

..... *Keeping You Informed*



Strategic Plan 2008-2012

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Foreword

This Strategic plan has been prepared for the period 2008-2012 and it lays a foundation on how the Kenya National Bureau of Statistics (KNBS) intends to achieve its objectives and aspirations during the period. The plan has outlined a revised vision and mission that will provide impetus for achieving tangible results. Critical and valuable lessons were observed from the first Strategic Plan and these have been incorporated in this plan. Development of this Plan has been a consultative and participatory process bringing together all stakeholders in the National Statistical Systems (NSS).

The Strategic Plan is aligned to the overall thrust of Kenya's development as defined in the Vision 2030, the current blue print for the country's development and its First Medium Term Plan. It focuses on six thematic areas: Aligning Statistical Information with user requirements; enhancing the quality of statistical data and information; creating an effective National Statistical System; Building Human Resource Capacity; Developing Physical and Information Communication Technology (ICT) Infrastructure; and Enhancing the effectiveness and efficiency of the Bureau. Indeed, the activities of the Bureau during this Plan period will primarily focus on improvement of data quality and meeting the user needs so as to inform sound policy formulation and evidence based decision making.

The KNBS enters its second generation strategic planning amidst rising demand for data. It comes at a time when the demand for statistics has greatly increased as policy formulation becomes more evidence based from both public and private institutions. The establishment of the National Integrated Monitoring and Evaluation System (NIMES) has created an additional demand for data necessary for monitoring and evaluation across government.

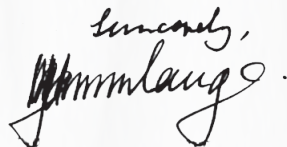
The additional role of the KNBS as spelt out in the Statistical Act 2006 include coordinating the NSS and; developing and maintaining a socio-economic data base to serve users both locally and internationally. The current Strategic Plan takes cognizant of the fact that there are other producers and users of Statistics other than KNBS. Consequently, the Bureau will have to build capacity within other Institutions and develop regulatory procedures to ensure that statistics produced are of high quality and in accordance with the fundamental principles of official statistics.

The implementation of the Plan will involve carefully translating the strategic objectives into actions with very specific indicators. Considering that this will be the first strategic plan under the Statistical Act, 2006, its implementation will involve creating awareness among staff, key stakeholders and development partners.

The success of this Strategic Plan will largely hinge on motivated leadership from top and senior management. Strategic planning requires commitment from those in leadership and will only succeed if that is pursued. The Board will support the management fully to ensure that this Plan is implemented.

Continuous revamping of Human Resource and the Information Technology (IT) infrastructure will underlie the success of this Strategic Plan. Resource mobilization for key activities will be targeted while care will be taken to only schedule those activities that can be matched with available resources.

May I take this opportunity to thank all our stakeholders and Development Partners who contributed towards the production of this Strategic Plan.



Dr. Peter N. Mwita
CHAIRMAN, KNBS BOARD

Acknowledgements

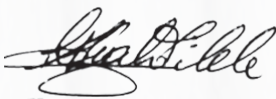
The development of this Strategic Plan was as a result of collaborative effort by many parties. It has been a product of continuous feedback between both internal and external stakeholders and the Bureau. This report benefited greatly from inputs made by the KNBS Board of Directors, Directors and staff in all the directorates. Special thanks to the Director in-charge of Strategy and Development Mr. Saitoti Torome who spearheaded the process with a core team of technical experts drawn from the other directorates in the KNBS, Monyoncho Maina, Joshua Musyimi, Mary Wanyonyi, Robert Nderitu, David Muthami, Samuel Njuru, Paul Samoei, Joseline Ngumba, James Otieno, Winnie Chelagat and Rebecca Gikonyo.

Further gratitude is accorded to the Professional Training Consultants (PTC) who prepared the initial draft of the Plan, from which this final one was derived. The team worked tirelessly collecting and assembling views from key stakeholders, facilitating workshops culminating to this Plan. My acknowledgement will not be complete without mentioning Mr. Temi Mutia, who did the final editing of the document.

Without contribution from the KNBS staff members the Plan would not be deemed complete. My deep gratitude is extended to all KNBS staff both at Headquarters and District level for their contribution towards preparation of this Plan.

Finally, I take this opportunity to acknowledge the support from STATCAP and also thank all our stakeholders for their candid feedback on their needs and the role they expect KNBS to play within the Strategic Plan period.

It is my sincere hope that all aspirations of stakeholders and those of KNBS will be achieved in this plan period.



A.K.M Kilele, MBS
DIRECTOR GENERAL

Abbreviations And Acronyms

ACU	AIDS Control Unit
AfDB	African Development Bank
CBK	Central Bank of Kenya
CBS	Central Bureau of Statistics
COICOP	Classification of Individual Consumption by Purpose
CIP	Census of Industrial Production
CPI	Consumer Price Index
DANIDA	Danish International Development Agency
DDO	District Development Officer
DfID	Department for International Development
DHS	Demographic Health Survey
DSO	District Statistical Officer
EASD	East African Statistical Department
ERD	External Resource Department
ERS	Economic Recovery Strategy
FAO	Food and Agricultural Organization
GDDS	General Data Dissemination Systems
GDP	Gross Domestic Product
GFS	Government Finance Statistics
GOK	Government of Kenya
GTZ	German Technical Cooperation
HIV/AIDS	Human Immuno-Deficiency Virus/Acquired Immuno Deficiency Syndrome.
HOD	Heads of Directorates
HQ	Headquarter
ICP	International Comparison Programme
ICT	Information and Communication Technology
IDS	Institute of Development Studies
ILO	International Labor Organization
ISIC	International Standard Industrial Classification
IT	Information Technology
JICA	Japan International Cooperation Agency
KAIS	Kenya AIDS Indicator Survey
KEPI	Kenya Expanded Program on Immunization
KIHBS	Kenya Integrated Household Budget Survey
KNBS	Kenya National Bureau of Statistics
KNOCS	Kenya National Occupation Classification Standard
KPHC	Kenya Population and Housing Census
KRA	Kenya Revenue Authority
LATF	Local Authority Transfer Fund
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies

MDGs	Millennium Development Goals
MIS	Management Information System
MTP	Medium Term Plan
NASSEP	National Sampling Survey and Evaluation Programme
NEPAD	New Partnership for Africa's Development
NGO	Non-Governmental Organization
NIMES	National Integrated Monitoring and Evaluation System
NSS	National Statistical System
NSSP	National Statistical System Project
PC	Personal Computer
PESTEL	Political, Economic, Social, Technological, Environmental and Legal
PMAS	Performance Management and Appraisal Systems
PPA	Participatory Poverty Assessment
PPF	Project Preparation Facility
PPI	Producer Price Index
PPOA	Public Procurement Oversight Authority
PTC	Professional Training Consultants
RC	Regional Coordinator
SAGA	Semi-Autonomous Government Agency
SDDS	Special Data Dissemination System
SIDA	Swedish International Development Agency
SIMP	Strategic Implementation Master Plan
SNA	System of National Accounts
STATCAP	Statistical Capacity Project
SWOT	Strengths Weaknesses Opportunity and Threats
TNA	Training Needs Assessment
TR	Terminal Review
TSU	Transition Support Unit
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development

Executive Summary

Background

Statistics arose around the 18th century, owing to the need of states to collect data on their people and economies, in order to enable them make informed decisions on the management of public affairs. The meaning of statistics somewhat broadened in the early 19th century to include collection and analysis of data in general. Because of its origins in government and its data-centric world view, statistics is considered not as a subfield of mathematics, but rather a distinct field that uses mathematics. In Kenya, the role of statistical data collection, analysis, and dissemination was appreciated by the then colonial government when in 1948 the then East African Statistical Department (EASD) was established.

The Kenya National Bureau of Statistics (KNBS) was established by an Act of Parliament (the Statistics Act 2006 No.4 of 2006). KNBS is a Semi-Autonomous Government Agency incorporated under the Ministry of State for Planning, National Development and Vision 2030. KNBS core mandate is outlined under the said Act that empowers the organization to be the principal agency of the government for collecting, analyzing and disseminating statistical data in Kenya. The Act further empowers KNBS to be the custodian of official statistical information, establish standards and also promote the use of best practices and methods in the production and dissemination of statistical information across the National Statistical System (NSS).

Prior to its current status, KNBS used to operate as a government department (the Central Bureau of Statistics-CBS), in the then Ministry of Planning as established under the then Statistics Act (Cap 112) of 1961.

National Statistical System

There has been a global realization of the importance of developing an effective and efficient National Statistical System (NSS) that ensures production of quality and timely statistics for measuring overall development process and monitoring the implementation of development initiatives. KNBS through the new Act was assigned the role of coordinating the NSS. This System has further been backed by a legal framework to provide the necessary infrastructure and institutional arrangements for collection, management, dissemination and utilization of official statistics in the country.

Role of KNBS in Kenya's Development Agenda

Under Vision 2030, KNBS will be expected to play a critical role of enabling the Government achieve its medium and long term development agenda through collection, analysis, publication and dissemination of reliable statistical information for public use, while at the same time coordinating, monitoring and supervising the National Statistical System (NSS). KNBS operations will also be extremely useful in the monitoring and evaluating of the effectiveness of government performance at all levels of public service to the citizenry.

Objective of the Strategic Plan

The key objective of this Strategic Plan is to inter-alia; provide KNBS and its top management with a concise road map of where the organization wants to go and how it plans to get there. In addition, the Plan clearly outlines the key internal and external factors likely to affect its full implementation, while at the same time taking due cognizance of human and non-human resources needed for optimum results. The Strategic Plan also tried to map out the risks, likely to derail its full implementation as well as possible ways of mitigating the risks for sustainability.

Review of the Previous Strategic Plan

A comprehensive review of the previous Strategic Plan was carried out and lessons learnt from it incorporated in the development of the new one. The organization's Vision, Mission, as well as Core Values were also revised so as to reflect its new and expanded mandate.

Vision Statement: *A centre of excellence in Statistics Production and Management*

Mission Statement: *To effectively manage and coordinate the entire National Statistical System to enhance statistical production and utilization.*

Core Values: KNBS aims at providing quality statistical and sex disaggregated data which is key to achieving excellence in performance levels based on the fundamental principles of official statistics. We endeavour to create an organization that will promote;

- Professionalism:** Strictly abide by professional considerations on the methods, standards and procedures for statistical production.
- Integrity:** To be accountable and transparent in service delivery
- Confidentiality:** The privacy of data providers/suppliers and the confidentiality of the information must be guaranteed as prescribed in the Statistics Act.
- Quality Assurance:** To maintain the quality of statistics to meet the needs of stakeholders.
- Customer Focus:** Ensure customer satisfaction.
- Timeliness:** Ensure prompt production and dissemination of statistical information.
- Teamwork:** To maintain effective team spirit.

Strategic Focus:

To achieve its desired over-all objective, KNBS has identified six key strategic areas to focus on, over the next five years. These identified strategic areas are geared towards propelling the Bureau in its quest to be a centre of excellence in production and management of quality statistics.

Strategic Focus 1:	Aligning Statistical Information with user requirements
Strategic Focus 2:	Enhancing the quality of statistical data and information
Strategic Focus 3:	Coordination and supervision of the National Statistical System
Strategic Focus 4:	Build Human Resource Capacity
Strategic Focus 5:	Developing and Modernizing Physical and ICT Infrastructure
Strategic Focus 6:	Enhance the effectiveness and efficiency of the Bureau

Management of the Strategic Plan

During the Strategic Planning process, KNBS has proposed a revised organizational structure through which it hopes to duly execute its new and expanded mandate. The Bureau will need to carry out a job evaluation in order to develop a new organization structure. The Strategic Plan will be implemented through rolling annual work plans within the new structure. During the Strategic Plan period, KNBS hopes to carry out a customer satisfaction survey with the view to ensuring that all its services are customer focused. KNBS will further strive to strengthen collaborations and partnerships with key stakeholders to achieve the desired results.

Resource Mobilization

The successful implementation of this Strategic Plan will depend on timely availability of the required resources for the various activities as well as the efficient utilization of the same. For the full implementation of this Strategic Plan, an estimated Ksh. 16.7 billion will be required. KNBS will raise the said resources internally, from the government as well as from development partners.

Monitoring and Evaluation

KNBS plans to develop an effective Monitoring and Evaluation system, with clear indicators, which will make it easy to track outputs and outcomes for easier decision making. KNBS will also strive to ensure that the M&E system is dully integrated to the National Integrated Monitoring and Evaluation System (NIMES). To institutionalize an M&E culture in the organization, a committee comprising of KNBS staff at all levels of its operations will be formed.

Risk Management

The implementation of the Strategic Plan faces potential risks that have to be mitigated against if the Bureau's strategic objectives are to be achieved. These risks have been classified into strategic, technological, operational, political and financial and presented in Annex IV.

CHAPTER 1

INTRODUCTION

1.0 Background Information

1.1 History of Statistics

Statistics arose around the 18th century, owing to the need of states to collect data on their people and economies, in order to enable them make informed decisions on the management of public affairs. The meaning of statistics somewhat broadened in the early 19th century to include collection and analysis of data in general. Because of its origins in government and its data-centric world view, statistics is considered not as a subfield of mathematics, but rather a distinct field that uses mathematics.

In Kenya, the role of statistical data collection, analysis, and dissemination was appreciated by the then colonial government when in 1948 the then East African Statistical Department (EASD) was established. Its core mandate then was to provide statistical services to the three East African countries of Kenya, Uganda and Tanganyika. In 1961, the Central Bureau of Statistics (CBS) was established as a department of the Ministry of Planning and National Development through an Act of Parliament – Statistical Act (Cap 112) of the Laws of Kenya with more or less the same mandate as its predecessor.

Today, the use of statistics has somewhat broadened far beyond its origins, with individuals and organizations using statistics to understand data and make informed decisions throughout the natural sciences, social sciences, medicine, business, as well as other areas of society and national economies. With the advent of modern computers, large scale statistical computation, today are the norm rather than the exception, thereby making very many possible new methods of data analysis which just a few decades ago, were almost practically impossible to perform manually.

1.2 The Kenya National Bureau of Statistics

The Kenya National Bureau of Statistics (KNBS) was established by an Act of Parliament (the Statistics Act 2006 No.4 of 2006). KNBS is a Semi-Autonomous Government Agency incorporated under the Ministry of State for Planning, National Development and Vision 2030. KNBS core mandate, includes; the collection, compilation, analysis, publication and dissemination of statistical information for public use, with an additional role of coordinating, monitoring and supervising the National Statistical System (NSS). Prior to KNBS becoming a semi-autonomous government agency, it used to operate as a government department (the Central Bureau of Statistics-CBS), in the then Ministry of Planning and National Development as established under the then Statistics Act (Cap 112) of 1961. Operationalization of the 2003 -2007 KNBS Strategic Plan was instrumental in the transformation of KNBS to its current status.

1.3 Vision, Mission and Core Values

1.3.1 Vision Statement: A centre of excellence in Statistics Production and Management

1.3.2 Mission Statement: To effectively manage and coordinate the entire National Statistical System to enhance statistical production and utilization.

1.3.3 Core Values

KNBS aims at providing quality statistical and sex disaggregated data which is key to achieving excellence in performance levels based on the fundamental principles of official statistics. We endeavor to create an organization that will promote;

- **Professionalism:** Strictly abide by professional considerations on the methods, standards and procedures for statistical production.
- **Integrity:** To be accountable and transparent in service delivery
- **Confidentiality:** The privacy of data providers and the confidentiality of the information must be guaranteed as prescribed in the Statistics Act.
- **Quality Assurance:** To maintain the quality of statistics to meet the needs of stakeholders.
- **Customer Focus:** Ensure customer satisfaction.
- **Timeliness:** Ensure prompt production and dissemination of statistical information.
- **Teamwork:** To maintain effective team spirit.

1.4 KNBS Mandate

The Statistics Act 2006 specifically mandates KNBS to:

- Act as the principal agency of the government for collecting, analysing and disseminating statistical data in Kenya
- Act as custodian of official statistics.
- Conduct the Population and Housing Census every ten years, and such other censuses and surveys as the Board may determine;
- Maintain a comprehensive and reliable national socio-economic database
- Establish standards and promote the use of best practices and methods in the production and dissemination of statistical information across the NSS; and
- Plan, authorise, coordinate and supervise all official statistical programmes undertaken within the national statistical system.

1.5 The National Statistical System

The National Statistical System (NSS) refers to individual units engaged in the production and use of official statistics in the country. It comprises of producers, users, and suppliers of statistical information. Other key players in the NSS include research and training institutions. NSS is supported by a legal framework, which in turn is backed by an elaborate infrastructure and institutional arrangements which make it possible for the smooth collection and management, (analysis, interpretation, dissemination and utilization) of

official statistics in the country. There has been a global realization of the importance of the development of effective national statistical systems for use in the measurement of country development process, as well as in the monitoring and evaluation of the same.

1.6 Role of KNBS within NSS

The role of the Kenya National Bureau of Statistics (NSS) within the National Statistical System (NSS) could be described as two fold:-

- **National Statistical Authority, KNBS:**

- Custodian of official statistics;
- Collection, compilation and dissemination of economic, justice, social and population statistics that inform stakeholders in planning and policy formulation, decision-making, monitoring progress, evaluating performance as well as monitoring and evaluating trends of the economy and society;
- Provision of advice and consultancy services on statistical matters to government and private sector;
- Development and maintainance of socio-economic databases for national statistics;
- Development and maintainance of sampling frames for government establishment and households;

In this regard, KNBS main role is to produce and disseminate statistical information that highlights the outcomes and impact of policy and programmes, rather than inputs or outputs. By definition, this requires a cross-cutting and integrative focus.

- **National statistics coordinator, KNBS:**

- Coordination of statistical programmes in the country.
- Standardization of definitions, classifications and procedures for use in statistical activities.
- Enhancing statistical competence of producers of official statistics.
- Implementation of filters and triangulation facilities for quality assessment of statistics.
- Promotion of statistical advocacy and partnerships through enhancement of capacity building both at KNBS as well as in other relevant departments.
- This involves the enhancement of capacity-building both at KNBS as well as in other relevant departments.
- Development, establishment and profiling of quality standards and certified methodologies within the context of national statistics.
- Development, establishment and profiling of common systems and integration tools, such as registers and a national spatial frame.

1.7 Role of KNBS in Kenya's Development Agenda

Kenya's current development agenda is guided by Vision 2030, which is the official government long-term development strategy. The vision is anchored on three key pillars namely; Economic, Social and Political and aims to transform Kenya into a newly industrializing, middle-income country providing a high quality of life to all its citizens in a clean and secure environment. Simultaneously, the vision aspires to meet the Millennium Development

Goals (MDGS) for Kenyans by 2015.

KNBS will be expected to play a critical role of enabling the Government achieve its stated development agenda through the collection, compilation, analysis, publication and dissemination of reliable statistical information for public use, while at the same time coordinating, monitoring and supervising the National Statistical System (NSS). KNBS operations will also be extremely useful in monitoring and evaluating the effectiveness of government in all ministries and at all levels particularly under its now formalized Results Based Management and Performance Contracting strategy as spelled out under the first medium term plan of Vision 2030.

1.8 Preparation of the 2008-2012 Strategic Plan

The formulation of this Strategic Plan was undertaken through a highly consultative and participatory process in which KNBS senior staffs as well as many KNBS key stake holders were involved. These included the following:-

- **Documents Review:** A comprehensive review of relevant reports and publications was undertaken to provide full understanding of the Bureau's organization structure.
- **Internal Consultations:** There were internal consultations between the headquarter staff and field staff.
- **External Consultations:** There were regular consultations between the Bureau and key stakeholders.
- **Stakeholders' Workshops:** Several workshops were held with key stakeholders.
- **Stakeholders' interviews:** Selected key stakeholders were interviewed to enrich the process.
- **Board retreat:** The KNBS Board members were taken through the draft where they gave their comments and suggestions.

1.9 Organization of the 2008-2012 KNBS Strategic Plan

This Strategic Plan is organized into 5 Chapters. Chapter one deals with an introduction of the Plan and gives some background information on the history of Statistics, that of KNBS, its mandate, as well as its role within the National Statistical System. It is also in this Chapter that the KNBS Vision, Mission and Core Values are spelt out. Chapter two starts with a brief overview of the key highlights/achievements that KNBS was able to realize during the previous Plan period, then moves on to map out a detailed analysis of the key internal and external issues currently facing the organization. This includes a detailed SWOT analysis, PESTEL analysis as well as a detailed Stakeholder Analysis. It is also under this chapter that the challenges faced in the implementation of the previous Strategic Plan and the lessons learnt in the process are outlined.

Chapter three focuses on the key Strategic issues KNBS should now focus on during the 2008-2012 Strategic Plan period if it is to realize its designated mandate. Chapter four deals with the Implementation of the Strategic Plan, while chapter five, which is also the last, deals with the inherent risks to the implementation of the Plan and the key highlights in the Monitoring and evaluation of the Plan.

CHAPTER 2

SITUATION ANALYSIS

2.1 Introduction

In 2002, the Government with assistance from development partners developed the first Medium-Term Strategic Plan (2003-2007) for the National Statistical System with a focus on the CBS. This was driven by desire to ensure that the CBS was capable of discharging its full mandate by meeting the unprecedented increase in demand for statistics to inform national development processes.

This Chapter presents a review of the implementation of this first strategic plan, and the results of a SWOT, PESTEL and stakeholders analysis. The strategic plan review focuses on the progress made, challenges and lessons learned during its implementation. The analysis undertaken explores the strengths and weaknesses of the Bureau. The strengths show the available capacity within the organization that can be utilized to foster the Bureau's focus. The weaknesses affect the level of service delivery within the organization. The analysis further explores the opportunities available within the organization as well as the existing threats. The PESTEL analysis was carried out to determine the external environment under which the Bureau operates. The stakeholder analysis assists in the identification of those organizations that the Bureau depends on for successful delivery of its mandate. On the other hand, it also brings out the data expectations from the Bureau's stakeholders.

2.2 Review of the 2003 – 2007 Strategic Plan

The 2003–2007 Strategic Plan had mapped out 17 key Strategic objectives following which relevant strategies and activities were developed with the ultimate objective of getting the desired results. The developed key Strategic objectives were then used in the preparation of detailed annual work-plans and budgets.

During the implementation of the previous Strategic Plan, the Bureau was not able to complete all the activities it had planned to do. This was mainly due to lack of adequate resources and technical capacity. On the other hand, the key indicators developed under the previous plan had not been very clearly defined, thereby making thorough quantitative assessment of the plan extremely difficult to attain. In addition, majority of the activities spelt out in the previous Strategic Plan were rather too ambitious and hence very difficult to achieve within the Plan period.

During the stated Strategic Plan period, KNBS completed and published several publications, key among them, the Kenya Integrated Household Budget Survey, (KIHBS), the Kenya Demographic and Health Surveys (KDHS), Malaria Indicator Survey, Adult Literacy Survey, Disability Survey, as well as the Kenya AIDS Indicator Survey. Others were, the Multiple Indicator Cluster Survey in North Eastern, Eastern Province as well as in Turkana district.

In addition, KNBS carried out on regular basis Monthly Surveys on Industrial Production, Building Cost Index, Quarterly Business Expectations Survey, Capital Formation Survey, Labour Enumeration Survey, Hotels and Conferences, Hire Purchase Market Survey, ICP Survey and Inbound-Outbound Survey.

In addition, the preparations for the 2009 Kenya Population and Housing Census (KPHC) commenced during the Plan period and a pilot census were conducted. Other activities undertaken in the preparation of the census included cartographic mapping, map digitization, map verification, among others.

Moreover, KNBS continued with its regular activities of compiling secondary data whose outputs were Quarterly National Accounts, Economic Survey, Kenya facts and figures, Annual Statistical Abstracts, Leading Economic Indicators, and Monthly Consumer Price Index (CPI). All the surveys and compilation of secondary data provided relevant and accurate statistical information to inform policies on national development in economic and social planning.

2.3 Challenges faced in implementing the previous Strategic Plan

During the implementation of the Strategic Plan for the period 2003–2007, various challenges were experienced that constrained full achievement of all the planned activities.

Some of the major challenges were;

- Failure to prioritize activities.
- The Bureau experienced various capacity constraints during the Plan implementation particularly inadequate staff and inadequate physical/IT infrastructure.
- Inadequate budget allocation and delayed disbursement of donor funds.
- Inadequate capacity in line Ministries and government departments to implement the planned joint activities.
- Low response rate as a result of respondent fatigue.
- Uncertainties associated with the de-linking of the Bureau from the parent ministry with a lot of time lost in the transition process.

2.4 Lessons Learnt from the Previous Strategic Plan.

A number of useful lessons were learnt while implementing the 2003–2007 Strategic Plan, and were found useful in the preparation of the current Strategic Plan. Key among them are:-

- *The need for effective prioritization of planned activities:* The prioritization process should seriously consider the existing capacity in terms of organizational structure, human resources, physical infrastructure, IT skills, and required financial resources to avoid an ambitious plan that cannot be achieved.
- *The need for adequate human resource capacity:* There should be concrete plans to address KNBS human and non human resources (office space, staffing, and enhancement of the relevant staff skills)
- *The need for adequate budget allocation and timely disbursement of funds:* There

is need for strong budgetary allocation negotiations for the KNBS from both the Government and the Development partners to ensure adequate financial resources. Timely disbursement of funds will be crucial in attainment of targets stipulated under this plan. For instance, the main credit for the STATCAP Project was approved in May 2007 and became effective in August 2007 while the funds started flowing into the project account in February 2008. This limited the number of planned activities implemented under this project.

- The need to ensure that all the objectives are Specific, Measurable, Achievable, Realistic and Time bound (SMART). Smart objectives will give rise to monitoring indicators that will be equally measurable.
- *The need for an effective monitoring and evaluation framework:* The need for an effective M&E framework should be emphasized in order to inform the progress in implementation of the Plan. Planned activities should be monitored and evaluated to ensure that their implementation remains on course.

2.5 SWOT Analysis

A detailed analysis of the KNBS Strengths, Weaknesses, Opportunities as well as challenges was undertaken and prioritized as outlined here in under.-

Table 2.1: SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • A very clear mandate as stipulated by the Statistics Act, 2006, No.4. • Goodwill from the government and development partners. • Long history of country-wide data collection, analysis, interpretation and data dissemination. • A very strong management team backed by an equally very qualified and experienced board, both of whom have the capacity to execute the KNBS mandate as stipulated in the statistics Act, 2006. • National custodians of the household and establishment based statistical infrastructure (NASSEP frame and the Master file) • A very well established cartographic laboratory. 	<ul style="list-style-type: none"> • Inadequate capacity of staff both in numbers and skills. • Inadequate capacity of office space, both at the head office and in the field. • Delay in budget disbursements from the government which in turn hampers efficient execution of the organizations mandate. • Lack of a fixed assets register • Poor accessibility to the KNBS website, coupled with lack of an ICT strategy and also a communication Strategy. • Reliance on donor funding. • Lack of harmonization of survey instruments. • Slow pace of modernization of library and documentation services. • Limited statistical advocacy. • Weak coordination among data producers, users and suppliers.

Opportunities	Threats
<ul style="list-style-type: none"> • Growing demand for statistical information • Potential for generating revenues internally through levying of fees on KNBS services. • Strong goodwill from development partners. • Huge potential for collaborations, partnerships, linkages and networks with data producers, users and suppliers. • Existence of international standards and methodologies • International and regional appreciation of statistics • Advancement in ICT • Outsourcing of non-core activities 	<ul style="list-style-type: none"> • Respondent fatigue. • Low, public awareness on the importance of statistics for decision making. • Limited capacity in statistical production by other data producers. • Reliance on international expertise in some fields • Public perception about the core functions of KNBS.

2.6 PESTEL Analysis

Organizations do not operate in a vacuum. A critical analysis of Political, Economic, Social, Technological, Environmental and Legal (PESTEL) factors revolving around a review of the broader socio- economic issues are considered as an integral part of a good strategic plan. It is also important to note that critical decisions will need to be made based on well analyzed data. KNBS will within its mandate strive to ensure that it meets the expectations of all its key stake holders. Outlined herein are some highlights of the PESTEL issues considered important for this Strategic Plan

2.6.1 The Political Environment

Kenya's political environment has remained calm following political and governance reforms initiated by the grand coalition government after the 2007/08 elections. During the plan period, the political environment is likely to be dominated by reforms in all areas of public administration, key among them constitutional review process, electoral reforms, as well as a number of other commissions addressing various issues of governance.

2.6.2 The Economic Environment

Kenya's economy was performing well until the recent downturn caused by among other things the global financial crises, high fuel prices, persistent drought, high food prices and disruption of key economic sectors in early 2008 after the post-election crisis. This slowed economic growth from 7.1 percent in 2007 to 1.7 percent in 2008. It may take quite a while for the economy to get back to its growth trajectory. As the economy goes through this economic downturn, government funding for public programmes including KNBS operations may be adversely affected. It is also suffice to note that the country's economic environment will be dominated by the government development agenda, the Vision 2030 and its first

Medium Term Plan 2008-2012 (MTP) which will however have to be implemented with the backdrop of poor economic performance in 2008 and 2009.

2.6.3 The Social Environment

Kenya is a country of diverse social settings. Subsequently, effective development will only be realized with a thorough analysis of the country's social environment in its entirety. During the Strategic Plan period, KNBS operations will continuously keep on scanning the social environment, community relations, with the ultimate objective of ensuring that data collection at all levels of society are undertaken in a smooth manner.

2.6.4 Technological Environment

Kenya's technological environment, particularly in the ICT sector, has advanced tremendously over the past ten years. The fibre optic cable is now firmly in place, and all the regions of the country will soon be connected. Under the current Strategic Plan period, KNBS will endeavor to ensure that proper structures are put in place, for quality data collection and transmission from all parts of the country. In addition, the Bureau will strive to use its international networks and partnerships to ensure that up to date statistics on the latest technology-based-trade and investment opportunities, including opportunities in data analysis in business process outsourcing are availed for faster socio- economic development of the country.

2.6.5 Legal Environment

The Statistics Act 2006 has setup a very elaborate legal frame work in the collection, analysis, and dissemination of data in the country. KNBS will strive to ensure that the said Act is fully operationalised and disseminated to all the other key stakeholders for easier compliance, while at the same time keeping abreast with the ongoing constitutional review.

2.7 Current Organization Structure

The Management of the Bureau is vested in the Board of Directors. The board consists of a Chairman, appointed by the President and seven other board members appointed by the Minister. The Director General is the secretary to the board and board committees. The functional organization structure for KNBS provides for the Director General appointed by the board as the Chief Executive Officer of the Bureau and reports to the Board on all matters relating to management and administration of the organization.

2.7.1 Functions of the Board

According to the Statistics Act 2006, KNBS Board is mandated 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 Budget;
- Submit to the Minister a quarterly report on the activities of the Bureau.

2.7.2 Functions of the Director General

The Director General is the chief executive officer of the Bureau and Secretary to the Board and the committees. The overall day-to-day management of the Bureau is vested in the office of the Director General. The Public Affairs and Corporate Communication, Procurement and Legal Affairs units report directly to the Director General while the Audit and Risk Management unit reports to the Board of Directors. As provided in the Statistics Act 2006, the Director General shall, subject to the direction of the Board:

- i. Be responsible for the day to day management of the Bureau;
- ii. Manage the funds and the property of the Bureau;
- iii. Be responsible for the management of the staff of the Bureau;
- iv. Cause to be prepared for the approval of the Board
 - a. the annual work programmes of the Bureau and
 - b. the annual budget and audited accounts of the Bureau.

2.7.3 The Directorates

The organizational structure of the Bureau is made up of six directorates as presented in Figure 2.1. Each directorate has its given responsibilities and is headed by a Director. The following is a brief description of the respective directorates:

- *Directorate of Strategy and Development* is in charge of policy research and planning, development of statistical methods and standards, and coordination of the National Statistical System.
- *Directorate of Population and Social Statistics* is in charge of collection, compilation, analysis and dissemination of demographic and other social sector statistics as well as maintenance of the NASSEP and Cartography laboratory.
- *Directorate of Macroeconomic Statistics* is in charge of collection, analyses, generation and dissemination of macroeconomic statistics in the following main areas: National Accounts, External sector statistics, Monetary and Financial statistics, Public Finance, Tourism, and Transport and Communications statistics.
- *Directorate of Production Statistics*: The directorate undertakes the collection, compilation, analysis and dissemination of labour and industrial statistics which include employment and earnings, consumer price indices and inflation rates, manufacturing, building and construction, energy and leading economic indicators and business expectation enquiry. In addition, the directorate is also in charge of the Agriculture and Livestock Production, Food Monitoring and Environment Statistics.

- **Directorate of Information and Communication Technology** is responsible for Data Processing, Information Systems and Operations; and Information Services.
- **Directorate of Finance and Administration** is responsible for Finance, Administration and Human Resources Management and Development.

Under the current organization structure, KNBS has 478 staff of whom 320 representing 70 percent are in non-professional cadres. Given the mandate of the KNBS, such a staffing level is considered inadequate.

2.7.4 Current Field Structure

The Bureau has established offices in 71 previous districts countrywide. That means that all the 254 current districts are within the 71 previous ones. To supervise the field activities the Bureau established the position of a District Statistics Officer (DSO) and currently, there are only 48 DSOs all over the country. Below the DSOs are field enumerators who are about 200 spread across the country though some districts do not have any. There are less than 10 secretaries/typists and support staff. The DSOs report to three regional field coordinators and these positions are currently vacant. It has therefore become the responsibility of the senior manager in charge of NASSEP, Cartography & Field Administration to be solely managing the field services. Figure 2.2 presents the current KNBS field organizational structure.

Distribution of resources is shifting from the administrative to geo-political units through the constituency Development Funds (CDF) and Local Authority Transfer Funds (LATF) at the constituency and ward level respectively. It means that the data collected by KNBS from the field should take into account the existence of the geo-political structures. For effective planning and service delivery at regional and sub-regional levels, the Bureau therefore needs data that can be analyzed at lower levels rather than national level. For this to happen, the data collected must be captured at the district level and only the soft copies relayed to the HQs for further analysis.

As regards field physical infrastructure and transport facilities, the Bureau has constructed offices in 12 districts and although there is no single KNBS vehicle deployed in the field, there are 24 serviceable motorcycles. Therefore, more field offices must be constructed and equipped and more vehicles and motorcycles purchased.

Figure 2.1: Current Organization Structure

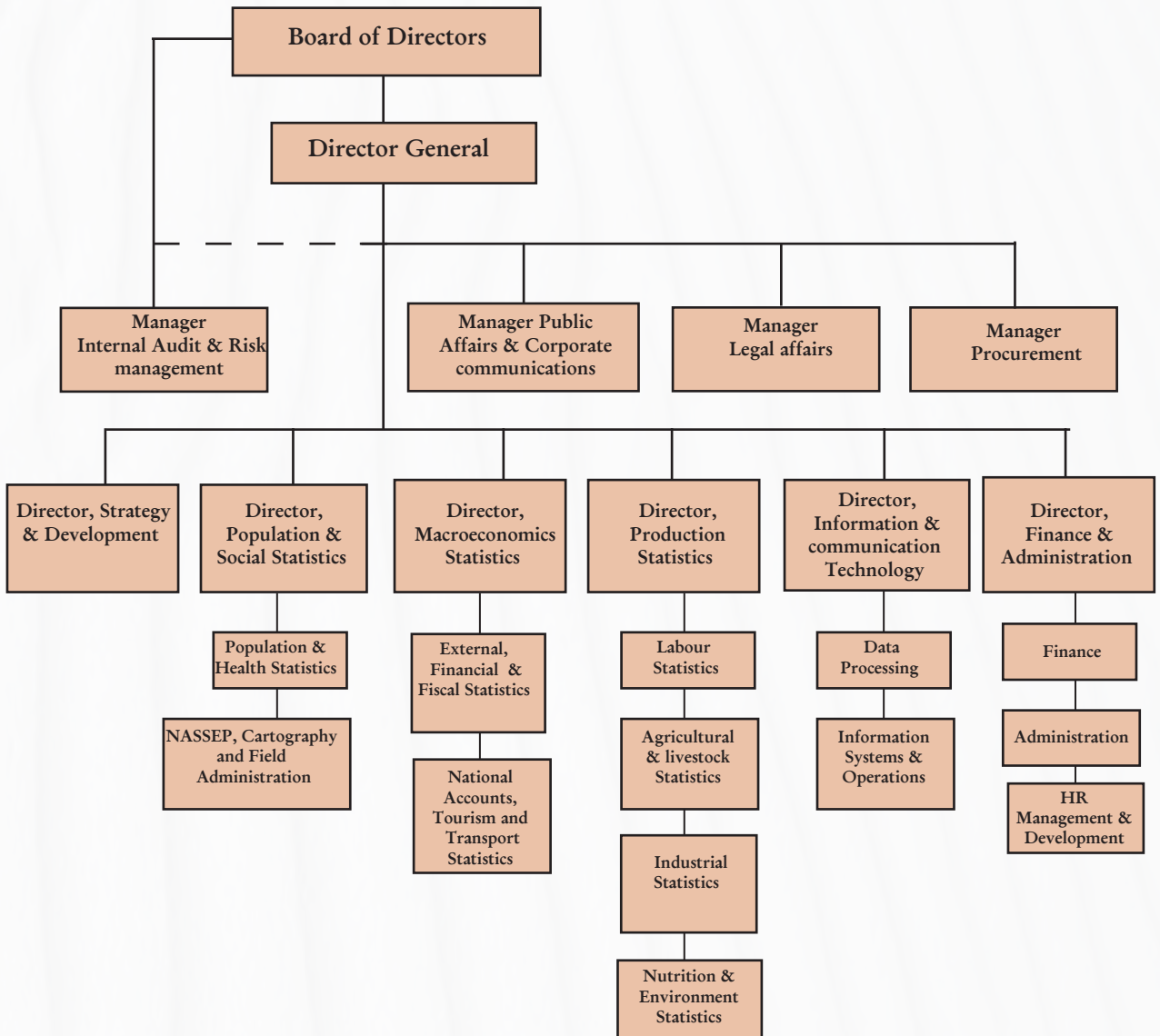
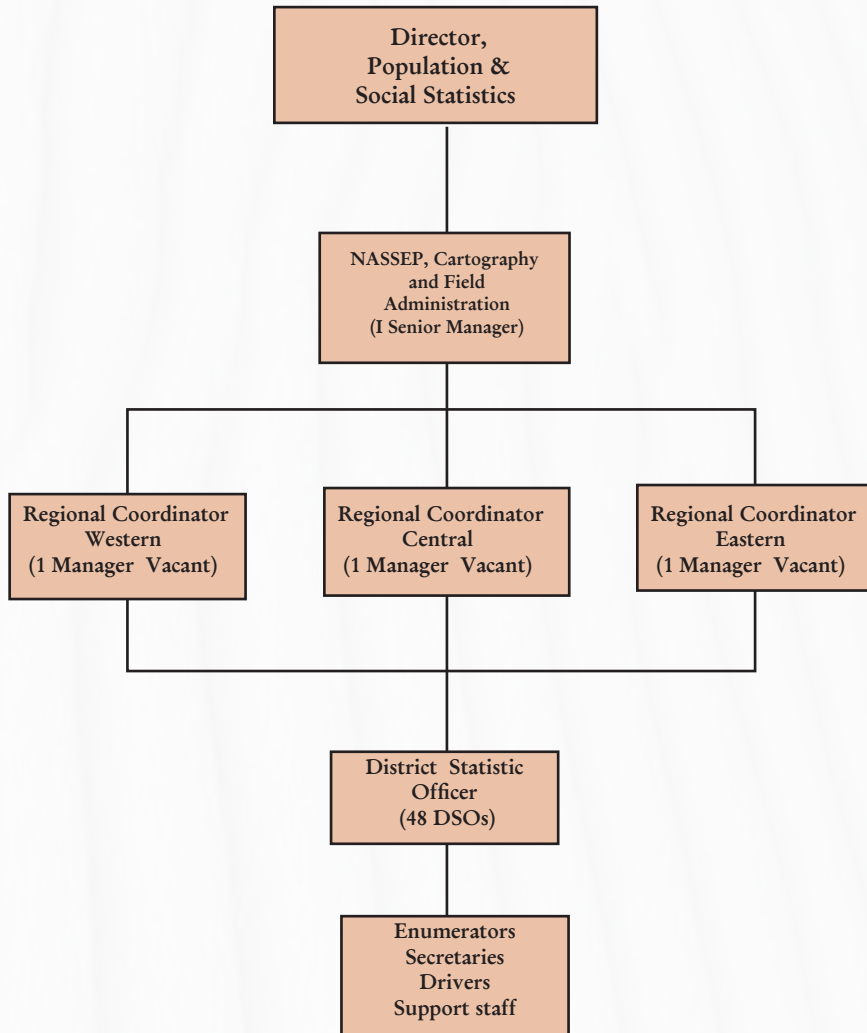


Figure 2.2: Current Field Organization Structure



2.8 Stakeholders Analysis

A stakeholder is any person, group or institution that has an interest in a given activity or institution. In this regard, the KNBS has maintained a culture of working in partnership with various stakeholders and maintaining continued interaction in the execution of its mandate. The following matrix gives a synthesis of the Bureau's key stakeholders and an analysis of their interests.

Table 2.2: Stakeholder Analysis

Stakeholders	Stakeholder Expectations	KNBS Expectations
Ministry of State for Planning, National Development and Vision 2030	Statistics for national planning, policy formulation and Monitoring and Evaluation	<ul style="list-style-type: none"> • Provide Policy guidance and support • Lobby for required funding. • Provide data needs
Ministry of Finance	Statistics for national budget preparation	<ul style="list-style-type: none"> • Timely disbursement of funds • Sufficient budgetary allocation
Development Partners	<ul style="list-style-type: none"> • Efficient utilization of availed resources • Best practices in statistical production • Good governance • Timely implementation of funded projects 	<ul style="list-style-type: none"> • Financial support • Technical assistance • International networking • Goodwill ambassadors
Data Producers <ul style="list-style-type: none"> • Kenya Revenue Authority • Central Bank of Kenya • Government Ministries and Parastatals • The Judiciary • The Kenya National Assembly • Local Authorities • Universities • Non-Governmental Organizations. 	<ul style="list-style-type: none"> • Enhanced collaboration • Strengthened statistical production capacity • Proper coordination and networking • Shared annual calendar of events 	<ul style="list-style-type: none"> • Shared annual calendar of events. • Adoption of internationally accepted standards. • Establish focal points. • Timely feedback

Stakeholders	Stakeholder Expectations	KNBS Expectations
Data Users <ul style="list-style-type: none"> • Universities • Research Institutions • Government Ministries and Agencies. • The Judiciary • The Kenya National Assembly • Local Authorities • Development Partners • The Private Sector • The Non Governmental Organizations • The General Public • Regional Bodies • International Organizations 	<ul style="list-style-type: none"> • Timely, accurate and reliable statistics • Highly disaggregated data • Advice on use of statistics • Up to date website • User friendly databases • Acknowledge Source of Data • Consult Bureau if ever to project data not published by the bureau. 	<ul style="list-style-type: none"> • Provide data needs • Timely feedback • Responsible use of data • Regular user and producer symposia. • Timely response to all questionnaires
Data Suppliers <ul style="list-style-type: none"> • The Kenyan Public (households, farmers and individuals) • Private and Public Institutions • Enterprises 	<ul style="list-style-type: none"> • Minimal reporting burden • Feedback on data supplied • Privacy and confidentiality of data supplied respected 	<ul style="list-style-type: none"> • Quality and timely data • Feedback on data requests
Media <ul style="list-style-type: none"> • Both print and electronic • Social networks 	<ul style="list-style-type: none"> • Receive timely and accurate information • Accessibility to facts 	<ul style="list-style-type: none"> • Objective reporting • Disseminate information to the wider public

2.9 Current Funding

2.9.1. Exchequer Funding and Expenditure

The recurrent budget for the Bureau over the last three years increased from Ksh. 402.0 million in 2005/06 to Ksh. 800.2 in 2007/08 representing a double increase. These budgeted figures have been entirely funded by the exchequer.

Over the same period, the average utilization of budgeted provisions was 69.6% in 2005/06, 84.8% in 2006/07, 74.6% in 2007/08 and 83.7% in 2008/09. The underutilization of funds was mainly attributed to the lack of institutional and operational capacity. It will therefore be necessary to shift the absorption levels to the higher target of 100% in order to ensure

achievement of the Bureau's target. Table 2.3 below provides budget estimates and actual expenditure for the period 2005/06 to 2008/09:

Table 2.3: KNBS Budget Estimates and Actual Expenditure (Ksh million)

Financial Year	2005/06	2006/07	2007/08	2008/09
Exchequer Funding/Revised Estimates	402.0	640.0	800.2	1,685.3
Actual Expenditure	279.9	542.3	593.7	1,410.1

2.9.2. STATCAP Project Funding and Expenditure

During the same period, a total of Ksh.504 million was disbursed to KNBS through the STATCAP Project to fund various capacity building projects within the NSS. Table 2.4 below provides STATCAP Project budget, actual receipts and actual expenditure for the period 2005/06 to 2008/09.

Table 2.4: STATCAP Project Commitments, Receipts and Actual Expenditure (Ksh. million)

Financial Year	2005/06	2006/07	2007/08	2008/09
Commitment/Budget	107.3	380.0	420.0	492.0
Actual Receipts	81.7	156.6	114.0	151.9
Actual Expenditure	81.7	94.9	86.4	102.7

Although KNBS has not been able to fully utilize funds disbursed through the STATCAP Project, it should be noted that the main credit was approved in May 2007 and became effective in August 2007. The funds started flowing into the project account in February 2008. Initially, the project was operating on Project Preparation Facility (PPF) which had specific activities to be implemented. This limited the number of activities under utilization of the PPF funds.

CHAPTER 3

STRATEGIC FOCUS, OBJECTIVES AND STRATEGIES

3.1 Introduction

After carrying out very elaborate SWOT analysis, PESTEL analysis and stakeholder analysis, KNBS was able to map out six key Strategic focus areas which will guide the organization over the Strategic Plan period. The identified six strategic focus areas are as follows: - aligning statistical information with user requirements; enhancing the quality of statistical products; coordination and supervision of the National Statistical System; capacity building; modernization and development of physical and ICT infrastructure, while at the same time enhancing the effectiveness and efficiency of the Bureau.

It is expected that, once fully operational, the selected six key Strategic issues will propel KNBS in its endeavor to become a world class centre of excellence in the production and management of quality statistics for better service delivery to the country and its citizens. In addition, within each of the six key Strategic focus areas, KNBS has identified a set of strategic objectives and activities which will be pursued both in the short and medium-term.

In addition, KNBS will not only be guided by its declared core values, but will also try and ensure all the major challenges identified are mitigated against, while at the same time ensuring that the available resources are utilized in such a way that they create synergy in both the desired outputs and outcomes.

- **Strategic Focus 1: Aligning Statistical Information with user requirements**

KNBS will strive to produce quality statistical information that meet and satisfy user requirements. This will be achieved by regularly assessing user needs and undertaking awareness programmes, feedback and dissemination mechanisms with all its key stakeholders. The Bureau will also try to enhance its current data accessibility and dissemination policy, with the view to keeping pace with international data dissemination frameworks. In this regard, the Bureau will continue to implement the GDDS guidelines, while at the same time continually updating its systems.

- **Strategic Focus 2: Enhancing the quality of statistical data and information**

KNBS' main objective will be to improve the quality of statistical information. This will be based on internationally acclaimed practices as well as quality assurance standards and procedures. The periodicity and timely release of statistics will be improved to inform national planning. Through its mandate to coordinate the National Statistical System, the Bureau will ensure that there is consistency in data produced by all the stakeholders within the NSS. The Bureau will continue to maintain and update her data infrastructure mainly the sampling frames. These initiatives will contribute immensely to reduction of non response rates while

leveraging on the current modern information technology both in terms of infrastructure and skills among its staff to improve on the quality of data.

- **Strategic Focus 3: Coordination and supervision of the National Statistical System**

The First Medium Term Plan (2008-2012) spelt out the KNBS role in coordination of the NSS. This entails the development of technical as well as other capacities of line ministries to produce quality data required by the National Integrated Monitoring and Evaluation System (NIMES). The Bureau will therefore enhance collaboration and integration among the producers of official statistics through an elaborate mechanism for monitoring, reporting, and information sharing. Such mechanism would promote standards and methods among the stakeholders within the NSS with the Bureau providing technical advice to line ministries and agencies. This will ensure that NSS is strengthened through development and improvement of management systems for statistical information.

- **Strategic Focus 4: Build Human Resource Capacity**

Focused training, education, and motivation will be critical in enhancing the skills base and raising staff motivation to enable KNBS retain and attract competitive human resource. The current staffing levels are insufficient to successfully implement the strategic plan and therefore the achievement of the plan will in part be pegged to increasing the current staffing levels. It is consequently important to establish and maintain an optimal staffing level. This will be informed by a meticulous job evaluation whose results will be fed into the proposed new organization structure. A well articulated staff retention and management programme will be developed to maintain optimal staffing levels.

In order to ensure quality of data and services provided by the Bureau, the Bureau will promote and maintain a performance oriented culture through the implementation of quality management and performance systems that calls for continuous improvement in service delivery. This will be monitored through the new Performance Management and Appraisal Systems (PMAS) concept which will guide staff rewarding and correctional mechanisms.

- **Strategic Focus 5: Developing and Modernizing Physical and ICT Infrastructure**

This will be achieved through investment in acquisition or construction of new offices, procurement of state of art ICT equipment and accessories and provision of adequate transport.

- **Strategic Focus 6: Enhance the effectiveness and efficiency of the Bureau**

Enhancing efficiency and effectiveness of the Bureau will be achieved through prudent planning and executing activities within the planned period. This will call for an improvement in the management system and effective leadership. The overall transition of the Bureau still poses a major challenge in the implementation of the strategic plan. The process therefore will need to be fast-tracked so that it does not affect the performance of the Bureau. In

addition, KNBS will strive to scale up collaborations, partnerships, and networks in all its areas of operation.

3.2 Strategic Focus, Objectives and Strategies

Within each strategic area of focus, the following table presents the strategic objectives and strategies to be undertaken.

Table 3.1: KNBS Strategic Focus, Strategic Objectives and Strategies

Strategic Focus	Strategic Objective	Strategies
1. Aligning Statistical Information with user requirements	To satisfy user requirements	<ol style="list-style-type: none"> 1. Improving the organization image 2. Increasing the accessibility and usage of statistics 3. Providing statistics to inform national priorities 4. Providing statistical information in line with international dissemination frameworks
2. Enhancing the quality of statistical data and information.	To improve quality of statistical data and information To improve quality of statistical data and information	<ol style="list-style-type: none"> 1. Improving the accuracy and timely production of data and information 2. Adopting and implementing internationally acclaimed data management. 3. Developing and implementing quality data management framework 4. Maintaining up-to-date Master Sampling frames.
3. Coordination and supervision of the National Statistical System	To create an effective National Statistical System.	<ol style="list-style-type: none"> 1. Promoting collaboration, networks, partnerships and integration amongst producers of statistics 2. Provide technical advice and back stopping to line ministries on all statistical matters. 3. Promote standards and methods across the NSS; 4. Institutionalize STATCAP within the Bureau structure.
4. Build Human Resource Capacity	To create a globally competitive human resource base.	<ol style="list-style-type: none"> 1. Expanding the skills base and expertise, through advanced specialized training and exposure 2. Establishing and maintaining optimal staffing level 3. Promoting performance and results based culture in the organization. 4. Developing and promoting team work and a conducive working environment 5. Creating equity in the work place.

Strategic Focus	Strategic Objective	Strategies
5. Developing and modernizing Physical and ICT Infrastructure	To provide adequate physical and ICT infrastructure	<ol style="list-style-type: none"> 1. Acquire adequate office space 2. Acquire and manage adequate physical infrastructure 3. Strengthen use and application of ICT 4. modernize ICT equipment
6. Enhance the effectiveness and efficiency of the Bureau	To create an effective and efficient Bureau	<ol style="list-style-type: none"> 1. Re-branding KNBS. 2. Fast-tracking the transition of the Bureau 3. Improving management systems 4. Adhering to legal frameworks 5. Improving risk management. 6. Planning and executing activities within the planned timelines and budget 7. Promoting and profiling effective leadership, management and decision making 8. Scaling up effective resource mobilization

3.3 Key Assumptions.

The following are the key assumptions made while developing this strategic plan.

- There will be political goodwill in support of KNBS' proposed activities and programmes.
- Development partners will continue to support KNBS programmes.
- Data users and suppliers will be optimally engaged.
- Sufficient funds will be obtained and released in good time to implement the planned programmes.
- There will be mechanisms to motivate staff through better terms and conditions of service to realize improved productivity.

CHAPTER 4

IMPLEMENTATION OF THE STRATEGIC PLAN

4.0 Introduction

Implementation of the 2008-2012 Strategic plan will continue to depend upon team work, backed by strong leadership, at all levels of the organization's operations. In particular, it is going to be incumbent upon the board and the top management to continue giving the organization visionary and innovative leadership, while the rest of members of staff will be expected to implement the plan as mapped out. Of special interest is going to be the re-branding of the organization to reflect its now expanded mandate as outlined in the Statistics Act, 2006. However, in order for the implementation to be efficient and focused, KNBS will need to enhance its ability to mobilize more resources, particularly in the areas of data collection, analysis and dissemination. This will not only be aimed at ensuring that the organization meets the expectations of its various stake-holders in a much more effective and focused manner, but also its declared mandate. In addition, the implementation will take due cognizance of other key variables such as; lessons learned from the previous strategic plan, emerging opportunities, as well as the inherent risks that could torpedo the same. As a strategy, KNBS plans to enhance its current structure of networks, partnerships and collaborations with the view to ensuring that maximum synergy is attained.

4.1 Implementation Management Structure

Under the new strategic plan, KNBS has proposed to implement a new management structure, aimed at ensuring that it is able to realize its mandate in a much more focused and efficient way, while at the same time sticking to its re-focused Vision, Mission, Core Values and Strategic Objectives. KNBS will also need to align its revised structure to conform to the expanded priorities and added coordination role within the National Statistical System. In addition, the organization plans to carry out a detailed job evaluation so as to determine the appropriate staffing levels as outlined in its revised new structure. Under the revised structure (as shown in Figure 4.1) the office of Director General will not only be supported by six (6) Directorates, but will also consist of optimal staffing levels. Each Directorate will in turn be expected to draw its detailed work plan, complete with the set strategic focus areas, strategies and activities.

Under the revised new structure, the key issues that will particularly need to be addressed will inter-alia include the following:-

- Clarity between functions in different directorates.
- Capacity to effectively manage emerging data needs in terms of scope and frequency in technical directorates.
- Relationship between functions and sections with the view to ensuring that the same

are well aligned within each directorate.

- Performance indicators and targets, aimed at ensuring that, monitoring and evaluation of results are more output and outcome focused.
- Job descriptions and specifications, which are well defined with clear delineation of functions, duties and responsibilities at all levels.

Figure 4.1: Revised Organization Structure

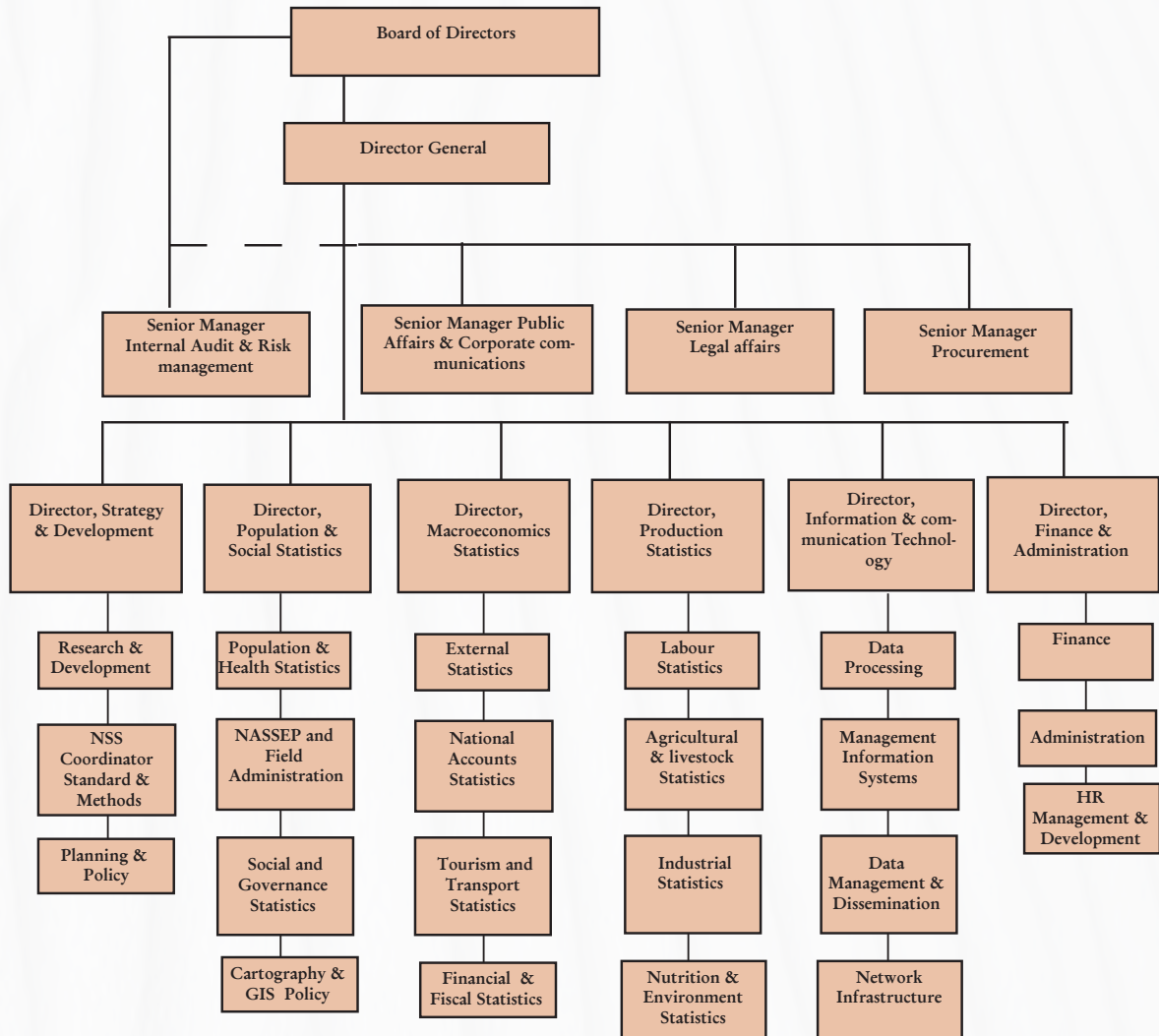
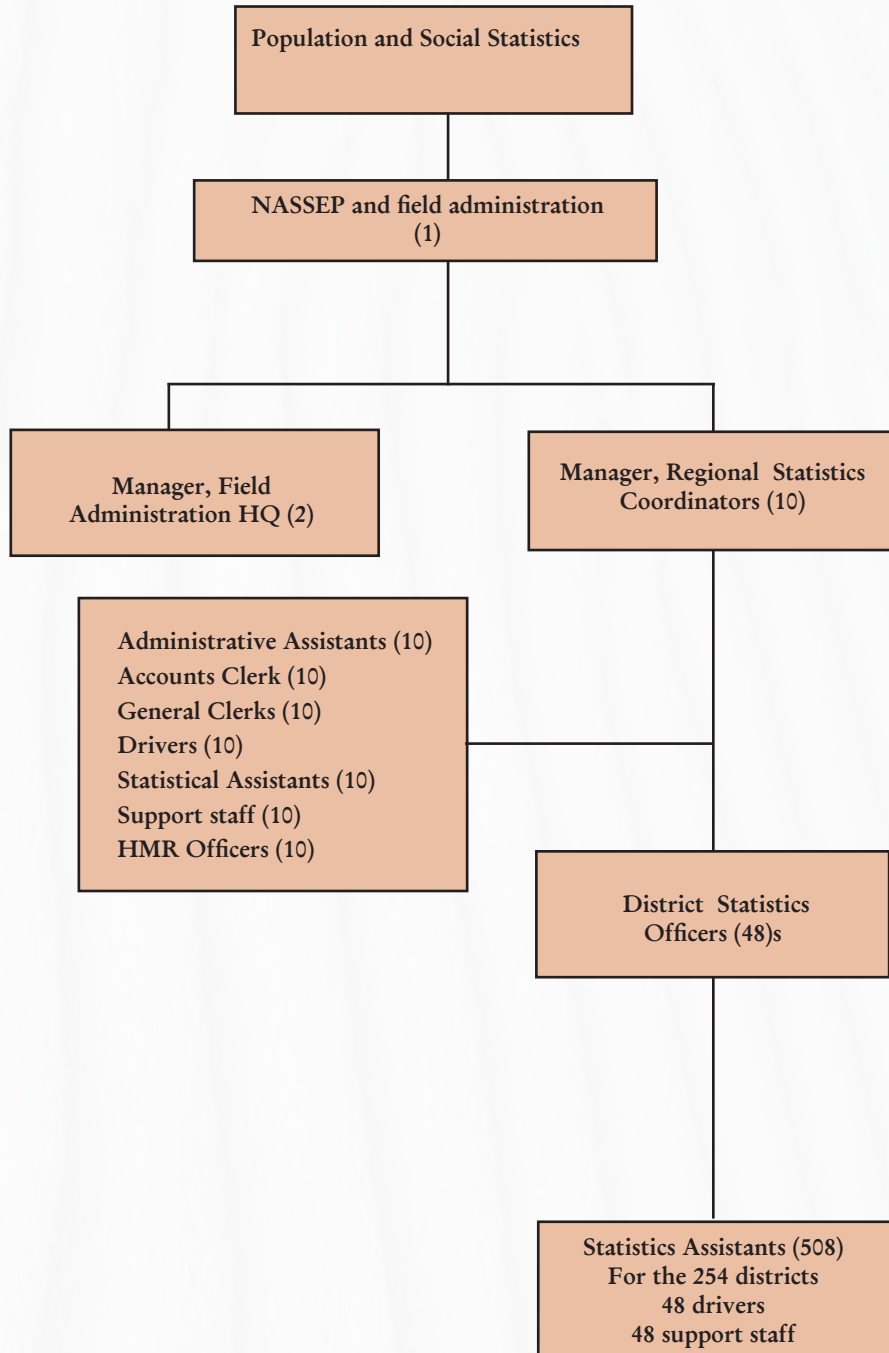


Figure 4.2: Revised Field Organization Structure



4.2 Field Organization

The Bureau recognizes the important role played by field offices in coordination of both household and establishment based surveys. During the plan period, KNBS intends to strengthen field offices by dividing field services initially into 10 regions and recruiting well trained personnel capable of collecting, analyzing and transmitting quality social and economic statistics to the headquarters. Each region will be headed by a Regional Coordinator (RC). Below the RC will be the DSOs in key districts within each region handling a set of districts. The key districts will be determined by the volume of work handled among other factors. In every key district, it is proposed that there will be two statistical assistants to execute daily and frequent collection data in the field. For better operations in terms of handling data both in the field and office, KNBS will ensure that all the field staff have the requisite computer skills. The structure of field organization is as presented in Figure 4.2.

In addition to the ten (10) regional coordinators, two officers at the head office (at the level of managers) will be required to help the senior manager in charge of NASSEP and Field Administration handle field matters by splitting the country into two blocs; Eastern and Western Kenya.

During the plan period, KNBS intends to construct or rent regional and district offices that will be well-equipped with modern ICT office facilities. This will be done in phases and concluded within three financial years. It would be prudent to construct field offices at the provincial HQs in the first phase and spread to the rest thereafter. In order to improve efficiency of data collection in the field, each region and key district will be provided with a vehicle and motorcycles to statistical assistant.

4.3 Work Plan

The planned and costed activities which KNBS has identified are crucial and necessary to achieve the strategic focus identified in chapter 3. These activities are pegged to specific focus areas and are aimed at meeting KNBS Strategic Objectives, particularly, creating general awareness about statistics and raising the profile of the Bureau; producing high quality statistics; creating an effective National Statistical System and strengthening human-resource management and development. The activities are organized based on the strategic focus and the six directorates will be expected to draw their annual work plans from them.

The work plan will be used to monitor the implementation of the strategic operational outputs which the organization has committed itself to deliver in the five year plan period. The successful implementation of these work plans will depend on availability of both capital and human resources. Detailed work plan for KNBS in the next five years is presented in Annex III.

4.3.1 Compilation of Secondary data

For a long time, KNBS has been retrieving compiled data from government ministries and other institutions that collect data. Secondary data will continue to be compiled on public finance, currency and banking, savings and credit, foreign investment, insurance, transport and

communications, labour, trade and tourism, agriculture, nutrition, environment and natural resources, commodities, cooperatives, energy, education, health, crime, and housing. These data are used to compile annual and Quarterly Reports including Quarterly GDP Report, the economic survey, Leading Economic Indicators, Kenya's Facts and Figures and Annual Statistical Abstracts. The outcome of these statistical reports is to inform national planning processes by providing accurate, relevant and timely economics and social statistics.

4.3.2 Surveys

Sample surveys will remain the main source of up-to-date and reliable socio-economic data for KNBS. Two broad types of surveys are usually carried out namely; household-based surveys and establishment based surveys. During the plan period, KNBS will continue to produce consumer Price Index (CPI) which is used to indicate changes in price levels of selected basket of consumer goods. In light of the rapid changes in consumer tastes and preferences, resulting from the introduction of new goods and services in the market, the assumption of constancy of composition of the basket over a period of over five years can no longer be justified. In line with international practices, KNBS will be revising the CPI baskets after a maximum duration of 5 years in addition to using price updated weights in the compilation of all indices. Among the other reforms to be undertaken in the CPI involve use of geometric mean method and compilation of regional indices.

During the plan period, KNBS intends to introduce Producer Price Index (PPI) which will measure the change in the effective selling prices received for products sold on the local market. In fact, PPI is one of the prescribed indicators of the Special Data Dissemination System, (SDDS) and it will reflect the price trends of a constant basket of well-specified products representing the output of the different industries. Being a new KNBS product, PPI will be useful as an economic indicator, a deflator of other economic series as well as the basis for contract escalation. Initially, KNBS intends to produce manufacturing PPI on a quarterly basis and later on monthly basis just like CPI. It will later expand to other sectors including agriculture.

Other household based surveys scheduled to be carried out include, labour force surveys, Micro and Small Enterprise survey, child Labour survey, health Survey, agriculture and livestock survey, Integrated Time Use survey and Kenya Integrated Household Budget survey phase II.

Among the establishment based surveys to be undertaken during the plan period are Foreign Investment Survey, Integrated Survey of Enterprises, Informal Cross Border Trade Survey, Survey of villas, cottages and campsites, , Financial Access Survey, Inbound Outbound Survey, Survey on Expansion of Coverage of Financial Institutions, Annual Survey on Industrial Production, Building and Construction Survey, and Survey of Quarrying and Mining.

4.3.3 Censuses

During the plan period, KNBS intend to carry out data processing of the 2009 Kenya Population Housing Census (KPHC), whereby various reports depending on the modules covered

during the actual enumeration will be produced and published. It is generally anticipated that successful undertaking of the census data processing will provide the demographic changes that have taken place in Kenya's population since the last Census was undertaken in 1999. Specifically, the 2009 KPHC will provide detailed statistical information at all levels of society on the number, distribution, and characteristics of individuals and households in Kenya. The census also provides benchmark data for a range of surveys produced by KNBS, and other public and private sector organizations.

One major census planned to be undertaken during the plan period will be the Agriculture and Livestock Census in 2010/2011 Financial Year. This survey has been long overdue as it is expected to provide benchmark statistics to national accounts. Moreover, Agriculture and Livestock Census will provide the trend and distribution of livestock and agricultural commodities all over the country. Furthermore, the census will provide benchmark statistics for projecting the growth of agricultural and livestock products in the country. Lastly and more importantly, Agriculture and Livestock Census will provide a clear picture of food security situation in Kenya and this will inform formulation of national food security policy.

Another key census earmarked to be undertaken during the plan period is the Census of Industrial Production (CIP), whose scope will include manufacturing, mining and quarrying, construction, electricity, gas, steam and air condition supply. The last successful CIP to be done was in 1977 and, a similar one was carried out in 1982 but no analysis was done due to poor response. According the international standards, a CIP should be carried out after every 5 years. It is anticipated that successful undertaking of CIP during the plan period will provide baseline data on industrial structure, key macroeconomic indicators such as GDP, capacity utilization of industrial sector and weights used in Construction Indices.

4.3.4 Research

During the plan period, a number of researches, particularly poverty related will be undertaken with a view to looking at poverty in different perspectives specifically, a report on determinants of poverty will be published. The Bureau will also undertake an Integrated Household Budget Survey (IHBS) in order to determine the current level of country's poverty and also provides basis for revising CPI basket and updating National Accounts Indicators. Other poverty related researches to be undertaken will include measuring of inequalities in Kenya, non-monetary measures of welfare, small area poverty estimation and chronic poverty research. These surveys provide statistics of the extent to which poverty escalates in Kenya's society and it is used by the government to formulate poverty alleviation policies and strategies such as allocation of Constituency Development Fund (CDF) according to Constituency's Poverty Index.

4.3.5 International Standardization

A number of other regular activities will be undertaken in order to provide quality statistics. These include monthly survey of industrial production, building and construction cost

index, business expectation enquiries, food balance sheet updating, survey of agricultural inputs, development and updating of countrystat, domestication of KNOCS, ISIC Rev 4 and COICOP, update of the register of establishment in the modern sector, and development of new environment indicators. In the macroeconomic front, KNBS intend to revise and rebase the national accounts by integrating new data sources expected to be available during the plan period. These include the KIHBS, the 2009 KPHC, business survey, the VAT record, the revised CPI and the planned PPI. In order to improve quality of economic statistics, KNBS will also harmonize and revise data collection instruments, construct and supply user tables and social accounting matrix, and develop inputs-output tables.

4.3.6 Development of NASSEP V and Master File

After every five years, KNBS plans to be creating a new National Sample Survey and Evaluation Programmes (NASSEP). The current frame (NASSEP IV) which was created in 2002 is old and should be replaced. The programme is used as a sampling frame to all household based surveys. During the plan period, a new master sampling frame, NASSEP V will be created to efficiently carry out accurate surveys and researches that will produce more reliable and quality statistics, which meet the user needs. At the same time, KNBS will revamp the existing Master File, which is used as sampling frame to all establishment based surveys. This is with a view to improving the economic statistics and increasing response rate among the business establishments. From this Strategic Plan period, the Bureau will be undertaking revision of the register for business establishments after every five years.

4.3.7 Coordination and Advocacy

During the Plan Period, KNBS intends to establish and put in place strong coordination mechanisms among Agencies (data producers, between data producers and users, between data producers and research and training institutions, donors and other development partners). Key coordination activities across the NSS will include:

- Coordinate formulation of sectoral strategic plans which will inform the development of a strategic plan for the NSS.
- Review of potential official statistics produced by other government ministries and departments, set up procedures for meeting quality standards, and certification of official statistics defining standards by compiling a compendium of main concepts, definitions, classifications, and methodologies for official statistics which will be used across NSS.
- KNBS will conduct a statistical audit in order to determine statistical capacity and propose a plan to advance statistical activity in those Agencies. This will require that a joint working party between the Bureau and relevant Agencies to be set up. KNBS will, during the first year only include three Agencies in the pilot.
- The Bureau will provide support to line ministries and government departments by establishing sustainable statistical units to ensure high quality official statistics are produced.

- Several workshops will be held particularly producer/producer workshops and user/producer workshops at national and provincial level in an effort to improve the quality and awareness of statistics.
- The Bureau, through the support of STATCAP Project and other development partners will continue to build statistical capacity in government ministries and agencies through training and infrastructural provision, particularly ICT.

4.3.8 Publications

During the Plan period, KNBS will continue to use publications as the main media for disseminating statistical information. Publications such as Economic survey, Leading Economic Indicators, Statistical Abstracts, Kenya Facts and Figures, Quarterly GDP Report, and Monthly CPI Report will be published on regular basis. In addition, the Bureau will also explore the possibilities of including an on-line journal for dissemination.

4.4 Resource mobilization

The implementation of various strategies discussed in this plan will require enhanced capacity in human, technical and financial resources. In this respect, four key areas will need to be addressed:-

- Human Resource Management and Development
- Physical Infrastructure and Transport
- ICT Infrastructure and Communication
- Financial Resources

4.4.1 Human Resource Management and Development

Under the Medium Term Plan (2008-2012) it is recognized that the country's main potential lies in its people: their creativity, work ethic, education, as well as their entrepreneurial and other skills. Secondly, the public service reforms will be guided by the principles of Results Based Management, inculcation of values and ethics, strengthening of institutions and competences. In addition, KNBS' human resources capacity building programmes will incorporate Results Based Management principles and values, while at the same time deepening the use of ICT in its human resource management. All this will be aimed at ensuring that the organization adequately staffed in terms of in terms of numbers, skills and competencies, and is thus able to meet the high expectations of its various stake holders. Lastly, KNBS expects to put in place a strategy of continuous staff development, thereby ensuring that it is able to employ, develop, retain and optimize the best personnel, possible.

4.4.2 Physical Infrastructure

The current office premises both in the Headquarter (Nyayo House and Herufi House) and in the districts are not adequate to accommodate the KNBS staff to effectively undertake the activities planned in the Strategic Plan. During the Strategic Plan Period KNBS Board and the management plans to acquire and equip its own offices for the Headquarters and selected districts. Renovation will also be carried out in some of the existing offices.

4.4.3 Transport

On transport, there will be need for KNBS to provide adequate vehicles and motorbikes for statistical operations, with transport services being outsourced from private operators where necessary.

4.4.4 Information and Communication Technology Infrastructure

During the Plan period KNBS plans to procure modern ICT equipment and accessories. The strategies to be adopted will include, providing wider area network to connect the headquarters and the districts, establishing modern national data processing and publishing centers, procuring external disaster recovery service, providing modern communication equipment, improving data capturing processes, providing ICT skills to technical and professional staff. In addition, the organization plans to use cost effective and innovative methods in the processing, analysis and dissemination of information.

4.4.5 Financial Resources

A key consideration is that financial resources must be available to enable the Bureau to implement its strategic plan. Firstly, the identified resources will include those obtained through the KNBS budget from the exchequer for the period 2008/09 to 2012/13. Also under consideration are the additional resources from development partners to finance the deficit in the identified strategies. The World Bank, DfID, AfDB, UNFPA, GTZ, UNDP, JICA, USAID DANIDA, SIDA, UNICEF and Commonwealth Secretariat are known to support capacity building in government agencies. KNBS has also been receiving support from the development partners through the STATCAP Project. To this end, the Bureau will work towards creating good working relationships with the said development partners and other well wishers. In addition, KNBS will explore the possibilities of levying some fees for some of its products, including, the downloading of publications from its on-line journal.

Table 4.1 below presents the gross projected financial resources requirement during the plan period in implement programmes identified in the strategic plan.

Table 4.1: KNBS Gross Resource Requirements (Ksh. Millions)

2008/09	2009/10	2010/11	2011/12	2012/13	Total
194.2	8,503.0	3,255.6	3,398.0	1,360.5	16,711.3

The gross resource requirements are mainly comprised of costs related to general administration, staff emoluments, statistical data production programmes; such as surveys, censuses, including, but not limited to those relating to such areas as poverty and other social statistics as shown in Annex Table III. The enormous expenditure for the financial year

2009/10 is due to 2009 Kenya Population and Housing Census, while during the 2011/12 Financial Year, KNBS plans to undertake census of agriculture and livestock estimated to cost Kshs. 2 billion.

During the initial years of the plan period, KNBS will closely work with the development partners (World Bank and DFID) through the STATCAP project to provide funds amounting to about Ksh. 627.5 million to fund statistical capacity building across the NSS mainly provision of ICT facilities and training of the participating agencies.

4.4.6 Prudence in Expenditure

During the Strategic Plan period, KNBS plans to make efficient and timely resource utilization a key priority area. In this regard, it will ensure that current government efficiency monitoring and evaluation guidelines, such performance contracting and rapid results initiatives are fully applied. Once this is implemented, it is hoped that over-all productivity and efficiency will be realized with resources so saved being directed to programme areas of the organization.

4.5 Responsibility for the Plan Implementation

KNBS Board will be responsible for the formulation and monitoring implementation of this strategic plan. It will in addition and from time to time determine the structure and levels of staffing, terms and conditions of service. In addition the boards will also strive to encourage professionalism at all levels in the operations of the organization. On the other hand, the role of the top management will inter-alia include the implementation of the strategic plan, regular monitoring and evaluation so as to ensure that the planned activities remain on course, and are implemented efficiently at all levels of the organization's operations. There after, the strategic plan will be disseminated to all the staff, both at the head office as well as in the regions for total ownership. In addition, the same will be disseminated to all the key stake holders, key stake holders for further strengthening of networks and partnerships.

In consultation, in regard to human resource management and development, the directors will ensure that:

- Capacity building through needs-based training is undertaken regularly.
- Results Based Management is adopted in their respective directorates.
- Members of staff under each directorate will be expected to develop and implement work plans in line with the Strategic Plan, observe KNBS Service Charter and adhere to its stated values.

CHAPTER 5

MONITORING & EVALUATION AND RISK MANAGEMENT

5.0 Introduction

The successful implementation of the Strategic Plan will depend on how effectively the planned activities and outputs are monitored and evaluated with a view to ensuring that the plan implementation remains on course. Under the Strategic Plan, a comprehensive monitoring and evaluation system has been proposed in this chapter to ensure that the Plan's implementation is executed expeditiously. Indeed, one of the lessons learnt from the previous strategic plan is that the poor performance of the plan could be partly attributed to lack of an effective monitoring and evaluation framework. Under the current plan, the Monitoring and Evaluation (M&E) framework will comprise of two elements namely;

- M & E System; and
- M& E institutions.

5.1 Monitoring and Evaluation System

To ensure effective monitoring and evaluation, KNBS will set up an effective and results-based monitoring and evaluation (M&E) system that is linked to National Integrated Monitoring and Evaluation System (NIMES). Monitoring will be a continuous process at activities implementation level where inputs and outputs are monitored with reference to the objectives and set targets using apriori identified indicators.

5.2 Institutional Framework for Monitoring and Evaluation

A committee will be formed that will oversee M&E comprising senior officers from all Directorates in the Bureau. The Strategy and Development Directorate will provide leadership in ensuring effective KNBS monitoring and evaluation. A Monitoring and Evaluation unit will be set up under this said directorate to ensure all required monitoring and evaluation activities are coordinated in an efficient manner. At the district level, DSOs will closely monitor and evaluate all programmes in their respective districts as part of their job description. Monitoring and Evaluation will be carried out quarterly, annually and at the end of the plan period leading to the preparation of the following reports:-

- i) Quarterly Progress Report: Quarterly progress reports will include information on key process and output indicators against set targets for the quarter. The quarterly progress report shall be used for reviewing progress and forward planning by project implementers.
- ii) Annual Review Report: At the end of every calendar or financial year, annual progress report will be prepared that objectively highlights key achievements against set targets

(both physical progress and financial status), constraining factors, lessons learned and recommendations on the way forward.

- iii) End of Plan Period Report: At the end of the plan period, there will be a Terminal Review (TR). The TR will identify achievements against each set target and make an overall assessment of performance of the Bureau in implementing the plan. The review will also identify challenges encountered and make recommendations to inform formulation of the next strategic plan.

5.3 Evaluation Mechanisms

The implementing units will be initial point of carrying out monitoring and evaluation activities. They will be required to collect quarterly data on the activities for use in evaluating their performance. The units will be expected to use the results to take corrective measures necessary to improve implementation. The implementing units will prepare reports describing actions taken by directorates towards achieving specific outcomes and strategies of the plan for submission to the M&E committee and the Monitoring and Evaluation Unit.

5.4 Linking M&E to Performance Management

For the implementation of the Plan to be effective, the M&E will be an integral part of the KNBS performance management system and will be linked to staff appraisal and reward systems. The Bureau will monitor and evaluate its activities and performance in the process of reporting on its performance contract on quarterly and annual basis. The tracking of the Strategic plan will be regularized to become part of this process.

5.5 Risk Management

The implementation of the Strategic plan faces potential risks that have to be mitigated if the Bureau's strategic objectives are to be achieved. These risks have been classified into strategic, technological, operational, political and financial. The summarized risk management matrix is presented in Annex IV. There will be quarterly risk monitoring and annual evaluation of the risk management matrix. All directorates will formulate their own risk management matrices which will be monitored and evaluated alongside the Bureau's risk matrix.

Annex I: KNBS Staff Establishment

S/ No.	Department	Designation	KNBS level	Current staff	Proposed staffing levels	Variance
1	Headquarters And Administration	Director General	1	1	1	-
	Internal Audit	Manager /Legal Affairs	4	1	1	-
		Senior Manager Internal Audit	3		1	-
		Manager Internal Audit	4	1	2	-1
		Senior Internal Auditor	5	1	2	-1
		Internal Auditor I	6	0	3	-3
		Total			2	8
a	Administration	Director, Finance and Administration	2	1	1	-
		Senior Manager, Admin	3	1	1	-
		Manager, Admin	4	1	1	-
		Assistant Manager, Personal Secretary 1	5	1	1	-
		Snr. Officer, Personal Secretary 2	6	7	7	-
		Officer Secretarial assist.. I	7	6	6	-
		Asst. Officer (Secretarial Asst. II)	8	1	1	-
		Total			18	18
b	Human Resource	Senior Manager, HRM&D	3	1	1	-
		Manager, HRM	4	1	2	1
		Assistant Manager, HRM	5	0	3	3
		Senior Officer HRM	6	1	2	1
		Officer (HRM Asst. 3)	7	1	2	1
		Officer, Record management 3	7	4	4	-
		Assistant Officer, Clerks	8	6	8	-
		Total			14	22
c	Finance	Senior Manager, Finance	3	1	1	-
		Manager, Chief Accountant	4	1	2	-1
		Assistant Manager, Senior. Accountant	5	2	3	-1
		Senior Officer, Accountant 1	6	1	22	-21
		Officer, Accounts Assistant	7	2	25	-22
		Asst. Officer (Accounts Asst. 2)	8	1	1	-
		Assistant Officer, Clerks	8	4	4	-
		Total			12	52

d	Procurement	Senior Manager, Procurement		-	1	-1
		Manager, Procurement	4	1	1	-
		Snr Officer, Procurement	6	0	2	-2
		Officer, Procurement Assistant	7	1	5	-4
		Assistant Officer, Clerks	8	1	1	-
		Asst. Officer (Senior Store men)	8	1	1	-
		Total		4	11	-7
e	Telephone Services	SS1, Telephone Operator 1	9	3	3	-
f	Drivers	Officer, Chief Driver	7	5	5	-
		Assistant Officer, Senior Drivers	8	7	7	-
		Support Staff 1(Driver1/II)	9	9	9	-
		Support Staff II (Driver 3)	10	9	9	-
		Total		33	33	-
g	Support Staff	Support Staff III	11	7	7	-
2	Strategy And Development	Director	2	1	1	-
		Senior Manager	3	0	3	-3
		Manager	4	2	6	-4
		Asst. Manager	5	0	6	-6
		Personal Secretary 11	6	1	1	-
		Office Assistant	10	1	1	-
		Total		5	18	-13
3	Macro-Economics Statistics	Director	2	1	1	0
		Senior Manager	3	2	4	2
		Manager	4	7	9	2
		Asst. Manager	5	5	9	4
		Snr. Officer	6	7	21	14
		Asst. Officer	8	3	4	1
		Asst. Officer	9	1	2	1
		Total		26	50	-24
4	Production Statistics	Director	2	1	1	-
		Senior Manager	3	4	4	-
		Manager	4	10	12	-2
		Asst. Manager	5	3	15	-12
		Snr. Officer	6	8	15	-9
		Asst. Officer	8	10	15	-5
		Support Staff I	9	7	10	-3
		Total		43	72	-29

5	Population and Social Statistics	Director	2	1	1	-
		Senior Manager	3	3	4	1
		Manager	4	4	26	-
		Asst. Manager	5	12	61	-
		Snr. Officer	6	51	275	-
		Officer (Statistical Officer 3)	7	9	308	-
		Snr. Officer (Personal Secretary II)	6	1	1	-
		Officer (Secretarial Asst. 1)	7	3	20	-
		Asst. Officer (Secretarial Asst. II)	8	3	4	-
		Asst. Officer/Clerical Officer I)	8	125	256	-
		Support Staff 1(Clerical Officer II)	9	76	76	-
		Support Staff I (Support Staff Supervisor)	9	4	4	-
		Support Staff II (Senior Support Staff)	10	3	3	-
		Total		295	1025	-
6	Information Communication Technology Directorate	Director Information Communication Technology	2	1	1	0
		Senior Manager, Data processing	3	1	1	0
		Manager, Data capture	4	0	1	1
		Manager, Data capture	4	0	1	1
		Manager, Data quality Assurance	4	0	1	1
		Senior Manager, Management Information Systems	3	1	1	0
		Software Engineer	4	0	1	1
		Database Administrator	4	0	1	1
		Web Administrator	4	0	1	
		Senior manager, Network Infrastructure	3	0	1	1
		Systems Administrator	4	0	1	1
		Network Administrator	4	0	1	1
		Maintenance Engineer	4	0	1	1
		Manager User Support	4	0	1	1
		Senior Manager, Data Management and Dissemination	3	0	1	1
		Manager Library & Publishing	4	0	1	1
		Manger Data Analysis	4	0	1	1
		Manager Dissemination	4	0	1	1
		Manager IT Security	4	0	1	1
		Secretary	6	1	1	0
Messenger	7	0	1	1		

7	Total KNBS Staff	Director General	1	1	1	-
		Director	2	6	6	-
		Senior Manager	3	15	22	-7
		Manager	4	34	55	-21
		Asst. Manager	5	23	59	-36
		Snr. Officer	6	76	101	- 25
		Officer (Statistical Officer 3)	7	7	42	- 35
		Asst. Officer (Secretarial Asst. II)	8	173	173	-
		Support Staff I (Support Staff Supervisor)	9	101	101	-
		Support Staff II (Senior Support Staff)	10	13	13	-
		Support Staff III	11	7	7	-
		TOTAL		456	580	- 124

Annex II: KNBS Strategic Plan (2008 - 2012) - Implementation Matrix

Strategic Focus 1: Aligning Statistical Information with user requirements

Strategies	Major Activities	Output(s)	Performance Indicators	Responsibility/ Actors	Targets (Years)				
					1	2	3	4	5
					1. Assessing and Monitoring the needs of Users	Update the list of users and their requirements on a quarterly basis Conduct customer user surveys;	Quarterly reports Survey report	Number of quarterly reports Number of surveys	STATCAP
2. Increasing the accessibility and usage of statistics	Develop an electronic feedback monitoring system. Review the Data Accessibility and Dissemination policy	Electronic feedback monitoring system. Revised Data Accessibility and Dissemination policy	Electronic feedback monitoring system in place Revised Data Accessibility and Dissemination policy in place	ICT Directorate All Directorates		✓	✓	✓	✓
3. Providing statistics to inform national priorities	Maintain a comprehensive socio-economic database	Socio economic database	Up to date socio economic database	All Directorates	✓	✓	✓	✓	✓
4. Providing statistical information in line with international dissemination frameworks	Implement the GDDS and SNA dissemination guidelines	Sectors conforming	Number of sectors conforming	All Directorates	✓	✓	✓	✓	✓

Strategic Focus 2: Enhancing the quality of statistical data and information

Strategies	Major Activities	Output(s)	Performance Indicators	Responsibility/Actors	Targets (Years)				
					1	2	3	4	5
1. Improving the Accuracy of statistics	Training in Data Management for KNBS and other Statistical Agencies	Trained personnel	Number of staff trained	F & A Directorate	✓	✓	✓	✓	✓
	Provide TA	Enhanced technical capacity	Number of TAs provided	STATCAP		✓			
2. Ensure Timeliness production of data and information	Prepare Annual Work plans	Annual work plans	Number of work plans	All Directorate	✓	✓	✓	✓	✓
		New frameworks adopted	Number of new frameworks adopted	PSS, Macro & Production Directorate	✓	✓	✓	✓	✓
4. Ensuring data consistency	Hold quarterly consultative meetings with other data producers;	Minutes/ reports/briefs of meeting	Number of quarterly meetings held	DG/STATCAP	✓	✓	✓	✓	✓
	Regular update based on new information	Updated data base	Number of new updates	DG /STATCAP		✓	✓	✓	
	Carry out comparative/reconciliation studies with other countries data sets	Study report	Number of studies	DG /STATCAP			✓	✓	✓

Strategic Focus 2: Enhancing the quality of statistical data and information (Contd)

5. Develop and implement Quality Management framework	Implement ISO 2000	ISO Certificate	Number of processes documentation reports	S & D Directorate			√	√	√
			Quality management policy manual	S & D Directorate			√	√	√
			Approved quality systems management manual	S & D Directorate			√	√	√
			ISO Certificate	S & D Directorate					√
6. Maintain up-to-date Master Sampling frames	Compile a compendium of Methodologies	Compendium of methodologies report	Number of compendium of methodologies	S & D Directorate/ STATCAP		√	√		
	Revamp the master file	Updated master file	Up to date master file in place	Production Directorate		√			
	Develop NASSEP V	NASSEP V frame	NASSEP V in place	PSS Directorate			√		
8. Application of Information Technology in all statistical processes	Train Staff in Computer application to data Management	Trained personnel	Number of personnel trained	F & A Directorate		√	√	√	√
	Initiate use of technology at Data collection stage	Automated data collection system	Number automated activities			√	√	√	√

**Strategic Focus 3: Coordination and supervision of the National Statistical System.
Strategic Objective: Create an effective National Statistical System.**

Strategies	Major Activities	Output(s)	Performance Indicators	Responsibility/Actors	Targets (Years)				
					1	2	3	4	5
1.Promoting collaboration and integration among the producers of official statistics	Enter into performance agreements with producers of official statistics.	Agreements made and documented	Number of agreements made	D G /STATCAP/ S&D Directorate	✓	✓	✓		✓
	Coordinating the development of regional indicators	Regional forum reports	Number of regional forums reports	D G /STATCAP/ S&D Directorate	✓	✓	✓		✓
	Collect and analyse data for monitoring the MDG's and vision 2030	Updated dataset	Up to date dataset	D G /STATCAP/ S&D Directorate	✓	✓	✓	✓	
2. Provide technical advice to line ministries	Hold quarterly meetings with the interagency statistical committees	Quarterly minutes/ reports	Number of quarterly minutes/ reports	D G /STATCAP/ S&D Directorate	✓	✓	✓	✓	✓
	Participate in Statistical Programmes of other agencies.	Joint statistical programmes implemented	Number of joint statistical programmes implemented	D G /STATCAP/ S&D Directorate	✓	✓	✓	✓	✓
	Assess the methodological soundness of all proposals for surveys aimed at producing official statistics	Proposals assessment reports	Number of assessment reports	D G /STATCAP/ S&D Directorate	✓	✓	✓	✓	
3.Promote standards and methods across the NSS	Developing a training strategy to improve statistical capacity in all official data producing agencies.	Training strategy	Training strategy in place	D G /STATCAP/ S&D Directorate	✓	✓	✓	✓	✓
	Monthly Press releases				✓	✓	✓	✓	✓
	Participating in book fairs and other trade fairs.	Monthly press releases	Number of monthly press releases	Director General	✓	✓	✓	✓	✓
	Training media practitioners on the usage and understanding of statistics.	Participation in book and trade fairs	Number of book and trade fairs participated	ICT Directorate	✓	✓	✓	✓	✓

**Strategic Focus 3: Coordination and supervision of the National Statistical System.
Strategic Objective: Create an effective National Statistical System. (con'td)**

4. Develop Sectoral & NSS Strategic Plans	Formulation of a sectoral strategic plans	Sectoral Strategic Plans developed	Number of Sectoral Strategic Plans	PSS/PS/Macro/S&D Directorates & STATCAP	✓	✓
	Development of NSS Strategic Plan	NSS Strategic Plan in place	NSS Strategic Plan Document	PSS/PS/Macro/S&D Directorates & STATCAP		✓
5. Determine statistical capacity audit in line ministries	Carry out an audit to determine statistical capacity in line ministries.	Statistical audit carried out	Number of Audit reports	D G /STATCAP/S&D Directorate	✓	✓
6. Establish statistical units in line ministries	Ministry Identification	Statistical units established.	Number of statistical units established.	D G /STATCAP/S&D Directorate	✓	
	Creation of units					✓

Strategic Focus 4: Build Human Resource Capacity.
Strategic Objective: Create a globally competitive human resource base

Strategies	Major Activities	Output(s)	Performance Indicators	Responsibility/Actors	Targets (Years)				
					1	2	3	4	5
1. Expanding the skills base and expertise	Update the training needs assessment	Updated training needs assessment reports	Number of reports	F & A Directorate	✓	✓	✓	✓	✓
	Train personnel	Trained personnel	Number of personnel trained		✓	✓	✓	✓	✓
	Participate in exchange programmes	Participation in exchange programmes	Number of participants	F & A Directorate	✓	✓	✓	✓	✓
2. Establish and maintain an optimal staffing level	Undertake study tours	Study tours reports	Number of reports		✓	✓	✓	✓	✓
	Conduct a job evaluation exercise	Job evaluation undertaken	Job evaluation exercise report	F & A Directorate		✓			
	Develop career guidelines/scheme of service	career guidelines and scheme of service developed	HR policy in place			✓			
	Review the KNBS organization structure	New organization structure implemented	New organization structure			✓			
	Conduct suitability test for seconded staff	Suitability test conducted	Number of seconded staff absorbed			✓			
	Recruit to fill the vacant positions in time	Staff recruited	Number of vacant posts filled				✓		
	Develop a succession management plan	Succession management plan	Succession plan document					✓	
Develop guidelines on communication, transports,	Transport and communication guidelines developed	Guidelines place				✓			

**Strategic Focus 4: Build Human Resource Capacity.
Strategic Objective: Create a globally competitive human resource base (con'td)**

3. Promote a performance oriented culture	Revise the staff performance appraisal system	Revised staff performance appraisal system	Revised staff performance appraisal document	F & A Directorate	✓	✓	✓
	Institute a committee to undertake annual evaluation of appraisal reports	Committee in place	Number of evaluation reports		✓	✓	✓
	Hold monthly staff meetings	Monthly minutes	Number of monthly meetings		✓	✓	✓
4. Conducive working environment	Undertake employee satisfaction and work environment study	Employee satisfaction report produced	Improved employee satisfaction	F & A Directorate	✓	✓	✓
	Develop and implement an Occupational, Health and Safety (OHS) policy	OHS Policy document developed and approved	OHS Policy document in place		✓	✓	✓
5. Creating equity in the work place	Develop KNBS retirement benefits (Pension) scheme	Pension scheme developed	Pension scheme in place	All Directorates	✓	✓	✓
	Develop and implement a gender, Disability and HIV and AIDs in the workplace policies	Gender, Disability and HIV and AIDs in the workplace policies developed and approved	Gender, Disability and HIV and AIDs in the workplace documents		✓	✓	✓

Strategic Focus 5: Developing Physical and ICT Infrastructure
Strategic Objective: Provide adequate physical and ICT infrastructure

Strategies	Major Activities	Output(s)	Performance Indicators	Responsibility/Actors	Targets (Years)					
					1	2	3	4	5	
1. Acquire adequate office space	Construct/acquire Headquarter offices	New headquarter office accommodation	Headquarter offices acquired/constructed	DG, F & A Directorate			√			
	Construct/acquire provincial/regional offices	New provincial/regional office accommodation	Number of provincial offices acquired/constructed					√		√
2. Acquire and manage adequate physical infrastructure	Participate in exchange programmes	Participation in exchange programmes	Number of participants	DG, F & A Directorate	√	√	√	√	√	
	Acquire/maintain transport facilities	Adequate transport facilities acquired / maintained	Transport facilities in place	DG, F & A Directorate	√	√	√	√	√	
3. Strengthen use and application of ICT	Provide adequate computing equipment	Adequate computing facilities acquired/maintained	Adequate computing facilities in place	ICT Directorate		√	√	√	√	
	Develop an IT policy	IT policy document developed and approved	IT policy document in place	ICT Directorate		√	√			

Strategic Focus 6: Enhance the effectiveness and efficiency of the Bureau
Strategic Objective: Create an effective and efficient Bureau

Strategies	Major Activities	Output(s)	Performance Indicators	Responsibility/Actors	Targets (Years)				
					1	2	3	4	5
1. Fast-Track the Transition of the Bureau	Fill vacant positions	Vacant positions filled	Number of vacant positions filled	D. G.	✓				
2. Improve management systems	Develop Human Resource, Financial, and other KNBS Operational Manuals	Human resource, financial and other manuals developed	Human resource, financial and other manuals in place	F & A Directorate		✓			
3. Managing risks effectively	Upgrade Staff Management Skills	Management skills upgraded	Number of senior management staff skills upgraded	I.A., F & A Directorate		✓			✓
4. Planning and executing activities within the budget	Develop a risk management policy	Risk management policy developed	Risk management policy document	I.A., F & A Directorate		✓			
5. Effective leadership, management and decision making	Identify project and operational risks	Risk analysis reports	Number of reports	Director F & A			✓		
6. Resource mobilization	Monitor project(s) budget execution	Budget monitoring report (s)	Number of reports	Director F & A	✓				✓
6. Resource mobilization	Training on change management and other management skills	Trained personnel	Number of personnel trained	F & A Directorate	✓				✓
6. Resource mobilization	Increase internally generated funds	Increase in internally generated funds	Percentage increase in internally generated funds	F & A Directorate	✓				✓
6. Resource mobilization	Source external funding	External funds sourced	Amount of external funds sourced in US \$	D. G, F & A Directorate	✓				✓
6. Resource mobilization	Collaborate with institutions with mutual interests	Collaboration agreements reached	Number of collaboration agreements reached	D. G, STATCAP	✓				✓

Annex III: KNBS Costed Work Plan (Ksh. Million)

KNBS WORKPLAN		(KSh. M)				
	Activity	2008/09	2009/10	2010/11	2011/12	2012/13
STRATEGIC FOCUS 1 : Aligning statistical information with user requirements						
1 a) Regular Activities						
1.1	Preparation of the Economic Survey	9.5	10.0	11.0	12.0	13.0
1.2	Preparation of the Statistical Abstract	1.0	1.0	1.1	1.2	1.3
1.3	Preparation of the monthly LEI	0.1	0.2	0.2	0.3	0.4
1.4	Kenya Facts and Figures	0.7	0.8	1.0	1.1	1.2
1.5	Quarterly National Accounts & External Sector Reports	10.0	10.0	11.0	12.0	13.0
1.6	Users/Producers of Trade Statistics Workshops	2.0	-	2.2	-	2.5
1.7	Collaboration and Networking with Users/Producers of Economic Statistics	4.3	2.8	5.3	3.3	6
1.8	Respond to the requests from cartography clients	-	31.0	-	-	-
1.9	Enumeration of Employed and Self Employed Persons (LE Survey)	-	6.2	6.2	6.2	6.2
1.10	Leading Economic Indicators	-	0.1	0.1	0.1	0.1
1.11	Consumer Price Index	-	7.6	7.6	7.6	7.6
1.12	Monthly Survey of Industrial Production	-	0.3	0.3	0.3	0.3
1.13	Building Cost Index	-	0.3	0.3	0.3	0.3
1.14	Business Expectation Enquiry	-	0.7	0.7	0.7	0.7
1.15	Food Balance Sheet updating	-	0.2	0.2	0.2	0.2
1.16	Survey of Agricultural Inputs	-	0.3	0.3	0.3	0.3
1.17	Development and updating of Countrystat	-	-		-	-
1.18	Compilation of Administrative data	-	-	15.6	-	-
1.19	Annual Survey of Industrial Production	-	-		3.5	3.5
1.20	Building and Construction Survey (Index Revision)	-	-	20.0		-
1.21	Develop Producer Price Index Survey	-		16.0	-	-
1.22	Survey of Mining and Quarrying	-	-	15.0	-	-
	Sub-Total	27.6	71.5	114.1	49.1	56.6
2 b) Other						
2.1	National Accounts (Revision and Rebasing)	-	2.0	2.0	2.0	-
2.2	Input-output Tables	-	-	-	10.0	-
2.3	Expand Coverage of Transport, storage and communication Statistics	0.3	0.5	0.6	0.6	0.8
2.4	Expand Coverage of Financial Institutions	-	1	1	1.5	1.5
2.5	Determinants of Poverty	-	6.7	-	-	-

Annex III: KNBS Costed Work Plan (Ksh. Million) cont'd

	Activity	2008/09	2009/10	2010/11	2011/12	2012/13
2.6	Domestication of KNOCS, ISIC Rev 4 & COICOP	-	1.0	1.0	1.0	-
2.7	Update register of of establishment in the modern sector	-	23.0	-	-	-
2.8	Implementation of new CPI	-	7.6	-	-	-
2.9	Development of new Environment Indicators	-	-	1.0	-	-
2.10	Harmonization and Revision of Data collection Instruments (All Indicators)	-	3.0	-	-	-
2.11	Establishment of Agriculture & Environment Statistics Committee	-	4.2	-	-	-
2.12	Documentation of methods and procedures	-	-	2.0	-	-
2.13	Completion of Compendium	-	2.0	-	-	-
2.14	Modernise ICT	-	16.0	15.1	17.0	22.8
2.15	ICT policies and strategy	-	4.0	4.1	1.2	1.6
2.16	Automation of the Library	-	11.6	11.6	11.6	11.6
2.17	Census related computer Equipment	-	500	-	-	-
	Sub-Total	0.3	582.6	38.4	44.9	38.3
3	c) Surveys and Censuses					
3.1	Foreign Investment Survey	-	20	2.0	3.0	3.5
3.2	Integrated Survey of Enterprise	-	-	120	-	-
3.3	Informal Cross Border Trade Survey (ICBTS)	-	-	-	21.4	-
3.4	Survey on non-profit making institutions	-	-	-	15.0	-
3.5	Survey of Villas, Cottages and Camp Sites	-	15.0	-	-	-
3.6	Undertake the Tourism Expenditure Survey (TES)	-	-	10	-	15.0
3.7	Inbound Outbound Survey	-	-	21.0	-	25.0
3.8	Post Enumeration Survey (PES)	-	200.0	-	-	-
3.9	Financial Access Survey	-	-	-	10.0	-
3.10	Kenya Intergrated Household Budget Survey (KIHBS)	-	-	10.0	420.0	-
3.11	Agriculture and Livestock Production Survey	-	-	-	-	90.0
3.12	Intergrated Labour force Survey	-	-	150.0	-	-
3.13	Rent and Housing Survey	-	3.0	-	-	-
3.14	Micro and Small Enterprises Survey	-	-	60.0	-	-
3.15	Household Energy Survey	-	-	30.0	-	-
3.16	Manpower Survey	-	60.0	-	-	-
3.17	Small area estimation	-	-	50.0	-	-
3.18	Chronic Poverty Research	-	-	-	-	20.0
3.19	Measuring Inequalities in Kenya	-	-	-	2.5	-
3.20	Intergratd Time use Survey	-	-	-	200.0	-
3.21	2009 Population and Housing census	58.0	6464.7	50.0	-	-

Annex III: KNBS Costed Work Plan (Ksh. Million) cont'd

	Activity	2008/09	2009/10	2010/11	2011/12	2012/13
3.22	Census of Agriculture and Livestock	-	20.0	1480.0	1000.0	-
3.23	Kenya Demographic and Health Survey (KDHS)	-	-	-	-	120.0
3.24	Kenya Aids Indicator Survey (KAIS)	-	-	-	500.0	-
3.25	Malaria Survey	-	-	-	96.0	-
3.26	Adult Literacy Survey	-	-	-	-	84.0
3.27	Multiple Indicator Cluster Survey (MICS)	97.0	-	200.0	100.0	-
3.28	Disability Survey	4.5	-	-	100.0	-
3.29	ICT survey and Research	-	25.0	55.0	55.0	55.0
	Sub-Total	159.5	6807.7	2238.0	2522.9	412.5
	Total	187.4	7461.8	2390.5	2616.9	507.4
STRATEGIC FOCUS 2 : Enhancing the quality of statistical data and information						
Implementation of internationally acclaimed standards and methods						
4.0	Expanding scope for GFS Coverage					
4.1	Sensitization workshops for Parastatals and social security funds	-	-	6	-	-
4.2	Sensitization workshops for Local Authorities	-	-	-	6	-
4.3	Review of migration data capture at border points	-	-	0.5	-	-
4.4	Development of NASSEP V Frame	-	8.6	160	50	-
4.5	ISO certification Process	-	5.5	3.0	-	-
4.6	Methods & standards guidelines	-	-	5.0	5.0	-
4.7	Develop and maintain statistical database	-	101.0	74.0	85.6	120.4
4.8	Acquire Modern data analysis and dissemination systems	-	3.0	3.0	3.0	3.0
4.9	Review Data Dissemination policy	-	0.5	0.5	0.5	0.5
4.10	Strengthen Data Disaster Preparedness	-	4.5	5	5.7	7.4
	Sub-Total	0.0	123.1	257	155.8	131.3
STRATEGIC FOCUS 3 : Create an effective National Statistical System						
5.0	Technical Assistance and capacity building					
5.1	1. Ministry of Gender, Children Social Services	3.0	254.6	-	-	284.6
5.2	2. National Council for Persons with Disabilities	-	0.7	-	-	-
5.3	3. National Registration Bureau	-	17.4	-	-	-
	Activity	2008/09	2009/10	2010/11	2011/12	2012/13

Annex III: KNBS Costed Work Plan (Ksh. Million) cont'd

	Activity	2008/09	2009/10	2010/11	2011/12	2012/13
5.5	5. Ministry of State for Youth	-	21.1	-	-	-
5.6	6. Police, Prisons and Judiciary Departments	-	13.2	-	-	-
5.7	7. Ministry of Health	-	12.4	-	-	-
5.8	Training Support to NSS Agencies	-	2.0	2.4	2.9	4.3
	Sub-Total	3.0	347.8	2.4	2.9	288.9
STRATEGIC FOCUS 4 : Building Human Resource Capacity						
6.0	Trainings, Technical assistance and study tours					
6.1	Study tours	-	4.5	5.6	5.0	3.0
6.2	Trainings	2.8	14.4	10.7	11.2	9.6
6.3	Technical Assistance	1.0	3.0	5.0	2.0	2.0
6.4	Conferences	-	7.5	7.5	7.5	7.5
6.5	Training in specialized topics	-	5.0	5.0	5.0	5.0
6.6	Exchange work programmes and study tours	-	2.0	2.0	2.0	2.0
6.7	Specialised Trainings for ICT Staff	-	20.0	20.6	21.3	22.2
6.8	Training of audit staff through Internal audit seminars and workshops	-	3.0	3.0	3.0	3.0
6.9	Conduct training projections	-	-	-	-	-
6.10	Internships	-	-	-	-	-
	Sub-Total	3.8	59.4	59.4	57.0	54.3
STRATEGIC FOCUS 5 :Developing physical and ICT Infrastructure						
7.1	Developing physical Infrastructure	-	415.0	393.0	408.0	205.0
7.2	Developing ICT Infrastructure	-	33.0	33.0	33.0	33.0
7.3	Maintenance of ICT Infrastructure	-	25.0	31.8	44.0	50.4
7.4	Construction of Regional Offices	-	-	50.0	50.0	60.0
	Sub-Total	0.0	473.0	507.8	535.0	348.4
	Activity	2008/09	2009/10	2010/11	2011/12	2012/13
STRATEGIC FOCUS 6 : Create an effective and efficient Bureau						
8.1	Project Planning & Evaluation	-	0.9	-	-	-
	Activity	2008/09	2009/10	2010/11	2011/12	2012/13

Annex III: KNBS Costed Work Plan (Ksh. Million) cont'd

	Activity	2008/09	2009/10	2010/11	2011/12	2012/13
8.3	Improve the KNBS Publishing Capacity	-	3.0	10.0	3.0	3.0
	Sub-Total	0.0	13.9	20.0	13.0	13.0
9	Managing Risks Effectively					
9.1	Roll out Risk management policy to KNBS staff	-	1.8	1.2	-	-
9.2	Develop annual risk matrix for KNBS	-	0.5	0.5	0.5	0.5
9.3	Quarterly review of KNBS risk management matrix	-				
9.4	Training of Integrity Assurance Officers by KACC	-	0.2	0.1		
9.5	Sensitization and awareness creation meetings in Nairobi and the regional offices on corruption prevention.	-	0.5		-	-
9.6	IT system risk assessment	-	-	-	-	-
9.7	IT systems Audit programme development preceded by IT risk assessment	-	-	-	-	-
	Sub-Total	0.0	3.0	1.8	0.5	0.5
10.0	Management of Resources					
10.1	Annual audit of all IT systems in KNBS	-	0.1	0.1	0.1	-
10.2	Annual audit of all systems	-	2.0	2.0	2.0	2.0
10.3	Review of various manuals in the organization	-	0.1	-	-	0.1
10.4	Develop audit manual and review every two years	-	0.2	-	0.2	-
10.5	Acquire Audit software & pay for 6 licenses	-	4.3	0.3	0.3	0.3
10.6	Ensure efficient management of the Budget	-	-	-	-	-
10.7	a) Planning and organizing	-	-	-	-	-
10.8	c) Annual Accounts Report 2008/09	-	-	-	-	-
10.9	d) Inputs collection and accounts preparation	-	-	-	-	-
10.10	e) Quarterly Accounts	-	-	-	-	-
10.11	f) Inputs collection and accounts preparation	-	-	-	-	-
	Sub-Total	0.0	6.7	2.4	2.6	2.4
11.0	Create awareness on HIV/AIDS and Behavior change					
11.1	Counseling on behavior change	-	1.3	1.3	1.3	1.3
11.2	Launch the KNBS AIDS day	-	0.3	0.3	0.3	0.3
	Activity	2008/09	2009/10	2010/11	2011/12	2012/13

Annex III: KNBS Costed Work Plan (Ksh. Million) cont'd

	Activity	2008/09	2009/10	2010/11	2011/12	2012/13
11.4	Liaise with institutions that offer counseling services for referral purposes	-	-	-	-	-
11.5	Develop KNBS HIV/AIDS Workplace Policy	-	10.0	10.0	10.0	10.0
11.6	Retreats to develop & finalize the workplace policy	-	0.3	0.3	0.3	0.3
11.7	Launch the domesticated Workplace policy	-	0.3	0.3	0.3	0.3
11.8	Review the Policy	-	0.1	0.1	0.1	0.1
	Sub-Total	0.0	12.5	12.5	12.5	12.5
12.0	Drug and substance abuse awareness					
12.1	Enlighten staff on the dangers of Drug and Substance Abuse	-	1.5	1.5	1.5	1.5
12.2	Set up counseling unit within the Bureau	-	0.3	0.3	0.3	0.3
	Sub-Total	0.0	1.8	1.8	1.8	1.8
	GRAND TOTAL	194.2	8,503.0	3,255.6	,398.0	1,360.5

Annex IV: Strategic Plan 2008– 2012 Risk Management Matrix

CLASS	Risk	Impact	Prob.	Overall rating (H,M,L)	Risk Owner	Control gaps	Risk mitigation policies and Action Plans	Residual Risk (H,M,L)
Strategic - NSS	Non Enforcement of Statistics Act 2006 through organizational mechanisms and subsidiary legislations.	H	H	H	D.G	No subsidiary legislation and regulations.	Statistics Act 2006 Prepare and gazette subsidiary regulations to the Statistics Act 2006 Sensitization and education of all stakeholders on existing laws / policies and regulations	L
	Demand for data may overwhelm the Bureau due to new districts and requirements of Vision 2030.	M	M	M	D.G, Minister	Capacity to handle high volume of requests	Data release calendar for the year developed. Contingency planning. Lobby for consultations before the administrative units are created.	M
	Loss of interest by data users in KNBS due to delays in release and low quality data.	H	L	M	D.G	Quality assurance mechanisms	Update list of data users and electronic feedback mechanisms Publicity office and campaigns. Appropriate partnership and stakeholders engagement frameworks	L
	Lack of motivation to data suppliers may lead to delays in receiving data from data suppliers.	M	M	M	D.G	Motivation and incentives to participate in NSS.	Automated data collection systems Rewards and recognition for efficient and effective data suppliers. Data suppliers to be continuously educated	L

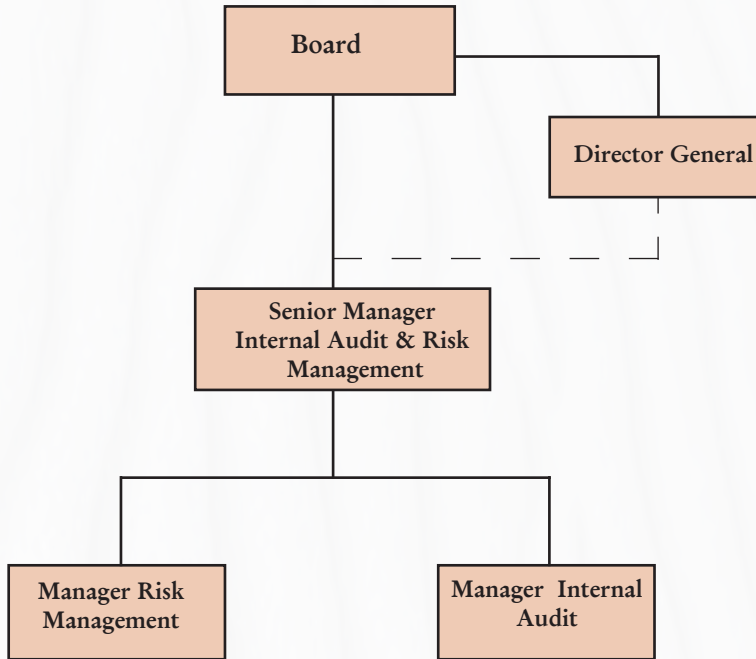
Technology	Loss of key data owing to catastrophes and other eventualities like fire, sabotage, power fluctuations.	H	M	H	D.G & D ICT	No written disaster recovery plan in place.	Improving ICT infrastructure A written comprehensive business continuity and disaster recovery plan. External storage and continuous back up	M
Operational	Slow and delayed transition from Government Department to a State Corporation due to resistance to culture change.	H	H	H	D.G	No change management programs	Risk management policy and framework Team building and new culture change motivational programs.	
	High staff turnover may lead to loss of key and experienced staff to other organizations.	M	H	H	D . G , K N B S Board	Retention of staff mechanisms and incentives lacking	Career Guidelines and scheme of service in place. Continuous review of terms of service and upgrading of the classification of KNBS in parastatals class in the public service.	
External - Political	Lack of political goodwill for the Bureau that may affect flow of funds and support in implementation of countrywide surveys.	M	M	M	Minister	Lack of goodwill	Communicate importance of data for economic development and achievement of Vision 2030	L
	Political interference in release of statistical information which political class has an interest.	H	L	M	D.G	Low publicity	Dissemination policy Well co-ordinated publicity based on objective of obtaining statistics for overall growth of the country.	L

Financial	Insufficient funding to KNBS by the Government and development partners.	H	M	H	D.G	No resource mobilization function in the bureau	Resource mobilization strategy Project management and resource mobilization function Enforce statistics Act 2006 to tap on chargeable services	M
	Delay in releasing donor funds leading to low utilization.	H	M	H	D.G	No contingent plan	Resource mobilization strategy Proper negotiations with donors before any activities are factored into work-plans.	L
	Lack of integrity in use of funds due to corruption leading to achieving little with given funds.	H	L	M	D.G	Under-developed internal control systems	Anti corruption policy. Risk Management policy Develop, document and implement systems in all areas of operation	L

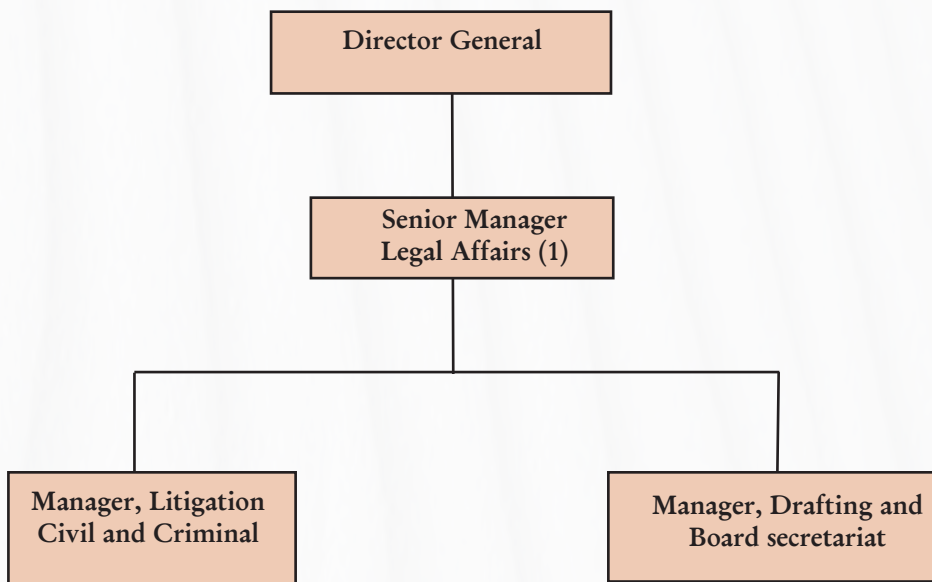
Impact	Probability
High – threatens viability of KNBS operations Medium – damaging, substantial but not threatening effect Low – noticeable but little effect on KNBS operations	High – likely to happen in next 4 years Medium – could happen in next 4 years Low – surprising if it happened in next 4 years

Annex V: Revised Directorates' Organization structures

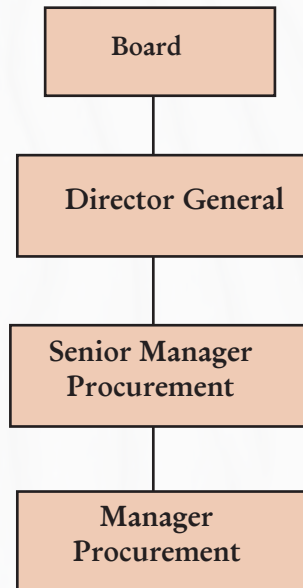
Annex Figure 1: Internal Audit & Risk Management



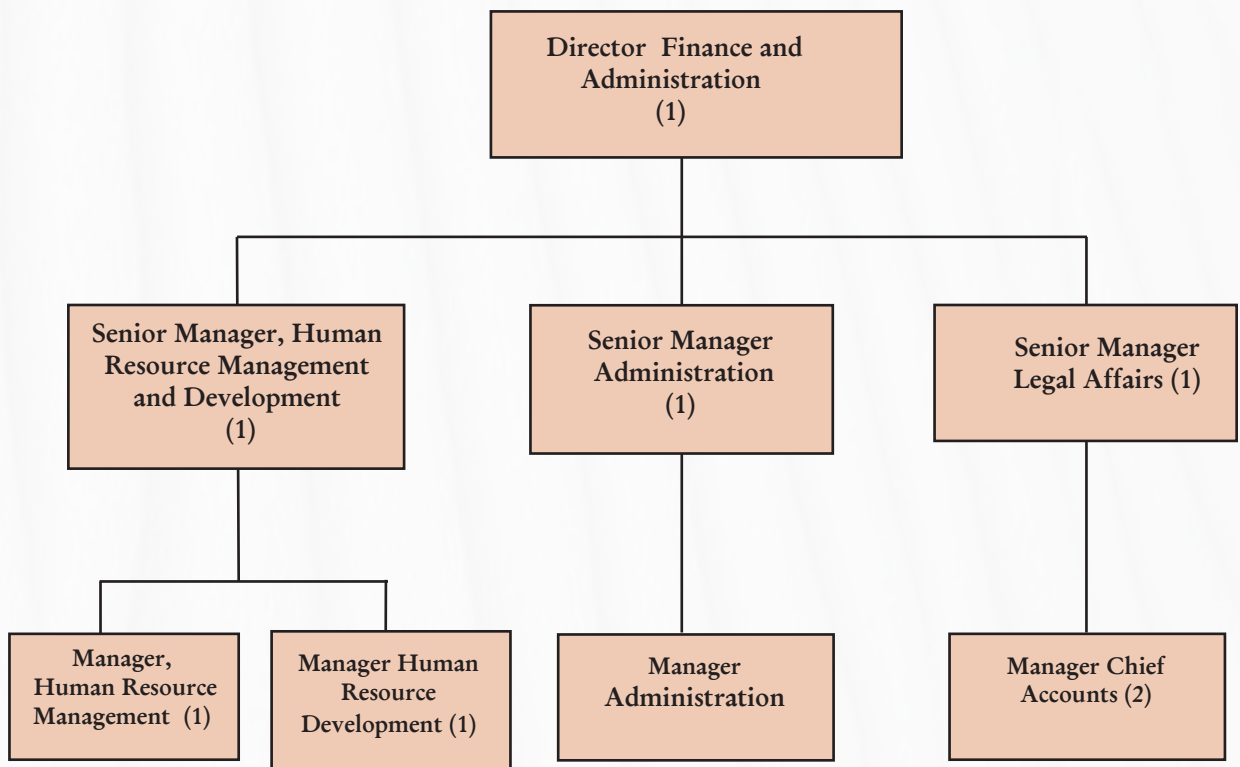
Annex Figure 2: Legal Affairs



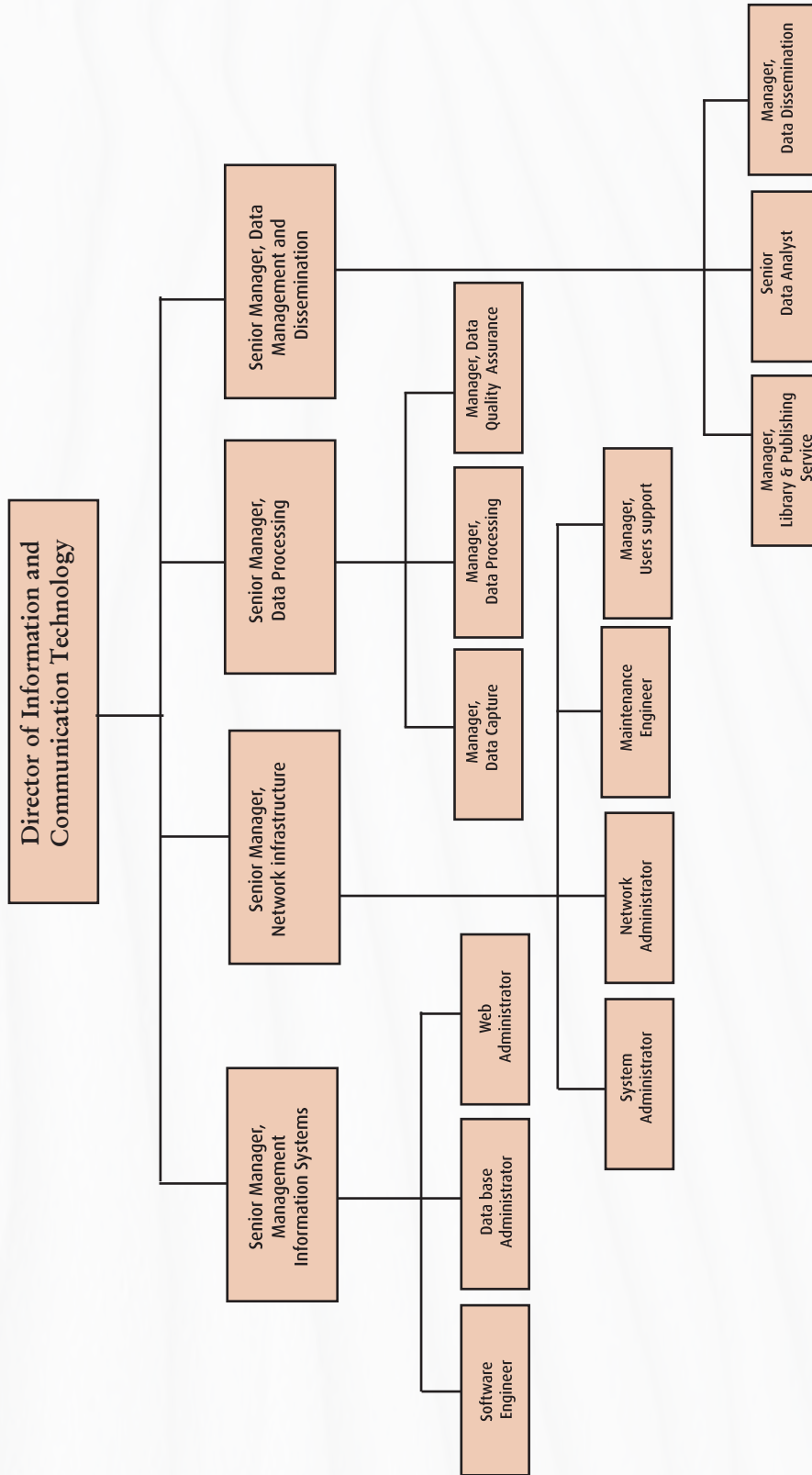
Annex Figure 3: Procurement



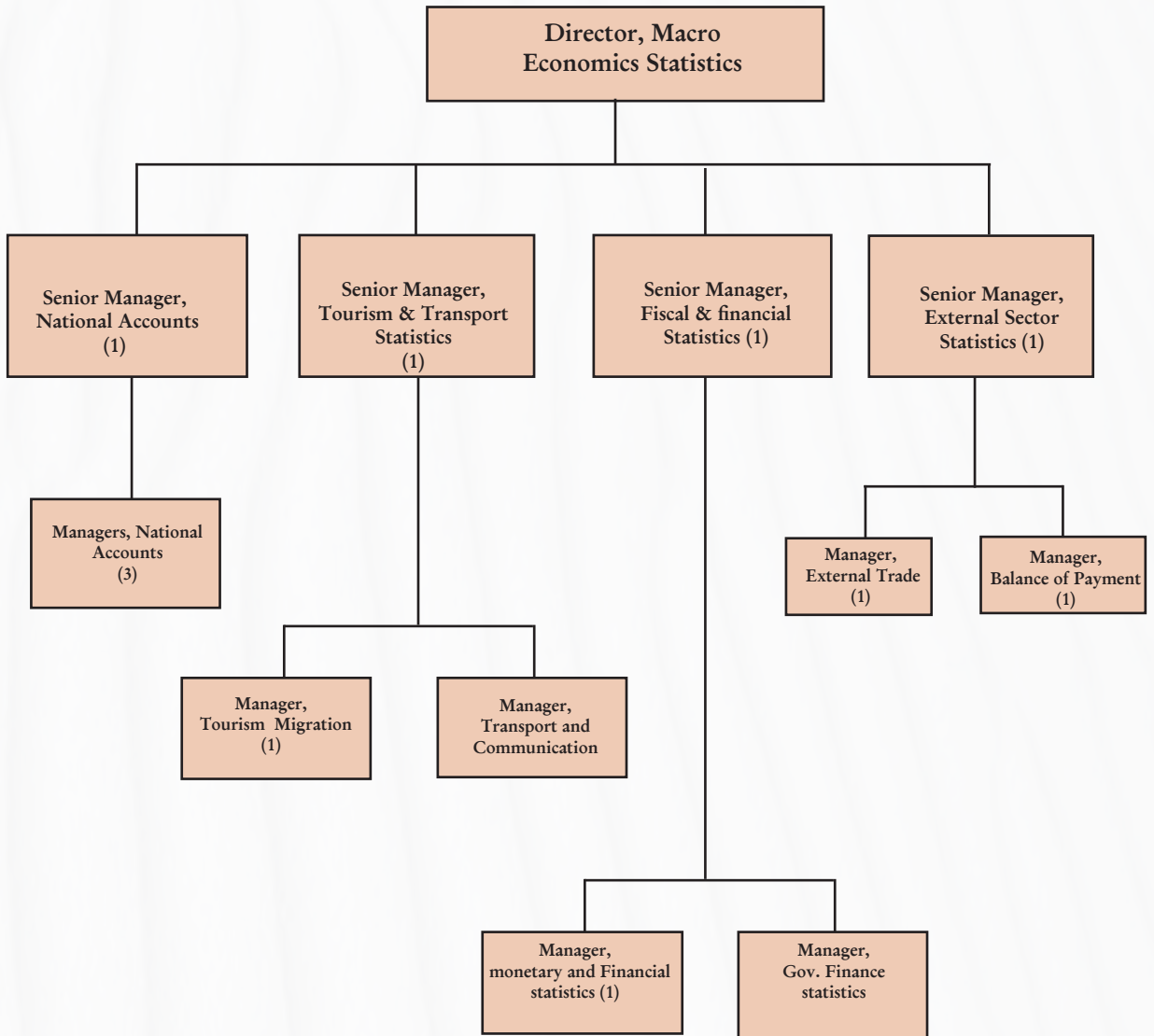
Annex Figure 4: Finance and Administration



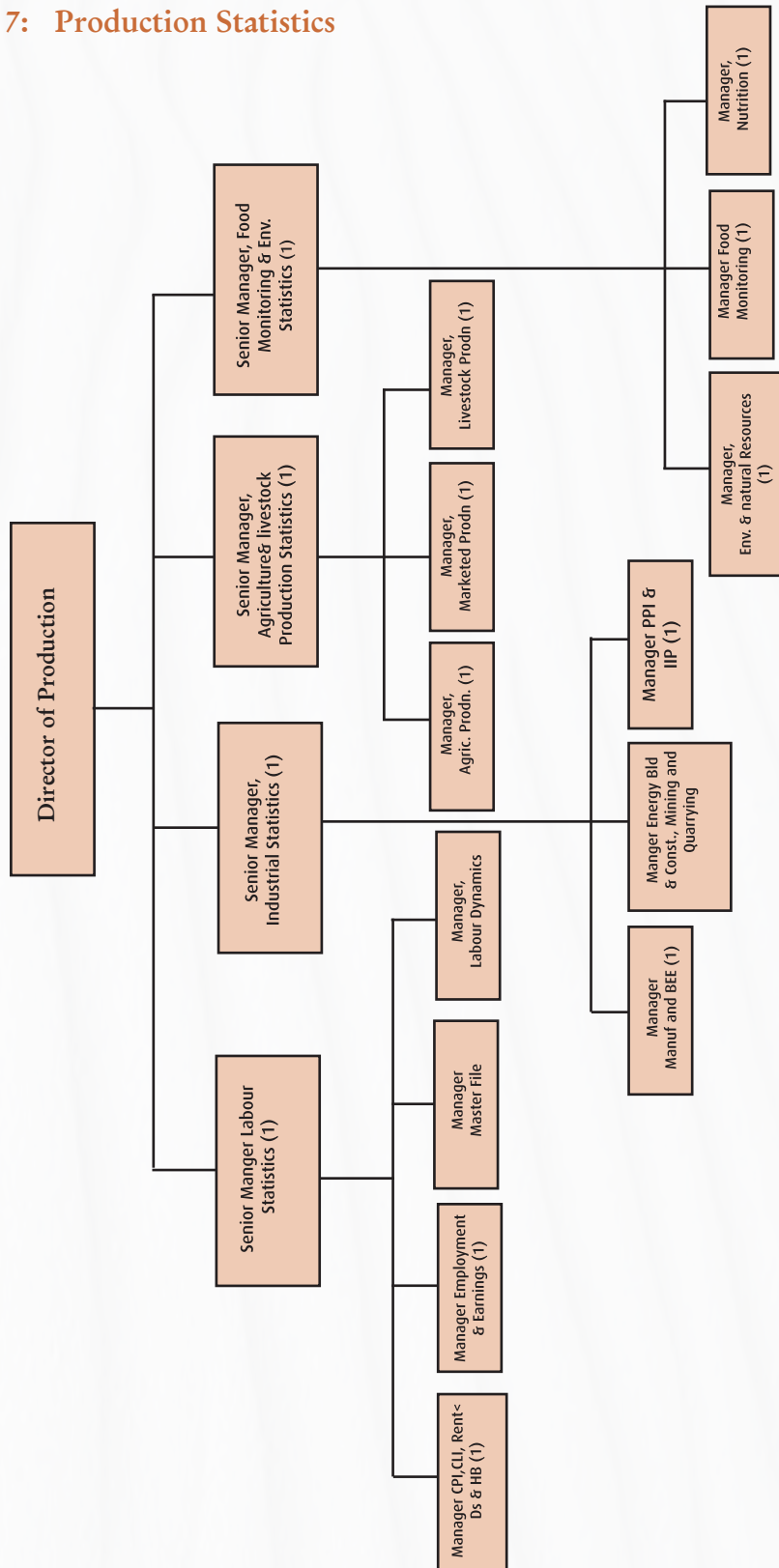
Annex Figure 5: Information Communication Technology



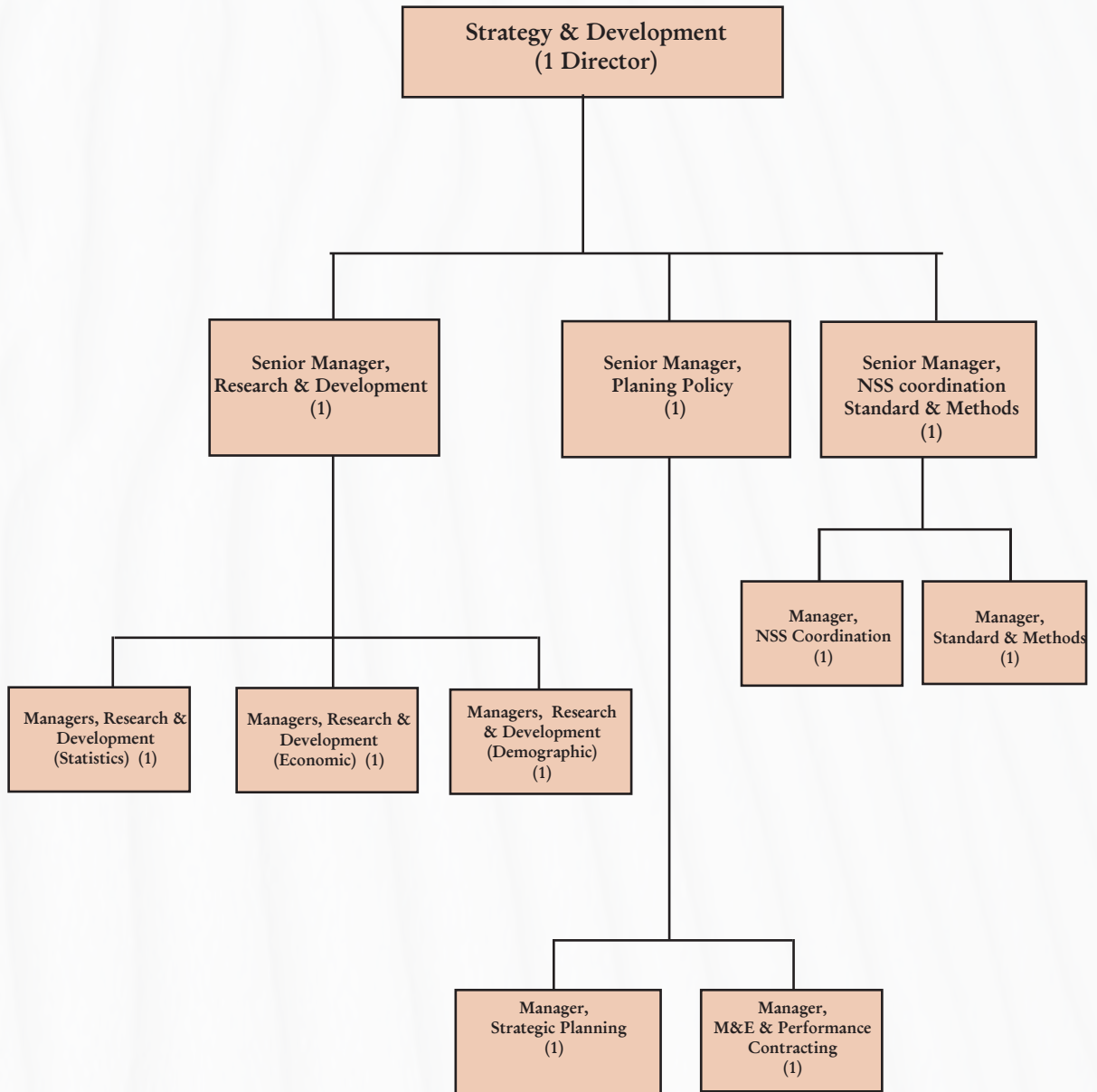
Annex Figure 6: Macro Economic Statistics



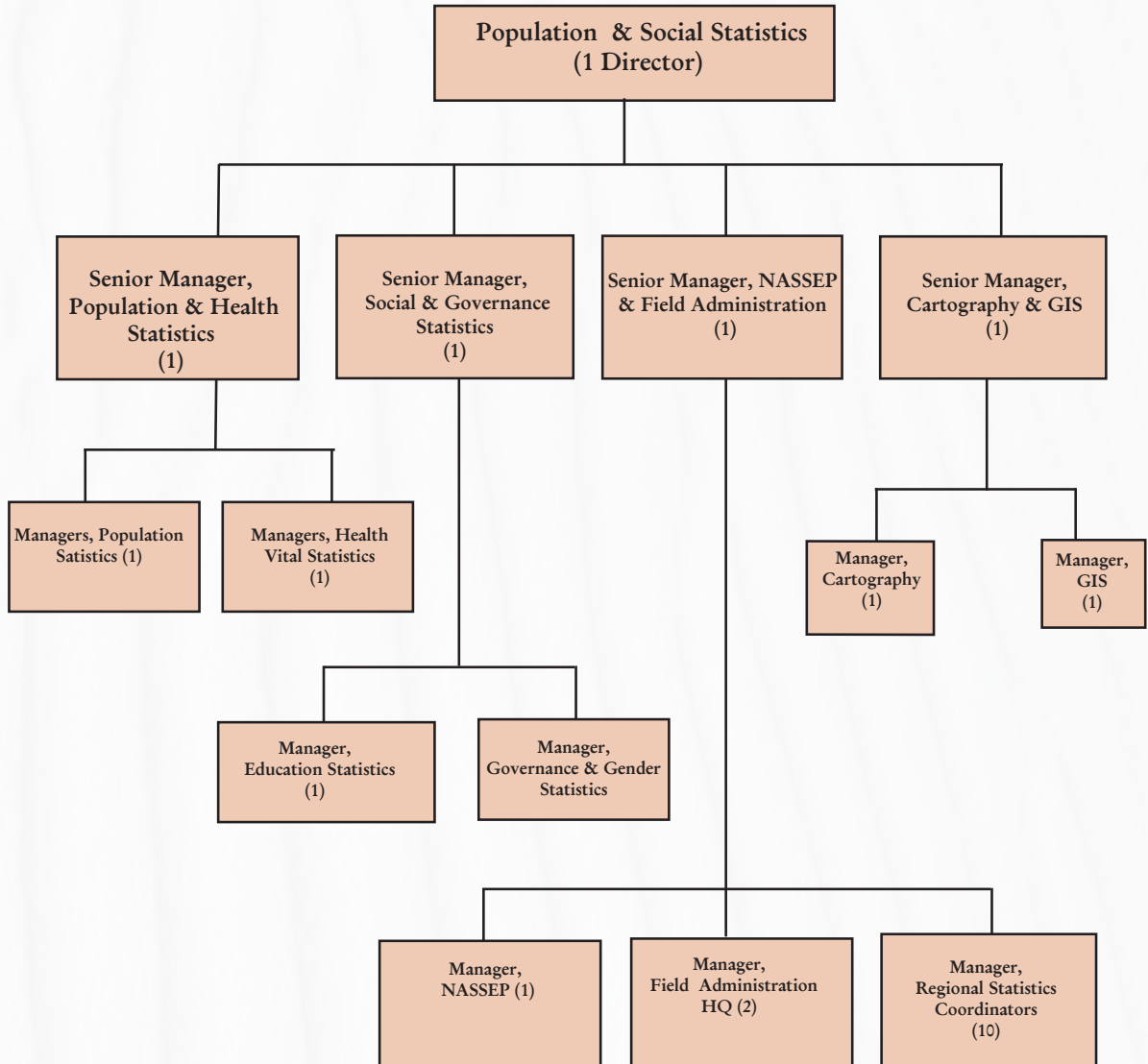
Annex Figure 7: Production Statistics



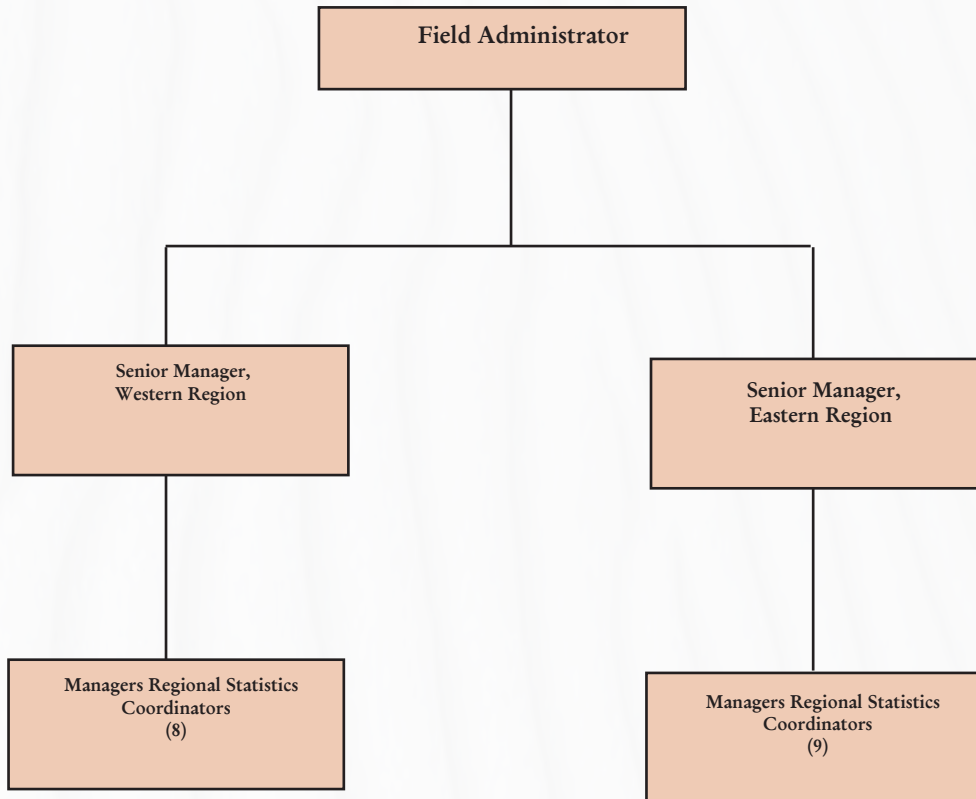
Annex Figure 8: Strategy and Development



Annex Figure 9: Population and Social Statistics



Annex Figure 10: Field Administration



NOTES