Peer Review

KENYA

National Statistical System

14 - 18 September, 2015

KNBS
KENYA NATIONAL BUREAU OF STATISTICS
Keeping you informed

PARIS21

Peer Reviewers

Pali Lehohla	Statistics South Africa	Statistician General
Dr. Albina A. Chuwa	Tanzania National Bureau of Statistics	Director General
Ms. Yandiswa Mpetsheni	Statistics South Africa	Acting-Deputy Director-General

Secretariat

Shelton Kanyanda	PARIS 21	Programme Coordinator
Nzingoula Gildas C	African Union Commission	Policy Officer
Michel Mouyelo-Katoula	Independent Expert	International Consultant Former Global Manager of the International Comparison Program

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This should be of enormous help to countries wishing to undergo reform in the near future. PARIS21 would also like to thank the Governments of South Africa and Tanzania for making their personnel available to peer review Kenya, and to thank the individuals themselves for giving up their time and for all of their hard work to accomplish the peer review. Finally the African Union Commission is thanked for allowing one of their personnel to attend and support the review.

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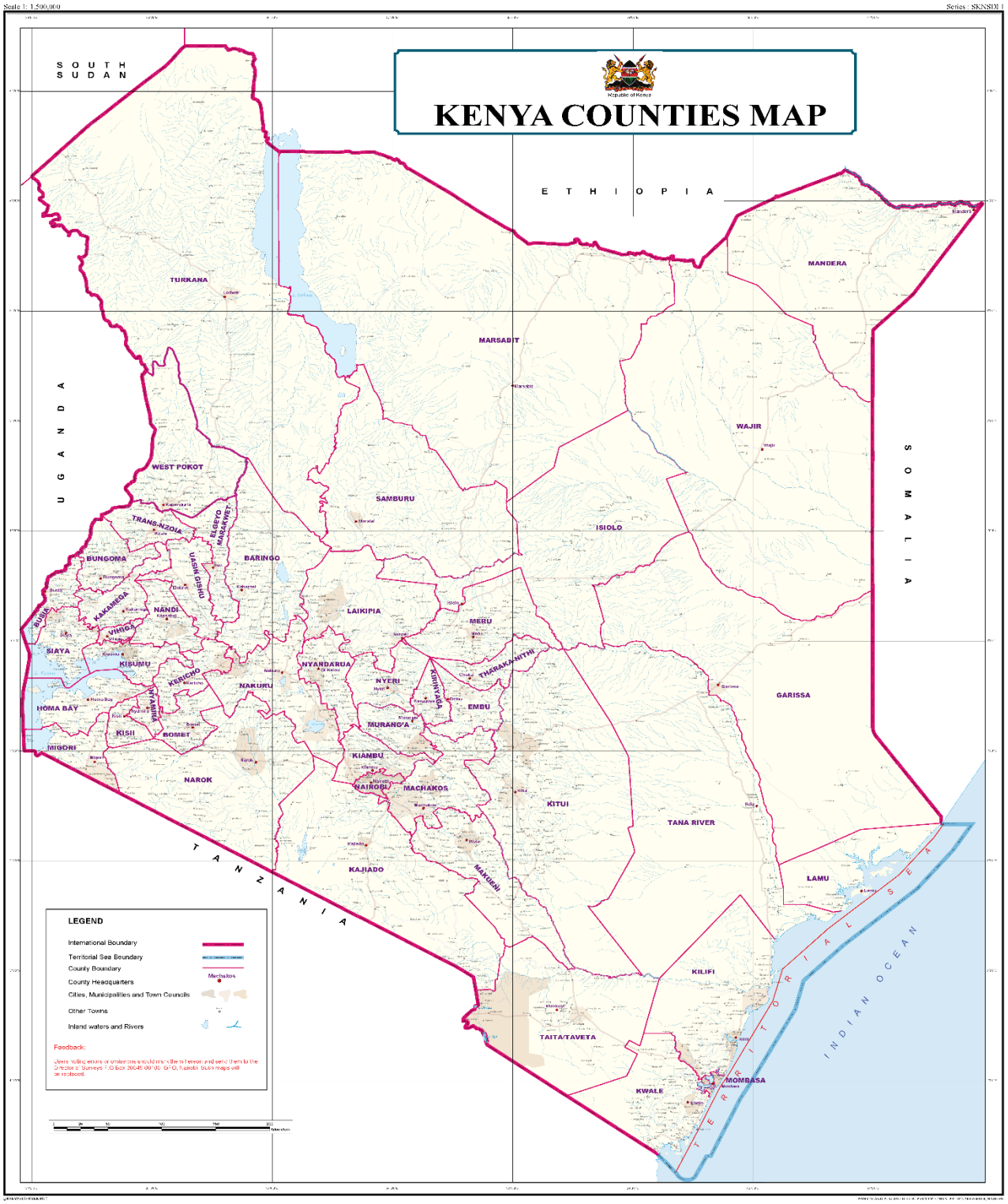
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KENYA COUNTIES MAP
Republic of Kenya
SOUTH SUDAN
ETHIOPIA
UGANDA
SOMALIA
TANZANIA
INDIAN OCEAN
TERRITORIAL SEA
TURKANA
MANDERA
MARSABIT
WAJIR
WEST POKOT
SAMBURU
ISIOLO
TRANS-NZOIA
ELGEYO MARAKWET
BUNGOMA
BARINGO
UASIN GISHU
LAIKIPIA
MERU
BUSIA
KAKAMEGA
NANDI
VIHIGA
SIAYA
KISUMU
NYANDARUA
THARAKA-NITHI
KERICHO
NYERI
NAKURU
KIRINYAGA
EMBU
GARISSA
HOMA BAY
NYAMIRA
MURANG'A
KISII
BOMET
MIGORI
KIAMBU
NAROK
NAIROBI
MACHAKOS
KITUI
TANA RIVER
KAJIADO
MAKUENI
LAMU
KILIFI
TAITA/TAVETA
KWALE
MOMBASA
LEGEND
International Boundary
Territorial Sea Boundary
County Boundary
County Headquarters
Machakos
Cities, Municipalities and Town Councils
Other Towns
Inland waters and Rivers
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Abbreviations and Acronyms

CBK	Central Bank of Kenya
CBS	Central Bureau of Statistics
CRVS	civil registration and vital statistics
DfID	Department for International Development
DFRD	District Focus for Rural Development
DHS	Demographic Health Survey
DQAF	Data Quality Assessment Framework
EA	Enumeration Area
EAC	East African Community
EASD	East African Statistical Department
GDDS	General Data Dissemination System
GDP	Gross Domestic Product
GSARS	Global Strategy to improve agricultural and rural statistics
HS	Household Survey
KDHS	Kenya Demographic and Health Survey
KIHBS	Kenya Integrated Household Budget Survey
KNBS	Kenya National Bureau of Statistics
MDAs	Ministries, Departments and Agencies
MDGsaaa	Millennium Development Goals
M-Pesa	M for mobile, pesa is Swahili for money
NSDS	National Strategy for the Development of Statistics
NSS	National Statistical System
OPRAS	Open Performance Review and Appraisal System
PHC	Population and Housing Census
P4R	Program for Results
SAGA	Semi-Autonomous Government Agency
SDDS	Special Data Dissemination Standard
SDGs	Sustainable Development Goals
SEEA	System of Environmental-Economic Accounting
SHaSA	Strategy for Harmonization of Statistics in Africa
SIDA	Swedish International Development Agency
STATCAP	Statistical Capacity Building Program
TOR	Terms of Reference
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development

1 Executive Summary

1.1 Rationale for the Peer Review

The Economic Commission for Africa's Committee on Development Information meeting in 2003 decided that African countries, supported by PARIS21, would carry out peer reviews to ensure that good practices pass from country to country, based on the first-hand experience of peers, to help accelerate the change processes in reforming statistical systems. The peer reviews are meant to advise on a number of processes that include coordination, governance, advocacy, financing, human resource development, management of the national statistical system including sub-national statistical systems and overall implementation of the National Strategies for the Development of Statistics (NSDS) which is central to implementing the 2004 Marrakech Action Plan for Statistics.

The Kenya's peer review was conducted against the backdrop of the African Charter on Statistics which sets best practice principles for professional independence, quality, mandates and resources, dissemination, protection of confidentiality, and coordination and cooperation. It was expected to reinforce areas of strength and to identify areas for development or improvement in order to better respond to the statistical needs of the Kenya Vision 2030. In addition it offered the participants an opportunity to reflect on their own performance.

1.2 Methodology

The review was based on the Ten Fundamental Principles of Official Statistics of the United Nations, the principles of the African Charter on Statistics, Strategy for the Harmonization of Statistics in Africa, and the "NSDS Checklist" developed by the PARIS21 Secretariat. Five topics of review were proposed, discussed and agreed with KNBS. These are: (i) Organization and Management of the National Statistical System; (ii) Managing statistical processes; (iii) Assuring Quality Statistical Outputs; (iv) Dissemination, Communication and Use of Statistics; and (v) physical infrastructure. They were used in review meetings held with KNBS management as well as selected producers and users of statistics across the national statistical system.

PARIS21 provided the review secretariat in collaboration with the African Union Commission. The role of the secretariat was to assist the evaluators during interviews, take notes and prepare and submit the draft assessment report.

KNBS was reviewed by a team co-chaired by Mr. Pali Lehohla, Statistician General of Statistics South Africa and Dr. Albina Chuwa, Director General of Tanzania National Bureau of Statistics. The team also comprised of Ms. Yandiswa Mpetsheni, Acting-Deputy Director-General, Statistics South. The reviewers represent countries that have good knowledge of Kenya and experience in Peer Reviews. The review was facilitated by a consultant provided by PARIS21 Secretariat and benefitted from contributions from a PARIS21 programme officer and an African Union Commission policy officer.

The reviewers had meetings with Directors, Managers and staff of Kenya National Bureau of Statistics and a selection of other producers and key users of official statistics from the Central and County Government, Kenya Revenue Authority, Central Bank of Kenya, Media, private sector, civil society representatives, and the academia. Interviews were also held with cooperating partners.

1.3 Positive Observations

The reviewers noted that KNBS is a well-organized agency with regional offices in the 47 counties of Kenya. All the stakeholders that met with the Peer Review Team echoed the role of KNBS as the producer of official statistics. However, the effective achievement of the objectives of KNBS as the lead producer of official statistics requires the Statistics Act to be aligned with the new 2010 Constitution of Kenya and KNBS to work accordingly. Indeed, though the existing Statistics Act, created in 2006 is generally in compliance with the requirements of the Ten Fundamental Principles of Official Statistics, the ever-increasing demand for high quality data by various users including Government, international and regional agencies requires a stronger legal and institutional framework production of high quality statistics. Consequently a revised version of the Statistics Act is being considered by KNBS to be presented to Parliament. The new Act will be designed in compliance with the Fourth Schedule of the new Constitution of Kenya, adopted in 2010.

The constitution identifies national statistics and data on population, the economy and society, as a primary function of National Government. It provides Kenya National Bureau of Statistics (KNBS) with an extensive opportunity to develop statistics, coordinate, oversee and set standards for official statistics at both national and county levels.

Statistical activities at county level will require effective coordination between KNBS and county governments who have the mandate to collect, process and publish their own statistics under the framework of devolved powers bestowed on them. The scope of such coordination will include demographic, economic, financial, environmental and social or related matters, for which for quality, efficiency and effectiveness the KNBS will have to legislatively and through practice ensure that international standards and norms are implemented and that methods, concepts, definitions and classifications are harmonized across country and counties. This will facilitate time consistency, aggregation and comparability of statistics across the two levels of government and among the counties as well as internationally.

The relevant coordination mechanisms should be put in place and managed by appropriate staff qualification and number wise. This coordination work will improve the quality of data production and increase the accessibility and visibility of data. Stakeholders across the National Statistical System agreed that the KNBS website is user-friendly and testifies to efforts recently developed to present some key statistics in a manner that is easy to understand. On this, the KNBS is making promising progress in terms of achieving the objectives set forth in KNBS strategic plan for 2013 – 2017, in collaboration with other statistical stakeholders. However, data visualisation has to be given more priority on the Website which should be database driven as per the Data Revolution requirements.

KNBS relationship with statistical stakeholders is indeed central to successfully pursuing the various strategic lines of the plan. The development partners underlined it and indicated that they entertain a good working relationship with KNBS. Many of them were consulted during the development of the strategy and had meetings with the Bureau on matters pertaining to the donor portfolios. This includes Statistics Sweden with which the KNBS has established a long-term partnership (see Annex D) that is seen as a major opportunity to help improve the quality of statistics produced by the Bureau in terms of human development and statistical advocacy. However, development partners who are working with KNBS need to be coordinated by a lead partner such as the World Bank.

Likewise, in its collaboration with line ministries, the academia, the media and private sector, the Bureau has been transparent and inclusive. These relationships have translated into stakeholders recognizing the Bureau as their data reference point and expecting it to: (a) scale up its efforts in further disseminating data in a user-friendly manner, using new technologies and innovations as being mastered by KNBS forward looking IT team; (b) enhance communication procedures through a proper and comprehensive plan that is being finalised.

1.4 Challenges

The above expectations require the KNBS to forcefully address a few challenges as summarised hereunder.

1.4.1 Legal reforms and management of the NSS

According to the Kenya Constitution of 2010, Statistics is a concurrent function between the national and county governments. This contradicts Section 4(2) of the Statistics Act 2006, whereby the Bureau is responsible for establishing standards, promoting the use of best practices in the production, dissemination and archiving statistical information within NSS. With the 2010 Kenya Constitution, KNBS has no mandate of directing county governments to adhere to the 10 fundamental principles of official statistics. As a result, statistical information produced at that level might not follow these principles.

This calls upon an urgent action for KNBS to review or develop a new Statistics Act that will establish KNBS as public autonomous office that will coordinate production, dissemination and archiving of the official statistical information for evidence-based policy formulation at national and at County Governments. This is in line with the African Charter on Statistics that adopted by the 12th Ordinary Session of the Assembly of Heads of State and Government of the African Union held in Addis Ababa, Ethiopia on 3rd February 2009.

1.4.2 Human Resource Development

It was observed that, there is no common cadre for the management of the careers of statisticians who are employed under Ministries, Departments and Agencies (MDAs) and those working at KNBS. The career progression, promotions, incentives/rewards, Open Performance Review Appraisal System (OPRAS) have to be stated clearly in practice notes provided for through regulations under the Statistics Act.

The lack of enough official statisticians at KNBS and at county level as well as the outdated job evaluation, and the relatively less attractive scheme of services and salary structure of the KNBS staff collectively suggest that KNBS should review the existing organizational structure in order to accommodate all recent and emerging reforms both at the national and global levels.

The current working conditions, the recruitment and career systems at KNBS are not adequate to attract and retain high calibre personnel, and have a detrimental impact on the ageing pyramid age of KNBS staff. It must be noted that the statistics profession at face value is not that attractive, but statisticians are logicians who are capable of selling their skills in the service of other institutions of the state and thus they remain vulnerable. The KNBS classically displays this vulnerability through haemorrhaging of its staff.

1.4.3 Managing statistical processes

The reviewers observed that routine data system within NSS and especially at county government level requires improving. Inadequate resources have contributed to data gaps despite the fact that demand for quality statistics is very wide. This concerns several areas related to

agriculture and livestock and fisheries data, real estates, trade, services and informal sectors and statistical information required by the East African Community for Monetary Union. However, much has been done under ICT at KNBS.

1.4.4 About quality assurance framework within NSS

Although KNBS is ISO certified, there is a lack of quality assurance framework defining quality criteria and providing guidelines for the production of official statistics in compliance with the UN fundamental principles of official statistics. This is compounded by the weakness of coordination within NSS especially with regard to sector statistics.

1.4.5 Dissemination, communication, use of statistical products and archiving

Most of the users interviewed by the reviewers complained about data accessibility and availability in a simple and user-friendly format. They suggested that the observed political will to champion uses of the statistical information in policy formulation and decision-making should be further enhanced and leveraged and collaboration and cooperation with Mass Media should be improved. However, the necessary support from KNBS Communication Department may prove difficult to provide given its inadequate staffing and its lack of comprehensive communication and advocacy strategic plan. Being in the space where users are demanding a service and the acknowledged supplier is unable constitutes a sunset position to any institution as competition will eat it up. What is required is to immediately adopt a low-hanging-fruit-delivery whilst a long term strategy is well communicated to build hope and trust in the audience of users.

1.4.6 Physical infrastructure at KNBS

KNBS headquarters are housed in three different physical locations due to inadequate office space. Hence, substantive departments cannot truly share the same culture, establish effective communication between them and develop teamwork. The quality of statistical information may thus be jeopardised and therefore KNBS integrity and repute be undermined. This also poses a risk of data security that is necessary to ensure confidentiality.

1.5 Priority Recommendations

The peer reviewers have put before the KNBS several recommendations in the different areas of the review. Such a wealth of recommendations may require prioritizing with a view to identifying the most strategically important ones as well as quick wins. Given that KNBS is seen as an authority in matters of official statistics, at the same time as there is an underlying impatience for delivery on a plethora of other statistics, it is recommended that KNBS builds alliances with the crucial ministries of Education, Health, Planning and Finance as a matter of urgency. With respect to Kenya devolution policy, the ministry of Agriculture would provide strategic leverage. KNBS should also leverage new communication technologies and learn from the success story of M-pesa (See Annex E) to further its dissemination strategy.

A strategy for positioning KNBS in the phase of the imminent outcome of the court case regarding the census has to be crafted in preparation for the launching of an appropriate legislative reform. Of significance and long-term consequences, the legislative reforms in Kenya must, as a matter of necessity, embrace the NSS as a key lever for change for the production of high quality statistics. Whilst legislation might take longer - and it must be attended to consciously and consistently – KNBS Management should prioritise the acquisition of a statistics house that will accommodate the envisaged statistical reform and whose symbolic value could reinforce the authority with which KNBS is regarded. Also, KNBS should urgently address staffing and salary levels to boost the morale of staff.

2 Detailed Recommendations

The following recommendations have been made in view of the strengths and opportunities identified in the review, and in order to overcome major challenges that were underlined by interviewed stakeholders and KNBS Management. These recommendations are provided under six categories: Organization and Management of the National Statistical System; Managing the institutional environment; Managing Statistical Processes; Assuring Quality Statistical Outputs; Dissemination, Communication and Use of Statistics; and Physical infrastructure.

A. Organization and Management of the National Statistical System

1. Review or develop a new Statistics Act;
2. Establish KNBS as autonomous public office;
3. In the process of reviewing the existing Statistics Act 2006, take cognizance of existing laws governing the conduct of statistical activities or statistics-based research work with a view to ensuring that the Statistics Act supersedes all other Acts in matters of statistics;
4. Consistently with KNBS autonomous powers, ensure that the role of KNBS board is of an advisory nature;
5. Conduct a mapping exercise on the statistical needs at county level for decision making process at that level;
6. Ensure that county level statistics are coordinated and harmonized to allow intra-county coherence and comparability;
7. Include at least one professional statistician with appropriate capacity in each county team in order to understand the situation on the ground and interact with County government professionals and authorities;
8. Ensure that data is democratized, namely by extending the notion of Open data to counties;
9. Package statistical information to better highlight more common figures and make them more easily understood especially at county level;
10. Set up education management information systems centres (EMIS) at county level, for which the Bureau should provide statistical guidance and ensure quality assurance;
11. Enhance the effectiveness of supervision and coordination instruments as provided for in the strategic plan;
12. Fast-track the development of sector strategies for the development of relevant statistics;
13. Strengthen sector-working groups including cut-crossing sectors. They must be integrated in the Statistics Act and coordinated by KNBS under the NSDS framework;
14. Improve data on economic sectors. The Bureau may wish to partner with agencies that produce data which the Bureau does not produce, or at least at the necessary level and quality;
15. Enhance the effectiveness of KNBS through legislative supervision, coordination and professional practice instruments and align them to what is already provided for in the strategic plan. This will ensure that county-level statistics collected and/or processed by the KNBS are consistent with those managed by county government units, and that county statistics are exhaustive, consistent, comparable across space and time, and can be combined into national data;
16. Spearhead the development of subnational strategies for the development of county statistics;

17. Suggest the creation of a formal donor coordination committee with a clearly defined role in terms of supporting resource capacity and human development;
18. Strengthen trilateral collaboration between the Ministry of Health, the Civil Registration department, and the KNBS on the Civil Registration and Vital Statistics (CRVS) processes;
19. Foster user-producer dialogue. As part of this dialogue, mechanisms should be specifically developed for KNBS's dialogue with private sector producers. This is necessary for KNBS to maintain its coordination efforts and remain relevant;
20. Leverage on the Global Strategy to Improve Agricultural and Rural Statistics (GSARS) by involving the donor community such as USDA, FAO, in terms of technical assistance and funding existing gap on agriculture statistics;
21. Focus on the youth and train them in statistics, so that they can contribute their brilliant ideas to KNBS's leadership role in data revolution as far as official statistics are concerned;
22. Explore the need of furthering the use of emerging technologies and innovations to fill existing data gaps and enhance statistical processes, while acknowledging that technology cannot solve everything;

B. Managing the institutional environment

23. Establish a technical and multidisciplinary committee to address the outcomes of the ruling of the ongoing court case about KPHC 2009;
24. Ensure that for the coming KPHC 2019, the above technical committee would take into consideration the lessons learned and experience gained from previous censuses;
25. KNBS may wish to keep including in KPHC some basic questions to create sampling frames for Agriculture;
26. Critically ensure that statisticians in the line ministries are in the same cadre as those working at KNBS;
27. Have a clear succession plan developed or the current one reviewed. KNBS top Management is advised to fast track the relevant process that has taken so long to be endorsed by the Public Service Department. They should also fast track or even engage a strategic consultant from the Public Service Department to assist the Human Resource Department;
28. Given the understaffing at official statistician level, review the existing organization structure to accommodate all reforms that are emerging both in the country and internationally. Such reforms include Kenya's devolution policy, data revolution, big data, GIS and Geography, the System of Environmental-Economic Accounting (SEEA) and others;
29. Thoroughly review the recruitment process, the career progression, the system of promotions, incentives/rewards, as well as the Open Performance Review Appraisal System (OPRAS) and clearly state them in the new Statistics Act and related Regulations.
30. Review the salary structure to resolve the problem of the entry level for statisticians being at a lower level compared to staff in other service areas;
31. Make necessary efforts to increase the number of KNBS professional statisticians at headquarters and at county level;
32. Embrace the Internship Program by ensuring that the interns are distributed fairly across all directorates and negotiating with other sectors so that in the event that KNBS is not able to absorb them, these interns can be hired elsewhere;
33. Address the ageing staff issue through proper training and succession planning;

C. Managing Statistical Processes

34. Scale up efforts in areas where data gaps were identified, such as agriculture, fisheries and livestock, real estates, trade, services and informal sectors and all other statistical information required at the East African Community (EAC) with respect to the Monetary Union;
35. Create a substantive division on GIS as it is a strategic resource for revolutionizing statistics. The relevant terms of reference will include the mapping of data at different geographic levels;
36. Ensure that the Central Bank continues providing support to KNBS on the production of economic statistics;
37. Make efforts, in compliance with SNA requirements related to GDP exhaustiveness, in order to better capture the non-observed economy;

D. Assuring Quality Statistical Outputs

38. Develop a comprehensive quality assurance framework coupled with a set of statistical compendia and guidelines;
39. Create awareness among KNBS stakeholders on the utilization of the NSS quality assurance framework;
40. Consider as imperative the strengthening of sector working groups in the areas of macroeconomic statistics, social statistics, agriculture, business register, and other cross cutting statistics becomes imperative at KNBS;
41. Continue to carry out user satisfaction surveys;
42. Continue implementing Post Enumeration Surveys to ascertain the quality of census data and gain trust;
43. Make collaborative efforts with research individuals/institutions to undertake a preliminary assessment of the data before dissemination of the results. Such efforts could be made even as field data is being reviewed. Agreed terms and conditions would ensure that such data remain confidential and the exclusive property of KNBS;
44. Ensure that county level statistics are thoroughly reviewed in terms of inconsistencies and harmonized to allow coherence and comparability;
45. Subject statistical reports to peer reviewed prior to publishing them;

E. Dissemination, Communication and Use of Statistics

46. Establish working relations with relevant training institutions to provide in-house training courses on data journalism. Efforts should also be made to provide journalists with simplified and easy to interpret data, e.g. data visualization;
47. In collaboration with stakeholders including research institutions, make deliberate efforts to develop data dissemination mechanisms that meet the modern uses of statistics particularly in the current era of data revolution;
48. Consider revamping the Information and Dissemination Centres under the leadership of county statistics offices;
49. Enhance the potential to create metadata in order to resolve big weakness in publishing metadata that is highlighted by users;
50. Ensure that KNBS data access policy is disseminated to all stakeholders across the NSS and the relevant principles and procedures are implemented;
51. Enhance the production and delivery of high frequency economic data;

52. Further beef-up the communication mechanisms as envisioned in the plan under preparation. This may include raising the position of the communication manager to that of Director in order to enable her/him liaise with other officials at a higher level;
53. Ensure that more staff are recruited to support the communication team. The Communication team should work in close collaboration with technicians to ensure that there is true reflection of official statistics in all the communication mechanisms;
54. Make necessary efforts to ensure that existing political support and commitment from the highest office in the country is constantly scaled up. This includes lobbying members of parliament and cabinet secretaries who can push the statistics agenda in the house. KNBS senior management should be properly sensitized prior to reaching out to political leaders and all other stakeholders within the NSS;
55. Rebrand KNBS as recommended in the Strategic Plan;
56. Ensure that a political champion is identified and involved in supporting KNBS especially throughout population census operations;
57. Constantly reiterate and communicate on the fact that planning at national and county government level requires quality statistics;
58. Better acknowledge the environment KNBS operates in and implement advocacy policy in such ways that will address political interference;
59. Ensure that statisticians are trained on how to communicate with politicians so that all major political leaders will truly recognize the criticality of data production in their political mandate and decision-making processes;
60. Seek Media advice on what can be communicated, when and how;
61. In the process of developing communication strategy, carry out SWOT analysis and stakeholder profiling;

F. Physical infrastructure

62. Ensure that KNBS should urgently acquire a statistics house that will accommodate the envisaged statistical reform. This can be done through the existing projects that are being implemented between government, the World Bank and other development partners or the Government of Kenya taking the project on its own.

3 Background and Objectives

3.1 Brief Presentation of Kenya

Kenya is a 58,367 sq. km and 40 million people country in East Africa, bordering the Indian Ocean and five neighbouring countries: Tanzania, Uganda, Sudan, Ethiopia and Somalia.

As the 10th largest economy on the continent, it stands as an Africa's major hub for transport, financial, and communication services, as well as an attractive tourist destination. GDP growth has averaged around 5% for several years. Kenya's rebased GDP estimate for 2013 was $55.3 billion, upgrading the country to middle income countries with a per capita GDP of $1,246.

The country's economy is largely dominated by agriculture which contributes 25% of GDP and employs at various degrees about 80% of Kenya's population in activities related to crops, livestock and pastoral sub-sectors. Kenya prides in having a growing entrepreneurial middle class. To maintain Kenya's long-standing rank as the largest East African economy, the government has positioned infrastructure development and enhancement as a major priority.

Unemployment is estimated to be among the 5 highest on the continent at around 40%.

Devolution is the pillar of Kenya's new constitution, which was approved in 2010. It seeks to bring democratic powers to the people in, with 47 counties being ruled and managed by County governments as the custodians of political power and economic resources allocated to their constituencies. The promulgation of the new constitution is truly a major milestone, both in the way Kenya is governed and the manner in which data required to inform policy formulation as well as monitoring and evaluation processes at county and central levels. Each County government is responsible for designing policies and implementing programs to provide and deliver all collective services needed by its citizens. This requires comprehensive governance, administrative, economic and social information systems to be developed and effectively managed.

3.2 Objectives

The Economic Commission for Africa's Committee on Development Information meeting in 2003 decided that African countries, supported by PARIS21, would carry out peer reviews to ensure that good practices pass from country to country, based on the first-hand experience of peers, to help accelerate the change processes in reforming statistical systems. The peer reviews are meant to advise on a number of processes that include coordination, governance, advocacy, financing, human resource development, management of the national statistical system including subnational statistical systems and overall implementation of the National Strategies for the Development of Statistics (NSDS) which is central to implementing the 2004 Marrakech Action Plan for Statistics. The Kenya's peer review is about the eleventh peer review carried out in Africa. The focus of the peer review is on governance of the National Statistical System (NSS), its organisation, strategic planning, service to users, funding and sustainability – all against the backdrop of the African Charter on Statistics which sets best practice principles for professional independence, quality, mandates and resources, dissemination, protection of confidentiality, and coordination and cooperation.

As all similar exercises related to official statistics, the Kenya's peer review aims to assess the performance of the country's statistical system by government statisticians from other countries particularly in areas which are difficult to assess such as communication, inter-professionalism, teamwork, and relationship building with stakeholders. The objective is to assist

Kenya, as the reviewed State improve its policies, to adopt best practices and comply with the standards and principles established internationally. This is an amicable examination, largely based on mutual trust of participating members and their shared confidence in the process. It is worth noting that the peer review evaluates the quality of statistical governance, and does not conduct a technical evaluation of the quality of official statistics produced in the country.

The peer review of Kenya National Statistical System was thus expected to reinforce areas of strength and to identify areas for development or improvement in order to better respond to the statistical needs of the Kenya Vision 2030. In addition it offered the participants an opportunity to reflect on their own performance.

4 Methodology

4.1 Methodological Approach

The review was based on the Ten Fundamental Principles of Official Statistics of the United Nations (Annex F), the principles of the African Charter on Statistics (Annex G), Strategy for the Harmonization of Statistics in Africa, and the "NSDS Checklist" developed by the PARIS21 Secretariat. Five topics of review (see following section) were proposed, discussed and agreed with KNBS. They were used in review meetings held with KNBS management as well as selected producers and users of statistics across the national statistical system.

PARIS21 provided the review secretariat in collaboration with the African Union Commission. The role of the secretariat was to assist the evaluators during interviews, take notes and prepare and submit the draft assessment report.

KNBS was reviewed by a team co-chaired by Mr. Pali Lehohla, Statistician General of Statistics South Africa and Dr. Albina Chuwa, Director General of Tanzania National Bureau of Statistics. The team also comprised of Ms. Yandiswa Mpetsheni, Acting-Deputy Director-General, Statistics South. The reviewers represent countries that have good knowledge of Kenya and experience in Peer Reviews. The review was facilitated by a consultant provided by PARIS21 Secretariat and benefitted from contributions from a PARIS21 programme officer and an African Union Commission policy officer.

The reviewers had meetings with Directors, Managers and staff of Kenya National Bureau of Statistics and a selection of other producers and key users of official statistics from the Central and County Government, Central Bank of Kenya, Media, private sector, media, civil society representatives, and the academia. Interviews were also held with cooperating partners. Interviews were by and large guided by a discussion schedule, however the reviewers exercised utmost flexibility by deviating from the set schedule, discussing additional issues, or pursuing specific topics in more detail subject whenever need arose.

4.2 Five topics of review

In their review of the quality of statistical governance, the peers particularly focused on five (5) statistical dimensions: (i) Organization and Management of the National Statistical System; (ii) Managing statistical processes; (iii) Assuring Quality Statistical Outputs; (iv) Dissemination, Communication and Use of Statistics; and (v) physical infrastructure.

In discussing the organization and management of the national statistical system, the reviewers addressed the coordination of the national statistical system (Governance of the NSS; Statistics in national development policy; Strategic planning on statistics; and Relationship with stakeholders) as well as the way the institutional environment is managed (Legal reforms; Relevance of Statistics Act; Compliance to the international and regional principles such as the Ten Fundamental Principles of Official Statistics, African Charter on Statistics; Independence, professionalism, and integrity of the institution; Mandate for data collection; Confidentiality and protection of personal data.)

Compliance to the international and regional principles was also assessed with respect to managing statistical processes. This aspect of the review included discussions around methodological soundness, cost-effectiveness, respondent burden, and appropriateness of statistical procedures.

The latter aspect is a major requirement for quality assurance, which the reviewers particularly insisted on when commenting on the KNBS's commitment to quality in developing and delivering statistical outputs.

The reviewers further looked at the communication on and the dissemination and use of statistics. This dimension covers the ways in which statistics are presented as to whether they facilitate proper interpretation and meaningful comparisons. It also includes the analysis of the adequateness of dissemination media and format and the effectiveness of communication to actual and potential users.

Regarding the physical infrastructure, special attention was granted to the physical conditions in which the various departments of KNBS operate as to whether they are adequate and conducive to team working and information sharing among KNBS staff. The Permanent Secretary of the Ministry of Planning supported the idea of building a Statistics House for KNBS. Hence it is upon KNBS Management to fast track the process.

5 Organization and Management of the National Statistical System

5.1 The Kenya National Bureau of Statistics (KNBS)[1]

5.1.1 Legal framework

The Kenya National Bureau of Statistics (KNBS) was established by an Act of Parliament; the Statistics Act No. 4 of 2006. The Bureau is a Semi-Autonomous Government Agency (SAGA) under the Ministry of Devolution and Planning. In Kenya organized statistical activities date back to the 1920's with the appointment of the first Official Statistician in 1925. The Statistician was assigned to work with the Conference of Governors from East African Territories leading to the creation of East African Statistical Department (EASD) in 1948.

In 1956, the EASD was decentralized to respective member colonies of East African Community leading to the establishment of the first fully-fledged Statistical Unit in Kenya. In 1961, the Kenya Statistical Unit was integrated within the state system as the government statistical office. On 4th July 1961, the Statistics Ordinance was enacted leading to the formal establishment of the Statistical Unit at the Economics and Statistics Division of the Treasury. Subsequently, in 1963, the Ministry of Economic Planning and Development was established, and the division was transferred from the Treasury to a new ministry. The Ministry was restructured, and a statistics department created which later became the Central Bureau of Statistics (CBS) in 1972, under Statistics Act Cap 112, headed by a Director.

The CBS had a trajectory growth through the 60s and 70s, by expanding its operations in the headquarters and the field. During this period, it undertook a wide range of data collection activities and publications. The impetus continued up to the mid 1980's when it significantly 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, minimal processing and analysis of the same and discontinuation of issuance of publications which in the past, used to be regular. The factors responsible for the downward trend included inadequate budgetary allocation as a result of the reduction in government expenditure and insufficient number of professional staff particularly at senior levels.

In early 2000's the Bureau was given a new identity and its institutional development was revamped. This was characterized by new legislative framework, restructuring and high institutional performance through enhanced statistical programs and projects. In order to assist in the implementation of the Strategic Plan, the government in June 2003, sought assistance from World Bank through the Statistical Capacity Project (STATCAP). The KNBS was then established by the Statistics Act No. 4 of 2006 and mandated to be the principal agency and custodian of official statistics together with establishing standards in collecting, analyzing and disseminating official statistics.

The KNBS core mandate includes: the collection, compilation, analysis, publication and dissemination of statistical information for public use, and coordinating, monitoring and supervising

[1] Most of this section is borrowed from KNBS Strategic Plan - A strategy for development of statistics through value creation, appropriation and change 2013-2017

Recognition of KNBS role

All the stakeholders that met with the Peer Review Team echoed the role of the KNBS as the producer of official statistics.

the National Statistical System (NSS). It is currently working according to its third Strategic Plan covering the period 2013-2017.

This plan is aligned with the national development agenda as stipulated in the Vision 2030 and medium term plan MTP II 2013-2017. It is also developed cognizant of priorities of the Jubilee Government of economic development as outlined in its manifesto and harmonized with other existing manifestos and plans. The plan is emphatic on the need for adequate statistics for measuring living standards, education, health care, job creation and youth employment, agriculture, rural income, food security, manufacturing and diversified exports among many other indicators that form priorities of the Government development agenda. KNBS is therefore expected to play a critical role in enabling the Government to achieve its medium and long-term development plans through provision of statistical information for evidence-based policy decision-making, assessment of development investments through measurable results and to guide resource allocation to the devolved units under the current constitutional dispensation. Towards this endeavour, KNBS has identified through this program the following broad objectives: - Address data gaps, Improve the quality of statistical information, Mainstream statistics in Ministries, Departments and Agencies (MDAs) and, County Governments, Communicate, disseminate and access statistics to users, strengthen human and physical capital and Reform KNBS to a competitive modern statistics organization.

5.1.2 Observations

As regards the activities of KNBS, the reviewers noted that the existing Statistics Act, created in 2006 is generally in compliance with the requirements of the Ten Fundamentals of Official Statistics. However, the new 2010 Constitution, as well as the demand for high quality data by various users including Government, international and regional agencies requires strong legal and institutional framework production of high quality statistics. Consequently a revised version of the Statistics Act is being considered by KNBS to be presented to Parliament.

KNBS is a well-organized agency with regional offices in the 47 counties. All the stakeholders that met with the Peer Review Team echoed its role as the producer of official statistics. However, the effective achievement of the objectives of KNBS as the lead producer of official statistics requires the Statistics Act to be aligned with the new Constitution of Kenya and KNBS to work accordingly. The Fourth Schedule of the Constitution of Kenya, 2010 identifies national statistics and data on population, the economy and society, as a primary function of National Government. This constitutional provision provides KNBS with an extensive opportunity to develop statistics, coordinate, oversee and set standards for official statistics at both national and county levels. Statistical activities at county level will require effective coordination with county governments who have the mandate to collect, process and publish their own statistics under the framework of devolved powers bestowed on them. The scope of such coordination will include demographic, economic, financial, environmental and social or related matters, for which KNBS will have to ensure that international standards and norms are implemented and that methods, concepts, definitions and classifications are harmonized across the country. This will facilitate time consistency, aggregation and comparability of statistics across the two levels of government and among the counties as well as internationally.

The Peer Review Team therefore urges the KNBS Management to review or develop a new Statistics Act that will establish KNBS as public autonomous office that will coordinate production, dissemination and archiving of the official statistical information for evidence-based policy formulation at national and at County Governments. The New Statistics Act should address data revolution as a paradigm shift whereby KNBS would think as to how to incorporate non-official data in its system, leveraging private sector and other actors. This is in line with the African Charter on Statistics that adopted by the 12th Ordinary Session of the Assembly of Heads of State and Government of the African Union held in Addis Ababa, Ethiopia on 3rd February 2009..

Thus will the contraction between the new Constitution and the current Statistics Act resolved. Indeed, as noted earlier, according to the Kenya Constitution of 2010, Statistics is a shared function between the national and County Governments. This contradicts Section 4(2) of the Statistics Act 2006, the Bureau is responsible for establishing standards, promoting the use of best practices in the production, dissemination and archiving statistical information within NSS. With the 2010 Kenya Constitution, KNBS has no mandate of directing County Governments to adhere to the 10 fundamental principles of official statistics. As a result statistical information produced at that level might not follow these principles.

While thus reviewing the existing Statistics Act 2006, the KNBS is advised to take cognizance of all existing laws that govern the implementation of statistical activities or statistics-based research work at national and subnational level.

In the process of reviewing the existing Statistics Act 2006, there is a need to take cognizance of existing laws governing the conduct of statistical activities or statistics-based research work.

5.2 Coordination of the NSS

5.2.1 Governance of the NSS

KNBS coordinates and supervises the NSS in the production of official statistics in Kenya. The NSS comprises of government Ministries, Departments and Agencies (MDAs) as suppliers and producers of statistics. Other producers of official statistics, including counties and users are part of NSS. KNBS interacts with MDAs and other users of statistics in many ways, mostly on bilateral basis - through conventions for access to administrative data, through regular consultations as important users – but also multilaterally. There are various thematic committees and technical working groups established by KNBS to coordinate producers and discuss the strategies and statistical programmes of KNBS. This has greatly contributed to create a climate of trust towards KNBS, so that, going forward, its coordination role

Recommendation from Cabinet Secretary

We realize that having set the goals of the Second Medium Term of Vision 2030 and those of devolution, we need some data we do not presently collect. We now have the added responsibility of collecting and recording data by county, and of providing the county governments with the full capacity to collect and analyze data within the counties as provided for under schedule 4 of the constitution.

Cabinet Secretary, Ms. Anne Waiguru, Ogw

based on the new statistical law is likely to find a positive resonance among statistics producers in Kenya, provided there is regular and sufficient allocation of resources to this task.

The notion of a National Statistical System (NSS) is included in the present statistical law, KNBS having a supervisory and coordination responsibility in relation to official statistics. However, the instruments to achieve supervision and coordination are left open. To ensure proper coordination of the NSS, the envisioned revision of the Statistics Act will, at least from the legal point of view, improve this provision. Indeed, the present Act does not provide the necessary degree of legitimacy to KNBS in data collection and harmonization across the NSS, both horizontally at national level and vertically between national and county levels. This in part has translated into a generally unsatisfactory response rate in surveys. In the same vein, KNBS's access to administrative data, managed and processed by county governments and MDAs needs to become more systematic so that it has the meaning of strengthening data collection from administrative sources in both National and Country levels of government. More precisely, relevant microdata should be transmitted to KNBS fully, and on a regular basis.

KNBS Strategic Plan – A Reference Document

Both donors and line ministries commended the KNBS on their 2013 – 2017 strategic plan which they admitted to be using as a document of reference.

In view of the above, the reviewers made the following recommendations:

As already suggested above, the KNBS must become a fully public autonomous office as it is stipulated in the African Charter on Statistics.

Indeed, the African Charter on Statistics recommends "to build institutional capacity of Statistics authorities in Africa thus ensuring their autonomy in operations, while paying particular attention to adequacy of human, material and financial resources."

Consistently with KNBS autonomous powers, the role of KNBS board should be of an advisory nature.

5.2.2 Statistics in Sub-national Development Policy

As in any country where decentralization is enacted, devolution in Kenya is based on the principle of subsidiarity whereby administrative, economic, social functions hitherto performed by a national government are relinquished to a lowest sub-national level, the counties. The transfer of relevant responsibilities include problem identification, policy making, planning, programme and project design and implementation, delivery of collective services, revenue generation and management, budget execution, accounting and auditing, and monitoring and evaluation. This requires comprehensive and quality information systems to be developed and maintained in a timely fashion, at county level. As per the Fourth Schedule of the 2010 Constitution of Kenya, the responsibility for such systems is concurrently granted to national Government and county governments.

SDG Indicator 17.18

By 2020, enhance capacity-building support to developing countries, … to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts.

The Constitution of Kenya

Revised Edition 2010

[…]

Fourth Schedule (article 185 (2), 186 (1) and 187 (2))

Distribution of functions between the national Government and the county Governments

Part 1—national Government

[…]

11. National statistics and data on population, the economy and society generally.

[…]

Part 2—county Governments

The functions and powers of the county are—

[…]

8. County planning and development, including—

(a) Statistics;

[…]

However, given that the primary objective of decentralization is to devolve power, resources and representation down to county governments, the primary responsibility for collecting, processing, storing and disseminating statistical information rests with specific units of county governments. This is in line with County Governments Act No. 17 of 2012, some excerpts of which relating to statistics are shown in Annex 3. This Act clearly provides that "A county planning unit shall be responsible for … ensuring the collection, collation, storage and updating of data and information suitable for the planning process, and ensuring the establishment of a GIS based database system." It furthers stipulates that "There shall be a five year county integrated development plan for each county …." and that "an integrated development plan shall: (a) have attached to it maps, statistics and other appropriate documents; or (b) refer to maps, statistics and other appropriate documents that are not attached but held in a GIS based database system provided that the plans under paragraphs (a) and (b) are open for public inspection at the offices of the county in question."

This poses a trifold challenge for the KNBS in terms of: (a) county's adherence to international standards, norms and methodologies; (b) ensuring that county data are consistent, harmonised and can be compared and aggregated over time and space; (c) ensuring that KNBS disaggregated national data are relevant from a county's perspective. The call for data at subnational level is echoed by the SDG 17 indicator 17.18 specifying that "by 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing states, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts."

To help resolve the challenge, it was recommended that:

> KNBS should conduct a mapping exercise on the statistical needs at county level for decision-making process at that level.

This exercise will be considered as a first step to designing a strategic framework which planning units of county governments and KNBS would jointly use to develop county

strategies for the development of statistics as major inputs into the development of the overall NSDS.

KNBS should ensure that county level statistics are harmonized to allow internal and intra-county coherence and comparability.

This includes both county statistics produced by county government units and those generated by the KNBS itself either through disaggregation of national data or from data collected/retrieved by KNBS county branches.

KNBS team in each county should include at least one professional statistician with appropriate capacity to understand the situation on the ground and interact with County government professionals and authorities with the hope of further improving this capacity in subsequent years.

This is in line with SDG 17 Indicator 17.18.

KNBS should ensure that data is democratized, namely by extending Open data to counties.

This will strengthen the ability of grass-root citizens and civil society organisations to better exercise their rights for more transparency and accountability of the processes of delivery of public services by county governments as set forth in County Governments Act No. 17 of 2012: "A county shall deliver services while observing the principles of equity, efficiency, accessibility, non-discrimination, transparency, accountability, sharing of data and information, and subsidiarity." The transparency requirement entails ensuring that data is easily understood and that administrative data is organized in well-designed and maintained information systems. Therefore:

From the President of the Republic

"[…] Capacity gaps especially in national statistical offices must be closed to enable capture of quality disaggregated data for follow up and review."

His Excellency, Hon. Uhuru Kenyatta, C.G.H., President and Commander in Chief of the Defence Forces of the Republic of Kenya
Third International Conference on Financing for Development
Addis-Ababa, Ethiopia
July 13, 2015

Statistical information must be packaged to better highlight more common/important figures and make them more easily understood especially at county level.

Also,

Education management information systems centres (EMIS) should be set up at county level, for which the Bureau should provide statistical guidance and ensure quality assurance and quality at Ministry level.

5.2.3 Strategic plan on statistics/NSDS

The challenge of coordination of the NSS is deemed critical and is being dealt with in a holistic manner, taking into account key stakeholders and sectoral concerns. A unified framework for addressing these challenges was therefore developed in the form of the Kenya NSDS, a national statistics master plan anchored on the Second Medium Term Plan 2013-17 of Kenya Vision 2030,

Millennium Development Goals (MDGs) and other development initiatives globally. NSDS provides KNBS with a vision for development of statistics and a detailed, budgeted action plan over a period of 5 years covering the production of all official statistics. The advantages of a strategic plan was underlined by line ministries and development partners who commended the KNBS for the initiative and more so for the participatory and inclusive approach used in developing the plan.

However, in the absence of sector strategies for the development of statistics, most of the needs and concerns of several line Ministries are not reflected in the KNBS strategy to improve data collection, quality and production of statistics for better decision making. The partnership between the KNBS and those line Ministries needs to be further enhanced to ensure that statistical strategies are developed for the relevant sectors. Therefore,

> To enhance the effectiveness of its supervision and coordination instruments as provided in the strategic plan, the KNBS should fast-track the development of sector strategies for the development of relevant statistics. This has to feature in the development of phase 2 generation of NSDS since KNBS has completed its phase 1.

> This will require the formation of sector working groups including cut-crossing sectors. They must be integrated in the new Statistics Act. In this process, a clear definition of sector working group and NSS has to be incorporated in the revised Act as well

The objectives of these sector working groups should be highlighted in the KNBS strategic plan in terms of improving sector statistics.

> Data on economic sectors needs to be improved. The Bureau may wish to partner with agencies that produce data which the Bureau does not produce, or at least at the necessary level and quality.

Likewise, the Peer Review Team noted that the current strategic plan does not provide for or recommend specific strategic frameworks to be used by county governments for the implementation of their statistical systems.

> To enhance the effectiveness of KNBS supervision and coordination instruments as provided for in the strategic plan, to ensure that county-level statistics collected and/or processed by the KNBS are consistent with those managed by county government units, and that county statistics are exhaustive, consistent, comparable across space and time, and can be combined into national data, the KNBS should spearhead the development of subnational strategies for the development of county statistics in collaboration with planners under that level.

5.2.4 Relationship with stakeholders

As noted supra, the working relationship between the KNBS and the major statistical stakeholders, including the development partners is acknowledged as an inclusive and transparent one. It was indicated that the KNBS allows the key stakeholders including the private sector to be involved in the oversight committees especially regarding census activities. This openness is confirmed by a number of development partners who reported that they were consulted during the development of the statistical strategy and that they have meetings with the Bureau on matters pertaining to the donor portfolios. However, such meetings are not held on a regular basis, and there are no formal donor coordination mechanisms, thereby creating room for duplication of activities. This is among the aspects to be improved as suggested below:

A formal donor coordination committee should be put in place.

When established, such donor forum will allow development partners to effectively come together to agree on concerted support to statistical development. The World Bank has already agreed to lead it, if and when it is in place.

The KNBS has agreed to convene quarterly meetings with donors, for which but the Bureau needs to improve their invitation list.

On the Civil Registration and Vital Statistics (CRVS) process, there is need for strengthened collaboration between the Ministry of Health, the Civil Registration department, and the KNBS. The KNBS Management has to spearhead the process

This is in line with the growing importance of CRVS in providing vital statistics.

KNBS data access policy should be disseminated to all stakeholders across the NSS and the relevant principles and procedures should be implemented.

This recommended was echoed by several stakeholders who further suggested that:

KNBS should foster user-producer dialogue. As part of this dialogue, mechanisms should be specifically developed for KNBS' dialogue with private sector producers; this is necessary for KNBS to maintain its coordination efforts and remain relevant. A clear meeting calendar for this dialogue has to be shared and agreed between the KNBS and partners.

There is a need for KNBS to leverage on the Global Strategy to Improve Agricultural and Rural Statistics (GSARS) by involving the donor community such as USDA, FAO, in terms of technical assistance and funding existing gap on agriculture statistics.

5.2.5 Implications of Data Revolution and readiness for SDG requirements

The volume of data accessible to decisions-makers, investors, businessmen and researchers has exponentially increased and keeps expanding in proportions that are commensurate with the capabilities of new technologies. As the supply of administrative and private data is changing, and data sharing systems are evolving rapidly, the demand for detailed, quality and quasi real time data is ever increasing, thus requiring quantum adjustments on the part of producers of official statistics for them to remain relevant in this data revolution. The youth are more conversant with the underlying technologies.

The KNBS should focus on the youth and train them in statistics, so that they can contribute their brilliant ideas to KNBS's leadership role in data revolution as far as official statistics are concerned.

The Post 2015 data revolution requires retrieving data from other sources, including the private sector with which appropriate partnerships should be developed as already suggested above.

The Peer Reviewers also suggested that KNBS should explore the need of furthering the use of emerging technologies and innovations to fill existing data gaps and enhance statistical processes, while acknowledging that technology cannot solve everything.

5.3 Managing the institutional environment

5.3.1 Professional Independence and Integrity

As any official statistical agency, the KNBS should perform their duties without any inappropriate political or other interference from government authorities or any other persons or institutions. The credibility of official statistics hinges on that professional independence. The KNBS informed the Peer Reviewers of specific instances - such as the release of the results of population and housing censuses - where this overarching principle was not implemented. Hence the following recommendations:

> Regarding the ongoing court case about KPHC 2009, there is a need of establishing a technical and multidisciplinary committee to address the outcomes of the ruling.

> For the coming KPHC 2019, the above technical committee has to take into consideration the lessons learned and experience gained from previous censuses.

5.3.2 Professionalism

The Peer Review Team noted that there is an agreement on the professionalism of KNBS staff in spite of the Bureau not having the required numbers of professionals to attend to all the work to be carried out, in terms of data production, processing, as well as the efforts to make data visible and accessible.

Regarding the Population and Housing Census (PHC) questionnaire, the Peer Review Team was informed that some topics investigated therein included agriculture-related questions justified by the absence of a specific Agricultural Census and the need to reduce on costs.

In view of the above, it was recommended that:

> KNBS may wish to keep including in PHC some basic questions to create sampling frames for Agriculture.

5.3.3 Human and physical capital

The KNBS Strategic plan 2013-17 is emphatic on the need for adequate statistics for measuring all aspects the economy. The following broad objectives have been identified therein: address data gaps; improve the quality of statistical information; mainstream statistics in line Ministries, Departments and Agencies (MDAs) and, County Governments; communicate, disseminate and grant access to statistical users; strengthen human and physical capital and reform KNBS into a competitive modern statistics organization. This plan provides a framework for ensuring that statistical services and products continue to be relevant by ensuring rarity, inimitability and non-substitutability.

As underlined in its Strategic Plan, the KNBS “recognizes the central role played by both human and physical capital in realization of its mandate of production of quality statistics. To this end, two strategic objectives will be pursued with a view to strengthening and improving human capital.

They are, first, to develop a suitable and sustainable human capital and, second, continuously improve physical infrastructure work environment. To achieve these strategic objectives, several specific strategies have been identified and key among them will include creating equity in the work place, reviewing job evaluation and harmonization with appropriate organization structure and employee resourcing and demand forecasting on manpower requirement. Furthermore, expanding the skills base and expertise, retaining a competitive and

attractively remunerated team, instituting succession planning and acquisition of office space both at the headquarters and counties are among other specific objectives to realise the broad strategic focus."

In terms of human resource development, six major problems were observed:

- 1. there is no clear cadre for MDA statisticians and those working in the KNBS;
- 2. the career progression, the system of promotions, incentives/rewards, as well as the Open Performance Review Appraisal System (OPRAS) are not clearly stated in the 2006 Statistics Act or in existing Regulations. In other words, the system is characterised by outdated job evaluation, scheme of services and salary structure of the KNBS Staff;
- 3. KNBS is understaffed both at the headquarters and in county branches; the very low number of official and professional statisticians (36%) does not allow it to effectively perform all duties set forth in the Statistics Act;
- 4. the existing organization structure is no longer in line with the nature, amount and complexities of work to be carried out, especially under the newly emerging challenges;
- 5. staff turnover is very high at KNBS as employees who seem to be stuck in an outdated and obstructed horizon promotion and salary scheme choose to move out for greener pastures;
- 6. the age pyramid of KNBS is skewed with more than 50 percent of the staff aged 50 years and above.

To resolve them, the KNBS management may wish to consider the following:

> It is important to ensure that statisticians in the line ministries are in the same cadre as those working at KNBS.

> A clear succession plan has to be developed or the current one should be reviewed. KNBS Senior Management is advised to fast track the relevant process that has taken so long to be endorsed by the Public Service Department. The Senior Management should also fast track or even engage a strategic consultant from the Public Service Department to assist the Human Resource Department.

Professionalism

To retain trust in official statistics, the statistical agencies need to decide according to strictly professional considerations, including scientific principles and professional ethics, on the methods and procedures for the collection, processing, storage and presentation of statistical data.

The understaffing at official statistician level requires KNBS to review the existing organization structure to accommodate all reforms that are emerging both in the country and internationally. Such reforms include Kenya's devolution policy, data revolution, GIS and Geography, the System of Environmental-Economic Accounting (SEEA) and others.

The existing level of staff resources is only sufficient for carrying out some core statistical functions when stretched beyond the limit, but it does not leave room for either coping with new requirements at

international and regional level or launching cross-cutting investments such as the redesign of production processes to improve productivity. Various users expressed the need for additional information that cannot be met presently, but it might be possible to meet some of them without additional data collection from respondents.

The recruitment process, the career progression, the system of promotions, incentives/rewards, as well as the Open Performance Review Appraisal System (OPRAS) have to be thoroughly reviewed and clearly stated in the new Statistics Act and related Regulations.
The entry level for statisticians is at a lower level compared to staff in other service areas. There is need therefore to review the salary structure of KNBS to accommodate all changes envisaged during the review process.

The conditions of attraction, recruitment and retention of qualified staff require improvement. For instance, in the ICT area, the issue of achieving an optimal number of qualified statisticians and ICT staff is a serious bottleneck for KNBS.

Efforts should be made to increase the number of employees for KNBS including positions at county level. It is therefore ideal that the functional review be undertaken. Deliberate efforts should also be made to increase the number of professional statisticians both at National Government and at County Government levels.

As underlined above, KNBS should focus on the youth, train and mentor them. They have brilliant ideas that can help in data revolution.

At county level, there is a need to have professional statisticians with suitable capacity and experience to understand the situation on the ground and interact with County government authorities/senior staff.

Efforts to start recruitment of interns every year are underway both through Government recommendation and also through support from Sweden. However much more needs to be done. In this regard:

A system should be developed to ensure the absorption of interns. It is important to negotiate with other sectors so that in the event that KNBS is not able to absorb them, these interns can be hired elsewhere. Personnel at Management level need to embrace the Internship Program by ensuring that the interns are distributed fairly across all directorates, of course in consideration to the human resource requirements at that moment.

The ageing staff issue needs to be addressed through proper training and succession planning.

KNBS should see the ageing staff problem as an opportunity to recruit young people who can engage with the vibrant data science sector in Kenya.

6 Managing Statistical Processes

As the principal agency of government for the production and dissemination of official statistics and the supervisor and coordinator of the National Statistical system (NSS), the KNBS ensures that high quality statistics are produced in compliance with the Ten Fundamental Principles of Official Statistics and other international standards and methods and using identified best practices.

Ensuring that statistical services and products continue to be relevant

"… statistical services and products are not immune to 'mean time before failure' and are susceptible to expiry if constant review of performance and customer delivery preferences through innovation, research and development are not continuously integrated in the organization strategy."

Professor Terry Ryan
Board Chairman
Source: Kenya National Bureau of Statistics Strategic Plan 2013-2017

The KNBS has reached a remarkable level of professionalism and provides advice to users as per its role of disseminator of official Statistics in Kenya. Its policy of openness at all levels as demonstrated by its ability to keep commitments on delivering quality data in a timely fashion has earned KNBS a high level of trust from various user communities and respondents. The high level of trust is the consequence of a sustained. The openness of KNBS is also demonstrated by its willingness to subscribe to an ambitious system of improvement actions such as General Data Dissemination Standards (GDDS) and is now committed to graduate to Special Data Dissemination Standards (SDDS).

On managing the statistical process, the reviewers observed that KNBS is doing very well on producing data using two sources, namely censuses and surveys. However data gaps have been noted in some areas related to agriculture and livestock, real estates, services and informal sectors and all other statistical information required at the East African Community (EAC) with respect to the Monetary Union. Inadequate resources and human capacity have also contributed to data gap within NSS despite the fact that demand for quality statistics is increasing at national and county level. Adequate resources are required to allow KNBS to effectively meet all major demands for quality and detailed data.

Coverage of Economic Production

"Complete coverage of economic production is a vital aspect of the quality of the national accounts."

Measuring the Non-Observed Economy - A Handbook
OECD, 2002

Through its implementation of the Strategic Plan, KNBS is striving to make its statistical products more relevant at national and subnational level. The relevant efforts include "constant review of performance and customer delivery preferences through innovation, research and development" as an integrated approach in the KNBS strategy.

These efforts are worth scaling up in areas where data gaps were identified, such as agriculture, fisheries and livestock, real estates, trade, services and informal sectors and all other statistical information required at the East African Community (EAC) with respect to the Monetary Union.

Regarding GIS as a strategic resource for revolutionizing statistics, a substantive division on GIS should be created in KNBS whose terms of reference will include the mapping of data at different geographic levels.

With respect to the real economy and the completeness of economic statistics,

The Central Bank should continue providing support to KNBS on the production of economic statistics.

Complete coverage of economic production is a vital aspect of the quality of the national accounts.

Also, in compliance with SNA requirements related to GDP exhaustiveness, efforts should be made to better capture the non-observed economy.

Issues Related to Measuring the Non-Observed Economy

[…] Measurement of the non-observed economy involves action on two fronts:
• improvements in direct measurement by the data collection programme, resulting in fewer non-observed activities and hence fewer non-measured activities; and
• improvements in indirect measurement during compilation of the national accounts, resulting in fewer non-measured activities.

[…] it is recognised that there are many issues in addition to exhaustiveness closely related to the NOE. In particular, in many countries, especially developing ones, a large number of persons are involved in informal sector production, which has a very significant role in employment creation, income generation and poverty reduction. Data on the size and characteristics of the informal sector and its contribution to GDP are thus required for research and policy making […]

Other issues that are sometimes considered to be related to the NOE are capital flight, shuttle trade, cross border shopping, tax evasion, and drug trafficking. Some of the concern that official statistics do not properly reflect the magnitude of such activities stems from a misunderstanding of what is included in the GDP. In particular, capital flight and tax evasion are not productive activities and thus are not measured in the GDP. Whilst it is not the aim of the Handbook to deal explicitly with these issues, it does provide some guidance. In particular, it details methods for the production of standalone statistics for underground production and describes its relationship to tax evasion, shuttle trade and other items commonly associated with the underground economy. It also discusses the most common types of illegal production.

Measuring the Non-Observed Economy - A Handbook

7 Assuring Quality Statistical Outputs

The KNBS has set data quality as a strategic focus area in order "to improve the quality of data throughout the statistical production process through a number of identified specific objectives such as building capacity to improve production of statistics, enhancing the use of quality management processes developing data quality assessment framework (DQAF) and enhancing the use of modern data capture and processing technology."[2]

Good Statistics

Good statistics should tell the full and honest story of the population from which they are collected. Over time, they should tell us what is happening in the economy, our society, and our capacity to govern ourselves in accordance with the Constitution and our laws.

Cabinet Secretary, Ms. Anne Waiguru, Ogw
From Speech by the Cabinet Secretary, Ministry of Devolution and Planning, Ms. Anne Waiguru, Ogw, During the African Statistics Day Celebrations and the KNBS ISO 9001:2008 Certification Held at KICC on 18th November, 2013

As a recognition of its quality endeavours and in compliance with a Government requirement whereby all Ministries and Departments should work towards realization of the ISO Quality Management Systems, the ISO 9001:2008 Certificate of compliance to Quality Management Systems was awarded to KNBS in April 2013. This was a culmination of rigorous, relentless and successful efforts of implementing quality management systems across KNBS departments and operations.

However, there is no quality assurance framework within NSS per se, which defines quality criteria, and guideline for production of official statistics. This has made it difficult to assess the quality of statistics produced by the Bureau.

A comprehensive quality assurance framework has to be developed coupled with a set of statistical compendia.
KNBS should create awareness among their stakeholders on the utilization of the NSS quality assurance framework.

Coordination within NSS is deemed rather weak and this has posed a challenge in compiling quality sector statistics.

Strengthening of sector working groups in the areas of macroeconomic statistics, social statistics, agriculture, business register, and other cross cutting statistics becomes imperative at KNBS. This can be accommodated in the new Statistics Act and a revamped organization structure.

KNBS has developed a long-standing partnership with Statistics Sweden which will assist greatly in improving the quality of statistics produced by the Bureau.

The need for more professional staff already mentioned herein is worth stressing as it would help enhance KNBS commitment to quality in terms of producing quality numbers. Other related recommendations are:

[2] KNBS Strategic Plan – 2013-2017

KNBS should continue to carry out user satisfaction survey.

There is a need for KNBS to continue conducting Post Enumeration Surveys to ascertain the quality of census data and gain trust.

Partnership with Statistics Sweden

The long term partnership of KNBS with Statistics Sweden will assist greatly in improving the quality of statistics produced by bureau.

Specific mechanisms should be adopted for many other statistical surveys which may highly benefit from supplemental analysis or review by research institutions and individuals. Some informants suggested to the Peer Review Team that they stood ready to support KNBS in its analysis-cum-review process of survey data prior to its final cleaning, tabulation and dissemination.

It is therefore recommended that:

Collaborative efforts should be made with research individuals/institutions to undertake a preliminary assessment of the data before dissemination of the results. Such efforts could be made even as field data is being reviewed. Agreed terms and conditions would ensure that such data remain confidential and the exclusive property of KNBS.

It is further recommended that:

County level statistics require thorough review of inconsistencies and harmonizing to allow coherence and comparability.

Before publishing, statistical reports should be subjected to a peer review.

8 Dissemination, Communication and Use of Statistics

The present high level of public trust in official statistics in Kenya was built gradually during the last five decades as a result of KNBS's commitment to scientific independence, objectivity, transparency, impartiality and service culture. There is a good level of publicly available methodological notes and metadata which accompany most of the quantitative results available on KNBS website. This documentation may be enhanced, cover all statistical outputs, be standardised and enriched with more advanced methodological information.

KNBS products are disseminated according to an Advance Release Calendar (ARC) that indicate when the public can expect new data series and statistical publications to be release. This procedure is recommended as part of KNBS adherence to GDDS. The establishment and follow up of the release calendar is managed very well especially in respect of Annual Economic Surveys, CPI and Quarterly GDP reports releases. However, there is room for improvements to cater for other statistical outputs.

The dissemination of statistics mainly covers publications and databases available on the website. Special tabulations and data visualization are developed to respond to the request of national authorities and other users. Provisions regarding access to public information are stated in the Statistics Act as well as the Constitution, though broadly. The communication Office is in the process of developing communication a strategy to enhance availability and usability of statistical products and outputs.

Although the data dissemination issues are dealt with in a professional and transparent manner in which all users are treated equitably, KNBS commitment to quality and user satisfaction need to be enshrined in the statistic law/regulation for better management and implementation of statistical products and processes.

As regards to dissemination, communication, use of statistical products and archiving, during the Peer review, it was observed that, most of the users complained about data accessibility, availability in a simple format. They found existing data packaging too voluminous to effectively meet the globally wide demand for official statistical information. They also suggested that greater and more forceful political will should be demonstrated to champion the uses of the statistical information in the policy formulation, decision making and so on. The political discourse developed by highest Government authorities, including more specifically the President of the Republic and the Minister in charge of statistics, is in this respect a very encouraging opportunity.

Communication Plan

KNBS communication plan under preparation looks comprehensive and most certainly the finished product will cover all the necessary elements needed to raise the profile of the KNBS. However, involvement of many stakeholders at this time becomes very imperative. Inclusion of Data Revolution in terms of paradigm shift of disseminating official data has to feature in the plan very clearly.

8.1 Accessibility, availability of data

Stakeholders across the NSS agreed that the website is user friendly and they usually get what they want in relation to current numbers. There has been a lot of improvement in presenting some key statistics in a manner that is easy to understand.

There is a great interest by the media to use statistics from the KNBS. However, most of them do not have the required capacity to present the data in the right format for public consumption. A comprehensive communication plan is being finalized which is very likely going to address, resolve and encapsulate all the necessary elements needed to raise the profile of the KNBS. The plan will also include a provision related to dissemination at county level. Previously, there were Information and Dissemination Centres where statistical information could be made available at county level. Such centres were disbanded.

The Peer Review Team suggests:

KNBS should work with relevant training institutions to provide in-house training courses on data journalism. Efforts should also be made to provide journalists with simplified and easy to interpret data, e.g. data visualization.

In collaboration with stakeholders including research institutions, deliberate efforts should be made to develop data dissemination mechanisms that meet the modern uses of statistics particularly in this era of data revolution.

KNBS may consider revamping the Information and Dissemination Centres under the leadership of county statistics offices.

To resolve big weakness in publishing metadata that is highlighted by users, the potential to create metadata must be enhanced in KNBS. Likewise other data producers must be trained on how to create their own metadata.

Data access policy should be disseminated across all stakeholders across the NSS and procedures should be designed to ensure that it is implemented effectively.

KNBS should enhance the production and delivery of high frequency economic data.

8.2 Communication and advocacy on statistics

Lack of comprehensive communication and advocacy strategic plan has contributed to users not optimally accessing the statistical information posted on the KNBS Website. As noted earlier, this is fortunately being corrected through a promising communication plan that will, inter alia, reinvigorate collaboration and cooperation between KNBS and Mass Media. Currently KNBS has a potential and experienced Communication Manager, which we think she can be instrumental to spearheading communication at KNBS. Senior Management at KNBS may wish to grant equal weight to this area as the other substantive departments of KNBS.

Although KNBS has made some tremendous transformation in recent years, and the Communication Manager has started working on a Communication Strategy, the current position of KNBS in the overall government management is not marketed enough even among Kenyan agencies.

The following recommendations are therefore put forward:

There is need to further beef-up the communication mechanisms as envisioned in the plan under preparation. This may include raising the position of the communication manager to that of Director in order to enable her/him to liaise with other officials at a higher level.

More staff should be recruited to support the communication team. The Communication team should work in close collaboration with technicians to ensure that there is true reflection of official statistics in all the communication mechanisms.

Over and above all this, efforts should be made to ensure that existing political support and commitment from the highest office in the country is constantly scaled up. This includes lobbying members of parliament and cabinet secretaries who can push the statistics agenda in the house. KNBS senior management should be properly sensitized prior to reaching out to political leaders and all other stakeholders within the NSS.

There is a need for KNBS rebranding as recommended in the Strategic Plan to be implemented.

A political champion should be identified and involved in supporting KNBS especially throughout population census operations.

It is important for KNBS to constantly reiterate and communicate on the fact that planning at national and county government level requires quality statistics.

It is important for KNBS to better acknowledge the environment it operates in and implement its advocacy policy in such ways that will address political interference.

Statisticians need to be trained on how to communicate with politicians so that all major political leaders will truly recognize the criticality of data production in their political mandate and decision-making processes.

Media should be asked to assist KNBS identify what can be communicated, when and how.

In the process of developing communication strategy, there is a need of carrying out SWOT analysis and stakeholder profiling.

9 Physical infrastructure

The KNBS is committed to continuously improving the physical infrastructure work environment. Indeed, the physical infrastructure at KNBS has to be improved. KNBS headquarters are housed in three different physical locations due to inadequate office space. Different departments are working from different premises. This has hindering implications on sharing the same culture, maintaining effective communication processes and fostering teamwork. The absence of inadequate office space may jeopardize the quality of statistical information produced at KNBS and this can result into undermining or distorting statistical integrity and the respect from users of official statistics within KNBS.

There is an urgent need for KNBS to acquire a statistics house that will accommodate the envisaged statistical reform. This can be done through the existing projects that are being implemented between government, the World Bank (see Annex D) and other development partners.

In spite of this physical constraint, the IT team is well structured, innovative and forward-looking. This is evidenced by the data visualisation program for which they have partnered with a local University as well as the move to digital collection for the Kenya Integrated Household Budget Survey (KIHBS). Where there are constraints such as the lack of Internet connection in all county offices, these have been clearly articulated and deadlines are set as to when Internet connection will be provided to all county offices. Moreover, ICT will be further enhanced in order to cope with emerging technologies and innovations under data revolution.

Information Technology

The Peer Reviewers have noted that the bureau has a forward-looking IT team.

10 Annexes

Annex A: Schedule of Meetings

Day	Date	Time	Activity
Monday	14th September 2015	9.00 a.m.- 9.30 a.m.	Preliminary meeting of Reviewers
		9.30 a.m.-10.00 a.m.	Preliminary meeting of KNBS and Reviewers to discuss the programme Finalize the program of the mission, schedule of meetings, and questions for the interlocutors
		10.30 a.m.-11.00 p.m.	Meeting with the Chairman, Board of Directors, KNBS to discuss the role of the Board
		11.00 a.m.-12.30 p.m.	Senior Management heading different statistical areas Director Production statistics Director Population and Social Statistics Director Macroeconomic Statistics Director Strategy and Development Coordinator/Manager of NSDS Senior Managers
		2.00 p.m.-4.00 p.m.	Meeting with KNBS Staff Director ICT Human Resource Senior Manager Senior Manager Finance Communication Manager
Tuesday	15th September 2015	9.00 a.m.-10.00 a.m.	Meeting with the Director General of KNBS to discuss the objectives of the Review
		10.30 a.m.-12.30 p.m.	Meeting with KNBS Staff Director Population and Social Statistics Representatives from County Offices of Statistics Professional Staff Young statisticians NSDS Coordinator
		2.00 p.m.-4.00 p.m.	Meeting with representatives of Line Ministries (Education, Health, Planning, Agriculture, National Treasury, EAC & Interior) Govt Agencies (KRA, CBK, Civil

Day	Date	Time	Activity
			Registration, CAK,)
Wednesday	16th September 2016	8.30 a.m.-11.00 a.m.	Meeting with Development Partners (World Bank, IMF, DfID, SIDA, SCB, UNFPA, USAID, UNICEF, UNDP
		11.30 a.m.-1.00 p.m.	Meeting with Private Sector, users of statistics (UoN, KU, Strathmore & TUK) and Civil Society organizations
		2.30 p.m.-4.30 p.m.	Meeting with Media Houses
Thursday	17th September 2015	8.30 a.m.-10.30 a.m.	Meeting of the Reviewers and the Secretariat
		11.00 a.m.-5.00 p.m.	Preparing the draft Report and Recommendations
Friday	18th September 2015	8.30 a.m.-9.30 a.m.	Debriefing the Principal Secretary, Devolution and Planning
		10.30 a.m.-12.00 p.m.	Presenting interim Report to KNBS Board Chair and KNBS Management

Annex B: Meeting participants

#	Name	Institution	Designation/Title
1.	Eng. Peter O. Mangiti	Ministry of Devolution and Planning, Kenya	Principal Secretary
2.	Pali Lehohla	Statistics South Africa	Statistician General
3.	Dr. Albina A. Chuwa	Tanzania National Bureau of Statistics	Director General
4.	Yandiswa Mpetsheni	Statistics South Africa	Acting-Deputy Director-General
5.	Michel Mouyelo-Katoula	Independent Expert	International Consultant Former Global Manager of the International Comparison Program
6.	Nzingoula Gildas C	African Union Commission	Policy Officer
7.	Shelton Kanyanda	PARIS 21	Programme Coordinator
8.	Prof. Y. L. O. Ryan	KNBS	Chairman, KNBS Board
9.	Zachary Mwangi	KNBS	Director General
10.	Saitoti Torome	KNBS	Director Strategic & Development
11.	Collins Omondi	KNBS	Ag. Director, Macro Economics
12.	James Gatungu	KNBS	Director, Production Statistics
13.	Macdonald G. Obudho	KNBS	Director, Population and Social Statistics
14.	Cleophas Kiio	KNBS	Director, ICT
15.	Benjamin Avusevwa	KNBS	Senior Manager, Macro Economics Statistics
16.	Mary Wanyonyi	KNBS	Senior Manager, Production Statistics
17.	Robert Nderitu	KNBS	Senior Manager, Production Statistics
18.	Isaac Ndegwa	KNBS	Senior Manager, Production Statistics
19.	Elias N. Njoroge	KNBS	Senior Manager, Finance
20.	Rose Awino	KNBS	Senior Manager, Human Resource

#	Name	Institution	Designation/Title
21.	Salome Kihara	KNBS	Manager, Policy & Planning
22.	Florence Mugendi	KNBS	Communications Mgr.
23.	Mose Job	KNBS	County Statistical Officer, Machakos
24.	Francoh Mwendwah	KNBS	Statistician
25.	James Abuga	KNBS	Statistician
26.	Lensa Apondi	KNBS	Statistician
27.	Willie Konde	KNBS	County Statistical Officer, Nakuru
28.	Christine Magu	KNBS	Statistician
29.	John Bore	KNBS	Assistant Manager, Pop.
30.	E. A. Odhiambo	KNBS	Ag. Snr. Manager, Pop.
31.	Sabina Maghanga	Ministry of Devolution and Planning	Director, MICD
32.	Mark Ogot	SPEAA	SAD
33.	Polycarp Otieno	MOEST	Statistician
34.	Justus M. Malelo	Kenya Revenue Authority	Statistician
35.	Jacob Gumba	TNT	Senior Economist
36.	Cyrus Mugo	Central Bank of Kenya	Economist
37.	Daniel M. Amanja	Central Bank of Kenya	Assistant Director, RD
38.	Mary Waithira Njenga	FAO Kenya	M & E Assistant
39.	James Maina	IMF	Economist
40.	Cathy Kruger	SCB	Chief Advisor
41.	Rasmus Larsson	SCB	Senior Advisor
42.	Kerstin Thirds	DFID	Senior Statistician
43.	Wilfred Oluoch	FAO Kenya	Database Officer
44.	Johan Histianen	World Bank	Senior Economist
45.	Ben Jarabi	University of Nairobi	Lecturer

#	Name	Institution	Designation/Title
46.	Esther Mwangi	USAID	Project Dev. Assistant
47.	Lawrence Ikamari	University of Nairobi -PSRI	Associate Professor
48.	Joseph Serith	Strathmore	Director
49.	Dr. Pius Kihara	Technical University of Kenya	Chairman- Statistics
50.	Alfred Agwanda	PSRI/ University of Nairobi	Associate Professor
51.	Wallace Kantai	Nation Media	Business Editor

Annex C: Background Information on the KNBS

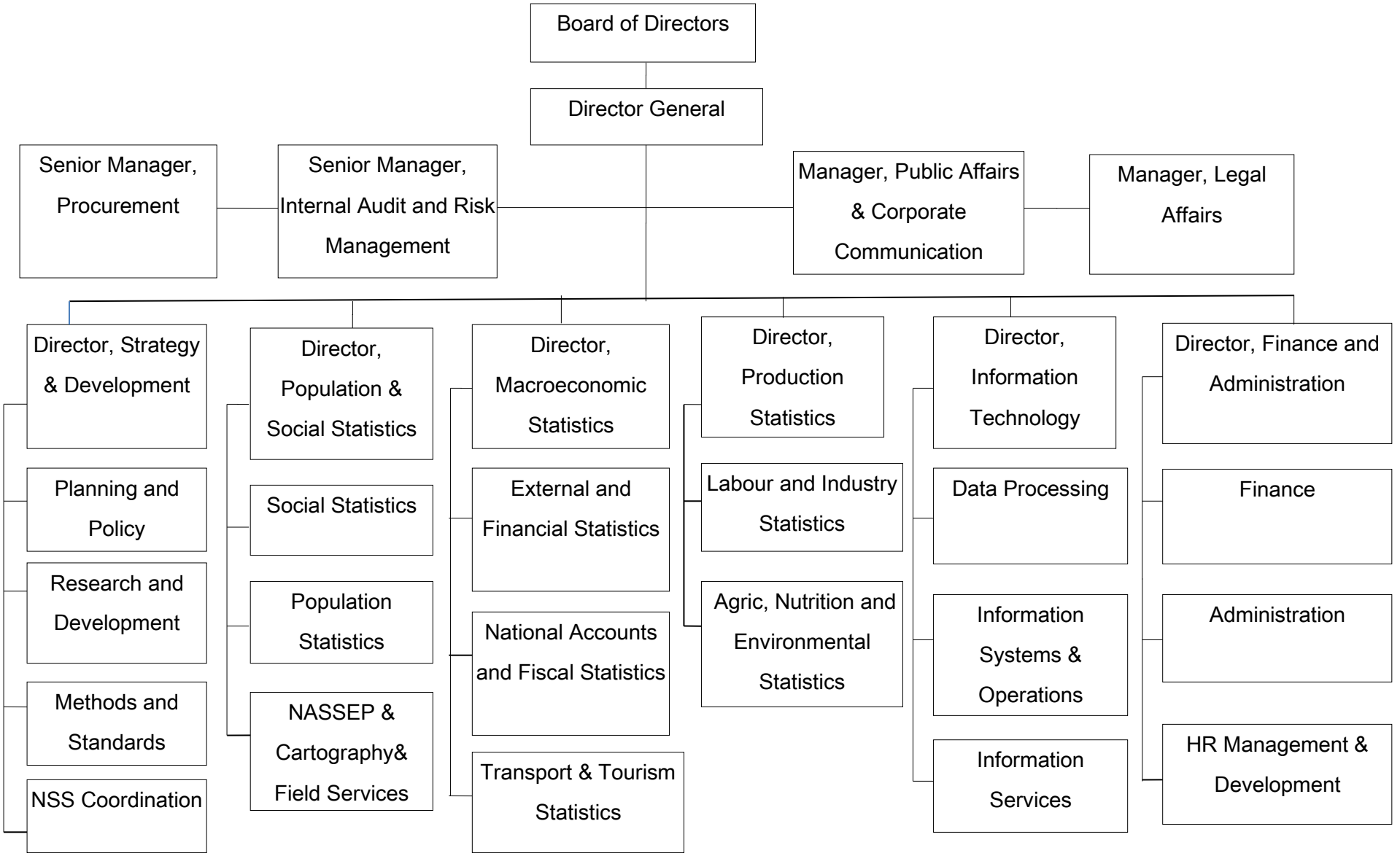
The Kenya National Bureau of Statistics (KNBS) became a semi-autonomous body via the Statistics Act 2006 (Kenya Gazette Supplement No. 61 Act No. 4 of 2006). This was mainly driven by a desire to ensure that the Bureau is capable of discharging its full mandate in order to meet the unprecedented increase in demand for statistics. Before then, it was operating as the Central Bureau of Statistics (CBS), a government department in the then Ministry of Planning and National Development established under the Statistics Act (Cap 112) of 1961.

Mandate of KNBS

KNBS is mandated by Statistics Act 2006 to carry out the following functions:

- Act as the principal agency of the government for collecting, analysing and disseminating statistical data in Kenya
- The custodian of official statistical information
- Planning, authorising, coordinating and supervising all official statistical programmes undertaken within the national statistical system;
- Establishing standards and promoting the use of best practices and methods in the production and dissemination of statistical information across the National Statistical System (NSS);
- Collecting, compiling, analysing, abstracting and disseminating statistical information on matters specified in the Act ;
- Conducting the Population and Housing Census every ten years, and such other censuses and surveys as the Board may determine; and
- Maintaining a comprehensive and reliable national socio-economic database

CURRENT ORGANIZATIONAL STRUCTURE



BOARD OF DIRECTORS

The functions of the Board as per the Statistics Act 2006 are to:

- formulate and monitor the implementation of policies pertaining to
- the Bureau;
- determine from time to time, the structure and staffing levels of the
- Bureau;
- recruit suitable staff for the Bureau upon such terms and conditions
- as it may determine;
- promote professionalism and discipline among the staff of the Bureau
- by facilitating professional training;
- approve the Bureau's corporate plan, annual work programmes and
- annual budgets; and
- Submit to the Minister a quarterly report on the activities of the Bureau.

KNBS STAFF DISTRIBUTION BY GENDER

AGE BAND	NO OF STAFF	Male	Female
21-25	2	2	0
26-30	34	20	14
31-35	20	15	5
36-40	29	19	10
41-45	55	27	28
46-50	116	89	27
51-55	163	128	35
56-59	96	87	9
TOTAL	515	387	128

Annex D: Examples of Cooperation with Development Partners: Sweden and the World Bank

Statistics Sweden begins cooperation with Kenya

Nyhet | 6/23/2015

Today, Kenya National Bureau of Statistics (KNBS) together with Statistics Sweden is launching a cooperation project that will span several years. The aim is to support KNBS in developing statistical capacity. Relevant, independent and reliable statistics are the basic prerequisites for a democratic society. Mr Zachary Mwangi, Director General for KNBS and Mr Stefan Lundgren, Director General of Statistics Sweden together with Sida's Head of Development Cooperation Kenya Mr Anders Rönquist will present the cooperation project at a joint seminar in Nairobi.

Kenya has experienced rapid economic development in recent years. The country is facing many opportunities but also a number of challenges. In terms of statistics, resources are lacking, there are difficulties in obtaining access to data and a growing informal sector of the economy is not easy to chart.

- Statistics Sweden has many years of experience in international cooperation projects in low and middle-income countries. We will support KNBS in the work to improve the business register, conduct a household survey, improve agricultural and environmental statistics and produce better statistics to illustrate gender equality in the country, says Pernilla Trägårdh, Department Head at Statistics Sweden's International Consulting Office.

Other challenges for the household survey

KNBS has just begun a household survey. This is a challenge because of the decentralised statistical system in the country and not least because the areas are often difficult to reach. In contrast to the situation in Sweden, non-response in general is not a big problem. Instead the challenges are in identifying the survey population and then physically reaching the respondents.

- Working in other countries that have other challenges is stimulating and also helps us develop at Statistics Sweden. Since we ourselves have gone through the phases that our cooperation partners are going through now, we can share our experiences with them. It may be a matter of developing cooperation with stakeholders in order to provide relevant and timely statistics. By working in a long term perspective, we contribute to developing and improving the skills of our partners, says Pernilla Trägårdh.

Source: Statistics Sweden

KNBS Receives Financial Support from the World Bank

The Kenya National Bureau of Statistics (KNBS) has benefited from a US$50 Million credit from the World Bank for implementation of statistical activities over the next five years from FY2015/2016 to FY 2019/2020.

This financial support complements implementation of the KNBS Strategic Plan 2013-2017.

The support has been provided through a financing arrangement known as the Kenya Statistics Program-for-Results (KSP-for-R). It is a credit line to the government that envisages production of comprehensive quality statistics for informed policy making and development in the country.

The Kenya Statistics Program-for-Results is a financial arrangement between the Kenya Government and the World Bank. It is a culmination of successful negotiations between the Bank and the Government, represented by Planning Principal Secretary, Eng. Peter Mangiti, on Thursday 23rd July 2015 at the World Bank offices in Nairobi. Financing agreements will be signed by the two parties after final approval by the World Bank Board. This will pave way for implementation of the Program which takes effect before the end of this year.

Under the Program, the National Treasury will allocate financial resources to support the KNBS to implement its strategic plan as it endeavours towards becoming "A centre of excellence in statistics production and management". Program implementation will be facilitated entirely through government budgetary, financial management and procurement systems. The Program is designed to help build internal institutional capacity during implementation of statistical activities.

Key Program-for-Results components include: financing and supporting the KNBS statistics plans and activities; disbursing finances upon achievement of agreed results; focusing on strengthening institutional capacity and national systems; providing assurance that financial resources are used appropriately and ensuring that environmental and social impacts are adequately addressed. This Program is structured to deliver results in filling data gaps by implementing an integrated survey program. Through the Program, KNBS will also improve the quality of key statistical products and processes and enhance its dissemination and data access practices. As the Program is implemented, critical components of KNBS management systems will also be reviewed and strengthened.

Source: KNBS

Annex E: About M-Pesa

M-Pesa (M for mobile, pesa is Swahili for money) is a mobile-phone based money transfer and microfinancing service, launched in 2007 by Vodafone for Safaricom and Vodacom, the largest mobile network operators in Kenya and Tanzania. It has since expanded to Afghanistan, South Africa, India and in 2014 to Eastern Europe. M-Pesa allows users to deposit, withdraw, transfer money and pay for goods and services (Lipa na M-Pesa) easily with a mobile device.

The service allows users to deposit money into an account stored on their cell phones, to send balances using PIN-secured SMS text messages to other users, including sellers of goods and services, and to redeem deposits for regular money. Users are charged a small fee for sending and withdrawing money using the service. M-Pesa is a branchless banking service; M-Pesa customers can deposit and withdraw money from a network of agents that includes airtime resellers and retail outlets acting as banking agents.

M-Pesa has spread quickly, and by 2010 had become the most successful mobile phone based financial service in the developing world. By 2012, a stock of about 17 million M-Pesa accounts had been registered in Kenya. The service has been lauded for giving millions of people access to the formal financial system and for reducing crime in an otherwise largely cash-based society.

From Wikipedia, the free encyclopedia

Annex F: Fundamental Principles of Official Statistics

Principle 1. Official statistics provide an indispensable element in the information system of a democratic society, serving the Government, the economy and the public with data about the economic, demographic, social and environmental situation. To this end, official statistics that meet the test of practical utility are to be compiled and made available on an impartial basis by official statistical agencies to honour citizens' entitlement to public information.

Principle 2. To retain trust in official statistics, the statistical agencies need to decide according to strictly professional considerations, including scientific principles and professional ethics, on the methods and procedures for the collection, processing, storage and presentation of statistical data.

Principle 3. To facilitate a correct interpretation of the data, the statistical agencies are to present information according to scientific standards on the sources, methods and procedures of the statistics.

Principle 4. The statistical agencies are entitled to comment on erroneous interpretation and misuse of statistics.

Principle 5. Data for statistical purposes may be drawn from all types of sources, be they statistical surveys or administrative records. Statistical agencies are to choose the source with regard to quality, timeliness, costs and the burden on respondents.

Principle 6. Individual data collected by statistical agencies for statistical compilation, whether they refer to natural or legal persons, are to be strictly confidential and used exclusively for statistical purposes.

Principle 7. The laws, regulations and measures under which the statistical systems operate are to be made public.

Principle 8. Coordination among statistical agencies within countries is essential to achieve consistency and efficiency in the statistical system.

Principle 9. The use by statistical agencies in each country of international concepts, classifications and methods promotes the consistency and efficiency of statistical systems at all official levels.

Principle 10. Bilateral and multilateral cooperation in statistics contributes to the improvement of systems of official statistics in all countries.

Annex G: African Charter on Statistics - Principles

The African Statistics System (ASS) organizations, African statisticians and all those operating in the field of statistics at the national, regional and continental levels shall respect the principles enshrined in the Resolution on the fundamental principles of official statistics adopted by the United Nations Commission for Statistics in April 1994. They shall also apply the best practices principles hereunder defined:

Principle 1: Professional independence

- Scientific independence: Statistics authorities must be able to carry out their activities according to the principle of scientific independence, particularly vis-à-vis the political authorities or any interest group; this means that the methods, concepts and nomenclatures used in statistical operation shall be selected only by the Statistics

authorities without any interference whatsoever and in accordance with the rules of ethics and good practice.

- Impartiality: Statistics authorities shall produce, analyze, disseminate, and comment on African statistics in line with the principle of scientific independence, and in an objective, professional and transparent manner;
- Responsibility: Statistics authorities and African statisticians shall employ unambiguous and relevant methods in the collection, processing, analysis and presentation of statistical data. Statistical authorities shall also have the right and duty to make observations on erroneous interpretation and improper use of the statistical information that they disseminate.
- Transparency: To facilitate proper interpretation of data, Statistics authorities shall provide information on their sources, methods and procedures that have been used in line with scientific standards. The domestic law governing operation of the statistical systems must be made available to the public.

Principle 2: Quality

- Relevance: African statistics shall meet the needs of users.
- Sustainability: African statistics shall be conserved in as detailed as possible a form to ensure their use by future generations, while preserving the principles of confidentiality and protection of respondents.
- Data sources: Data used for statistical purposes may be collected from diverse sources such as censuses, statistics surveys and/or administrative records. The statistics Organizations shall choose their sources in consideration of the quality of data offered by such sources and their topicality, particularly the costs incurred by the respondents and sponsors. The use by statistics authorities of administrative records for statistical purposes shall be guaranteed by domestic law, provided that confidentiality is preserved.
- Accuracy and reliability: African statistics shall be an accurate and reliable reflection of the reality.
- Continuity: Statistics authorities shall ensure continuity and comparability of statistical information over time.
- Coherence and comparability: African statistics shall be internally coherent over time and allow for comparison between regions and countries. To this end, these statistics shall make combined use of related data derived from different sources. It shall employ internationally recognized and accepted concepts, classifications, terminologies and methods.
- Timeliness: African statistics shall be disseminated in good time and, as far as possible, according to pre-determined calendar.
- Topicality: African statistics shall reflect current and topical events and trends.
- Specificities: Statistical data production and analytical methods shall take into account African peculiarities.
- Awareness-building: State Parties shall sensitize the public, particularly statistical data providers, on the importance of statistics.

Principle 3: Mandate for data collection and resources

- Mandate: Statistics authorities shall be endowed with a clear legal mandate empowering them to collect data for production of African statistics. At the request of statistics authorities, public administrations, business establishments, households and the general public may be compelled by domestic law to allow access to the data in their possession or provide data for the purpose of compilation of African statistics.
- Resource Adequacy: As far as possible, the resources available to Statistics authorities shall be adequate and stable to enable them to meet statistics needs at national, regional and continental levels. Governments of States Parties shall have the primary responsibility to provide such resources.
- Cost-effectiveness: Statistics authorities shall use the resources so provided effectively and efficiently. This presupposes, in particular, that operations shall as far as possible, be programmed in an optimal manner. Every effort shall be made to achieve improved production and use of the statistics derived from administrative records, to reduce the costs incurred by respondents and, as far as possible, avoid expensive direct statistical surveys.

Principle 4: Dissemination

- Accessibility: African statistics shall not be made inaccessible in any way whatsoever. This concomitant right of access for all users without restriction shall be guaranteed by domestic law. Micro-data may be made available to users on condition that the pertinent laws and procedures are respected and confidentiality is maintained.
- Dialogue with users: Mechanisms for consultation with all African statistics users without discrimination shall be put in place with a view to ensuring that the statistical information offered are commensurate with their needs.
- Clarity and understanding: Statistics shall be presented in a clear and comprehensible form. They shall be disseminated in a practical and appropriate manner, be available and accessible to all and accompanied by the requisite metadata and analytical commentaries.
- Simultaneity: African Statistics shall be disseminated in a manner that ensures that all users are able to use them simultaneously. Where certain authorities receive advance information under embargo, to allow them time to respond to possible questions, public announcement shall be made indicating the nature of such information, the identity of the recipients and the set timeframe before its public dissemination.
- Correction: Statistics authorities shall correct publications containing significant errors using standard statistical practices or, for very serious cases, suspend dissemination of such statistics. In that event, the users shall be informed in clear terms of the reasons for such corrections or suspension.

Principle 5: Protection of individual data, information sources and respondents

- Confidentiality: National Statistics authorities, African statisticians and all those operating in the field of statistics in Africa shall absolutely guarantee the protection of the private life and business secrets of data providers (households, companies, public institutions and other respondents), the confidentiality of the information so provided and the use of such information for strictly statistical purposes.

- Giving assurances to Data providers: Persons or entities interviewed during statistical surveys shall be informed of the objective of such interviews and of the measures put in place to protect the data provided.
- Objective: Data concerning individuals or entities collected for statistical purposes shall in no circumstance be used for judicial proceedings or punitive measures or for the purpose of taking administrative decisions against such individuals or entities.
- Rationality: Statistics authorities shall not embark upon statistical surveys except where pertinent information is unavailable from administrative records or the quality of such information is inadequate in relation to the quality requirements of statistical information.

Principle 6: Coordination and Cooperation

- Coordination: Coordination and collaboration amongst Statistics authorities in a given country are essential in ensuring quality and harmonious statistical information. Similarly, coordination and dialogue amongst all Members of the African Statistical System are vital for harmonization, production and use of African statistics.
- Co-operation: Bilateral and multilateral statistics cooperation shall be encouraged with a view to upgrading African statistics production systems.