

## **CBS Strategic Plan 2002 - 2007**

1. Background A number of key stakeholders<sup>1</sup> have expressed willingness to support an integrated work program of the Central Bureau of Statistics (CBS). Recent World Bank and IMF staff missions to Kenya also made recommendations on how to strengthen statistical capacity and improve statistical services provided by CBS. Some of these recommendations have been implemented on an ad-hoc basis, while others have not been implemented mainly due to shortage of resources and lack of an integrated and comprehensive work program. Unfortunately, the technical assistance provided could not be sustained. In making past recommendations there was little or no consideration of issues relating to financial and human resource needs; and the technical capability of the existing staff and their possible effect on implementation of the recommendations.

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

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

<sup>1</sup> Including the United Nations (UN) agencies, the World Bank, International Monetary Fund (IMF), the European Union (EU), the Department of Foreign and International Development (DFIK), the United States Agency for International Development (USAID), NGOs, etc.

### 1.1 Initiatives to Strengthen and Restructure CBS

There have been several initiatives by the Government aimed at supporting statistical capacity development. In March 2000, the Ministerial Rationalization

Program<sup>2</sup> recommended the need to strengthen CBS by considering making it a semi-autonomous Government agency. Recently, the Government conducted another study<sup>3</sup> aimed at strengthening CBS operations both at the Headquarters and at the Districts.

At the international level, multilateral and bilateral donors have also put up several initiatives aimed at improving statistical services and strengthening capacity of national statistical systems in Africa. These initiatives also recommend that countries develop strategic plans that will inform the Government and its development partners on the amount of resources needed for statistical development in the country. The initiatives include the Partnership in Statistics for Development in the 21st Century (PARIS 21)<sup>4</sup>, the General Data Dissemination System (GDDS)<sup>5</sup>, and the UN campaign for MDGs, primarily aimed at monitoring progress that countries are making towards achieving targets set within the MDGs.

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

2 The recommendations are contained in the Ministerial Rationalization Report of the Ministry of Finance and Planning (March 2000) as part of the Civil Service Reform Program.

3 Jointly undertaken by the Research Department of the Directorate of Personnel Management in the Office of the President and CBS staff.

4 PARIS 21 is consortium of multilateral and bilateral institutions established 1999 with the aim of advocacy and supporting developing countries to strengthen their statistical capacity in order to improve policy decision-making process. PARIS 21 receives support from the World Bank, UN, JICA, OECD, DFID and EUROTRACE.

5 GDDS is an initiative of the IMF, funded by DFID, supported by the World Bank, UN agencies, and OECD another initiative that aims at improving capacity of 14 African countries in the production of metadata in Real Sector, Socio-Demographic, External, Fiscal, and Financial sectors

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

previous practice where individual donors funded activities on ad hoc and unpredictable basis.

The CBS has taken on board recommendations and other suggestions mentioned above. The Director of CBS, through the office of the Economic Secretary, requested for financial support of the World Bank to enable CBS come up with a Strategic Plan. Subsequently, the Bank provided grant<sup>6</sup> in April 2002 for hiring services of both international and local consultants to support CBS in the preparation of the Strategic Plan.

<sup>6</sup> The Grant Support for Statistical Capacity Building (development of the statistical master-plan) for Kenya approved in May 2002 details how the fund is to be used.

## 2. Duties and Responsibilities of the Consultant/s

The consultants will:

Review the following studies on strengthening statistical capacity of CBS.

1) Summary of CBS past studies: CBS, January 2001.

2) Ministerial Rationalization Report: Ministry of Finance and Planning, March 2000.

3) Draft report on re-organization and strengthening of CBS: DPM and CBS, February 2002.

4) Recommended Reforms/Improvements by IMF and World Bank-a summary: CBS June 2002.

5) CBS Departmental work-plan: by CBS, September 2002.

6) Statistics Strategic Plans for Lesotho, Zanzibar, Namibia, Malawi, and the UK: Different Years.

7) PRSP main report: by Ministry of Finance and Planning, May 2002.

8) The PRSP Government Action Plan: Ministry Finance and Planning, July 2002.

9) Summary of the Millennium Development Goals: UN Agencies, August 2002.

10) The GDDS Metadata Report: GDDS Coordinating Committee, August 2002.

11) The GDDS Plans for improvements: GDDS Coordinating committee, September 2002.

12) Any other relevant documents/reports.

Consult selected key data users and producers in the country about their data needs and priorities; and the relevance of various statistics documents routinely produced by CBS.

Review and discuss with CBS, the Government and other key stakeholders the vision and mission statements, and develop core values of the CBS in line with those of the Ministry.

Assess the strengths, weakness, opportunities, and threats (SWOT) of CBS current statistical plans and to propose capacity building plan.

Develop short term, medium term and long term objectives and goals for the strategic plan.

Analysis of the various support that bilateral and multilateral donors are currently contributing towards CBS activities.

Identify an appropriate mechanism to channel all donor support to the CBS.

Work closely with CBS staff to develop a program for data collection and compilation taking into account CBS resource requirements, needs/priorities of data users, and data requirements for the PRSP monitoring and evaluation, PARIS 21, GDDS Plans for statistical improvements, the Millennium Development Goals, Government Action Plan for implementation of PRSP, and the CBS Annual Work Plan.

Develop a prioritized and costed action plan for data collection for implementation during the period 2002/2003 - 2005/2006. This program should identify activities that need to be carried out in the short-term, medium and long-term.

Liaise closely with National Task Force on institutionalizing the PRSP monitoring and evaluation, and the Thematic Group on Monitoring and Evaluation of PRSP in order to fully integrate information needs of the PRSP process in the strategic plan.

Prepare and discuss a draft report with the Central Bureau of Statistics Department the PRSP/MTEF secretariat and the World Bank.

In liaison with the Director of Statistics, DFID and the Bank organize stakeholders' workshop to deliberate on the draft report.

Produce a final copy of the statistics strategic plan and distribute it to CBS, PSRP/MTEF Secretariat, the Bank and DFID.

Examine the legal framework governing statistics activities in the country and identify areas requiring strengthening to enable CBS play its role efficiently and effectively.

Recommend areas of collaboration with other data producers and users.

Recommend areas that may need further studies/work.

### 3. Consultant's Profile

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

Education: Must have at least a master's degree and/or a PhD degree in Statistics and/or economics.

Experience: Must have wide experience including organizational management and managing national statistical systems.

Strategic Plan: A candidate with the experience of preparing Strategic Plans in developing countries, especially after those that have adopted PRSPs will have added advantage.

Other attributes: Proficiency in English language, availability and capability to work with others (e.g. CBS staff) is important.

#### 4. Expected Outputs

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

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

#### 5. Timeframe

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

#### 6. Management

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