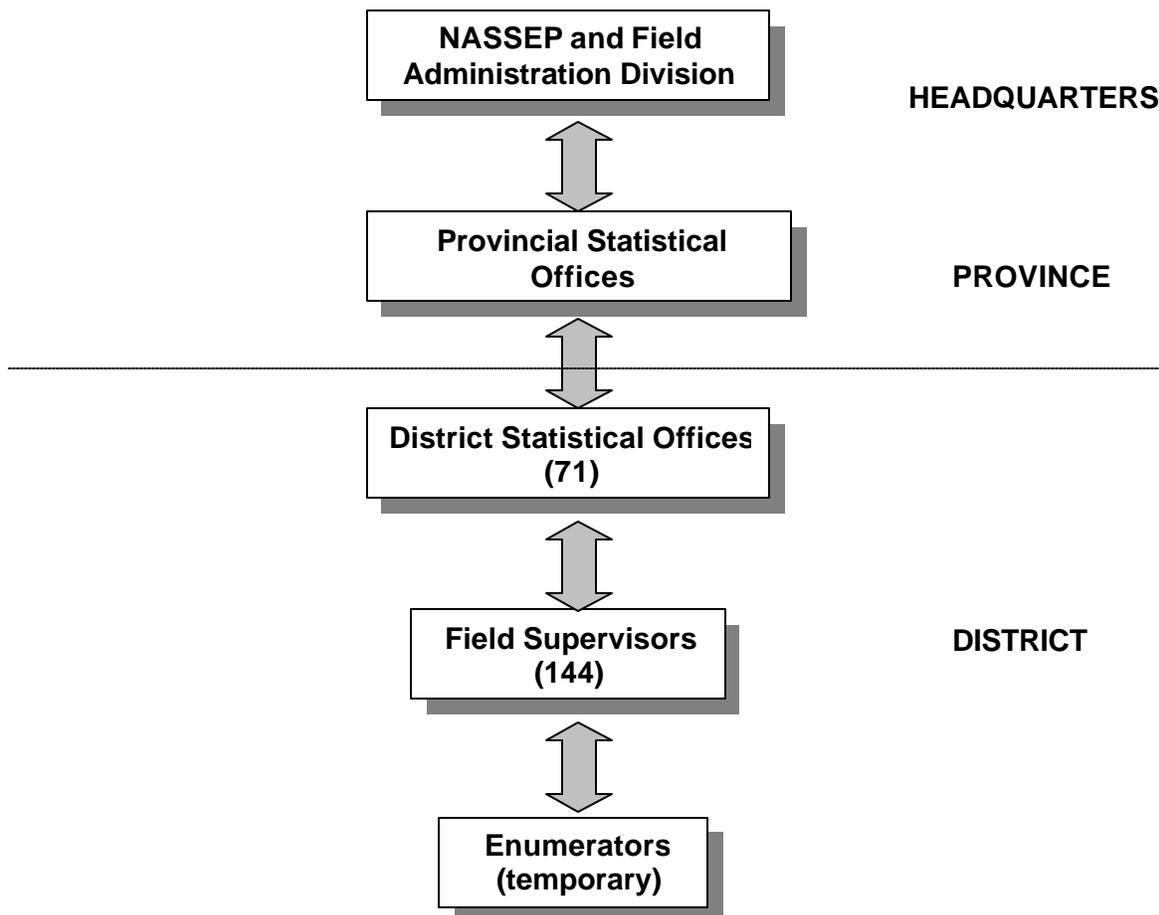
Table 8.1: Proposed subject-matter Directorates, Sections and Units

Directorate	Sections	Units
1. Finance and Administration	Finance	Budget, Salaries, Purchase, Loans and Claims
	Administration	Office Management Security, Training, Secretarial Services, Transport, Stores, Security
2. Economic and Financial Statistics	International Trade & Balance of Payments	International Trade, Balance of Payments, Financial Statistics
	Macro Economic Statistics	National Accounts, Public Finance, Tourism, Transport, Consumer Prices
3. Agriculture, Forestry, Fisheries and Environment	Agriculture	Agricultural Production, Food and Nutrition, Livestock
	Forestry	Forestry
	Fisheries	Fisheries
	Environment	Environment
4. Labour and Industrial Statistics	Labour	Manpower, Register of Establishments
	Industry	Manufacturing, Construction, Energy
5. NASSEP and Field Administration	NASSEP	Establishments, Households
	Field Administration	Cartography, Field Organization including District Statistical Offices
6. Population and Social Statistics	Population	Demography, Civil Registration, Migration
	Social Statistics	Education, Health, Gender, Poverty, Crime and Governance
7. Information Technology	Technical Operations	Hardware and Software Support, Networking and Security
	Applications Development	Systems Development, Database development, Web development, Statistical Applications Support

Specifically, PSOs will be responsible for, *inter alia*:

- 1 assessing changing user needs in provinces,
- 2 providing a link between CBS and local governments,
- 3 coordinating and supervising production of statistics in provinces and districts (censuses and surveys, etc),
- 4 disseminating and promoting use of statistics in provinces and districts,
- 5 proving technical and other forms of backup to DSOs, and
- 6 writing provincial and district specific reports.

Figure 8.2: Proposed Field Organization



The PSOs will need to be manned by qualified personnel to be able to carry out the above functions. In terms of personnel, it is proposed that each province should have a staff complement of 7 officers as follows:

- 1 Provincial Statistical Officers (Senior Statistician)
- 1 Economist
- 2 Statistical Assistants (doubling as data entry operators)
- 1 Secretary
- 1 Drivers
- 1 Cleaner/ Messenger

Each PSO should have at least 4 computers (networked), a printer, 1 vehicle and other office equipment. For a start, all DSOs at provincial headquarters like Mombasa, Kisumu, Nakuru, etc. should be immediately upgraded to PSOs. The other PSOs should be established gradually.

The District Statistical Offices (DSOs) need to be upgraded and streamlined with a small core staff of 6 people as follows:

- 1 District Statistical Officer (Statistician)
- 2 Field Supervisors
- 1 Secretary (doubling as a data entry operator)
- 1 Driver
- 1 Cleaner/Messenger

When censuses or surveys are planned, temporary enumerators will be recruited to collect data. This has the advantage of not having a huge field force on a pay roll. Each DSO should have at least 2 computers (networked), a printer, 1 vehicle, 2 motorcycles and other office equipment.

Cross-cutting Sections/Units

The Bureau will have special Sections/Units to be headed by Senior Statisticians or equivalent. They include the following:

(a) Under the office of Director General

1. Communication and Public Relations

The Bureau has in the past had problems connecting with the public. It was observed in the report by Mule et al that ignorance about CBS “was attributed to the absence of a public relations and marketing facility within the Bureau”¹⁷. It is, therefore, important that a Unit is established to handle communication, public and international relations functions of the Bureau.

In order that these functions are handled in a professional manner, this Unit should be manned by professional communications expert.

2. Internal Audit

This Unit will work closely with the Directorate of Finance and Administration but report directly to the Director-General. It will be responsible for developing and reviewing the systems of internal controls to ensure that fraud is eliminated and Bureau assets are protected. This Unit shall review and monitor all financial and accounting information to ensure completeness and accuracy of entries. The activities of this unit will start in the first year.

This Unit should be headed by a Principal Internal Auditor.

3. Legal Unit

This Unit will provide legal services to the Bureau including handling of contractual agreements, handling any litigations, etc. The Unit will be headed by a Legal Officer.

¹⁷ *An Evaluation of Statistical Needs in Kenya by Mule et al, 1993*

(b) Under the Office of Deputy Director-General

4. Coordination Unit

The NSS needs to be properly coordinated in order to, *inter alia*, prevent duplication of effort which invariably leads to inconsistent statistical products, eliminate wasteful utilization of available resources for statistical work and facilitate pooling of resources for greater impact, avoid working at cross-purpose, and generate improved statistical products.

This Unit will be responsible for inter-institutional coordination in statistical production; technical coordination by promoting across-the-board use of standard concepts, definitions and classifications; coordination between data producers and users; coordination between CBS and other data producers with research and training institutions; and donor coordination.

5. Research, Methods and Standards Unit

In order to get the Bureau to develop appropriate methodologies and standards for statistical production across the entire NSS, a Research, Methods and Standards Unit will be established. This Unit will be manned by experts in statistical methodology.

6. Publication, Distribution and Library Services

This Unit will be responsible for printing and distribution of the Bureau reports, and for library services.

Creating Strategy Awareness

Often strategies are designed but not communicated to the workforce. In a study contrasting high- and low-performing organizations, Kaplan and Nortion show that in 67% of well-performing organizations, staff have a good understanding of overall organizational goals and 26% of senior managers are highly effective communicators as opposed to 33% and 0% in poorly-performing organizations respectively. It is imperative, therefore, that everyone in the Bureau understands and shares the vision and mission of the Bureau, the strategies for achieving them and how his/her individual actions and those of their Units will contribute to the success of the strategy. Strategy awareness will, therefore, be created in the Bureau and the strategy will be made everyone's everyday job as is now the norm in strategy-focused organizations.

Communication being key to successful strategy awareness, an extensive and consistent communication programme will be mounted to develop an understanding of the strategy throughout the organization, mobilize staff to support the Bureau's strategy, educate staff about management systems and provide for feedback about

the strategy. Creation of **strategy awareness** will be followed by testing if staff understand the message (**strategy mind set**), checking that staff believe the strategy is being followed (**strategy loyalty**) and determining how many are teaching others about the strategy (**becoming strategy missionary**). The communication programme will aim to use different communication media including seminars and workshops, newsletters, brochures and bulletins, electronically through Intranet, etc.

It should be emphasized that the communication programme will also aim to break communication barriers (the silo mentality) at the Bureau; encourage a two-way free flow of information and ideas on initiatives for achieving the objectives of the Plan, viz. top-bottom and bottom-top; change the work ethics and mindsets; and create strong strategy-supportive corporate culture and inculcate core values of: user-orientation, credibility and integrity, human resource focus and quality focus.

Apart from the staff of the Bureau, strategy awareness will be created among stakeholders in the NSS and especially policy and decision-makers, other main data users and data producers. This will be done through news releases, seminars, etc. The Plan will also be publicized among the public as part of repositioning the Bureau.

Change Management

Environmental scanning shows that there are many changes taking place outside the Bureau to which the Bureau must galvanize itself to respond to. These changes are in social, economic and technological trends. There are also changes in demand for statistical data and information. Some of these changes present opportunities while others pose threats to the Bureau

In galvanizing itself to respond to the above changes, the Bureau will have to change its perceptions, values, work ethic, systems and processes. It will be necessary that the Bureau becomes a “learning organization” in which change-oriented thinking becomes a habit for every body.

However, there is always resistance to change. Change creates anxiety among staff about job-security and about their work habits, etc. It is not naturally seen as an opportunity that can enrich careers and personal lives. This is usually due to failure to communicate and make staff understand what is happening or why changes are taking place. All these calls for effective change management that focuses on the development of staff’s openness to change and uses change as a stimulus to encourage new ideas and harness enthusiasm for improved performance.

Change management will be crucial in the implementation of the Strategic Plan. Change management will not only respond to change by anticipating the focus of resistance, eliminating unnecessary resistance caused by misconceptions through communication and mastering the power base to support change, but will also foster change. What changes to effect will depend on the analysis of the current situation and the desired long-term objectives.

Promoting Teamwork

Effective implementation of the Plan will require a champion and strong leadership capable of developing, supporting and promoting organizational culture; embodying the status and professionalism of the organization; inspiring confidence, providing a vision for the organization and championing change; and articulating the organization's strategy.

However, building bureaucracy, autocracy and top-down management style should be avoided in preference for streamlined, participatory and coordinated style of management that breaks down organizational silos and encourages cross-functional and problem-solving teamwork. This will be done by developing the following layers of management:

Management Team: will be constituted comprising of heads of Directorates and specialized Units and will meet regularly under the chairpersonship of the Director-General to discuss main issues and coordinate the Bureau's activities.

Directorate Team: will be constituted comprising of the head of the Directorate, section heads and Unit heads. This team will be required to meet regularly to deal with directorate issues and matters and feed its deliberations into the Management Team meetings.

Standing Committees and temporary working groups: These will be established to handle specific cross-functional tasks if they do not exist or strengthened if they already exist. Already three operational user/producer committees exist including, (a) the Kenya Food Security Data Sub-Committee of the Food Security Steering Group established to develop common standards and procedures for exchange and storage of digital data on food security between all governmental institutions and NGOs in Kenya, coordinate the development of a common database and GIS platform for food security analysis, coordinate the development of key analytical datasets on food security to ensure that there are no gaps or overlaps, and identifying key areas for strengthening food security data collection, management and analysis, (b) the Quarterly Sub-Committee on International Trade and Transport Statistics which is responsible for ensuring the quality and timeliness of external trade statistics, and (c) Harmonization of Petroleum Statistics Committee established a year ago to harmonize petroleum data compiled by the various stakeholders.

Knowledge Management

It was mentioned in Chapter 4 that knowledge management at CBS has been unsatisfactory. It cannot be emphasized enough that knowledge management is a major aspect of governance and is essential for effective performance of any organization.

Knowledge management will be promoted at the Bureau by:

- (i) designing an integrated approach to identifying, capturing, retrieving, sharing, and evaluating the Bureau's information assets. In particular, data and information from different sources will be integrated and shared using the Management Information System (MIS), the Local Area Network (LAN) and a comprehensive user-friendly and accessible socio-economic national database (described elsewhere).
- (ii) building the capacity for and promoting sensitivity to proper documentation of methodologies, policies and procedures. In particular, explicit sets of documents will be produced on basic values, purpose and direction for the Bureau and communicated to all staff. Documents that provide legal constraints and code of conduct will also be produced. Of special interest will be production of self-contained User Manuals on different statistical operations. Capacity building and sensitisation will be done through staff training in report writing and other areas outlined earlier in the In -Service Training Programme.
- (iii) preserving institutional memory by the documentation in (ii) above rather than in peoples' heads. This is crucial for continuity and sustainability of the Bureau's activities.

IT Policy and Strategy

The purpose of the IT policy and strategy will be to provide overall and long-term development needs in IT to make the Bureau IT-focused. In designing an IT policy and strategy, the following will be considered:

- 1) use of IT to strengthen and standardize the work processes,
- 2) a Wide Area Network (WAN) providing connectivity with Provincial Statistical Offices, District Statistical Offices and key line Ministries and institutions,
- 3) Inter-net and Intra -net connectivity,
- 4) establishment of own web-site,
- 5) development of standardized hardware platform and software,
- 6) training in IT as part of human resource development,
- 7) development of a national socio-economic database for monitoring national development,

- 8) various initiatives including the development of Integrated Multi-sectoral Information Management System (IMIS) to provide tools (i.e. applications) and development of Child Info which have already been identified for donor funding.

When planning for IT, care should be taken to ensure that not too much focus is given to technical details about hardware and software configurations and the technology that should inhabit desktops and the conduits. This is so because we are planning within a 5 year time horizon during which time technology will change. The issue, for example, whether to provide network access to the district offices is strategic; the decision of whether to achieve this by installing copper, fiber or wireless transponders is not. Of more importance is the issue of financial planning for IT infrastructure. There needs to be provision of a flexible budget that should maintain technical stability despite oscillations in user demand, infrastructural modification and technology innovation.

Development of Management Systems and Procedures

Management systems and procedures will be established to ensure that the Bureau is run in a scientific, transparent and efficient manner. The following systems and procedures will be established as a matter of priority:

System and procedures for staff recruitment and promotion

The Bureau will need high caliber staff to be able to perform well. Stringent systems and procedures will be established to ensure that the process of staff recruitment and promotion is not externally influenced, and that staff recruitment is based on merit. In particular, provision will be made for advertisement of every post to be filled. Women will be particularly encouraged to apply. These procedures will need to be put in place before staff recruitment to the Bureau can begin. It is, therefore, proposed that development of these procedures should start in the second quarter of 2003/4.

Terms and Conditions of Service

One of the main problems facing the Bureau is the unattractive Terms and Conditions of Service. This has led to low morale and failure to attract and retain skilled staff at the Bureau.

Early action will be taken to design attractive and competitive Terms and Conditions of Service so as to attract, motivate and retain highly qualified and skilled staff. These should be made known to all staff and properly documented.

Financial Regulations

To ensure transparency, accountability and efficiency in the management of financial and other resources, the Bureau will establish financial regulations. These regulations will cover such things as receipt of funds, storage, disbursement and budgetary controls. The regulations will indicate the signatories to the accounts and reporting of financial transactions.

These regulations will be properly documented and made known to all staff of the Bureau.

Accounting Guidelines

Accounting guidelines laying down procedures for managing accounts records including bookkeeping, payment procedures, payrolls and accounting system will also be established, properly documented and used accounts staff.

Procurement Guidelines

These will be established for laying down the guidelines and procedures to be used in procuring goods and services. They will make cross-reference to the financial regulations and will be good for general use in the Bureau. These guidelines will also be properly documented.

Staff Motivation

Technical assistance in institutional management will be sought to develop and document the above systems and procedures.

Staff motivation is crucial for successful strategy implementation. As Fred R. David contents, “*Objectives, strategies and policies have little chance of succeeding if employees and managers are not motivated....*”¹⁸. A number of things are planned to motivate staff including, among other things:

- 9 staff recruitment and promotion based on merit,
- 10 defined career path,
- 11 improved remuneration,
- 12 opportunities for staff training, and
- 13 rewards and recognitions system encourages staff to strive towards achieving individual goals related to the strategy.

Career path

Lack of a clear career path can be a demotivating factor. The following career path has been proposed for statistical, IT, economics and administrative staff (Table 8.2). Equivalent paths for those areas not included in the table can be easily worked out.

¹⁸ *Concepts of Strategic Management by Fred R. David, Sixth Edition, Prentice Hall International, Inc. 1997*

Staff surveys

The Bureau will carry out regular staff surveys to determine, *inter alia*, areas of weakness that need improvement, areas of strengths that need to be consolidated, general working conditions and to provide their opinion on various aspects of the work of the Bureau. These surveys will make staff feel that they are consulted on major issues and that their views are taken into account in designing programmes for improvement.

Table 8.2: Proposed career path for Bureau staff

Statistical posts	Equivalent posts	IT	Economic s	Cartography	Accounts posts	Administratio n
Director	Director		Director	Director	Director	Director
Principal Statistician	Manager Technical Operations/Applications Development		Principal Economist	Principal Cartographer	Principal Accountant	Principal Administrative Officer
Senior Statistician	Senior Systems Analyst/Web Master/Database Administrator/Network Administrator		Senior Economist	Senior Cartographer	Senior Accountant	Senior Administrative Officer
Statistician	Systems Analyst/Programmer		Economist	Cartographer	Accountant	Administrative Officer
Principal Statistical Officer	Software Technician/Hardware Technician/Network Technician		Principal Accounts Officer	Principal Mapping Assistants	-	Principal Administrative Officer
Senior Statistical Officer	Screen Editor/Data Control Clerk/Computer Operator		Senior Accounts Assistant	Senior Mapping Assistants	-	Senior Administrative Assistant
Statistical Officer	Data Operator	Entry	Accounts Officer	Mapping Assistant	-	Clerk

Development of Business Plans

Each Directorate will be expected to develop its own detailed business and operational plans, with detailed business goals that are linked to the Strategic Plan. These annual business plans will be compiled outlining the specific actions to be taken to achieve Strategic Plan objectives within a budgetary and resource framework. The plans will be tangible and measurable performance indicators, target dates (start and end dates), responsibility or accountable person per action as well as each action will be clearly identified. It will also be ensured that operational plans are costed and aligned with available budget. Staff in all Directorates will need to be trained if they are to do a good job in developing business and operational plans.

It is important to mention that an operational plan ensures that everyone knows what needs to get done, coordinates their efforts when getting it done, and can keep close track of whether and how it got done. Indeed, it is at an operational level that individual's performance will be linked to the performance of the Bureau as a whole.

At this level, individual's performance and contribution towards achievement of the Bureau's strategic goals and improving its performance will be measured.

The development of individual and team objectives also ensures that employees understand how they as individuals can influence the successful implementation of the strategy.

Quality Enhancement

Quality enhancement will be given special attention in Plan implementation because at the end of the day, users will require statistical products and services of high quality. The IMF's General Data Dissemination System (GDDS) developed to, (i) encourage member countries to improve data quality, (ii) provide a framework for evaluating needs for data improvement and setting priorities in this respect, and (iii) guide member countries in the dissemination to the public of comprehensive, timely and accessible statistics will be used to enhance data quality. This will be done by:

- (a) creating quality awareness throughout the Bureau by educating staff on the importance of quality statistical products and services, the various dimensions of data quality and actions that will contribute towards data and service quality enhancement.
- (b) introducing Total Quality Management (TQM) to ensure that every element of Bureau processes has a quality element. After all, the quality of statistical products depends on the quality of the statistical processes.
- (c) keeping policy and decision makers as well as other key stakeholders fully involved in the development of the NSS, playing up-stream proactive roles in the development of the system. That way, the NSS becomes **demand-driven** rather than **supply-driven**, leading to better response to user needs, generation of more demand for statistical data and information, and attracting more funding for data production.
- (d) deepening and broadening inter-institutional coordination and linkages; system-wide adoption and application of standardized concepts, definitions and classifications; and collecting data during the same period of the year.
- (e) designing more comprehensive and holistic statistical programmes so that data can be collected to fill data gaps and meet a whole array of user requirements. The Framework described above provides a convenient vehicle for developing such comprehensive programmes.
- (f) using "best practices" and appropriate methods, properly designed and administered data collection instruments are by the right personnel, and proper handling of data in the post-enumeration period. Therefore, known "best practices" will be used and research and experimentation work will be done to develop appropriate methodologies and to apply quality control procedures in data production processes.
- (g) combining data from surveys with data from the Population and Housing Census to generate local area estimates. Attempts will also be made to build community-based information systems to provide data at local levels.

Dissemination Policy

A well-defined dissemination policy will be formulated. The policy will provide for advance publication of a release calendar and simultaneous release of data to all stakeholders - principle of equal access to data consistent with the Fundamental Principles of Official Statistics adopted by the United Nations Statistical Commission in 1994.

The spirit of the policy will be two fold, namely to make statistical data and information liberally and readily accessible as a “public good” and in a timely manner, and to promote use of existing data. Data access modalities will be designed based on “best practice” in this area, including public use microdata files in the national database, charges for preparing and duplicating datasets, production of CDs, etc.

It is important that the Bureau does every thing possible to stick to the release calendar. Establishment of efficient Field Organizations as proposed will assist in ensuring rapid retrieval of questionnaires and other instruments from the field. It is possible to retrieve questionnaires from the field and begin processing them even before all fieldwork has ended. Provision is being made for data entry in DSOs. This will quicken the process of data entry. It will be necessary for data processing programmes to be developed and tested, and for data analysis to be planned for in advance. Provision will also be made for releasing preliminary results or advance tabulations.

Technical Assistance

Implementation of some activities in the Strategic Plan will require some technical assistance. However unlike in the past, it is planned that technical assistance should impart lasting benefits to the Bureau. For this reason, technical assistance will be sought in accordance with the guidelines adopted by the United National Statistical Commission in 1999.

A total of 34 work-months of technical assistance have been identified in various areas of statistics, IT and management. The type and duration of technical assistance required are presented in table 8.3 below.

Table 8.3: Type and duration of technical assistance required

Area for Technical Assistance	Months
Statistical work & printing	
GIS and Poverty Mapping	2
Labour Market Information	2
IT and Data Management	3
Statistical Organization and Management	2
Development of Integrated Food and Agricultural Statistics	2
Public Finance Statistics	1
National Accounts	2
Environment Statistics	1
Training	12
Printing	2
Development of Management Systems	
Recruitment Procedures	1
Terms and Conditions of Service	3
Financial Regulations and Accounting Guidelines	2
Procurement Guidelines	1
Management Information System (MIS)	2
Total	34

New Building for the Bureau

The case for constructing a befitting home for the Bureau has been made earlier. In terms of implementation, the Bureau is urged to re-establish links with a donor who some time back expressed interest to fund the construction of the office block for the Bureau. Given the time it may take to mobilize resources, construction work has been scheduled for 2003/04 - 2004/05.

Funding Arrangements

It is expected that the Government, among many, will contribute in the following areas:

- 1) Paying staff emoluments;
- 2) Staff recruitment;
- 3) Creating a conducive environment for the statistical operations to be effectively conducted;
- 4) Provision and maintenance of infrastructures;
- 5) In-service training after one year of technical assistance;
- 6) Compilation of secondary statistics;
- 7) Part funding surveys and censuses; and
- 8) Other operational costs e.g. telephone and electricity bills.

The development partners are expected to contribute in the following areas:

- 1) Technical assistance in identified areas;
- 2) Part funding surveys and censuses;
- 3) Starting the In-service Training;
- 4) Off-shore training;
- 5) Procurement of equipment, vehicles and motorcycles.

It is expected that the funding needs for the Bureau will be reflected in the MTEF. It will help if contributions from development partners can be deposited in a **basket fund** to be managed by the Bureau or the Bureau with some partner. However, there may be development partners who for some reason will want to make direct contribution to the Bureau. Such contribution should also be welcome to the extent that it does not conflict with Plan priorities and objectives.

8.2 MONITORING AND EVALUATION

The implementation and effectiveness of the Strategic Plan in improving national statistics and in meeting user needs should be closely monitored and evaluated. Monitoring is essential to track inputs, activities, outputs and to determine whether the plan implementation is on course and also to assess how much is being achieved.

Hence by monitoring of the Plan, managers are able to get a picture of where the Plan is going in relation to the objectives. Monitoring will be ineffective unless there is action taken in response to what is measured and reported. There will be a need to learn from insights and experiences. For instance, if monitoring shows that the Plan is on a wrong path, corrective measures will be taken or the implementation strategies will be revised. In that sense, the Plan will be a living document that will require adjustments as objective conditions change. Monitoring will also be essential for providing information that is required for accountability purposes.

A Plan-relevant set of performance indicators has been designed to measure progress towards the objectives of the Plan. These indicators are presented in the Logical Framework in Annex I. At the end of the Plan period, there will be an evaluation to assess the most significant constraints, the most successful activities and generally to assess how well the strategies in the Plan will have met the set objectives. It has been observed that evaluation works best when the emphasis is on learning for the future. Evaluations of the Plan will very much take this into account.

Quarterly Progress Report (QPR)

The Statistics Act provides for presentation to the Minister a Quarterly Progress Report (QPR). This report will cover all the activities undertaken during the quarter, constraints and successes, and highlight plans for the next quarters.

Yearly External Review (YER)

In addition to the QPRs, there will be Yearly External Reviews (YERs) to be carried out by the Ministry of Planning and National Development together with development partners.

Terminal Review (TR)

And at the end of the Plan, there will be an external evaluation, Terminal Review (TR), which will be carried out again by the Ministry of Planning and National Development together with development partners. The external reviews will also use the identified performance indicators.

Benchmarking

Benchmarking is a method of making systematic comparisons in specific areas with other relevant organizations and especially with those organizations with best performance. The aim is to determine areas where improvements can be made. Two types of benchmarking will be done, namely internal and external benchmarking.

Internal benchmarking: This will be done by comparing results from different directorates, branches and sections with reference to such things as timeliness, user satisfaction. This will make it possible to monitor directorates and sections that have high and or low performance. The benchmarking will form a basis for assessing performance in some Directorates and Sections of the Bureau and for improvements.

International benchmarking: This will be done to compare the Bureau's performance with that of high performing national statistical offices in the COMESA sub-region. This will be done by comparing the adequacy of the Bureau's products and services with those of other countries of the sub-region.

8.3 WAY FORWARD

A number of early actions will need to be systematically taken to ensure that Plan implementation gets off to a good start. These actions include the following:

(a) Statistics Act

The Bureau should draft a Brief for the Economic Sub-Committee of Cabinet about the Strategic Plan. This Brief should be submitted together with the Draft Statistics Act to the Cabinet Sub-Committee. This will finally be followed with a Cabinet Memorandum on the Statistics Act and the Strategic Plan.

The Draft Statistics Act should also be sent to the Attorney General's Office at the Ministry of Justice and Constitutional Affairs through appropriate channels. This Office will work with CBS to finalize the Drafty Act before it is submitted to Parliament for enactment. In the meantime, the Bureau should

(b) Strategy awareness

After revision of the Strategic Plan following the Stakeholders' Workshop held on 13 March 2003, strategy awareness should begin to be created in earnest among the staff of the Bureau as well as development partners. In particular, the Plan should feature in the 2003/04 national budget. In addition, a round-table meeting with development partners should be organized by the Ministry of Planning and National Development to discuss implementation arrangements including funding.

(c) Appointment of the Board

As soon as the Statistics Act is enacted, the Minister for Planning and National Development should appoint the Board of Directors for the Bureau. The urgency for appointment of the Board arises from the fact that the Board has to formulate policies and recruit staff.

Strategic Plan for Central Bureau of Statistics, Kenya
ANNEX - I: A LOGICAL FRAMEWORK MATRIX

OUTPUTS		ACTIVITIES	INDICATORS	MEASURES/ VERIFICATION	ASSUMPTIONS
CORE OBJECTIVES					
1. <i>To create a Kenya National Bureau of Statistics to coordinate and supervise the National Statistical System</i>					
2. <i>To produce and disseminate comprehensive, integrated, accurate and timely national statistics in support of national development</i>					
3. <i>To develop and maintain a socio-economic National Database</i>					
A National Bureau of Statistics created capable of coordinating and supervising the NSS and meeting user needs	Assess user needs	User needs assessment undertaken	Reports	Commitment of Government and development partners	
	Develop a work programme	Work programme implemented	Review reports		
	Develop a capacity building programme	Capacity building programme implemented	User Surveys		
	Assess user satisfaction	Users satisfied			
Strategic Objective 1: Create general public awareness about importance of statistics					
1.1 General awareness about statistics created	Awareness campaigns	Image building programme effectively implemented	Periodic User Surveys Reports	Commitment on part of the Bureau	
	Dissemination workshops	Greater awareness about statistics			
	Africa Statistics Week Celebrations	Celebrations held annually			
Strategic Objective 2: Raise the profile of statistics and the Bureau					
2.1 Profile of statistics raised	Statistical advocacy programmes	Increased resources for statistics	Review Reports	A responsive clientele and public	
2.2 Bureau well positioned in Government and public eye		Statistical component in major development initiatives			
		Representation of the Bureau on main Government Bodies/Committees			
2.3 Increased use of statistics in evidence-based decision-making and planning	Improve quality of statistics	Higher quality statistics judged by established standards	User Surveys Annual Reports		
	Improve data analysis and reporting	Increased demand for statistics			
	Develop dissemination strategies	Number of statistical products disseminated			

Strategic Plan for Central Bureau of Statistics, Kenya

OUTPUTS	ACTIVITIES	INDICATORS	MEASURES/ VERIFICATION	ASSUMPTIONS
Strategic Objective 3: Improve coordination, collaboration, networking and information sharing				
3.1 Improved arrangements for coordination, collaboration, networking and information sharing	Establish coordination mechanisms	Number of arrangements established	Technical Reports Progress Reports	Stakeholders see virtue in coordination, collaboration, networking and information sharing
	Establish collaboration arrangements			
	Establish mechanisms for networking			
	Establish mechanisms for information exchange and sharing			
3.2 Improved technical coordination	Establishment of a Coordinating Units in the Bureau	Compendium of Common Concepts, Standards and Classifications	Reports	Will be the will to accept to use recommended methodologies
	Promote use of common concepts, standards and classifications			
	Assist to establish Statistical Units in line Ministries	Number of Statistical Units established	Progress Reports	
	Provide technical back-up to line Ministries	Number of backup services provided		
3.3 Improved data producer/supplier relationships	Awareness programmes targeting data suppliers	Increased response rate	Technical Reports	Suppliers will find time to listen
Strategic Objective 4: Congenial statistical legislation				
4.1 Operational New Statistics Act	Draft New Statistics Act	New Statistics Act in place	Progress Reports	Goodwill of Government and Parliament
	Get the Act through appropriate processes for enactment	New Bureau organizational structures in place		
Strategic Objective 5: Provide appropriate physical infrastructure				
5.1 New home for the Bureau	Prepare a proposal for building a new office block	Bureau in own office block	Progress Report	Availability of resources from partners
5.2 Appropriate District Statistical Offices	Acquire more appropriate offices for DSOs	DSOs in better offices	Progress Report	Resources from Government available
5.3 More equipped & transport for the Bureau	Procure more equipment & transport	Number of items of equipment and transport procured	Progress reports	Resources from Government available

Strategic Plan for Central Bureau of Statistics, Kenya

OUTPUTS	ACTIVITIES	INDICATORS	MEASURES/ VERIFICATION	ASSUMPTIONS
Strategic Objective 6: Improve management systems				
6.1 Improved management information systems (MISs)	Design new organization structure	New organization structure in place	Progress Reports	Technical assistance will be forthcoming
	Develop Terms and Conditions of Service	Terms and Conditions of Service developed		
	Develop Financial Regulations	Financial Regulations developed		
	Develop Accounting Guidelines	Accounting Guidelines developed		
	Develop Procurement Guidelines	Procurement Guidelines developed		
	Develop a MIS	MIS developed		
Strategic Objective 7: Strengthen the statistical infrastructure				
7.1 Statistical infrastructure improved	Improve statistical methodologies	Sound statistical methodologies	Technical reports	Expertise in statistical methodology
	Improve classifications and codes	Standardized classifications/ codes	Technical reports	
	Strengthen the Field Organization	Robust Field Organization	Progress reports	Resource availability
	Update and maintain the Master Sample (NASSEP IV)	Up-to-date Master Sample	Technical reports	Master Sample basis for all household-based surveys
	Update and maintain the Register of Establishments	Up-to-date Register of Establishments	Technical reports	Sufficient resources available available
	Strengthen GIS capability	Increased use of GIS functionality	Technical reports	Appreciation of GIS
Strategic Objective 8: Improve statistical governance				
8.1 Improved statistical governance	Establish quality enhancement programme	Improved data quality	Technical reports	Change programmes will be embraced by staff
	Utilization of technical assistance	Effectiveness of technical assistance	Progress reports	
	Knowledge management	Enhanced knowledge management	Progress reports	
Strategic Objective 9: Improve resource inflows				
9.1 More resource inflow	Sensitize government about need for more resources	Increase in Government subvention	Progress reports	
	Prepare proposals for funding in line with the Plan	Increase in donor funding		

Strategic Plan for Central Bureau of Statistics, Kenya

OUTPUTS		ACTIVITIES	INDICATORS	MEASURES/ VERIFICATION	ASSUMPTIONS
Strategic Objective 10: Improve staff recruitment, promotion and motivation					
10.1	Improved staff recruitment and promotion	Develop and document criteria for staff recruitment and promotions	Criteria for staff recruitment and promotions established, documented and used	Progress reports	Technical assistance to develop and document procedures
		Advertise all posts to be filled	Number of staff recruited		
10.2	Motivated staff	Define career path	Career path defined for all categories of staff	Progress reports	Government commitment and Commitment of development partners
		Provide training opportunities for staff	Staff trained in different areas		
		Reward quality and promote professionalism	Promotions based on merit Achievement awards	Annual Reviews	
		Develop attractive teams and conditions of service	Attractive terms and conditions of service established and applied		
Strategic Objective 11: Expand skills base and expertise					
11.1	Critical mass of personnel at the Bureau	Start In-Service Training Programme	In-Service Training Programme started	Progress reports	High priority by the Bureau for skills development
		Carry out other training at different levels (short-term and long-term)	Number of staff trained at different levels		
		Develop hard and soft skills	Skills developed	Annual Reviews	
		Undertake study tours and attachments	Number of study tours and attachments undertaken		
Strategic Objective 12: Develop and implement an IT policy and Strategy					
12.1	IT policy developed	Develop an IT Policy and Strategy	IT Policy and Strategy established and operational	Progress reports Annual Reviews	Technical assistance forthcoming
12.2	Coherent IT Infrastructure established	Develop a coherent IT infrastructure	Coherent IT infrastructure established		
12.3	An IT-focused Bureau	Computerization of the Bureau including PSOs and DSOs	Improved IT environment		
12.4	Local and Wide Area Networks established	Establish Local and Wide Area Network	Operational Local and Wide Area Networks		
12.5	Operational national socio-economic database	Establish a national socio-economic database	An operational and accessible database		

Strategic Plan for Central Bureau of Statistics, Kenya

OUTPUTS		ACTIVITIES	INDICATORS	MEASURES/ VERIFICATION	ASSUMPTIONS
Strategic Objective 13: Develop Information Management Systems					
13.1	Management Information System (MIS) created	Design a MIS	MIS established and operational	Progress reports Annual Reports Technical reports	There will be access to IT equipment by all professional and other staff
13.2	IT aligned to statistical operations	Increase IT knowledge-base	Number of statisticians trained in IT		
		Increase use of IT in statistical operations	Number of statisticians using IT in their work		
13.3	IT awareness created	Train staff in IT	Number of staff trained in IT		
13.4	National Statistical Database	Establish a National Statistical Database	An operational National Statistical Database established		
13.5	Data disseminated through Internet	Develop a Bureau web site	Web site developed and operational		
13.6	Improved publications	Link desktop publishing to printing	Improved statistical publications		
Strategic Objective 14: Improve data quality					
14.1	Enhanced quality of statistical products and services	Assessment of user needs to stay relevant	Number of user assessments carried out	Progress reports	A culture of quality consciousness will be developed Data users will be able to assess quality products Improvements in data quality will lead to increased use of data
		Up-date register of establishments	registers up-dated		
		Improve sample selection	Adequate samples selected		
		Improve design of instruments	Better survey instruments		
		Improve training of field staff	Number of field staff trained	Annual Reports	
		Reduction of non-response rates	High response rates		
		Promote use of best methods	Number of activities using better methods		
		Provide more disaggregated data	Levels at which data are disaggregated		
Develop a dissemination policy and programme and sticking to it	Release calendar established	Improved data quality			
	Statistical collections produced according to release calendar				
14.2	Participation in international initiatives	Participate in GDDS	Improved data quality		
		Participate in ICP			
Strategic Objective 15: Timeliness in data processing					
15.1	Data processed in a timely manner	Decentralize data entry to districts and provinces	More timely data data processing	Progress reports	Greater sensitivity to timeliness
		Improve training in data processing	More trained staff in data processing	Annual Reports	

Strategic Plan for Central Bureau of Statistics, Kenya

OUTPUTS		ACTIVITIES	INDICATORS	MEASURES/ VERIFICATION	ASSUMPTIONS
Strategic Objective 16: Improved data analysis and reporting					
16.1	Value-added statistical products	Build analytical capacity at the Bureau	Number of staff members trained in data analysis	Progress reports	Willingness among institutions to collaborate
		Use GIS functionality	Number of collaboration arrangements in data analysis	Annual reports	
	Use subject-matter experts outside the Bureau	Number of policy-related reports written			
16.1	Thematic reports	Write policy-related reports			
Strategic Objective 17: Improved data dissemination and access					
17.1	Better disseminated data	Design a dissemination policy	Dissemination policy designed and operational	Progress reports	Willingness to release data
17.1	Data that are accessible	Create accessible database	Accessible database in operation	Annual reports	

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ANNEX - II: PROPOSED WORK PROGRAMME (2003/04 - 2007/08)

ACTIVITY		2003/04				2004/05				2005/06				2006/07				2007/08				
		Q1	Q2	Q3	Q4																	
1	SECONDARY COMPILATION																					
1.1	Economic and Financial Statistics																					
1.1.1	Public Finance																					
1.1.2	Insurance																					
1.1.3	Currency and Banking																					
1.1.4	Savings and Credit																					
1.1.5	Foreign Investments																					
1.1.6	Transport and communication																					
1.1.7	Trade																					
1.1.8	Tourism																					
1.1.9	Agriculture																					
1.1.10	Nutrition																					
1.1.11	Environment Statistics																					
1.1.12	Compile Commodity Statistics																					
1.1.13	Compile Cooperatives Statistics																					
1.1.12	Energy																					
1.2	Population and Social Statistics																					
1.2.1	Education statistics																					
1.2.2	Health statistics																					
1.2.3	Crime Statistics																					
1.2.4	Housing																					
1.2.5	Civil Registration																					
1.2.6	Gender																					
1.2.7	Judiciary																					
1.2.8	Prisons																					
1.2.9	Probation Department																					
1.2.10	National Registration Bureau/Migration/ECK																					

Strategic Plan for Central Bureau of Statistics, Kenya

ANNEX - III: PROPOSED CAPACITY BUILDING PROGRAMME (2003/04 - 2008/09)

ACTIVITIES	2003/04				2004/05				2005/06				2006/07				2007/08			
	Q1	Q2	Q3	Q4																
1.0 HUMAN RESOURCES DEVELOPMENT																				
1.1. Staff Recruitment																				
1.1.1. Professional Staff																				
1.1.2. Sub-Professional Staff																				
1.1.3. Technical staff																				
1.1.4. Administrative																				
1.1.5. Clerical/Supervisor																				
1.1.6. Secretarial																				
1.1.7. Support staff																				
1.2 Training																				
1.2.1. Induction courses																				
1.2.2. Study tours																				
1.2.3. Staff Exchange																				
1.2.4. Certificate courses																				
1.2.5. Diploma																				
Statistics																				
IT																				
Other																				
1.2.6. Bachelors Degrees																				
1.2.7. M.SC																				
1.2.8. Ph.D																				
1.2.9. Short courses																				
1.2.10. Information workshops																				
National																				
Provincial																				
2.0 OFFICE INFRASTRUCTURE																				
2.1. Hiring of Office Space																				
District																				
Provinces																				
2.2. Construction of New Head Office Building																				
3.0 IT INFRASTRUCTURE																				
3.1. Installation of a Local Area Network																				
3.2. Installation of Wide Area Network																				
3.3. Development of a National Database																				

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ACTIVITIES	2003/04				2004/05				2005/06				2006/07				2007/08			
	Q1	Q2	Q3	Q4																
40 EQUIPMENT AND TRANSPORT																				
4.1 IT equipment																				
4.1.1 Computer equipment																				
PCs				■		■			■											■
Uninterruptible Power Supply				■																
Computer Servers with Operations System and Backup power				■																
Laptops				■																
Network Printers				■																
Printres				■					■											
4.1.1 Software Licences																				
Microsoft				■							■					■				■
Corporate Licence for SAS				■																
Corporate Licence for SPSS				■																
4.2 Photocopiers																				
4.2.1 Heavy Duty				■		■														
4.2.2 Medium Size									■				■							
4.3 Other																				
4.3.1 Fax Machines				■																
4.3.2 Diazo Printing Machines				■																
4.3.3 Fans				■																
4.3.3 Paper cutter Machines				■																
4.3.4 Air Conditioners				■																
4.3.5 Fridges				■																
4.3.6 Heaters				■																
4.3.7 Shredders				■																
4.3.8 Communications System/Radio VHF				■					■											
4.4 Transport																				
4.4.1 Vehicles				■				■				■				■				■
4.4.2 Motor Cycles				■																
4.4.3 Boats with Engine				■					■											
4.4.4 Bicycles				■				■												

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ACTMITIES	2003/04				2004/05				2005/06				2006/07				2007/08			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
5.0 TECHNICAL ASSISTANCE	Months																			
(b) Statistical work & printing																				
5.1 GIS and Poverty Mapping																				
5.2 Labour Market Information																				
5.3 IT and Data Management																				
5.4 Statistical Organisation and Management																				
5.5 Development of Integrated Food and Agricultural statistics																				
5.6 Public Finance Statistics																				
5.7 National Accounts																				
5.8 Environment Statistics																				
5.9 Training																				
5.10 Printing																				
(b) Development of Management Systems																				
5.11 Recruitment Procedures																				
5.12 Terms and Conditions of Service																				
5.13 Financial Regulations and Accounting Guidelines																				
5.14 Procurement Guidelines																				
5.15 Management Information System (MIS)																				

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ANNEX - IV: WORK PROGRAMME TARGETS AND BUDGET (2003/04 - 2007/08)

ACTIVITY	QUANTITY							COST (Sh. '000)							
	FREQ.	2003/4	2004/5	2005/6	2006/7	2007/8	TOTAL	RATE	2003/4	2004/5	2005/6	2006/7	2007/8	TOTAL	
1	SECONDARY COMPILATION														
1.1	Economic and Financial Statistics														
1.1.1	Public Finance	Quarterly	4	4	4	4	4	20	500	2,000	2,000	2,000	2,000	2,000	10,000
1.1.2	Insurance	Quarterly	4	4	4	4	4	20	500	2,000	2,000	2,000	2,000	2,000	10,000
1.1.3	Currency and Banking	Quarterly	4	4	4	4	4	20	500	2,000	2,000	2,000	2,000	2,000	10,000
1.1.4	Savings and Credit	Quarterly	4	4	4	4	4	20	100	400	400	400	400	400	2,000
1.1.5	Foreign Investments	Annually	1	1	1	1	1	5	1500	1,500	1,500	1,500	1,500	1,500	7,500
1.1.6	Transport and communication	Monthly	12	12	12	12	12	60	200	2,400	2,400	2,400	2,400	2,400	12,000
1.1.7	Trade	Quarterly	4	4	4	4	4	20	500	2,000	2,000	2,000	2,000	2,000	10,000
1.1.8	Tourism	Quarterly	4	4	4	4	4	20	500	2,000	2,000	2,000	2,000	2,000	10,000
1.1.9	Agriculture	Quarterly	4	4	4	4	4	20	500	2,000	2,000	2,000	2,000	2,000	10,000
1.1.10	Nutrition	Annually	1	1	1	1	1	5	500	500	500	500	500	500	2,500
1.1.11	Environment Statistics	Annually	1	1	1	1	1	5	500	500	500	500	500	500	2,500
1.1.12	Compile Commodity Statistics	Quarterly	4	4	4	4	4	20	300	1,200	1,200	1,200	1,200	1,200	6,000
1.1.13	Compile Cooperatives Statistics	Quarterly	4	4	4	4	4	20	250	1,000	1,000	1,000	1,000	1,000	5,000
1.1.12	Energy	Quarterly	4	4	4	4	4	20	500	2,000	2,000	2,000	2,000	2,000	10,000
	Sub-total									21,500	21,500	21,500	21,500	21,500	107,500
1.2	Population and Social Statistics														
1.2.1	Education statistics	Quarterly	4	4	4	4	4	20	50	45000	45000	45000	45000	46000	226000
1.2.2	Health statistics	Quarterly	4	4	4	4	4	20	50	2000	2000	2000	2000	2000	10000
1.2.3	Police	Quarterly	4	4	4	4	4	20	50	1000	1000	1000	1000	1000	5000
1.2.4	Housing	Annually	1	1	1	1	1	5	500	500	500	500	500	500	2500
1.2.5	Civil Registration	Quarterly	4	4	4	4	4	20	500	2000	2000	2000	2000	2000	10000
1.2.6	Gender	Quarterly	4	4	4	4	4	20	1,250	5000	5000	5000	5000	5000	25000
1.2.7	Judiciary	Quarterly	4	4	4	4	4	20	250	1000	1000	1000	1000	1000	5000
1.2.8	Prisons	Quarterly	4	4	4	4	4	20	250	1000	1000	1000	1000	1000	5000
1.2.9	Probation Department	Quarterly	4	4	4	4	4	20	250	1000	1000	1000	1000	1000	5000
1.2.10	Bureau/Migration/ECK	Quarterly	4	4	4	4	4	20	500	2000	2000	2000	2000	2000	10000
	Sub-total									60,500	60,500	60,500	60,500	61,500	303,500

Strategic Plan for Central Bureau of Statistics, Kenya

2	SURVEYS														
2.1	Economic and Financial Surveys														
2.1.1	Informal Sector Survey	Various	0	1	0	0	0	1	36,000	0	36,000	0	0	0	36,000
2.1.2	Distribution and Services Survey	Annually	1	1	1	1	1	5	1,200	0	3,000	1,000	1,000	1,000	6,000
2.1.3	ICP Survey *	Once	0	1	0	0	0	1	50,000	3,000	30,000	17,000	0	0	50,000
2.1.4	Housing Survey	Quinquennial	0	0	1	0	0	1	20,000	0	0	20,000	0	0	20,000
2.1.5	Rent Survey	Quinquennial	0	0	1	0	0	1	30,000	0	0	0	0	30,000	30,000
2.1.6	Annual Welfare/NGO/Churches Survey	Annually	1	1	1	1	1	5	300	300	300	300	300	300	1,500
2.1.7	Kenya Visitors Survey	Quarterly	4	4	4	4	12	28	179	1,000	1,000	1,000	1,000	1,000	5,000
1.1.7	Monthly Survey of Hotels, Lodges, etc.	Monthly	12	12	12	12	12	60	83	1,000	1,000	1,000	1,000	1,000	5,000
2.1.8	Household Budget Survey	Various	1	0	0	0	0	1		25,000	200,000	75,000	0	0	300,000
2.1.9	Money Banking and Financial Statistics	Various	0	0	0	0	0	1	21,000	0	0	0	0	21,000	21,000
2.1.10	Cross Border Trade Survey	Various	0	0	0	0	1	1	6,000	0	0	0	0	6,000	6,000
2.1.11	Foreign direct Investment	Once								0	20,000	0	0	0	20,000
	Sub-Total									30,300	271,300	115,300	3,300	60,300	480,500
2.2	Labour and Industrial Surveys														
2.2.1	Annual Transport Establishment-based Survey	Annually	1	1	1	1	1	5	150	150	150	150	150	150	750
2.2.2	Mail Administered Capital Formation Survey	Annually	1	1	1	1	1	5	250	250	250	250	250	250	1,250
2.2.3	Monthly Survey of Industrial Production	Monthly	12	12	12	12	12	60	200	2,400	2,400	2,400	2,400	2,400	12,000
2.2.4	Annual Survey of Industrial Production	Annually	0	0	1	1	1	3	1,000	0	0	1,000	1,000	1,000	3,000
2.2.5	Quarterly Business Expectation Enquiry	Quarterly	4	4	4	4	4	20	570	1,600	5,000	1,600	1,600	1,600	11,400
2.2.6	Building and Construction Survey	Annually	1	1	1	1	1	5	812	0	20	4,000	20	20	4,060
2.2.7	Labor Force Survey	Various	0		0	1		1	50,000	0	0	0	0	50,000	50,000
2.2.8	Transport and Communication Survey	Various	0	1	0	0	0	1	10,000	0	0	10,000	0	0	10,000
2.2.9	Quarrying and Mining Enterprises Survey	Once	0	0	0	1	0	1	2,000	0	0	0	2,000	0	2,000
2.2.10	Household Energy Survey	Once	0	0	0	0	1	1	21,000	0	0	0	0	21,000	21,000
	Sub-Total								4,400	7,820	19,400	7,420	7,420	76,420	115,460

Strategic Plan for Central Bureau of Statistics, Kenya

2.3	Agricultural and Nutrition Surveys															
2.3.1	Rural Market Prices Survey	Quarterly	4	4	4	4	4	20	250	1,000	1,000	1,000	1,000	1,000	5,000	
2.3.2	Crop Forecast Survey	Seasonal	0	0	0	1	0	1	2,000	0	0	0	2,000	0	2,000	
2.3.4	Large Farms Survey	Annually	0	1	1	1	1	4	10,000	0	0	0	0	10,000	10,000	
2.3.6	Nutrition Survey	Once	0	0	0	1	0	1	31,000	0	0	0	31,000	0	31,000	
	Sub-Total									1,000	1,000	1,000	34,000	11,000	48,000	
2.4	Population and Social Surveys															
2.4.1	Kenya Demographic & Health Survey*	Quinquennial	1	0	0	0	0	1	160,000	149,000	3,000	0	0	0	152,000	
2.4.2	Welfare Monitoring Surveys (Core Welfare Indicator)	Biannually	0		0	1	0	1	40,000	0		0	40,000	0	40,000	
	Questionnaire CWIQ Survey)									0	0	0	0	0	0	
2.4.3	Update of NASSEP IV Frame	Various	0	1	0	1	0	2	5,000	0	5,000	0	5,000	0	10,000	
2.4.4	Check Survey on household Listing in ASAL Districts	Various	0	1	1	0	0	2	4,000	0	4,000	4,000	0	0	8,000	
2.4.5	Appraisal of NASSEP IV Master Sampling Frame	Various	0	0	0	0	1	1	5,000	0	0	0	0	5,000	5,000	
2.4.6	Preparation for developing NASSEP V	Various	0	0	0	0	1	1	3,000	0	0	0	0	3,000	3,000	
2.4.7	Disability Survey	Once	0	0	1	0	0	1	80,000	0	0	80,000	0	0	80,000	
2.4.8	Governance Survey	Once	1	0	0	0	0	1	191,000	14,000	117,000	60,000	0	0	191,000	
2.4.9	Kenya Expanded Programme on Immunisation(KEPI)	Once	0	1	0	0	0	1	75,000	0	25,000	25,000	25,000	0	75,000	
2.4.10	Multiple Indicator Cluster Survey(MICS)	Once	0	0	1	0	0	1	50,000	0	0	25,000	25,000	0	50,000	
	Sub-total									163,000	154,000	194,000	95,000	8,000	614,000	
3	CENSUSES															
3.1	Census of Agriculture and Livestock	Decennial	0	0	1	0	0	1		7,000	20,000	579,000	0	0	606,000	
3.2	Census of Industrial Production	Various	0	1		0	0	1		0	18,000	0	0	0	18,000	
3.3	2009 census mapping preparatory work	Various	0	0	0	1	1	2		0	0	200,000	200,000	378,000	778,000	
3.4	Archiving Population Census data	Various	1	1	0	0	0	0		1,000	1,000	0	0	0	2,000	
	Sub-total									8,000	39,000	779,000	200,000	378,000	1,404,000	

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8	OTHERS														
8.1	Compilation of National Accounts	Annually	1	1	1	1	1	5	100	100	100	100	100	100	500
8.2	Compilation of National Accounts	Quarterly	0	4	4	4	4	16	300	0	1200	1200	1200	1200	4800
8.3	Consumer Price Index	Monthly	12	12	12	12	12	60		1,500	1,500	1,600	1,600	1,600	7800
8.4	Implementation of the the New System of National Accounts	Annually	1	1	1	1	1	5	1,000	1000	1000	1000	1000	1000	5000
8.5	Updating industrial codes and ISIC Rev. 3	Various	1	1	1	1	1	5		1,000	1,000	0	0	0	2000
8.6	Input/Output Tables Analysis	Biannually	0	1	0	1	0	2	5,000			10000	7500	7500	25000
8.7	Social Accounting Matrix	Biannually	0	1	0	1	0	2	5,000	0		10000	7500	7500	25000
8.8	Updating register of establishments in the modern sector			1						9,000	14,000				23000
8.9	Set up Integrated Multi-sectoral Information System (IMIS)*	Various	1					1		20,000	0	0	0	0	20000
8.10	GIS Maintenance	Various	1	1	1			3	2,750	2750	2750	2750	2750	2750	13750
8.11	Poverty Mapping and Monitoring	Annually	1	1	1	1	1	5	3,000	3000	3000	3000	3000	3000	15000
8.12	Digitization of all E.As and cluster maps (GIS)	Various								2500	2500	2500	0	0	7500
8.13	Implementation of GDDS	Various								100	100	100	100	100	500
8.14	Strengthening the Vital Regisstration System	Various								2500	2500	2500	500	500	8500
8.15	Rebasing of Trade Indices	Once	0	0	0	0	1	1		0	0	0	0	2000	2000
	Sub-total									43,450	29,650	34,750	25,250	27,250	160,350
TOTAL										364,500	661,120	1,275,800	497,320	694,320	3,493,060

* already funded

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ANNEX - V: CAPACITY BUILDING PROGRAMME TARGETS AND BUDGET (2003/04 - 2007/08)

ACTIVITIES	NUMBER/QUANTITY					Total	Unit	COST (k.Sh, '000)					Total	
	2003/4	2004/5	2005/6	2006/7	2007/8			2003/4	2004/5	2005/6	2006/7	2007/8		
1.0 HUMAN RESOURCES DEVELOPMENT														
1.1. Staff Recruitment														
1.1.1. Professional Staff	140	140	150	152	152		1200	168,000	176,400	198,000	209,760	218,880	971,040	
1.1.2. Sub-Professional Staff	66	70	70	72	72		840	55,440	61,740	64,680	69,552	72,576	323,988	
1.1.3. Technical staff	8	9	10	12	12		720	5,760	6,804	7,920	9,936	10,368	40,788	
1.1.4. Administrative	3	3	4	4	4		600	1,800	1,890	2,640	2,760	2,880	11,970	
1.1.5. Clerical/Supervisor	200	203	205	206	206		360	72,000	76,734	81,180	85,284	88,992	404,190	
1.1.6. Secretarial	90	102	103	104	104		600	54,000	64,260	67,980	71,760	74,880	332,880	
1.1.7. Support staff	160	165	178	170	170		350	56,000	60,638	68,530	68,425	71,400	324,993	
Sub-total	667	692	720	720	720			413,000	448,466	490,930	517,477	539,976	2,409,849	
1.2 Training*														
1.2.1. Induction courses	70	50	40	60	50	270	100	7,000	5,000	4,000	6,000	5,000	27,000	
1.2.2. Study tours	1	8	10	9	10	38	300	300	2,400	3,000	2,700	3,000	11,400	
1.2.3. Staff Exchnage	3	3	3	3	3	15	300	900	900	900	900	900	4,500	
1.2.4. Certificate courses	20	20	20	20	20	100	250	5,000	5,000	5,000	5,000	5,000	25,000	
1.2.5. Diploma														
Statistics	15	15	15	15	15	75	100	1,500	1,500	1,500	1,500	1,500	7,500	
IT	5	6	8	7	6	32	125	625	750	1,000	875	750	4,000	
Other	3	2	1	1	1	8	500	1,500	1,000	500	500	500	4,000	
1.2.6. Bachelors Degrees	3	4	4	6	6	23	2,000	6,000	8,000	8,000	12,000	12,000	46,000	
1.2.7. M.SC	3	2	2	4	3	14	2,500	7,500	5,000	5,000	10,000	7,500	35,000	
1.2.8. Ph.D	1	1	1	1	1	5	3,000	3,000	3,000	3,000	3,000	3,000	15,000	
1.2.9. Short courses	15	10	10	12	15	62	300	4,500	3,000	3,000	3,600	4,500	18,600	
1.2.10. Information workshops														
National	12	12	12	12	12	60	250	3,000	3,000	3,000	3,000	3,000	15,000	
Provincial	8	8	8	8	8	40	300	2,400	2,400	2,400	2,400	2,400	12,000	
Sub-Total								43,225	35,950	36,300	51,475	49,050	216,000	
* Provisional Figures subject to needs assessment to be carried out in 2003/2004														

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2.0 OFFICE INFRASTRUCTURE													
2.1. Hiring of Office Space													
District	8	8	8	8	8		350	2,800	2,800	2,800	2,800	2,800	14,000
Provinces	0	-	-	-	-								
2.2. Construction of New Head Office Building													
		1	1						300,000	100,000			400,000
2.3. Installation of a Local Area Network													
								3,000					3,000
2.4. Installation of Wide Area Network													
								8,600					8,600
Sub-Total								14400	302,800	102,800	2,800	2,800	425,600
ACTIVITIES	NUMBER/QUANTITY					COST (k.Sh, '000)							
	2003/4	2004/5	2005/6	2006/7	2007/8	Total	Unit	2003/4	2004/5	2005/6	2006/7	2007/8	Total
3.0 COMMUNICATION, EQUIPMENT AND TRANSPORT													
3.1 IT Infrastructure													
3.1.1 Computer equipment													
PC's	52	20	10		10	92	100	5200	2000	1000		1000	9,200
Uninterruptible Power Supply	52	30	20		10	112	15	780	450	300		150	1,680
Computer Servers with Operations System and Backup power	2					2	250	500					500
Laptops	2					2	32	64					64
Laptops	20	15	10	10	10	65	120	2400	1800	1200	1200	1200	7,800
Network Printers	30	3	3	3	3	42	280	8400	840	840	840	840	11,760
Printres	52	20	10		10	92	72	3744	1440	720	0	720	6,624
3.1.1 Software Licences													
Communications system	1						20	20					20
Microsoft													
SAS	2	2	2	2	2	10	80	160	160	160	160	160	800
SPSS	2	2	2	2	2	10	80	160	160	160	160	160	800
STATA	2	2	2	2	2	10	80	160	160	160	160	160	800
EVIIEWS	2	2	2	2	2	10	80	160	160	160	160	160	800

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3.2 Photocopiers													
3.2.1 Heavy Duty	3	4				120	360	480					840
3.2.2 Medium Size		3	2	3		80		240	160	240			640
3.3 Other								0					
3.3.1 Fax Machines	6					15	90						90
3.3.2 Diazo Printing Machines	3	3			3	500	1500	1500				1500	4,500
3.3.3 Fans	6					3	18						18
3.3.3 Paper cutter Machines	8					3	24						24
3.3.4 Air Conditioners	12				6	20	240					120	360
3.3.5 Fridges	6					25	150						150
3.3.6 Heaters	6					3	18						18
3.3.7 Shredders	6					3	18						18
3.3.8 Communications System/Radio VHF		10	10			130		1300	1300				2,600
3.4 Transport													
3.4.1 Vehicles	17	17	17	17	17	1,000	17000	17000	17000	17000	17000	17000	85,000
3.4.2 Motor Cycles	32	32	32	32	32	220	7040	7040	7040	7040	7040	7040	35,200
3.4.3 Boats with Engine	1		1			1,500	1500		1500				3,000
3.4.4 Bicycles	50	29				3	150	87					237
Sub-Total							49856	34817	31700	26960	30210	173,543	

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ACTIVITIES	NUMBER/QUANTITY					COST (k.Sh, '000)					2007/8	Total		
	2003/4	2004/5	2005/6	2006/7	2007/8	Total	Unit	2003/4	2004/5	2005/6			2006/7	
4.0 TECHNICAL ASSISTANCE	Months													
(b) Statistical work & printing														
5.1 GIS and Poverty Mapping	1	1				2	1,600	1600	1600					3,200
5.2. Labour Market Information	1	1				2	1,600	1600	1600					3,200
5.3 IT and Data Management	1	2				3	1,600	1600	3200					4,800
5.4 Statistical Organisation & Magnt	2					2	1,600	3200						3,200
5.5. Development of Integrated Food and Agricultural statistics	2					2	1,600	3200						3,200
5.6 Public Finance Statistics	1						1,600	1600						1,600
5.7 National Accounts	1	1					1,600	1600	1600					3,200
5.8 Environment Statistics		1					1,600		1600					1,600
5.5 Printing		2				2	1,600		3200					3,200
(b) Development of Management Systems	Months													
4.1 Recruitment Procedures	1					1	1,200	1200						1,200
4.2 Terms and Conditions of Service	3					3	1,200	3600						3,600
4.3 Financial Regulations and Accounting Guidelines	2					2	1,200	2400						2,400
4.4 Procurement Guidelines	1					1	1,200	1200						1,200
4.5 Management Information System (MIS)	2					2	1,200	2400						2,400
Sub-Total								10800	12800	0	0	0		38,000
TOTAL								531,281	834,833	661,730	598,712	622,036		3,262,992
GRAND TOTAL								895,781	1,495,953	1,937,530	1,096,032	1,316,356		6,756,052

ANNEX - VI: LIST OF DOCUMENTS REVIEWED

Barasa John and Simon W. Ndirangu: Investigation of Manifestation of Data Gaps in the Programs of the CBS and Proposed Solutions, A Consultancy Report 1997

Beckles David: Report of a Visit to the Central Bureau of Statistics, 9-13 January 2003

Central Bank of Kenya

Monthly Economic Review, January 2003

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Summary of Past Studies (findings and Recommendations), January 2001

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Ten-year Work Programme for CBS, Draft Report, 1996

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Kenya Symposium on Statistical Surveys, 1988

Cornish John and Robert Templeton: Production and Presentation of Official Statistics: Strategies for Managing Quality, Proceedings of the International Statistical Institute, Seoul, 2001

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A Report on the Organization and Strengthening of the Central Bureau of Statistics, Management Consultancy Division, Directorate of Personnel Management, Office of the President, 2002

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Draft Report of National Stakeholders' Workshop on PRSP Monitoring, Evaluation and MDGs Reporting in Kenya, 10-12 February 2003

Draft Report on Economic Recovery Workshop, 7-8 February 2003

Poverty Reduction Strategy Paper (2001-2004), Ministry of Finance and Planning, September 2001

Kenya Participatory Impact Monitoring: Perspectives of the Poor on Anti-poverty Policies in Selected Districts, Human Resources and Social Services, and Central Bureau of Statistics, January 2002

Government of Kenya and UNICEF: Children and Women in Kenya: A situation Analysis 1992

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Participatory Poverty Assessment Report: Busia District, 2001

Heller Robert: Managing Change, Dorling Kindersley, London, 1998

Mule Harris et al: An Evaluation of Statistical Needs in Kenya: A Study by a Task Force, 1993

Statistics Denmark: Strategy 2005, Copenhagen, 2000

Statistics South Africa: Strategy Plan 2003/04-2007/08, Pretoria, 2002

Uganda Bureau of Statistics: Corporate Plan 2002-2007, Entebbe, 2002

United Nations Statistical Division

Handbook of Statistical Organization: The Operation and Organization of a Statistical Agency, Third Edition, December 2001

Handbook on Geographic Information Systems and Digital Mapping, Studies in Methods, Series F No. 79, N.Y, 2000

Some Guiding Principals for Good Practices in Technical Cooperation for Statistics, UN Statistical Commission, E/CN.3/1999/19

Willem de Vries: Governance of National Statistical Systems, Consultative Seminar, Singapore, May 2002

Zanzibar: Strategic Plan for Office of Chief Government Statistician (2002/03 - 2006/07), April 2002

ANNEX - VII:LIST OF OFFICIALS MET

ANNEX VII A:				
CONSULTATIVE MEETINGS HELD FROM 9TH TO 13TH DECEMBER,2002				
LIST OF PEOPLE CONSULTED				
NO.	NAME	TITLE	ORGANISATION	ADRESS
1	Joseph Kinyua	Permanent Secretary, Ministry of Finance & Planning	Ministry of Finance & Planning	P.O.Box 30005, Nairobi
2	Peter Gakunu	Economic Secretary, Ministry of Finance & Planning	Ministry of Finance & Planning	P.O.Box 30005, Nairobi
3	Samuel Itam	Country Representative	International Monetary Fund	
4	Makhtah Diop	Country Representative	World bank	
5	Harris Mule	Former Permanent Secre	Treasury	
6	Arjan Vilenreef	High Commisioner	The Royal Netherlands Embassy	
7	Prof. Mukras	Lecturer	University of Botswana	

ANNEX VII B:				
SENIOR TREASURY STAFF WHO ATTENDED STRATEGIC PLAN WORKSHOP AT TREASURY BUILDING ON 10TH FLOOR				
CONFERENCE ROOM				
	NAME	TITLE	MINISTRY/DEPARTMENT	ADDRESS
1	Joseph Kinyua	Permanent Secretary	Ministry of Planning & National Development	P.O. Box 30005, Nairobi
2	Nelson Muturi	Chief Economist, Head of Central Planning Unit	Central Planning Unit	P.O. Box 30005, Nairobi
3	Stephen Wainaina	Chief Economist, Head of Human Resource & Social Services Department	Human Resource & Social Services Department	P.O. Box 30005, Nairobi
4	J.B. Kirimi	Chief Economist, Head of Economic & Basic Infrastructure Department	Economic & Basic Infrastructure Department	P.O. Box 30005, Nairobi
5	S. Opiyo	Deputy Director of Statistics	Central Bureau of Statistics	P.O. Box 30266, Nairobi
6	A.K.M.Kilele	Deputy Director of Statistics	Central Bureau of Statistics	P.O. Box 30266, Nairobi
7	K. Chepsiror	Demographer	Nation Council for Population Development	P.O. Box 30266, Nairobi
8	A.R. Gacuhi	Director	DRD	P.O. Box 30266, Nairobi
9	Odhiambo E.A.	Economist/statistician	Central Bureau of Statistics	P.O. Box 30266, Nairobi
10	E.A. Okeyo	Principal Economist	Central Bureau of Statistics	P.O. Box 30266, Nairobi
11	A.S. Muchanga	Senior Economist	Department of Regional & Economic Intergration	P.O. Box 30005, Nairobi
12	S.K. Nguli	Deputy Director of Statistics	Central Bureau of Statistics	P.O. Box 30266, Nairobi
13	N. Mwando	Deputy Director of Statistics	Central Bureau of Statistics	P.O. Box 30266, Nairobi
14	Henry Otieno	CBS-IMIS CONSULTANT	Central Bureau of Statistics	P.O. Box 30266, Nairobi
15	N.N. Wambugu	Senior Economist	Macro Planning Department	P.O. Box 30005, Nairobi
16	J.S. Ogai	Principal Economist, Head of Macro Planning Department	Macro Planning Department	P.O. Box 30005, Nairobi
17	Monica A. Aoko	Deputy Chief Economist, Head of PRSP/MTEF Secretariat	Head of PRSP/MTEF Secretariat	P.O. Box 30005, Nairobi

Strategic Plan for Central Bureau of Statistics, Kenya

ANNEX VII C:			
INDIVIDUALS MET DURING THE INSTITUTIONAL STATISTICAL NEEDS ASSESSMENT			
	Name	Institution	Title
1	Dennis Kabaara	Institute of Economic Affairs	Chief Executive Officer
2	Prof. Mwangi Kimenyi	KIPPRA	Director
3	Mr. Stan Manthi	KRA	Manager of Statistics
4	Mr. Momanyi	Civil Registration	Principal Economist
5	Mr. Kirigwi	Ministry of Education	Deputy Chief Economist
6	Ms. Achieng	Ministry of Labour	Statistical Officer
7	Mr. Bwombuna	Ministry of Agriculture	Deputy Chief Economist and Head of Planning Unit
8	Mr. Mohammed Elmi	OXFAM	Kenya Programme Representative
9	Ms. Maryclair Nqare	IMF	Researcher Assistant
10	Mr. Lukas Ojiambo	World Bank	Economist
11	Mr. B.M. Masua	CBK	Head, Economic and Financial Division
12	J.K. Mutemi	CBK	Statistician
13	K.B. Chumba	CBK	Statistician
14	Salah Kaulah	CBK	Statistician
15	A.K. Jeptoo	CBK	Economist
16	Harris Mule		Former Permanent Secretary, Treasury

CENTRAL BUREAU OF STATISTICS			
STRATEGIC PLAN WORKSHOP, 13TH MARCH 2003 IN KENYA SCHOOL OF MONETARY STUDIES			
NO.	NAME	TITLE	ORGANIZATION
1	Arianna Legovini	Economist	DFID
2	Dr. T. I. Chwora	UNDP/DRR	UNDP
3	Wanjohi Ndirangu	Consultant Economist	
4	Eric Nyakagwa	Reporter	People LTD
5	Lyatha Saniti	Journalist	Kenya Times
6	Monica I. Aoko	Deputy Chief Economist	Ministry of Planning
7	Barack E. O. Otieno		Ministry of Labour & Human Resource Development
8	Ibrahim Sambuli	Programme Officer	UNFPA
9	Obore Almadi	Chairman Economic Department	Kenyatta University
10	Martin Oloo	Development Advisor	DFID
11	Bernard Mulwa	Student	Maseno Univeristy
12	Prof. T. C. I Ryan	Consultant	
13	Robin Njogu	Reporter	Capital FM
14	Trisha Bebington	Deputy Head	DIFD - Kenya
15	Joshua Ngetu	Sector Manager	National AIDS Control Council
16	S. O. Helu	Senior Economist	Ministry of Transport & communication
17	Shobhna Shah	Principal Economist	Ministry of Foreign Affairs
18	S. Mwangi	Economist	Ministry of Water Resources
19	F. Moiyo	Deputy Executive Officer	Export promotion Council
20	T. M. Waithaka	Research and Policy Consultant	Federation of Kenya Employers
21	Monyoncho Maina	Asst. Manager	Nairobi Stock Exchange
22	S. N. Muchiri	Deputy Chief Economist	Ministry of Health
23	S. Kipruto	Economist/Statistician I	Central Bureau of Statistics
24	Samuel Kiiru	Economist	Ministry of Finance, Budget Supply Department
25	Collins Opiyo	Senior Economist/Stat.	Central Bureau of Statistics
26	Dr. F. Mwendwa	Research & Development Manager	National AIDS Control Council
27	Susan Kiragu	Monitoring & Evaluation Officer	UNICEF
28	Dr. Aues Scek	Team Leader/Advisor	GTZ-SDAS
29	Obudho M George	Economists/Statistician	Central Bureau of Statistics
30	Nicholas Korir	Deputy Director Research	Central Bank of Kenya
31	Boniface Masua	Head of Statistics Division	Central Bank of Kenya
32	David Mboni	Senior Economist	Central Bureau of Statistics
33	O. J. M. Chinganya	GDDS Advisor	IMF-Kenya
34	Gongi M. N.	District Statistics Officer	Central Bureau of Statistics

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35	Ada Mwangola	Programme Coordinator	OXFARM	P.O.Box 40680 Nairobi
36	J. E. W. Muruli	Presential Relief Commission	Office of President	P.O. Box 30150 Nairobi
37	Francis Rotich	Statistics Officer	Export Processing Zones Authority	P.O.Box 50563 Nairobi
38	Mwangi Z. C.	Senior Economist	Ministry of Finance	P.O.Box 30007 Nairobi
39	Jedidah Nyongesa	Researcher	African Population Advisory Council	
40	M. O. Ogot	Economist/Stat.	Central Bureau of Statistics	P.O.Box 30266, Nairobi
41	Waweru Kamau	Principal Economist	Ministry of Planning & development	P.O.Box 30007 Nairobi
42	D. Nyasio	E. O./Administation	Central Bureau of Statistics	P.O.Box 30266, Nairobi
43	Odhiambo E. A.	Economist/Stat.	Central Bureau of Statistics	P.O.Box 30266, Nairobi
44	P. M. Mathagu	Principl Lecturer	Kenya Polytechnic	
45	J. T. Gatungu	Economist/Stat.	Central Bureau of Statistics	P.O.Box 30266, Nairobi
46	J. Ngugi Mwangi	Coordinator Biometrics	Kenya Agricultural Research Institute(KARI)	
47	A. N. Mukoma	Senior Economist	Attorney General Chambers	
48	Fred Otieno	Senior Economist	Central Bureau of Statistics	P.O.Box 30266, Nairobi
49	Rose Ndana	Accountant	Central Bureau of Statistics	P.O.Box 30266, Nairobi
50	Ndungu S. K.	Senior Economist	Central Bureau of Statistics	P.O.Box 30266, Nairobi
51	Samwel Njonye	Economist	Retirement Benefits Authority	
52	Emily Nwankwo	Strategic Management/Programme Officer	African Population Advisory Council	
53	F. K. Mulei	Deputy Commissioner	Kenya Revenue Authority	
54	M. N. Nyamute	Head of Research	Capital Markets Authority	
55	L. M. Gaithi	Economist	Poverty Eradication Commission	
56	J. Kipngeno	Managing Director	Investment Promotion Council	
57	B. Chesang	Head RPP	Export Processing Zones Authority	
58	W. M. Deche	Acting Chief Economist	Office of President	P.O. Box 30150 Nairobi
59	Parin Kurji	Head, Biometry Unit	University of Nairobi	P.O. Box 30197, Nairobi
60	W. K. Kangethe	Director	Kenya National Chamber of Commerce and Industry	P.O. Box 47024, Nairobi
61	Sika Oywa	Deputy Chief Economist	Ministry of Home Affairs	P.O. Box 30520, Nairobi
62	Harvey Herr	Consultant - URBH Secretariat	UN-HABITAT	
63	Njeri Mwangi	Policy Research Manager	Action Aid Kenya	
64	Maina Waruingi	Principal Economist	Ministry of Trade and Industry	P.O. Box 30430, Nairobi
65	Caroline Mackerie	Researcher	African Population Advisory Council	
66	James Munguti	District Statistics Officer	Central Bureau of Statistics	P.O.Box 380 Machakos

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67	E.R. Nyaga	District Statistics Officer	Central Bureau of Statistics	P.O.Box 320, Nyeri
68	K. Muthee	District Statistics Officer	Central Bureau of Statistics	P.O. Box 128, Thika
69	Lawrence Lugadiru	District Statistics Officer	Central Bureau of Statistics	P.O. 357, Kakamega
70	Mark Wekesa	Economist/Statistician I	Central Bureau of Statistics	P.O.Box 30266,Nairobi
71	E.A. Okeyo	Princial Economist	Central Bureau of Statistics	P.O.Box 30266,Nairobi
72	David S.O. Nalo	Director, Central Bureau of statistics	Central Bureau of Statistics	P.O.Box 30266,Nairobi
73	Esther N. Pamba	Manager R & CP, KRA	Kenya Revenue Authority	P.O. Box 48240, Nairobi
74	Dickson Poloji	Policy Analysts	Kenya Association of manufacturers	P.O.Box 30225,Nairobi
75	Naomi Waema	Senior Assistant Commisioner	Police Department	
76	Njoroge Mwando	Deputy Director of Statistics	Central Bureau of Statistics	P.O.Box 30266,Nairobi
77	Romana Kimende	Education Officer	Ministry of Education	P.O. Box 30040, Nairobi
78	Munene F.M.	Deputy Director of Statistics	Central Bureau of Statistics	P.O.Box 30266,Nairobi
79	Francis Koma	District Statistics Officer	Central Bureau of Statistics	P.O. Box 137, Embu
80	Andrew A. Imbwaga	District Statistics Officer	Central Bureau of Statistics	P.O.Box 322, Nairobi
81	Margaret Mungai	Assistant Deputy Secretary	Teachers Service Commissioner	
82	Kamde M. Chibole	District Statistics Officer	Central Bureau of Statistics	P.O. BOX 1, Kapenguria
83	L.I. Mwangi	Deputy Director	Kenya national Archives	
84	R. Nderitu	Economist/Statistician I	Central Bureau of Statistics	P.O.Box 30266,Nairobi
85	Joshua L. Silingi	District Statistics Officer	Central Bureau of Statistics	P.O.Box 199 Kapsowar
86	S.K. Nguli	Deputy Director of statistics	Central Bureau of Statistics	P.O.Box 30266,Nairobi
87	R.K. Tonui	Statistics Officer	Communication Council of Kenya	
88	Konde W.N.	District Statistics Officer	Central Bureau of Statistics	P.O. Box 83059, Mombasa
89	Dr. J. Onjala	Researcher -	International Development Studies(IDS)	
90	G.K. Ndenge	Principal Economist	Central Bureau of Statistics	P.O.Box 30266,Nairobi
91	Henry Rotich	Research Assistant	IMF-Kenya	P.O. Box 46301, Nairobi
92	John Oyuke	Journalist	East African Standard	
93	Tobias Konyango	Deputy Chief Manager	Kenya Revenue Authority	P.O. Box 48240, Nairobi
94	Ken Manyala	Research & Information Manager	Kenya Tourism Board	
95	Timothy Takona	Planning Officer	UNICEF	UNICEF P.O. Box 44145
96	Obidha L.O.	Principal Economist	Ministry of Planning & National Development	P.O.Box 30007, Nairobi
97	S. Momanyi	Senior Assistant Commissioner	Kenya Revenue Authority	P.O. Box 48240, Nairobi
98	Rogers Mumo	Economist	Central Bureau of Statistics	P.O.Box 30266,Nairobi

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99	Indeje Wanyama	Economist	Ministry of Education, Science & Technology	P.O. Box 30040, Nairobi
100	Dr. Q. Odhiambo	Economist	Kenya Institute of Public Policy, Research & Analysis	
101	Albert Mugo	Engineer	Kenya Power & Lighting Company	
102	P.N. Gachuki	Consultant	Central Bureau of Statistics	P.O.Box 30266,Nairobi
103	C.M. Oisebe	Economist	Ministry of Roads, Public Works & Housing	P.O. Box 30260, Nairobi
104	Ben Kiregyera	Consultant	Central Bureau of Statistics	P.O.Box 30266,Nairobi
105	Obadiah Chebon	District Statistics Officer	Central Bureau of Statistics	P.O. Box 48, Eldoravin
106	Kathuo S.M.	Finance Officer	Teacher Service Commission	
107	P.M. Mondo	Librarian	Central Bureau of Statistics	P.O.Box 30266,Nairobi
108	J.G. Mburu	Economist/Statistician I	Central Bureau of Statistics	P.O.Box 30266,Nairobi
109	J.W. Kaara	Economist/Statistician I	Central Bureau of Statistics	P.O.Box 30266,Nairobi
110	V.M. Nyarunda	Statistical Officer II	Central Bureau of Statistics	P.O.Box 30266,Nairobi
111	A.O. Sunga	District Statistics Officer	Central Bureau of Statistics	P.O.Box Kisii
112	J.C. Amoi	District Statistics Officer	Central Bureau of Statistics	P.O. Box 175 Lodwar
113	N.O. Akuom	District Statistics Officer	Central Bureau of Statistics	CBS - KISUMU
114	A.K.M. Kilele	Deputy Chief Economist	Central Bureau of Statistics	P.O.Box 30266,Nairobi
115	Tonn Karumba	Photo Journalist	East African Standard	P.O.Box 30080 NAIROBI
116	S.K. Koskey	District Statistics Officer	Central Bureau of Statistics	CBS - TRANS-NZOIA
117	Harry O.D. Otieno	IMIS Consultant	Central Bureau of Statistics	P.O.Box 30266,Nairobi
118	Kepha Mwaura	Conseator	Ministry of Envionment & Natural Resources, Forestry Department	P.O. Box 30513, Nairobi
119	O.K. Kitheka	Lecturer	Daystar University	
120	J.N. Muttunga	Principal Research Officer	Kenya Medical Research Institute	P.O. Box 20752, Nairobi
121	Cleophas Torori		UNDP	P.O. Box 30218,Narobi
122	W. Agres	Economist	The World Bank -Kenya	
123	J.O. Akuma	Economist	Ministry of Labour & Human resource Develoment	P.O. Box 40326, Nairobi
124	Dr. M. Gachara	Director	National Aids Control Council	
125	Edward Mucheri	Reporter	Kenya Broadcasting Cooperation	
126	Mary Mbeo	Programme Officer	United Nation Funds for Women(UNIFEM)	
127	Steve Mallowah	Board Secretary	Retirement Benefits Authority	

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128	Alex Alusa	Deputy Director UNEP	UNEP/Regional Office for Africa	
129	John O. Owino	Chairman, Mathematics Department	University of Nairobi	
130	Dr. A.I. Ratemo	Deputy Chief economist	Ministry of Tourism & Information	P.O. Box 30027, Nairobi
131	Stephen Wainaina	Chief Economist, Human Resource & social Science Department	Ministry of Planning & National Development	P.O.Box 30005
132	Alex Mungah	District Statistics Officer	Central Bureau of Statistics	CBS

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**STATISTICAL STRATEGIC PLAN MEETINGS
MONDAY 16TH DECEMBER, 2002 - FRIDAY 20TH DECEMBER, 2002
HERUFI HOUSE CONFERENCE ROOM**

DAY 1 16TH, DECEMBER, 2002

NO.	NAME	TITLE	ORGANIZATION	ADDRESS/EMAIL
1	Dr. Andrew Mullei	Chief Executive Officer	African Centre for Economic Growth	P.O. Box 55237, Nairobi
2	Mr. Willson Kinyua	Researcher	African Centre for Economic Growth	P.O. Box 55237, Nairobi
3	Dr. Angelica Njuguna	Lecturer	Kenyatta University	P.O. Box 43844 Nairobi
4	Mr. Silas Opiyc	Deputy Director of Statistics	Central Bureau of Statistics	P.O. Box 30266, Nairobi
5	Mr. David Mboni	Senior Economist	Central Bureau of Statistics	P.O. Box 30266, Nairobi
6	Mr. P. Asele		P. E.	
7	Mr. J. K. Waithaka	Economist	Ministry of Local Government	P.O. Box 30004, Nairobi
8	Mr. L. I. Shitakha	Economist	Ministry of Home Affairs	P.O. Box 30520, Nairobi
9	Mr. S. N. Muchiri	Deputy Chief Economist/Head, Central Planning Unit	Ministry of Health	P.O. Box 30016, Nairobi
10	Mr. P. K. Kingori			
11	Mr. Joseph Gichimu	Economist	MOLS	P.O. Box 30450, Nairobi
12	Mr. P. O. Bwombuna	Deputy Chief Economist/Head, Central Planning Unit	Ministry of Agriculture & Rural Development	P.O. Box 30028, Nairobi
13	Mr. J. M. Murithi		MOLS	P.O. Box 30450, Nairobi
14	Mr. Francis Anyona	Senior Economist	Office of the President	P.O. Box 30510, Nairobi
15	Mr. Isaac G. Kamande	Economist	Ministry of Tourism & Information	P.O. Box 30027, Nairobi
16	B. K. Sogomo	Secretary	Teachers Service Commission	Private Bag
17	P. Koske		Teachers Service Commission	Private Bag
18	Dr. Lawrence Marum		CDC/NASCOP	
19	Ms. Anne K. Barsigo		NASCOP	
20	Mr. Tom M. Onyina		Women's Bureau	
21	Mr. Julius K. Kirima	Tourism Officer	Ministry of Tourism & Information	P.O. Box 30027, Nairobi
22	J. M. Kiriqwi	Deputy Chief Economist	Ministry of Education, Science & Technology	P.O. Box 30040, Nairobi
23	B. L. Amoko	Labour Officer	Ministry of Labour & Human Resource Development	P.O. Box 40326, Nairobi
24	Mr. L. O. Obidha	Principal Economist	Ministry of Finance & Planning	P.O. Box 30005, Nairobi
25	Mr. Edward H. Katsutsu	Senior Deputy commissioner Police	Police Department	P.O. Box 30083, Nairobi
26	Mr. Samuel M. K. Njoroqe	Economist	Retirement Benefits Authority	
27	Mr. Stephen Mallowah	Board Secretary	Retirement Benefits Authority	
28	Muqure Mungai	Senior Assistant Commissioner	Prisons Department	P.O. Box 30175, Nairobi
29	Ms. Rachel K. Lumbasyo	Deputy Managing Trustee	National Social Security Fund	
30	Major Rtd. F. M. Mutuku		National Disaster Operation Center	
31	Mr. B. Kiregyera	Consultant	Central Bureau of Statistics	P.O. Box 30266, Nairobi
32	J. E. Muriuki	Civil Registrar	Civil Registration Department	
33	R. N. Ombuya		Civil Registration Department	

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DAY 2 17TH DECEMBER, 2003

NO.	NAME	TITLE	ORGANIZATION & ADDRESS	
1	Dr. Andrew Mullei	Chief Executive Officer	African Centre for Economic Growth	P.O. Box 55237, Nairobi
2	Mr. Willson Kinyua	Researcher	African Centre for Economic Growth	P.O. Box 55237, Nairobi
3	Dr. Angelica Njuguna	Lecturer	Kenyatta University	P.O. Box 43844 Nairobi
4	Mr. Silas Opiyo	Deputy Director of Statistics	Central Bureau of Statistics	P.O. Box 30266, Nairobi
5	Mr. David Mboni	Senior Economist	Central Bureau of Statistics	P.O. Box 30266, Nairobi
6	Mr. Bernard K. Ayogu	Deputy Director, Fisheries	Ministry of Environment & Natural Resource, Fisheries Department	P.O. Box 49720, Nairobi
7	Mr. Joseph M. Kimani	Senior Meteorologist	Kenya Meteorological Department	
8	C. K. Mwatsama	Director	Ministry of Tourism & Information	P.O. Box 30027, Nairobi
9	Mr. Willis Ondiek	Tourism Officer	Ministry of Tourism & Information	P.O. Box 30027, Nairobi
10	Ernest Ambune	ACCF	Ministry of Environment & Natural Resource, Forest Department	P.O. Box 49720, Nairobi
11	Arnold B. Omondi	Forest Officer	Ministry of Environment & Natural Resource, Fisheries Department	P.O. Box 49720, Nairobi
12	Kefa Mwaura	Fisheries Officer	Ministry of Environment & Natural Resource, Forest Department	P.O. Box 49720, Nairobi
13	James O. Oduor	Economist	Ministry of Agriculture & Rural Development	P.O. Box 30028, Nairobi
14	T. O. Ogutu		Ministry of Roads, Pulic Works & Housing	P.O. Box 30260, Nairobi
15	O. J. M. Chinganya	IMF- GGDS Advisor	International Monetary Fund	P.O. Box 46301, Nairobi
16	Pamela Dede	Tourism Officer	Ministry of Tourism & Information	P.O. Box 30027, Nairobi
17	J. Munene	Migration Officer	Office of The President	P.O. Box 30510, Nairobi
18	P. O. Kajumbe	Co-operative office	Ministry of Agriculture & Rural Development, Co-operative Department	P.O. Box 30028, Nairobi
19	Duncan Mwangi	Trade Officer	Ministry of Trade & Industry	P.O. Box 30430, Nairobi
20	James Tendwa	Agricultural Officer	Ministry of Agriculture & Rural development	P.O. Box 30028, Nairobi
22	Mumo M. Mbole	Migration Officer	Office of The President	P.O. Box 30510, Nairobi
23	P. M. Nyachwaya	Trade Officer	Ministry of trade & Industry, Department of External Trade	P.O. Box 30430, Nairobi
24	B. L. Amuko	Labour Officer	Ministry of Labour & Human Resource Development	P.O. Box 40326, Nairobi
25	G. Ndegwa	Tourism Officer	Ministry of Tourism & Information	P.O. Box 30027, Nairobi
26	Rogers Mumo	Economist	Central Bureau of Statistics	P.O. Box 30266, Nairobi
27	J. K. Njage	Statistician	Ministry of Agriculture & Rural Development, Co-operative Department	P.O. Box 30028, Nairobi
28	Paul Macharia	Economist	Ministry of Tourism & Information	P.O. Box 30027, Nairobi

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DAY 3 18th December, 2002

NO.	NAME	TITLE	ORGANIZATION & ADDRESS	
1	Dr. Andrew Mullei	Chief Executive Officer	African Centre for Economic Growth	P.O. Box 55237, Nairobi
2	Mr. Willson Kinyua	Researcher	African Centre for Economic Growth	P.O. Box 55237, Nairobi
3	Dr. Angelica Njuguna	Lecturer	Kenyatta University	P.O. Box 43844 Nairobi
4	Mr. Silas Opiyo	Deputy Director of Statistics	Central Bureau of Statistics	P.O. Box 30266, Nairobi
5	Mr. David Mboni	Senior Economist	Central Bureau of Statistics	P.O. Box 30266, Nairobi
6	Aqayo Oqambi		Kenya National chamber of Commerce & Industry	
7	R. C. B. Buluma	Economist/Statistician	Central Bureau of Statistics	P.O. Box 30266, Nairobi
8	Jacinta Kinyili		Export Promotion Council	
9	T. M. Waithaka		Federal of Kenya Employers	
10	Dickson Poroji		Kenya Association of Manufacturers	
11	Francis Rotich		Export Promotion Zone Authority	
12	Oliver Chinganya		International Monetary Fund	P.O. Box 46301, Nairobi
13	Ben Kiregyera		DFID	
14	E. Chelule		Investment Promotion Council	
15	Peterson Mwangi		Kenya Agricultural Research Institute	
16	Germano Mwabu	Researcher	Kinya Institute for Public Policy research & Analysis	
17	Adam Wako		Kenya Institute for Research & Industrial Development(KIRDI)	
18	P. N. Gachuki	Consultant	Central Bureau of Statistics	P.O. Box 30266, Nairobi
19	A. K. M. Kilele	Deputy Director of Statistics	Central Bureau of Statistics	P.O. Box 30266, Nairobi
20	James Mutunga	Researcher	Kenya Medical Research Institute	
21	Dennis kabaara	Chief Executive	Institute of Economic affairs	
22	Rosemary Atieno	Researcher	University of Nairobi	

DAY 4 19th December, 2002

1	Dr. Andrew Mullei	Chief Executive Officer	African Centre for Economic Growth	P.O. Box 55237, Nairobi
2	Mr. Willson Kinyua	Researcher	African Centre for Economic Growth	P.O. Box 55237, Nairobi
3	Dr. Angelica Njuguna	Lecturer	Kenyatta University	P.O. Box 43844 Nairobi
4	Mr. Silas Opiyo	Deputy Director of Statistics	Central Bureau of Statistics	P.O. Box 30266, Nairobi
5	Mr. David Mboni	Senior Economist	Central Bureau of Statistics	P.O. Box 30266, Nairobi
6	John Mukui			
7	A. N. Abate		FAO	
8	H. J. Herr		UN Habitat	
9	Cleophas Turori		UNDP	P.O. Box 30218, Nairobi
10	Maryanne Muchai		UNDP	P.O. Box 30218, Nairobi
11	E. A. Okeyo	Principal Economist	Central Bureau of Statistics	P.O. Box 30266, Nairobi
12	T. Takona	Monitoring & Evaluation Officer	UNICEF	UNICEF P.O. Box 44145
13	S. Kiraugu-Muhoro	Monitoring & Evaluation Officer	UNICEF	UNICEF P.O. Box 44145
14	Oliver Chinganya	IMF-GDDS Advisor	IMF	P.O. Box 46301, Nairobi
15	Fabian Byoumhangi		UNFPA	
16	Ibrahim Sambuli		UNFPA	
17	A. K. M. Kilele	Deputy Director of Statistics	CBS	P.O. Box 30266, Nairobi

Strategic Plan for Central Bureau of Statistics, Kenya

DAY 5 20th December, 2002

1	Dr. Andrew Mullei	Chief Executive Officer	African Centre for Economic Growth	P.O. Box 55237, Nairobi
2	Mr. Willson Kinyua	Researcher	African Centre for Economic Growth	P.O. Box 55237, Nairobi
3	Dr. Angelica Njuguna	Lecturer	Kenyatta University	P.O. Box 43844 Nairobi
4	Mr. Silas Opiyo	Deputy Director of Statistics	Central Bureau of Statistics	P.O. Box 30266, Nairobi
5	Mr. David Mboni	Senior Economist	Central Bureau of Statistics	P.O. Box 30266, Nairobi
6	D. Smith	Deputy Director	USAID	
7	Oliver Chinganya	IMFGDDS Advisor	IMF	P.O. Box 46301, Nairobi
8	R. Hogg		DFID	
9	M. Oloo		DFID	
10	A. K. M. Kilele	Deputy Director of Statistics	CBS	P.O. Box 30266, Nairobi
11	Guy Jenkinson		EU	
12	S. K. Ndungu	Senior Economist	CBS	P.O. Box 30266, Nairobi
13	N. Mwando	Deputy Director of Statistics	CBS	P.O. Box 30266, Nairobi
14	S. Kipruto	Economist/Statistician I	CBS	P.O. Box 30266, Nairobi

Strategic Plan for Central Bureau of Statistics, Kenya

ANNEX VIIC: CBS STAFF WHO ATTENDED STRATEGICMANAGEMENT OF THE NATIONAL STATISTI

NO.	NAME	TITLE	ORGANISATION	ADDRESS
1	Yusto Olloo	Senior Assistant Commissione	Kenya Revenue Authority	
2	Reuben Tonui	Senior Statistical Officer	Central Bureau of Statistics	P.O.Box 30226,Nairobi
3	E. Ogutu	Statistical Officer	Central Bureau of Statistics	P.O.Box 30226,Nairobi
4	Roger Mumo	Economist/Statistician	Central Bureau of Statistics	P.O.Box 30226,Nairobi
5	S.Nguli	Deputy Director of Statistics	Central Bureau of Statistics	P.O.Box 30226,Nairobi
6	B.Kiregyera	Consultant, Strategic Plan	Central Bureau of Statistics	P.O.Box 30226,Nairobi
7	V.Nyarunda	Statistical Officer	Central Bureau of Statistics	P.O.Box 30226,Nairobi
8	D.Muthami	Statistical Officer	Central Bureau of Statistics	P.O.Box 30226,Nairobi
9	P.Gachuki	Consultant, Strategic Plan	Central Bureau of Statistics	P.O.Box 30226,Nairobi
10	S.Kipruto	Economist/Statistician	Central Bureau of Statistics	P.O.Box 30226,Nairobi
11	R.Ndana	Accountant	Central Bureau of Statistics	P.O.Box 30226,Nairobi
12	C.Omondi	Senior Economist	Central Bureau of Statistics	P.O.Box 30226,Nairobi
13	A.N. Mugane	Economist/Statistician	Central Bureau of Statistics	P.O.Box 30226,Nairobi
14	S.Opiyo	Deputy Director of Statistics	Central Bureau of Statistics	P.O.Box 30226,Nairobi
15	S.N.Nyoike	Statistical Officer	Central Bureau of Statistics	P.O.Box 30226,Nairobi
16	P.W Kariuki	Senior Manager	Central Bank of Kenya	
17	J.T.Gatungu	Senior Economist	Central Bureau of Statistics	P.O.Box 30226,Nairobi
18	S.K.Ndungu	Senior Economist	Central Bureau of Statistics	P.O.Box 30226,Nairobi
19	B.M.Muchiri	Economist/Statistician	Central Bureau of Statistics	P.O.Box 30226,Nairobi
20	Paul.Nderitu	Economist/Statistician	Central Bureau of Statistics	P.O.Box 30226,Nairobi
21	S.Oyombe	Senior Economist	Central Bureau of Statistics	P.O.Box 30226,Nairobi
22	Moses Okelo	Statistical Officer	Central Bureau of Statistics	P.O.Box 30226,Nairobi
23	Ken Manyara	Research Manager	Kenya Tourism Board	
24	David Nalo	Director	Central Bureau of Statistics	P.O.Box 30226,Nairobi
25	F.Nyokabi	Secretary	Central Bureau of Statistics	P.O.Box 30226,Nairobi
26	A.Kilele	Deputy Director of Statistics	Central Bureau of Statistics	P.O.Box 30226,Nairobi
27	Mary Elija	Secretary	Central Bureau of Statistics	P.O.Box 30226,Nairobi
28	E.Okeyo	Principal Economist	Central Bureau of Statistics	P.O.Box 30226,Nairobi
29	R.D.Sterw	Stastician	University of Reading	
30	Konde Wn	Senior Economist	Central Bureau of Statistics	P.O.Box 30226,Nairobi
31	N.Mwando	Deputy Director of Statistics	Central Bureau of Statistics	P.O.Box 30226,Nairobi
32	P.Mondo	Librarian	Central Bureau of Statistics	P.O.Box 30226,Nairobi
33	Njoroge Muhu	Economist/Statistician	Central Bureau of Statistics	P.O.Box 30226,Nairobi
34	G.Odero	Economist/Statistician	Central Bureau of Statistics	P.O.Box 30226,Nairobi
35	D.Mboni	Senior Economist	Central Bureau of Statistics	P.O.Box 30226,Nairobi
36	A.G.Ratemo	Deputy Chief Economist	Ministry Of Tourism & Information	
37	Rose Kongani	Statistical Officer	Central Bureau of Statistics	P.O.Box 30226,Nairobi
38	J.Mburu	Economist/Statistician	Central Bureau of Statistics	P.O.Box 30226,Nairobi
39	Peter Nyambuk	Senior Economist	Central Bureau of Statistics	P.O.Box 30226,Nairobi
40	Robert Nderitu	Economist/Statistician	Central Bureau of Statistics	P.O.Box 30226,Nairobi
41	Mark Wekesa	Economist/Statistician	Central Bureau of Statistics	P.O.Box 30226,Nairobi
42	David Ochieng	Personel Officer	Central Bureau of Statistics	P.O.Box 30226,Nairobi
43	F.Ombwori	Economist/Statistician	Central Bureau of Statistics	P.O.Box 30226,Nairobi
44	D. Nyasio	Excutive Officer	Central Bureau of Statistics	P.O.Box 30226,Nairobi
45	F.Otieno	Economist/Statistician	Central Bureau of Statistics	P.O.Box 30226,Nairobi

ANNEX - VIII: PROPOSED STATISTICS ACT

LAWS OF KENYA

THE STATISTICS ACT

CHAPTER 112

NEW EDITION 2003

STATISTICS ACT 2003 An Act of Parliament to provide for the establishment of a National Statistical System and the Kenya National Bureau of Statistics for the collection, compilation, analysis, publication and dissemination of statistical information, and for undertaking censuses and for matters connected with the foregoing and incidental thereto. ENACTED by the Parliament of Kenya as follows:- **PART I PRELIMINARY**

Short title 1. This Act may be cited as the Statistics Act of 2003 and shall come into operation on such date as the Minister may, by notice in the Gazette, appoint.

Interpretation 2. In this Act, unless the context otherwise requires:-
“**Minister**” means the Minister responsible for statistics.
“**Board**” means the Board of Directors established under section 7. “**Chairman**” means the Chairman of the Board of Directors “**Director-General**” means the Director-General appointed under section 11 (1) “**Authorized Officer**” means a person appointed as such under section 13.

PART II ESTABLISHMENT, OBJECTIVES AND FUNCTIONS A NATIONAL STATISTICAL SYSTEM

Establishment of a National Statistical System 3. (1) There is hereby established a National Statistical System.
(2) The National Statistical System will comprise: (a) the Kenya National Bureau of Statistics established under Section 5 (1) as the coordinating and supervisory agency of the system, (b) all major producers and users of statistics as shall be determined from time to time by the Kenya National Bureau of Statistics

Objectives and Functions of the National Statistical System 4. Objectives and functions of the National Statistical System shall be to: (a) raise public awareness about the importance and role of statistical information in society, (b) collect, process, analyze and disseminate quality statistical information in a coordinated and timely manner, (c) promote the use of “best practice” in statistical production and dissemination, (d) promote the use of statistical information at individual, institutional, national, regional and international level, and (e) build sustainable capacity for the production and use of statistical information in the country.

PART III ESTABLISHMENT, OBJECTIVES AND FUNCTIONS OF THE KENYA NATIONAL BUREAU OF STATISTICS

Establishment of the Bureau 5. (1) There is hereby established a body corporate to be called the Kenya National Bureau of Statistics (the Bureau) (2) The Bureau shall have perpetual succession and a common seal, with power to acquire, own, possess and dispose of property, to enter into contract and to sue and be sued in its corporate name. (3) The Bureau will be made up of:- (a) Units and other structures as shall be established by the Board. (b) Such persons as shall be recruited by the Board.

Objectives and functions of the Bureau 6. The Bureau shall be the main government agency responsible for the development and management of statistical information in the country. It shall be the authoritative source and the custodian of official statistical information in Kenya. Specifically, the Bureau shall be responsible for: (a) coordination and supervision of the National Statistical System; (b) establishing standards and promoting the use of best practices and methodologies in the production of statistical information across the National Statistical System; (c) collecting, compiling, analyzing, abstracting and publishing statistical information as specified in the First Schedule; (d) conducting the Population and Housing Census every ten years and any other censuses and surveys as the Board may determine; (e) maintaining a comprehensive national socio-economic database.

PART IV THE BOARD AND STAFF OF THE BUREAU

Establishment of a Board 7. There shall be a Board of Directors (the Board) as the governing body of the Kenya National Bureau of Statistics.

Functions of the Board 8. The functions of the Board shall be to:- (1) formulate and monitor the implementation of policies pertaining to the organization and management of the Bureau and the entire National Statistical System; (2) determine from time to time the structure and staffing levels of the Bureau; (3) determine a scheme of service for the Bureau staff; (4) recruit suitable staff for the Bureau upon such terms and conditions as are contained in the scheme of service in (3) above; (5) promote professionalism and discipline among the staff of the Bureau; (6) approve the Bureau's corporate plan, annual work programmes and annual budgets; (7) submit to the Minister a quarterly progress report on the activities of the Bureau and the entire National Statistical System.

Composition of the Board and Tenure of Office 9. (1) The Board shall have seven (7) members appointed by the Minister responsible for statistics on such terms as he shall determine. The members shall be appointed from among experts in statistics, information technology, economics and related fields. These members shall include: (a) a non-executive Chairman; (b) the Director-General of the Bureau who shall also be the Secretary to the Board; (c) five (5) members each representing the Ministry responsible for statistics, the Treasury, the private sector, NGO sector and research and training institutions. (2) Every appointment to the Board under section 9(1) shall be by name and by notice in the Gazette and shall, except for that of the Director-General, be for a period of three years with a possible extension of one term. (3) An appointment of a member of the Board shall cease if he/she:- (a) serves the Minister with written notice of his/her resignation; or (b) is convicted of a criminal offence and sentenced; or (c) is incapacitated by prolonged physical or mental illness from performing his/her duties as a member of the Board; or (d) conducts himself/herself in a manner deemed by the Minister to be inconsistent with the membership of the Board. (4) A member of the Board, other than the Director-General shall attend

- meetings of the Board in person and no person shall be appointed as an alternate for a member who is unable to attend such meetings. (5) The Board may at its discretion delegate any of its functions to a Committee of the Board or the Director-General.
- Meetings of the Board* 10. (1) The chairman shall preside at all meetings of the Board but in the absence of the chairman, members present shall appoint one of the members to preside at the meetings. (2) The validity of any proceedings of the Board shall not be affected by any vacancy among its members or any defect in the appointment or disqualification of any member that is discovered subsequent to those proceedings. (3) (a) The Board shall ordinarily meet at least once every three months at a time and place to be fixed by the Chairperson (b) The Chairperson may summon an extra-ordinary meeting of the Board upon a written request by not less than three members of the Board. (c) The Director-General shall, where the Chairperson is absent, summon a meeting of the Board if at least three members of the Board request him to do so. (d) Four members of the Board shall form a quorum at any meeting of the Board. (e) A question proposed at any meeting of the Board shall be determined by a simple majority of the members present and voting. Where there is an equality of votes, the person presiding at the meeting shall have the casting vote. (f) The Board may co-opt any person who is not a member to attend any of its meetings as an advisor and that person may speak at the meeting on any matter in relation to which his advice is sought but shall not have the right to vote on any matter put for decision before the meeting. (g) Except as otherwise explicitly stated in this Act, The Board may regulate its own procedure. (4) The Board Secretary shall keep or cause to be kept the minutes of every meeting of the Board. (5) Except as provided in this section, the Board shall comply with the requirements of the State Corporation Act (Cap 446) governing the meetings and proceedings of Boards of State Corporations.
- Director-General* 11. (1) There shall be a Director-General appointed by the Minister on the recommendation of the Board and on such terms as the Board shall determine. Any person to be appointed as Director-General shall have good knowledge of statistics or information management and proven managerial ability. (2) The Director-General shall be the Chief Executive of the Bureau and a member of the Board. He/she shall: (a) act as the secretary to the Board and any committees which the Board may establish and shall on the advice of the chairman of the Board or such Committee convene any meeting of the Board or Committee, and in carrying out any functions under this subsection, the Director-General:- (i) shall attend meetings of the Board or of any Committee; and (ii) shall attend any of the meetings referred to in paragraph (a) together with such other officers as he/she may deem fit.

(b) subject to the direction of the Board on matters of policy, be responsible to the Board for the administration and management of funds and property of the Bureau. (c) be responsible for the supervision and discipline of the staff of the Bureau. (d) advise the Government on matters relating to statistics. (e) present to the Board for approval annual work programmes, human resource development programme and any other programmes to develop national statistics. (f) present to the Board for approval budgets and audited accounts of the Bureau. (g) promote the development and coordination of the National Statistical System. (h) perform any such other functions and duties as may be assigned by the Board.

(3) The Director-General may delegate any of his functions under this section to any body on such terms as the Board may determine.

Other staff of the Bureau

12. (1) The Board shall appoint other staff of the Bureau as may be necessary for the proper and efficient discharge of the Bureau's functions including experts and consultants on the advice of the Director-General. (2) The staff shall be appointed on such terms as the Board will from time to time determine. (3) The staff may be required to contribute to a pension scheme that the Board may establish.

Authorized Officer

13. The Director-General may, in writing, appoint any other person as an authorized officer for the purpose of this Act and may in like manner revoke such appointment in writing as the situation may demand.

Protection of Board members and staff from personal liability
Oath of Office

14. Any member of the Board or staff of the Bureau or any other person employed to carry out any of the provisions of this Act shall not be personally liable for any acts done in good faith and without negligence.

15. Any person employed in carrying out any of the provisions of this Act shall take an oath of secrecy prescribed in the Second Schedule, before a Magistrate, Commissioner of Oaths, or the Director-General, before commencing the duties relating to the provisions of the Act.

PART V STATISTICAL INFORMATION AND POWERS OF THE BUREAU

Power to obtain information

16. (1) The Bureau shall collect any statistical information, estimates or returns concerning any matter set out in the First schedule to this Act. (2) The Minister may, on the advice of the Board, direct by statutory order that a Population and Housing Census be taken for Kenya or for any part thereof or in respect of any class of inhabitants thereof, and any such directions may specify: - a) the date or dates on or between which the census is to be taken; b) the persons by whom the returns for the purpose of the census are to be made; and c) the information to be obtained in the census. (3) Any agency other than the Bureau wishing to conduct a census or survey at national level shall seek the approval of the Board. (4) The agency shall submit its plans to the Board three months in advance of the intended data collection. The Bureau shall, on technical grounds, advise the Board to approve or not to approve the plans. (5) The agency

	<p>which will obtain the approval in (3) shall be required to provide the Bureau with the dataset and copies of the report on the collected data.</p>
<i>Power to access information</i>	<p>17. (1) Any person having the custody or in charge of any public records or documents of any local authority from which information sought in furtherance of the purposes of this Act can, in the opinion of the Director-General, be obtained, or which would aid in the completion or correction of information already obtained, shall grant the Director-General access to such records or documents for the purpose of obtaining therefrom the required information. (2) An authorized officer may require any person to supply him/ her with particulars either by interviewing the person or by leaving at or posting to his/her last known address a form having thereon a notice requiring the form to be completed and returned in such manner and within such time as shall be specified in the notice. (3) Where any particulars are, by any document issued by an authorized person, required to be supplied by any person, it shall be presumed until the contrary is proved that the particulars may lawfully be required from that person in accordance with this Act.</p>
<i>Power of entry</i>	<p>18. An authorized officer may at all reasonable times without warrant but upon production, if required, of the authorization, for any purpose connected with:- a) the collection of statistical information, enter and inspect any land, building, including dwelling units, vehicle or vessel. b) the taking of a census, enter any land, building including dwelling units, vehicle or vessel and in either case may make such inquiries as may be necessary for the collection of the information, or the taking of the census, as the case may require.</p>
<i>Offences</i>	<p>19. (1) Any person who hinders or obstructs the Director-General, or any authorized officer in the execution of any powers conferred under this Act commits an offence and shall be liable on summary conviction to a fine not exceeding KSh. 100,000/= or to a term of imprisonment not exceeding twelve months or both. (2) Any person who willfully fails to give any information or particular as required under this Act shall be guilty of an offence and liable to a fine not exceeding KSh. 100,000/= or to a term of imprisonment not exceeding six months or to both.</p>
<i>Disclosure of information Confidentiality</i>	<p>20. The provisions of this Act shall not affect any law relating to the disclosure of any official secret or confidential information or trade secret. 21(1) Subject to the provision of this section, except with prior consent in writing of the person making the return or giving the answer or in the case of an undertaking, the owner for the time being of the undertaking, no person shall publish or show to any other person not employed in the execution of a duty under this Act any of the following:- (a) an individual return or part thereof made for the purposes of this Act; (b) an answer given to any question put for the purposes of this Act; (c) a report, abstract or other document containing particulars comprised in any such return or answer so arranged as to identify such particulars with any person or undertaking.</p>

General penalties
Special reports and
investigations

(2) Nothing contained in this section shall prevent or restrict the publication of any report, abstract or other document which would make identification of any undertaking possible merely by reason of the fact that the particulars relate to an undertaking which is the only undertaking within its particular sphere of activities if the report, abstract or other document is so arranged as to disclose in respect of such undertaking, only the following information:- (a) the quantity and the value of any description of goods manufactured, produced, exported or sold; (b) the economic and social characteristics of employees employed; (c) the amount and extent of any investment; and (d) any other information which has been furnished or supplied under this act, the publication of which no objection has been made in writing by the person furnishing the information prior to the publication of the report, abstract or other document. (2) Nothing contained in this section shall be taken to require the disclosure to a Ministry, department or authority for the purpose of taxation of any information acquired under the provisions of this Act. 22. Any person who:- (a) makes a statement which he/she knows to be false or has no reason to believe to be true in any returns or estimates in response to a reasonable request for information for the purpose of this Act; or (a) refuses or neglects to give information requested under this Act; or (b) refuses or neglects to give information, returns or documents requested under this Act; or (c) being employed in the execution of any duty under this Act, without lawful authority, publishes or communicates to any person, other than in the ordinary course of such employment any information acquired by him in the course of his/her employment; or (d) by virtue of his/her employment or duty, being in possession of information which might influence or affect the market value of any share or other security, interest, product or article and who, before the information is made public uses it for personal gain; or (e) knowingly compiles for issue any false statistics or information; or (f) possessing any information which to his/her knowledge, has been disclosed in contravention of this Act publishes or communicates such information to any person; or (g) in the execution of any duty under this Act, fails to comply with or contravenes any terms or conditions of his/her oath or declaration taken under section 17 of this Act; or (h) without lawful authority destroys, defaces or mutilates any schedule, form or other document containing particulars obtained under this Act; or (i) contravenes any provision of this Act in respect of which an offence has not been prescribed, shall be guilty of an offence and liable to a fine not exceeding KSh. 100,000/= or to imprisonment for a term not exceeding 12 months or to both 23. The Director-General may at the request of any person or agency and upon payment of such fee as the Director-General with the consent of the Board may specify, or as may be

prescribed to that person or agency any special information or report concerning, or carry out for that person or agency any special investigation into any of the matters specified in the First Schedule.

PART VI FUNDS AND ASSETS OF THE BUREAU Funds and assets 24 (1)

The Bureau shall be a government funded agency. of the Bureau (2) The funds and assets of the Bureau shall consist of:- (a) such sums as the Minister may, with the consent of Treasury, make available for the purpose of this Act out of monies provided by Parliament; (b) any sums which may be donated or granted to the Bureau; (c) any sums which may in any manner become payable to the Bureau in respect of sale of publications, provision of approved services or from any matter incidental to the carrying out of its functions under this Act provided that the Board shall not be obliged to accept a donation for any purpose unless it approves of the terms and conditions attached to that donation.

Powers to borrow funds 24. (1) With prior approval by the Treasury, the Bureau may with permission of the Board obtain loans and credit facilities to enable it to carry out its functions. (2) Any such loans and credit facilities may with prior approval of the Minister be guaranteed by Government and when so guaranteed, the principal sum and interest shall be a charge on the Consolidated Fund.

Estimates 25. Before the end of each financial year, the Board shall cause to be prepared and submitted to the Treasury a budget for the Bureau for the following year.

Financial Year of the Bureau 26. The financial year of the Bureau shall be the same as the Government financial year.

Accounts 27. (1) The Bureau shall maintain proper books of accounts. Within one month of the closure of each financial year, the Board shall cause the accounts of the Bureau to be audited in accordance with government procedures for auditing government-aided institutions and agencies. (3) The Board shall present the Minister with a copy of the audited accounts together with the auditor's report.

Exemption from stamp duty 28. No duty shall be chargeable in respect of any instrument executed by or on behalf of or in favour of the Bureau which, but for this section, the Bureau would be liable to pay.

PART VII MISCELLANEOUS

Common seal of the Bureau 30. (1) Subject to this section the common seal of the Bureau shall be kept in the custody of the Director-General and shall not be used except in the manner authorized by the Board. (2) All deeds, instruments, contracts and other documents shall be deemed to be duly executed by or on behalf of the Bureau:- (a) where they are required to be under seal, if sealed with the common seal of the Bureau and authenticated by the Director-General; or (b) where they are not required to be under seal, if executed in that behalf by a member authorized by the Board for that purpose. (3) A deed, instrument, contract or other documents executed in accordance with subsection (29) (1) shall be effective in law to bind the Bureau and its successors and may be varied or discharged in the same manner as that in which it was executed.

Transitional Provisions

31. (1) All the funds, assets and other property, movable and immovable, which immediately before the coming into operation of this Act, were held by the Government for the former Bureau shall, by virtue of this subsection and without further assurance, vest in the Bureau. (2) Every public officer having the power or duty to effect or amend any entry in a register relating to property, or to issue or amend any certificate or other documents affecting or evidencing title to property, shall without payment of fee or other charge and upon request by or on behalf of the Bureau, do all such things as are by law necessary to give final effect to the transfer of any property mentioned in subsection (1) to the Bureau. (3) All rights, powers and duties, whether arising under any written law or otherwise, which immediately before the coming into operation of this Act were vested in respect of the Central Bureau of Statistics shall by virtue of this subsection, be transferred to, vested in, imposed on, or be enforceable by or against the Bureau. (4) On and after the coming into operation of this Act, all actions, suits or legal proceedings by or against the Government pending in respect of the Central Bureau of Statistics shall be carried out on or prosecuted by or against the Bureau and no such suit, action or legal proceedings, shall abate or be affected by the coming into operation of this Act. (5) The annual estimates approved for the Central Bureau of Statistics in respect of the financial year in which this Act comes into operation shall be deemed to be the annual estimates of the Bureau for the remainder of the financial year but those estimates may be varied by the Board in such manner as the Treasury may approve. (5) Any person who is an officer or employee of the Central Bureau of Statistics immediately before coming into operation of this Act shall not be an officer or employee of the Bureau but shall continue to be such officer or employee in the Public Service and shall be deemed to be on secondment to the Bureau until:- (a) he/she has entered into a written contract of service with the Bureau whereupon his/her service with the Government shall be deemed to have terminated without right to severance of pay but without prejudice to all other remunerations and benefits payable upon the termination; or (b) he/she has been redeployed by the Government; or (c) his/her employment has been terminated by the Government; or (d) his/her secondment to the Bureau has been terminated in writing by the seconding authority or the Bureau.

Repeal of Statistics Act (CAP 112)

32. Statistics Act (CAP 112) is hereby repealed.

FIRST SCHEDULE

MATTERS CONCERNING WHICH STATISTICAL INFORMATION MAY BE COLLECTED, COMPILED, ANALYSED, ABSTRACTED AND PUBLISHED

1. Population
2. Vital occurrences and morbidity
3. Immigration, emigration, hotels and tourism
4. Housing
5. Rents
6. Real property
7. Land tenure and the occupation and use of land
8. Finance
9. External finance and balance of payments
10. Capital investment
11. Savings
12. Income, earnings, profits and interest
13. Personal expenditure and consumption
14. International and external trade
15. Banking, insurance and finance
16. Wholesale and retail trade including agents and brokers
17. Manufacturing, building, construction and allied industries
18. Mining and quarrying, including the prospecting of metallic, non-metallic, petroleum and natural gaseous products.
19. Agriculture, including animal husbandry, horticulture and allied industries.
20. Forestry and logging
21. Hunting and fishing
22. Stock of manufactured and unmanufactured good
23. Wholesale and retail prices of commodities
24. Storage and warehousing
25. Employment and unemployment
26. Salaries, wages, bonuses, fees allowances and other payments
27. Industrial disturbances and disputes
28. Injuries, accidents and compensation
29. Energy
30. Water undertakings and sanitary services
31. Transport and communications
32. Local government
33. Community, business, recreation and personal services
34. Handicrafts and rural industries
35. Sweepstakes, lotteries, charitable and other public collections of money
36. Hire purchase
37. Co-operatives
38. Environment
39. Informal sector
40. Health and Nutrition
41. Computing and data processing
42. Education and literacy
43. Others as approved by the Board

SECOND SCHEDULE

OATH OF OFFICE AND SECRECY

I do solemnly swear/declare that I shall faithfully and honestly fulfill my duties as in conformity with the requirements of the Statistics Act and the regulations made thereunder, and that I shall not without due authority reveal any information acquired by virtue of said duties, nor, until such information is made public, directly or indirectly use it for personal gain.

ANNEX - IX: TERMS OF REFERENCE FOR CONSULTANTS

1.1 BACKGROUND

A number of key stakeholders have expressed willingness to support an integrated work program of the Central Bureau of Statistics (CBS). Recent World Bank and IMF staff missions to Kenya also made recommendations on how to strengthen statistical capacity and improve statistical services provided by CBS. Some of these recommendations have been implemented on an ad-hoc basis, while others have not been implemented mainly due to shortage of resources and lack of an integrated and comprehensive work program. Unfortunately, the technical assistance provided could not be sustained. In making past recommendations there was little or no consideration of issues relating to financial and human resource needs; and the technical capability of the existing staff and their possible effect on implementation of the recommendations.

Kenya adopted the Poverty Reduction Strategy (PRSP) and the Medium Term Expenditure Framework (MTEF) approach to policy formulation, planning and budgeting in July 2000. A key requirement of the PRSP is that policy priorities agreed upon are regularly monitored and outcomes evaluated in order to track progress being made towards poverty reduction targets that are stated in the PRSP matrix. Monitoring and evaluation (M&E), in turn, calls for timely and quality statistics.

There has also been the global realization of the importance of developing effective and efficient national statistical systems that will produce good and timely statistics for measuring overall development process, but more specifically in monitoring of the Millennium Development Goals (MDGS), trade, balance of payments and financial trends. These demands have imposed a huge burden on Central Bureau of Statistics, hence the need to strengthen the capacity and re-structure CBS operations to be more focused in responding to both local and international statistical needs.

Initiatives to Strengthen and Restructure CBS

There have been several initiatives by the Government aimed at supporting statistical capacity development. In March 2000, the Ministerial Rationalization Program recommended the need to strengthen CBS by considering making it a semi-autonomous Government agency. Recently, the Government conducted another study aimed at strengthening CBS operations both at the Headquarters and at the Districts.

At the international level, multilateral and bilateral donors have also put up several initiatives aimed at improving statistical services and strengthening capacity of national statistical systems in Africa. These initiatives also recommend that countries develop strategic plans that will inform the Government and its development partners on the amount of resources needed for statistical development in the country. The initiatives include the Partnership in Statistics for Development in the 21st Century (PARIS 21), the General Data Dissemination System (GDDS), and the UN campaign for MDGs, primarily aimed at monitoring progress that countries are making towards achieving targets set within the MDGs.

A DFID Study on Strengthening CBS' statistical capacity undertaken in February 2002, pointed out the need to support CBS to enable it meet the requirements of the PRSP and the new demands emanating from the initiatives mentioned above. The study emphasized that while support to statistical capacity development to CBS should be linked to establishing an M&E framework of PRSP, a number of activities could actually proceed prior to the establishment of the M&E framework. It recommended that within existing institutional arrangements, there is need to identify minimum structural and organizational reforms that could be effected in the short-run, and mechanisms that could be put in place to implement the identified reforms. The study further recommended development of a Strategic Plan which would form the basis on which the Government and donors would decide their financial support to CBS. It further stressed that immediate consideration should be made for some short-term consultancy to assist CBS in drawing up the strategic plan and for scoping some of the necessary actions already identified for implementation.

The World Bank mission to Kenya in March 2002 and the subsequent discussions between the Director of CBS and the Bank's M&E experts also stressed the urgent need for CBS to develop a Strategic Plan. The Plan could be used to develop a partnership led by CBS with donors placing their funds into a common pool to support planned and integrated CBS program of work. This could lead to a shift from previous practice where individual donors funded activities on ad hoc and unpredictable basis .

The CBS has taken on board recommendations and other suggestions mentioned above. The Director of CBS, through the office of the Economic Secretary, requested for financial support of the World Bank to enable CBS come up with a Strategic Plan. Subsequently, the Bank provided grant in April 2002 for hiring services of both international and local consultants to support CBS in the preparation of the Strategic Plan.

1. Duties and Responsibilities of the Consultant/s

The consultants will:

i. Review the following studies on strengthening statistical capacity of CBS.

- 1 **Summary of CBS past studies: CBS, January 2001.**
- 2 Ministerial Rationalization Report: Ministry of Finance and Planning, March 2000.
- 3 Draft report on re-organization and strengthening of CBS: DPM and CBS, February 2002.
- 4 Recommended Reforms/Improvements by IMF and World Bank-a summary: CBS June 2002.
- 5 CBS Departmental work-plan: by CBS, September 2002.
- 6 Statistics Strategic Plans for Lesotho, Zanzibar, Namibia, Malawi, and the UK: Different Years.
- 7 PRSP main report: by Ministry of Finance and Planning, May 2002.
- 8 The PRSP Government Action Plan: Ministry Finance and Planning, July 20002.

- 9 Summary of the Millennium Development Goals: UN Agencies, August 2002.
 - 10 The GDDS Metadata Report: GDDS Coordinating Committee, August 2002.
 - 11 The GDDS Plans for improvements: GDDS Coordinating committee, September 2002.
 - 12 Any other relevant documents/reports.
- ii. Consult selected key data users and producers in the country about their data needs and priorities; and the relevance of various statistics documents routinely produced by CBS.
 - iii. Review and discuss with CBS, the Government and other key stakeholders the vision and mission statements, and develop core values of the CBS in line with those of the Ministry.
 - iv. Assess the strengths, weakness, opportunities, and threats (SWOT) of CBS current statistical plans and to propose capacity building plan.
 - v. Develop short term, medium term and long term objectives and goals for the strategic plan.
 - vi. Analysis of the various support that bilateral and multilateral donors are currently contributing towards CBS activities.
 - vii. Identify an appropriate mechanism to channel all donor support to the CBS.
 - viii. Work closely with CBS staff to develop a program for data collection and compilation taking into account CBS resource requirements, needs/priorities of data users, and data requirements for the PRSP monitoring and evaluation, PARIS 21, GDDS Plans for statistical improvements, the Millennium Development Goals, Government Action Plan for implementation of PRSP, and the CBS Annual Work Plan.
 - ix. Develop a prioritized and costed action plan for data collection for implementation during the period 2002/2003 - 2005/2006. This program should identify activities that need to be carried out in the short-term, medium and long-term.
 - x. Liaise closely with National Task Force on institutionalizing the PRSP monitoring and evaluation, and the Thematic Group on Monitoring and Evaluation of PRSP in order to fully integrate information needs of the PRSP process in the strategic plan.
 - xi. Prepare and discuss a draft report with the Central Bureau of Statistics Department the PRSP/MTEF secretariat and the World Bank.
 - xii. In liaison with the Director of Statistics, DFID and the Bank organize stakeholders' workshop to deliberate on the draft report.

- xiii. Produce a final copy of the statistics strategic plan and distribute it to CBS, PSRP/MTEF Secretariat, the Bank and DFID.
- xiv. Examine the legal framework governing statistics activities in the country and identify areas requiring strengthening to enable CBS play its role efficiently and effectively.
- xv. Recommend areas of collaboration with other data producers and users.
- xvi. Recommend areas that may need further studies/work.

3. Consultant's Profile

The assignment requires the services of an all round professional, statistician/economist with relevant educational background, experience in the field of preparing strategic plans, and good understanding of management operations of organizations. Specifically a suitable candidate must be in possession of the following:

- Education:** Must have at least a master's degree and/or a PhD degree in Statistics and/or economics.
- Experience:** Must have wide experience including organizational management and managing national statistical systems.
- Strategic Plan:** A candidate with the experience of preparing Strategic Plans in developing countries, especially after those that have adopted PRSPs will have added advantage.
- Other attributes:** Proficiency in English language, availability and capability to work with others (e.g. CBS staff) is important.

4. Expected Outputs

The consultant will be required to provide an inception report setting at an interpretation of the TOR within the first five days of signing the contract. Once the inception is discussed and agreed upon by the CBS, DFID and the Bank, the consultant will have 15 days within which to submit the draft report to the Director of Statistics for discussion and to solicit for comments. Thereafter the consultant will proceed to prepare the final draft report for presentation at a seminar of key stakeholders (i.e. the Government key, NGOs and development partners) to receive their comments/suggestions and commitments to support the Strategic Plan. The expected final output of the consultancy will be strategic plan for CBS covering a period of five years.

The plan will contain a detailed work program for the plan period and a capacity building program. The work program will have to be budgeted. Where further studies are identified as necessary the consultant will make such recommendations and give estimates of their costs. The consultant will also draw TOR for any short-term or long-term technical assistance required for CBS's implementation of the proposed Strategic Plan.

5. Timeframe

The Consultancy will be for a period of 35 days. It is estimated that the assignment will commence by 1st November 2002. As mentioned above, the Consultant will present an inception report within the first days of the consultancy. All outputs must be delivered before the end of the consultancy.

6. Management

The Consultant will be based at Central Bureau of Statistics - Herufi House. He/she will work in close collaboration with the Director of Statistics, the Bank, DFID and two CBS officers assigned by the Director to assist in the preparation of the Plan.

-End-