REPUBLIC OF KENYA

KNBS
KENYA NATIONAL
BUREAU OF STATISTICS
Keeping you informed

Strategic Plan

2023 – 2027

KENYA VISION 2030

Takwimu za kuaminika

KNBS Index no. KNBS/PD/22/1

KENYA NATIONAL BUREAU OF STATISTICS

Takwimu za Kuaminika (Statistics you can trust)

STRATEGIC PLAN
2023 – 2027

Published by:

Kenya National Bureau of Statistics

Real Towers, Hospital Road, Upper Hill

P.O. Box 30266 - 00100

Nairobi, Kenya

Tel: +254-20-3317583,+254-20-2911000/1,
+254-20-3317612/22/23/51

Email: info@knbs.or.ke/ library@knbs.or.ke
directorgeneral@knbs.or.ke

Facebook: @Kenya National Bureau of Statistics

X: @KNBStats

Website: www.knbs.or.ke

© 2024 Kenya National Bureau of Statistics

Published 2024

Some rights reserved.

This work is made available under the Attribution-Noncommercial 4.0 International (CC BY-NC 4.0) available at https:/creativecommons.org/licenses/by-nc/4.0/ This license allows reusers to distribute, remix, adapt, and build upon the material in any medium or format for noncommercial purposes only so long as the work is appropriately cited and attribution is given to the creator.

Users wishing to reuse material from this work attributed to a third party such as tables, figures or images are responsible for determining whether permission is needed for that reuse and for obtaining permission from the copyright holder. The risk of claims resulting from infringement of any third party owned component in the work rests solely with the user.

Any copyright use requests relating to this publication should be addressed to the Director General, Kenya National Bureau of Statistics. Subscription correspondence may be addressed directly to the Head of Library Services through the email addresses provided.

Image source: Istock © 2024 accessed via www.KNBS / Istockphoto.com

Recommended citation: KNBS 2024. Strategic Plan 2023 – 2027. Nairobi, Kenya.

VISION

Quality statistics for better lives

MISSION

Provide, manage and promote quality statistics through utilization of best practices for public use

Core Value and Principles (PICCIT)

P- Professionalism

We shall maintain high standards while discharging our duties by abiding to professional considerations on the methods, standards and procedures in our work.

I- Integrity

We shall uphold high standards of integrity in all our dealings.

C- Confidentiality

We shall treat all information provided by stakeholders with strict confidentiality and use it exclusively for statistical purposes.

C- Customer Focus

We are committed to always placing the customer at the core of the Bureau business and ensuring high quality of service at all times.

I- Innovation

We shall continuously embrace creativity and innovation for value-addition in our business processes.

T- Teamwork

We shall uphold the team spirit in all our work and we shall endeavor to promote teamwork.

Foreword

Quality statistics is a key foundation for development of Kenya. We plan, implement, measure progress, allocate resources and track development using statistics. It is for this reason that the Kenya National Bureau of Statistics (KNBS) has continually strived to provide quality statistics to the nation using data obtained from censuses, surveys and other administrative data. In the realization of its core mandate, KNBS core activities include collection, compilation, analysis, publication and dissemination of statistical information for public use, with an additional role of coordinating, collating, monitoring and supervising the National Statistical System (NSS).

The Kenya National Bureau of Statistics Strategic Plan 2023 – 2027 places statistics at the center of the Bottom-up Economic Transformation Agenda (BETA), as operationalized in the fourth Medium Term Plan (MTP IV). In response to the transformation agenda, the Strategic Plan will seek to achieve four strategic goals anchored in quality official statistics, statistical advocacy, a well-coordinated National Statistics System (NSS) and institutional capacity as the Key Result Areas.

> Quality statistics is a key foundation for development of Kenya. We plan, implement, measure progress, allocate resources and track development using statistics.

Successful implementation of the Strategic Plan will require robust resource mobilization, review of the internal policies and procedures, enhancement of partnerships and collaborations, enhanced communication and stakeholder engagement as well as strengthening and enhancement of the organizational structure to ensure it drives the Strategic Plan. The Board will provide support in these key areas as well as provide oversight through support of capacity enhancement, adequate monitoring, evaluation and implementation of the requisite reporting systems.

I would like to thank the Cabinet Secretary, The National Treasury and Economic Planning and The Principal Secretary, State Department for Economic Planning for the timely and continuous support they have continued to accord KNBS. I acknowledge the tireless efforts of the members of the KNBS Board of Directors, for being at the forefront in the provision of the vision and strategic direction. I am grateful to the entire Staff and Management, led by the Director General, for their key role in implementing the KNBS mandate. Finally, I wish to express my sincere gratitude to all the external stakeholders who participated in the development of this Strategic Plan. As a Board, we commit to a successful implementation of the Plan. Thank you all!

Mr. Stephen Wainaina, MBS
Board Chairman

Preface and Acknowledgement

The demand for quality statistics to support research, planning, monitoring and evaluation across all sectors has been growing over time. The KNBS endeavors to continually produce and disseminate quality statistics that adequately match the needs of the users of official statistics. In considerations that these needs are dynamic, the KNBS is continually devising innovative ways that will improve how data from various sources is curated and disseminated.

The KNBS Strategic Plan for the period 2023-2027 builds on the progress from the Strategic Plan for the period 2018-2022, which included prioritized expansion of the National Statistical System (NSS), increased use of technology and successful implementation of the 2019 Kenya Population and Housing census. In the latter, we faced a number of challenges, key among them being; inadequate funding, capacity of the producers and users, inadequate application of technology as well as external interference.

> The KNBS endeavors to continually produce and disseminate quality statistics that adequately match the needs of the users of official statistics.

Critical issues identified in this Strategic Plan include production of quality statistics, adoption of international best practices in production of statistics, alternative and emerging data and data sources, emerging methodologies in statistics, dissemination, statistical regulation and coordination and institutional capacity building to ensure that there is complete delivery of stated goods and products. These issues require policy, programmatic and operational interventions. Through a careful diagnosis and root cause analysis, the Strategic Plan provides a strategic response that will enhance the role of official statistics and by extension place the KNBS at the center of the national, regional and global development agenda.

For the 2023-2027 implementation period, the KNBS strategic objectives are quality official statistics, statistical advocacy, a well-coordinated National Statistical System and institutional capacity. In achieving these objectives, the KNBS will explore data science, strengthen the NSS, use citizen generated data and also activate corporate rebranding. These have been carefully formulated with regard to the internal environment, the external environment and stakeholder expectations.

Under each objective, several strategies have been provided with related strategic initiatives, annual targets and responsibilities allocated. It is imperative to note that this Strategic Plan has been

prepared in line with the guidelines for preparation of fifth generation Strategic Plans as provided by the State Department for Economic Planning and other relevant policies and guidelines. As already observed, it is aligned to the Government's overall strategic direction as enumerated in BETA and MTP IV. Prior to its implementation, the staff and stakeholders will be sensitized in the Strategic Plan.

The Management is committed to ensuring planned activities are implemented efficiently and effectively. Systems and processes will also be updated to leverage on technology in data collection, analysis and dissemination and knowledge management support. The Bureau's role as the regulator of official statistics and the official repository of statistical information, will also be given the prominence it requires.

Implementation of this Strategic Plan will not be possible without the collaboration and support of various stakeholders including but not limited to the citizenry, National government, County governments, Development Partners, Civil Society Organizations, donors, research organizations and other stakeholders. At the core of this Strategic Plan is the aspiration to create an inclusive statistical ecosystem; one that takes into account the diverse needs of the government, citizens, and the private sector. We recognize the importance of embracing innovation, emerging technologies and nurturing a culture of continuous improvement to fulfill our mandate in an ever-evolving world. We will always endeavor to remain accountable and protect the integrity of the statistics produced and disseminated.

I would like to thank the KNBS Management team, staff and Borasoft Ltd Consultants for working tirelessly to ensure that the Strategic Plan meets the aspirations of all. My gratitude goes to the members of the Strategic Plan Development Committee who worked diligently to prepare the Strategic Plan ensuring it is comprehensive, inclusive and aligned to relevant policies and guidelines.

I also wish to thank the KNBS Board of Directors for their guidance and input which was essential in shaping the Strategic Plan. My gratitude also goes to our partners and stakeholders who provided valuable input and feedback, which helped improve the overall Strategic Plan.

Macdonald George Obudho PhD, EBS, MBS

Director General

Table of Contents

Foreword		iv
Preface and Acknowledgement		v
Table of Contents		vii
List of Tables		viii
List of Abbreviations and Acronyms		ix
Concepts and Terminologies		xii
Executive Summary		xiv
1	**CHAPTER 1: INTRODUCTION**	**1**
1.1	Strategy as an imperative for Organizational Success	1
1.2	Context of Strategic Planning	2
1.3	History of the Kenya National Bureau of Statistics (KNBS)	10
1.4	Methodology of developing the Strategic Plan	10
2	**CHAPTER TWO: STRATEGIC DIRECTION**	**13**
2.1	Mandate of the KNBS	13
2.2	Vision Statement	14
2.3	Mission Statement	14
2.4	Strategic Goals	14
2.5	Core Value and Principles	15
2.6	Quality Statement	15
3	**CHAPTER THREE: SITUATIONAL AND STAKEHOLDER ANALYSIS**	**17**
3.1	Situational Analysis	17
3.2	Stakeholder Analysis	36
4	**CHAPTER FOUR: STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS**	**41**
4.1	Strategic Issues	41
4.2	Strategic Goals	42
4.3	Key Result Areas	43
5	**CHAPTER FIVE: STRATEGIC OBJECTIVES AND STRATEGIES**	**45**
5.1	Strategic Objectives	45
5.2	Strategic Choices	46
6	**CHAPTER SIX: IMPLEMENTATION AND COORDINATION FRAMEWORK**	**49**
6.1	Implementation Plan	49
6.2	Coordination Framework	49
6.3	Risk Management Framework	53

7	**CHAPTER SEVEN: RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES**	**57**
7.1	Financial Requirements	57
7.2	Resource Mobilization Strategies	58
8	**CHAPTER EIGHT: MONITORING, EVALUATION AND REPORTING FRAMEWORK**	**61**
8.1	Monitoring Framework	61
8.2	Performance Standards	61
8.3	Evaluation Framework	61
8.4	Reporting Framework and Feedback Mechanism	63

ANNEX I: ACTION PLAN IMPLEMENTATION MATRIX 64
ANNEX II: SUMMARY OF SURVEYS AND CENSUSES 2023 – 2027 100
ANNEX III: ORGANIZATION STRUCTURE 112
ANNEX IV: KNBS PROPOSED ESTABLISHMENT 113
ANNEX V: REPORTING TEMPLATES 121

List of Tables

Table 3.1: PESTELE Analysis 17
Table 3.2: Micro Environment Analysis 19
Table 3.3: Summary of Opportunities and Threats 21
Table 3 4: KNBS Functional Analysis 24
Table 3.5: Internal Processes Analysis 27
Table 3.6: Resource Based and Capability Analysis 31
Table 3.7: Summary of Strengths and Weaknesses 33
Table 3.8: Stakeholder Analysis 37
Table 4.1: Summary of Key Result Areas 43
Table 5.1: Outcomes Annual Projections 45
Table 5 2: Strategic Objectives and Strategies 47
Table 6.1: Staff Establishment 50
Table 6.2: Skills set and Competence Development 51
Table 6.3: Risk Assessment 53
Table 7.1: Financial Requirements for implementing the Strategic Plan 57
Table 7.2: Resource Gaps 58
Table 8.1: Outcome Performance Matrix 62

List of Abbreviations and Acronyms

AI	Artificial Intelligence
ARC	Advance Release Calendar
BETA	Bottom - up Economic Transformation Agenda
BCP	Business Continuity Plan
BOD	Board of Directors
CATI	Computer Assisted Telephone Interview
CBOs	Community Based Organizations
CBS	Central Bureau of Statistics
CGD	Citizen Generated Data
CIP	Census of Industrial Production
CSOs	Civil Society Organizations
CSR	Corporate Social Responsibility
DCS	Director Corporate Services
DG	Director General
DMES	Director Macroeconomic Statistics
DPS	Director Production Statistics
DPSS	Director Population and Social Statistics
DSCM	Director Statistical Coordination and Methods
DSOs	District Statistical Officers
EAC	East African Community
EDMS	Electronic Document Management System
ESTeC	Environmental Statistics Technical Committee
EU	European Union
GDP	Gross Domestic Product
GHRIS	Government Human Resource Information System
GIS	Geographic Information System
GoK	Government of Kenya
ICT	Information and Communication Technology
ISIC	International Standard Industrial Classification of All Economic Activities
IT	Information Technology
JE	Job Evaluation
KeSCOP	Kenya Statistical Code of Practice

KeSIC	Kenya Standard Industrial Classification of All Economic Activities
KeSQAF	Kenya Statistical Quality Assurance Framework
KCSE	Kenya Certificate of Secondary Education
KHMSF	Kenya Household Master Sampling Frame
KNBS	Kenya National Bureau of Statistics
KPHC	Kenya Population and Housing Census
KRAs	Key Result Areas
KSDS	Kenya Strategy for Development of Statistics
M&E	Monitoring and Evaluation
MDACs	Ministries, Departments, Agencies and Counties
MDAs	Ministries, Departments and Agencies
ML	Machine Learning
MSMEs	Micro, Small and Medium Enterprises
MSP	Manager Strategy and Planning
MTP IV	Medium Term Plan four
NEMIS	National Education Management Information System
NIPFN	National Information Platform for Food and Nutrition
NSS	National Statistical System
OAG	Office of the Auditor General
PAC	Public Accounts Committee
PC	Performance Contracting
PE	Personnel Emoluments
PESTELE	Political Economic Social Technological Environmental Legal and Ethics (Analysis)
PIC	Public Investment Committee
QBOP	Quarterly Balance of Payments
QGDP	Quarterly Gross Domestic Product
QMS	Quality Management System
QMSC	Quality Management System Coordinator
SBR	Statistical Business Register
SCM	Supply Chain Management
SMIA	Senior Manager Internal Audit
SMSCM	Senior Manager Supply Chain Management

SDGs	Sustainable Development Goals
SWOT	Strengths Weaknesses Opportunities Threats
TBD	To be Determined
TSA	Tourism Satellite Account
TWC	Technical Working Committee
UHR	Unified Human Resource
UN	United Nations
VRIO	Value, Rarity, Imitability and Organization
WLA	Work Load Analysis

Concepts and Terminologies

Bureau: The term Bureau is interchangeably used to refer to Kenya National Bureau of Statistics

Census: A statistical operation in which all units of the population of interest are enumerated.

Citizen Generated Data: Data produced by non-state actors with the active consent and participation of citizens primarily to tackle issues that affect them directly.

Data: Raw and unprocessed information.

Data Gaps: The absence of inadequacy of official data for specific variables, time periods, or geographic regions.

Data Providers: An individual or organization providing data to KNBS.

Data Quality: Degree to which data fulfils requirements on a set of inherent characteristics.

Data science: An interdisciplinary field that uses scientific methods, processes, algorithms and systems to extract knowledge and insights from many structural and unstructured data.

Data Users: Individuals, organizations, or entities that access, analyze, interpret, and utilize KNBS data for various purposes.

National Statistical System: The National Statistical System is the ensemble of the National Statistical Office, the KNBS, and other statistical units (ministries, departments and agencies and county governments) in Kenya that produce, provide, supply, use and disseminate official statistics on behalf of the Government of Kenya (GoK) under the supervision and co-ordination of the Bureau.

Official Statistics: Statistics that are produced in accordance with the United Nations Fundamental Principles of Official Statistics (UNFPOS) by the KNBS or compiled by members of the National Statistical System for their specific domain and certified by KNBS.

Statistics: Any quantity collected as summary of data in the form of aggregate datasets and tables.

Statistical Coordination: Systematic and organized efforts to ensure that statistical activities in Kenya are well-planned, harmonized, and efficiently carried including provision of technical advice to ensure that standards and methods are adhered to.

Survey: Collection of data from a sample of individuals, businesses, or entities for statistical purposes.

Executive Summary

The Kenya National Bureau of Statistics (KNBS) was established by the Statistics Act of 2006 with the core mandate of collection, compilation, analysis, publication and dissemination of statistical information for public use. The Bureau has an additional role of coordinating, monitoring and supervising the National Statistical System (NSS). The KNBS implements its mandate through five-year Strategic Plans that align the activities of the Bureau with national, regional and global development priorities.

The KNBS Strategic Plan 2023-2027 seeks to align with the various national, regional and international development frameworks. These include the Kenya Vision 2030, the Bottom-up Economic Transformation Agenda, the Fourth Medium Term Plan, the Africa Agenda 2063, the EAC Vision 2050 and the Sustainable Development Goals. In summary, statistics is a critical tool for national development, providing evidence-based decision-making, identifying priorities, monitoring trends, evaluating programs and policies, and promoting transparency and accountability. It plays an essential role in ensuring that resources are allocated efficiently and effectively to achieve national development goals and objectives.

The development of the Strategic Plan was consultative and participatory and involved various internal and external stakeholders. Key among the activities undertaken included a review of the achievements in the 2018-2022 Strategic Plan where successes, challenges and lessons learnt were identified. Additionally, an internal and external analysis was undertaken. Opportunities identified for KNBS included technological advancements, awareness and demand for data, partnerships and collaborations, goodwill from stakeholders as well as alternative sources of data including data analytics tools. Stakeholders' expectations were also mapped out. Strategic issues that emerged from the analysis include production of quality statistics, adoption of international best practices in statistics, alternative and emerging data and data sources, emerging methodologies in statistics, dissemination, statistical regulation and coordination, and institutional capacity to deliver.

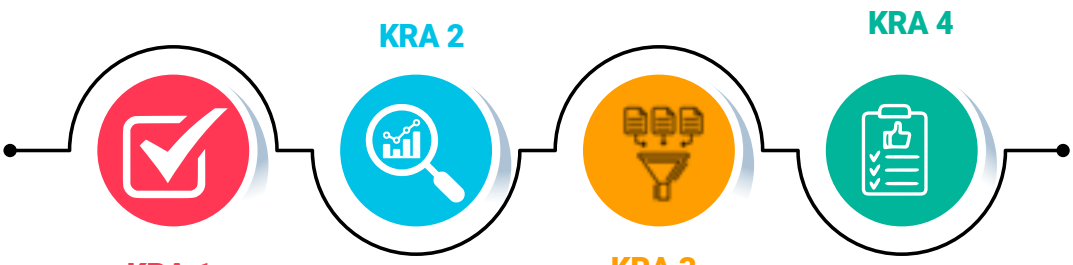
The Strategic Plan is guided by the Bureau's Vision "***Quality Statistics for better lives***" while the mission is "***Provide, manage and promote quality statistics through utilization of best practices for public use.***" The core values and guiding principles are Professionalism, Integrity, Confidentiality, Customer Focus, Innovation and Teamwork, summarized as PICCIT. The Slogan for the Strategic Plan shall be ***Takwimu za Kuaminika*** translated as ***statistics you can trust.***

The Strategic Plan is guided by the Bureau's Vision "Quality Statistics for better lives while the mission is Provide, manage and promote quality statistics through utilization of best practices for public use."

To deliver on its promise, the Strategic Plan identifies four Key Result Areas (KRA).

KRA 2: Statistical advocacy. This KRA addresses the need to bolster the provision of data, uptake and use of statistics in Kenya.

KRA 4: Institutional capacity which addresses the capacity of the KNBS to deliver on its mandate.



KRA 1: Quality official statistics. This KRA addresses production of quality official statistics for public use.

KRA 3: A well-coordinated National Statistical System. This KRA is concerned with coordination of production and dissemination of official statistics.

Under each KRA, strategic objectives were formulated. Realization of these strategic objectives will be supported by various strategies and initiatives. Key responsibility areas have also been identified alongside the annual targets.

Implementation of the plan also requires a framework that will support it. This includes human resource, financing, risk management and business process re-engineering. Out of an approved establishment of 701, there are 520 staff in post leaving a variance of 181. Establishment data shows that there are high human resource gaps in the highly technical fields that occupy job groups 4, 5 and 6. There are also recommendations to fill in the staffing gaps as well as review the current structure to effectively drive the strategy.

Implementation of the Strategic Plan requires approximately KES 52.5 Billion in the next five years. This is against a projected government allocation of approximately KES 26 Billion over the same period leaving a deficit of approximately KES 26 Billion. To bridge the financing gap, the KNBS shall work in partnership with the various data producers including ministries, departments, agencies and Counties. It will also partner with civil society organizations to support collection of specific data, provide consultancy services both locally and regionally, lobby Parliament and the Exchequer for increased budgetary allocation and

work with donors and Development Partners to finance certain activities including capacity building, provision of equipment and collection of data.

A risk analysis matrix has also been developed. The matrix identifies the risks under each strategic objective, the rating based on likelihood and impact as well as the mitigation measures. On business process reengineering, the areas identified include talent management, agility, right culture, collaboration, innovation, efficiency, accountability, information/analytics and technology leverage.

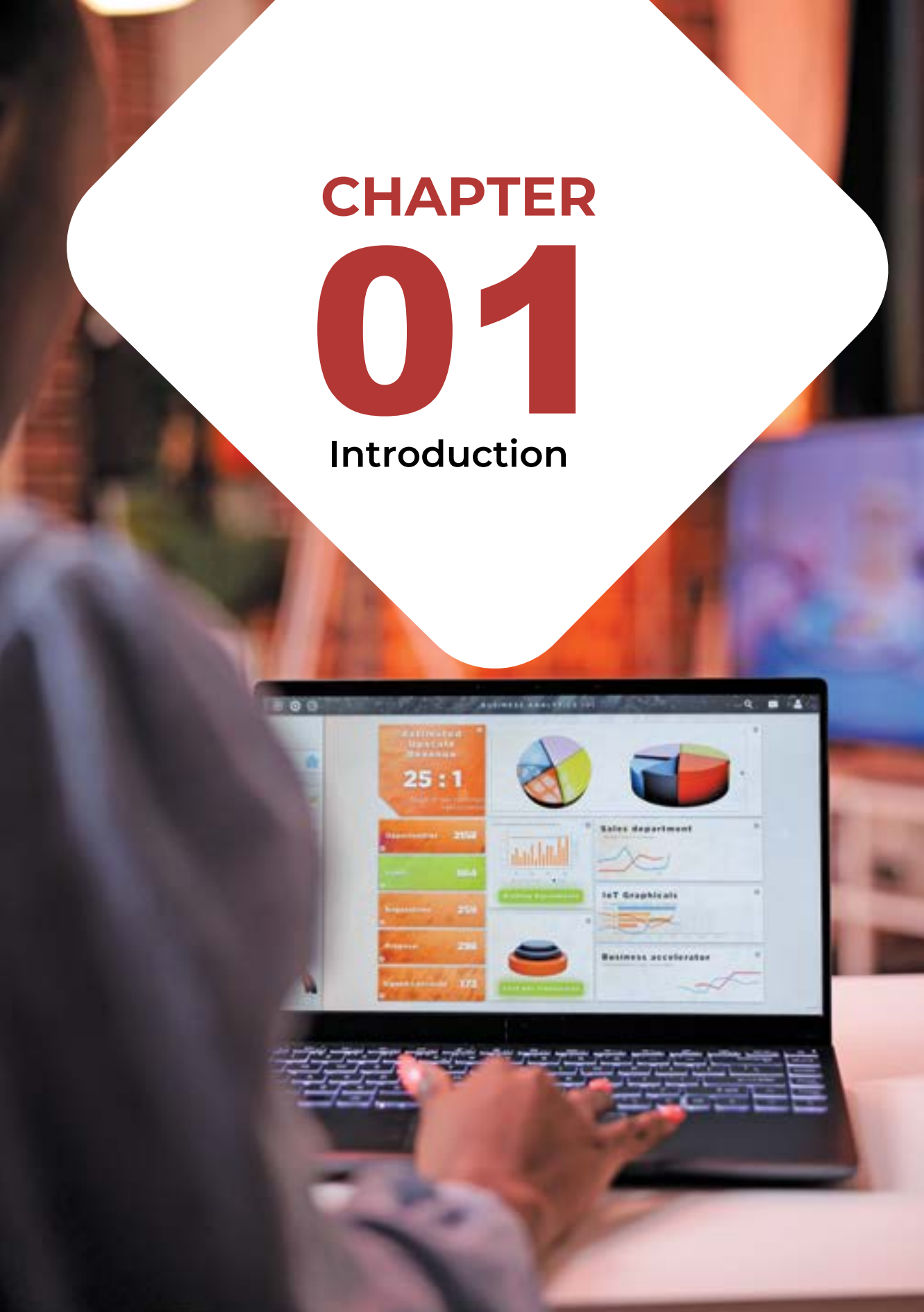
To enhance effective implementation and tracking of results, an elaborate monitoring, evaluation and learning system has been proposed. Towards this end, the KNBS shall establish standard formats for data collection and reporting, clearly spell out documents to be prepared, periods covered and details of information to be supplied. The Bureau will also implement a performance management system making every officer to be accountable to the use of resources and attainment of set objectives and effectively use available resources to ensure smooth implementation of the Strategic Plan.

Additionally, the KNBS shall develop and implement a knowledge management system that shall support learning and adaptation within the organization. Key to this system shall be a learning-oriented monitoring and evaluation system, an information management system that shall support identification and documentation of good practices, a communication system that shall support internal and external communication and finally a system that supports experimentation and innovation.

KNBS
Partners:
USAID
unicef
BILL & MELINDA GATES foundation
UNAIDS
World Health Organization
THE WORLD BANK
UN WOMEN
NUTRITION INTERNATIONAL
World Food Programme
CLINTON

CHAPTER 01

Introduction



Introduction

Overview

This chapter provides the setting and context for the Kenya National Bureau of Statistics (KNBS) Strategic Plan for the period 2023 – 2027. This includes a brief history of the KNBS, its mandate and functions, developmental challenges, as well as the role in national, regional and global development agenda.

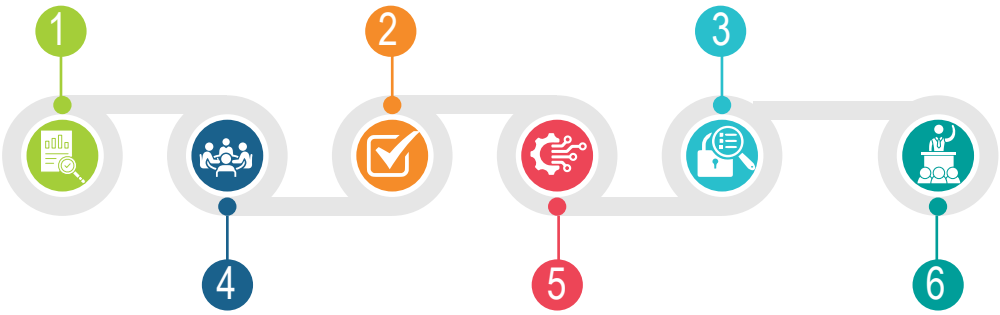
1.1 Strategy as an imperative for Organizational Success

Strategic Planning in the public sector helps organizations become more proactive, goal-oriented, and responsive to the needs of the communities they serve. It fosters effective decision-making, resource optimization, stakeholder engagement, and organizational performance, leading to improved outcomes and public value. National statistics play a crucial role in understanding a country's economic, social, and environmental development. However, the collection and dissemination of national statistics can be challenging, and there are several developmental issues that need to be addressed. These include:

1. Data collection: Collecting accurate and reliable data is crucial for creating valid statistics. However, collecting data in some areas such as conflict zones or areas with limited access may be difficult. Additionally, collecting data on sensitive topics, such as gender-based violence or illegal activities, may also be challenging.

2. Data quality: The quality of data collected is also crucial for producing reliable statistics. Data quality issues may arise due to inadequate sampling, data entry errors, or inadequate training of data collectors.

3. Access to data: Access to national statistics is essential for policymakers, researchers, and the general public. However, in some countries, access to data may be restricted, leading to lack of transparency and accountability.



4. Capacity building: Building the capacity of statistical agencies is essential for producing accurate and reliable statistics. This includes training staff on data collection methods, data analysis and data dissemination.

5. Technology: Technology can be a powerful tool in improving the collection and dissemination of national statistics. However, the use of technology requires investment and expertise, which may be lacking.

6. Political interference: Politicization of statistical data can undermine the integrity of statistics and erode public trust in them. Governments may be tempted to manipulate statistics to present a more favorable picture of their performance.

Overall, addressing these developmental issues is crucial for ensuring that national statistics are accurate, reliable, and accessible to all. Doing so can provide policymakers with the information they need to make informed decisions, researchers with the data they need to conduct research, and the general public with access to transparent and accountable information about the country's development. This requires an elaborate strategy in addressing these issues. The Strategic Plan is important for the KNBS since it:

1. Helps the KNBS align its activities and resources with overarching goals and objectives.
2. Enables the KNBS to make informed and evidence-based decisions.
3. Allows the KNBS to optimize the allocation of limited resources.
4. Facilitates engagement and collaboration with stakeholders, including citizens, community groups, businesses, and other government agencies.
5. Establishes performance measures and metrics that enable the KNBS to track progress and evaluate their performance.
6. Helps the KNBS anticipate and respond to changing circumstances and emerging challenges.
7. Promotes alignment and coordination within the KNBS.
8. Allows the KNBS to establish a long-term vision for the future. It also provides a roadmap for the organization's development and growth over time, ensuring continuity beyond immediate challenges.

1.2 Context of Strategic Planning

The Strategic Plan 2023-2027 has been aligned to the global, regional and national development agenda as articulated in the Sustainable Development Goals (SDGs), the Africa Agenda 2063, the East Africa Community (EAC) Vision 2050, Vision 2030, MTP IV and the Bottom-up Development Agenda. The SDGS have been domesticated in Africa through the Africa Agenda 2063 and the EAC Vision 2050.

1.2.1 United Nations 2030 Agenda for Sustainable Development (SDGs)

The Sustainable Development Goals (SDGs) are a set of 17 global goals established by the United Nations (UN) in 2015, aimed at addressing various social, economic, and environmental challenges to achieve sustainable development by 2030. They provide a comprehensive framework for addressing social, economic, and environmental challenges facing the world. The SDGs consist of 17 interconnected goals and 169 targets, covering a wide range of sustainable development issues. They aim to end poverty, protect the planet, and ensure prosperity for all. The goals address various aspects of development, including poverty eradication, education, gender equality, health and well-being, clean water and sanitation, affordable and clean energy, decent work and economic growth, sustainable cities and communities, climate action, biodiversity among others.

The SDGs have enormous data requirements, including comprehensively disaggregated data for assessment of the SDGs indicators. The Bureau coordinates the National Statistical System to ensure that the required data and indicators are produced for monitoring achievements of the SDGs. During the Strategic Plan period, the Bureau will continue to supply the relevant, timely and usable data that is essential for the implementation of better policies and for monitoring the progress towards the attainment of the SDGs.

1.2.2 African Union Agenda 2063

The African Union (AU) Agenda 2063 is a strategic framework for the socio-economic transformation of Africa over a 50-year period, from 2013 to 2063. It aims to promote inclusive growth, sustainable development, and regional integration across the continent. Statistics play a crucial role in the implementation, monitoring, and evaluation of Agenda 2063. Statistics are relevant to the AU Agenda 2063. Examples include:

1. Baseline data and target setting: Statistics are essential for establishing baseline data and setting targets for the various goals and aspirations of Agenda 2063. By collecting and analyzing data on various socio-economic indicators, countries can identify their current position and progress towards the desired targets.

2. Progress monitoring: Statistics enable monitoring the progress made towards the goals of Agenda 2063. By regularly collecting data on key indicators, such as economic growth rates, poverty levels, education enrollment rates, and health outcomes, countries and the AU can track progress, identify gaps, and take corrective measures.

3. Policy formulation and decision-making: Statistics provide the evidence base for policy formulation and decision-making in the implementation of Agenda 2063. Data on economic trends, population dynamics, social indicators, and other relevant statistics help policymakers identify challenges, prioritize interventions, and design effective strategies.

4. Regional integration and cooperation: Statistics are crucial for regional integration efforts envisioned in Agenda 2063. By harmonizing data collection methodologies and sharing statistical information among African countries, regional integration initiatives can benefit from accurate and comparable data, enabling evidence-based decision-making and policy harmonization.

5. Data infrastructure development: Agenda 2063 recognizes the importance of developing robust data infrastructure to support evidence-based decision-making. This includes improving data collection systems, strengthening statistical capacities, and investing in data management and dissemination mechanisms.

6. Partnerships and collaboration: Statistics play a key role in fostering partnerships and collaboration among African countries and with international partners. By sharing statistical information, collaborating on data collection and analysis, and aligning methodologies, countries can work together to address common challenges and support the implementation of Agenda 2063.

To support the statistical aspects of Agenda 2063, the African Union has established the African Union Institute for Statistics (STATAFRIC) and the African Statistical Training Centre (PANSTAT). These institutions work towards enhancing statistical capacities, coordinating data collection efforts, promoting data sharing and harmonizing statistical methodologies across the continent. The Bureau participates in the activities of these institutions through trainings, workshops and conferences.

In summary, statistics are fundamental to the implementation, monitoring, and evaluation of the AU Agenda 2063. By providing accurate and reliable data, statistics enable evidence-based decision-making, policy formulation, and regional integration efforts, ultimately contributing to Africa's sustainable development and transformation.

1.2.3 East Africa Community (EAC) Vision 2050

The East African Community (EAC) Vision 2050 is a long-term development framework that outlines the aspirations and goals for the East African region. The EAC Statistics Development Strategy identifies important trends in statistics which should be prioritized by member states. These include:

1. **Data revolution for sustainable development:** Data revolution involves putting statistics on high political agenda and fully integrating statistics into policy and decision-making processes, increasing the scope, quantity, quality and data disaggregation from different sources, creating partnerships for statistics, empowering and equipping data users to access, interpret and extensively use data, taking full advantage of advances in ICT to improve statistical systems and production, increasing access to official statistics as a "public good" accessible by all and increasing resources for statistics.
2. **African data consensus:** This will spearhead the data revolution in Africa with the aim of bringing together diverse data communities using a wide range of data sources, tools and innovative technologies, with a view to providing timely and disaggregated data for decision-making, service delivery, citizen engagement and information to drive Africa's social, economic and structural transformation. It is about expanding and diversifying the data ecosystem to include new data users, data producers and sources of data.
3. **Big data for official statistics:** This refers to massive volumes of both structured and unstructured data that are so large that it is difficult to process using traditional database and software techniques. Every digital process and social media exchange produce big data. Systems, sensors and mobile devices transmit it. Big data is continuously received from multiple sources at an alarming rate, volume and variety. Big data can be analyzed to extract value patterns, predictions and other insights from raw digital information that can lead to better decisions and strategic business moves.
4. **Open data initiative:** The initiative is about data that can be freely used, reused and redistributed by anyone; subject only, at most, to the requirement to attribute and share alike. Key features of open data initiative are:

a. **Availability and access:** Data to be available in a convenient or modifiable form.

b. **Reuse and redistribution:** Data to be provided in machine readable format and under terms that permit reuse and redistribution including the intermixing with other datasets.

c. **Universal participation:** Everyone should be able to use, reuse and redistribute without discrimination.

To ensure integration, the EAC has undertaken various capacity building initiatives for the Bureau and its staffs. Additionally, the EAC has developed guidelines for compilation of harmonized statistics in the region.

1.2.4 The Constitution of Kenya, 2010

The Constitution of Kenya is the supreme law of the country, providing the framework for governance, the protection of fundamental rights, and the distribution of powers among various institutions. The Constitution of Kenya 2010 recognizes the importance of statistics in several ways. It establishes principles and provisions that support the collection, analysis and use of statistical data for governance and decision-making. Some key aspects related to statistics in the Constitution of Kenya are:

1. **Access to information:** This article guarantees every citizen's right to access information held by the state or any other person that is required for the exercise or protection of any right or fundamental freedom. Statistical data and information are considered part of this right, allowing citizens to access and utilize official statistics for various purposes.

2. **Principles of public finance:** This article establishes principles of public finance, including transparency, accountability and public participation.

Statistical data plays a crucial role in assessing the financial situation, revenue generation and expenditure patterns of the government. These statistics help ensure transparency and accountability in the management of public funds.

3. **Values and principles of public service**: This article outlines the values and principles that guide public service, including integrity, transparency, accountability and professionalism. Statistics are necessary for public servants to fulfill their responsibilities effectively and make informed decisions based on accurate and reliable data.

4. **Interpretation of the Constitution:** This article emphasizes the need to promote the purposes and principles of the Constitution when interpreting it. This includes the use of statistics to inform and guide interpretations that align with the Constitution's objectives.

5. **Devolution:** The Constitution of Kenya promotes a decentralized system of government through devolution, where power and resources are devolved to county governments. Statistics play a vital role in assessing the needs and progress of counties, monitoring service delivery, and evaluating the impact of devolution policies.

It's important to note that while the Constitution provides a framework that supports the use of statistics, specific legislation and regulations may be required to define the roles and responsibilities of statistical agencies, data collection methods, data privacy and other related matters. The Statistics Act of 2006 is one such legislation in Kenya that governs statistical activities and the operations of the Kenya National Bureau of Statistics.

1.2.5 The Kenya Vision 2030, Bottom-Up Economic Transformation Agenda and Fourth Medium Term Plan (MTP IV)

The Kenya Vision 2030 is the national development blueprint that seeks to make Kenya a middle-income economy by 2030. The vision is implemented through Medium Term Plans (MTP). Statistics play a key role in providing indicators for monitoring of progress towards the achievement of the targets.

Currently, the Government of Kenya is implementing Bottom-Up Economic Transformation Agenda (BETA) that is operationalized through the Fourth Medium Term Plan (MTP IV). This is anchored on five key pillars of Agriculture, MSMEs, Housing and Settlement, Health Care and Digital Superhighway and Creative Economy. The KNBS is under the Finance and Production sector and is responsible for:

1. **Measuring progress:** Statistics provide data on the progress made towards achieving national development goals. It helps to track the achievement of economic, social and environmental goals and targets, providing evidence for decision-making, planning and policy formulation.

2. **Identifying priorities:** Statistics provide information on the distribution of resources, including income, education, healthcare and other social services. This information can help identify areas where resources are needed most and allocate resources efficiently to achieve the greatest impact.

3. **Monitoring trends:** Statistics provides data on demographic, economic and social trends, including population growth, employment, poverty, health and education. This information can help identify emerging issues and trends, providing early warning signals for potential

problems and opportunities.

4. **Evaluating programs and policies:** Statistics is used to evaluate the effectiveness of programs and policies. It provides evidence of impact and helps identify areas for improvement, enabling decision-makers to adjust policies and programs to achieve their objectives.
5. **Promoting transparency and accountability:** Statistics promote transparency and accountability in governance by providing reliable data to monitor progress and evaluate the performance of government programs and policies.

Additionally, the MTP IV has identified statistical reforms to be undertaken. These include:

a) Strengthening the NSS through adoption of new data sources such as big data, citizen generated data and enhancement of the use of administrative records to enable access to quality statistical data and information.

b) Harmonize data between National and County aggregated data in line with international standards.

c) Set up Statistical Units in all MDAs.

d) Improve the quality of data by undertaking the following:

- Development and maintenance of a Household Master Sample Frame
- Kenya Integrated Household Budget Survey (KIHBS)
- Census of Agriculture
- Census of Business establishments
- Generation of County statistical profiles
- Development of Tourism Satellite Account (TSA)
- Financial access household survey

- Conduct Census of Industrial Production (CIP)

Aside from the reforms, there are specific action points for the KNBS under the MTP IV. The action points include:

i. Monitor and provide data on the number of vulnerable farmers provided with inputs under the Food Security Subsidy and Crop Diversification project in the Finance and Production sector.

ii. Develop statistical booklet, datasets and reporting dashboards under the National Education Management Information System (NEMIS) expansion project in the social sector.

iii. Conduct labour market surveys under the National Human Resource Planning and Development project in the social sector.

iv. Produce annual national and sectoral labour productivity statistics under the Productivity and Competitiveness project in the social sector.

In summary, statistics produced by the KNBS, is a critical tool for national development, providing evidence-based decision-making, identifying priorities, monitoring trends, evaluating programs and policies and promoting transparency and accountability. It plays an essential role in ensuring that resources are allocated efficiently and effectively to achieve national development goals and objectives.

1.2.6 Sector Policies and Laws

In developing the Strategic Plan, the KNBS has integrated the goals, objectives and aspirations of key sector principles, laws and policies. This has been achieved by incorporating them as key strategies, activities or guiding principles. They include:

1. **Statistics Act (2006):** This is the primary legislation that governs the operations of the KNBS. It outlines the functions, powers, and duties of the Bureau, as well as the procedures for data collec-

tion, analysis and dissemination. It also outlines the United Nations Fundamental Principles for official statistics which are the international guiding principles in the production and dissemination of official statistics.

2. **Data Protection Act (2019):** This law regulates the processing of personal data and provides guidelines for the collection, use and storage of personal information. It's relevant to the KNBS as it collects and handles various data, including personal data, in its statistical work.
3. **Data Revision Policy:** This policy outlines a structured approach to review, verify and improve existing data. This approach not only safeguards the credibility of Kenya's data but also enhances the trust of users in the statistics produced by the KNBS.
4. **Kenya Statistics Code of Practice:** A Statistics Code of Practice is the international best practice in ensuring trustworthiness and credibility of official statistics. It provides for commitments in production and dissemination of official statistics across the NSS.
5. **Kenya Statistical Quality Assurance Framework:** This is a tool that continuously guides, monitors and assesses the quality of statistics produced in the NSS. The framework also sets the base for the development of other tools such as the Data Quality Assessment Framework and the framework for operationalizing the use of alternative sources of data for official reporting.
6. **The inventory of International Standards and Methods:** The Bureau often aligns its methodologies with international best practices and standards to ensure comparability and compatibility of its data with global statistics.
7. **Access to Information Act:** This act might affect how the KNBS responds to requests for information from the public and media.
8. **Kenya Strategy for Development of Statistics (KSDS):** This is the framework that guides the planning for, and implementation of statistical programmes and activities in the NSS.
9. **Regional, continental and global strategies for Development of Statistics:** These are frameworks that guide the identification and implementation of statistical activities and programmes in the regional, continental and global Statistical Systems. The KNBS has to align its activities to these strategies.
10. **Memoranda of Understanding (MOU) with various institutions:** In the course of its operations, the KNBS enters into MOU's with other institutions to share roles, responsibilities and define finan-

cial and non-financial obligations.

11. **Africa Charter for Statistics:** This charter establishes a legal framework for the development of statistics in Africa. It aims to improve the quality, availability and use of statistics for informed decision-making.

1.3 History of the Kenya National Bureau of Statistics (KNBS)

The Kenya National Bureau of Statistics (KNBS) is the successor of the Central Bureau of Statistics (CBS). The CBS was established in 1972 under the then Ministry of Planning and Economic Development to coordinate the conducting of censuses and provide other statistical information relevant for economic planning in the country. However, the CBS, faced by the challenges of inadequate funding and lack of technical staff was unable to fully execute its mandate. The resultant consequence included low levels of data collection, minimal processing and analysis of collected data and delayed release of some publications. There was therefore need to have a statistical institution that is better placed to surmount the 21st century emerging issues and challenges.

To this end, the KNBS was established by the Statistics Act of 2006 as a Government Agency. Its core mandate is 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).

Since inception, the Bureau has undergone significant transformation. The Statistics Act 2006 was reviewed in 2019 to align it with the Constitution of Kenya 2010 and the devolved system of governance. Between 2008 and 2010, the Bureau meticulously structured its operations and undertook a robust recruitment drive, including the appointment of the first Director General. In 2013, following the implementation of the devolved system of governance in Kenya, the KNBS renamed the District Statistical Officers (DSOs) to County Statistical Officers (CSOs). This was part of the efforts to align the statistical activities with the new administrative boundaries and to enhance the coordination of statistics production at the County level.

In addition, the KNBS prioritized building statistical prowess not only within its own ranks but also across the NSS. It facilitated capacity building initiatives, fostering expertise in data collection and analysis. Notably, the Bureau undertook its first digital census in 2019, which was the sixth Population and Housing Census in Kenya since independence, embracing technology in its processes.

The KNBS has continuously conducted various censuses and surveys following the statistical calendars, such as the Population and Housing Censuses, the Economic Surveys, the Kenya Integrated Household Budget Surveys, the Multiple Indicator Cluster Surveys, and the Demographic and Health Surveys. Additionally, various statistical publications including Statistical Abstracts, Leading Economic Indicators and the County Statistical Abstracts have been published.

1.4 Methodology of developing the Strategic Plan

The development of the Strategic Plan was participatory and consultative and involved all the key stakeholders of the Bureau. The process involved 4 distinct phases that included the preparatory phase, strategy development phase, validation phase and the adoption phase.

Phase one involved the preparatory phase

that included development of the terms of reference, identification and recruitment of a consultant, reflections by management and Board of Directors, performance assessment and stakeholder engagement. During this phase, a performance assessment report highlighting on the achievements, challenges and lessons learnt was developed. The report also included future expectations of all the key stakeholders.

Phase two involved the strategy development phase and included an internal and external environmental analysis, mapping the strategic direction, identification of goals, objectives and strategic choices, development of the implementation and coordination framework, resource requirements as well as the monitoring and evaluation framework. The phase culminated in the development of a draft Strategic Plan that was discussed in detail by both the Management and the Board of Directors.

Phase three involved the validation of the Strategic Plan where the plan was subjected to internal and external stakeholders for their input and validation. The process culminated with the development of a final draft Strategic Plan.

Phase four involved the submission of the plan to the State Department for Economic Planning for review and further comments. These comments were incorporated into the Strategic Plan, which was then submitted to the Board of Directors for approval and implementation.

CHAPTER 02

Strategic Direction

Introduction

Overview

This chapter provides the Vision, Mission, Core Values as well as the Strategic Goals for KNBS. The strategic model is a response to the strategic issues identified during situation analysis.

2.1 Mandate of the KNBS

The Statistics Act of 2006 states that the Bureau is the principal agency of the Government for collecting, analyzing and disseminating statistical data in Kenya and shall be the custodian of official statistical information. The specific functions of KNBS are:

(a) Planning, authorizing, coordinating and supervising all official statistical programmes undertaken within the national statistical system.

(b) Establishing standards and ensuring the use of best practices and methods in the production and dissemination of statistical information across the National Statistical System.

(c) Collecting, compiling, analyzing, abstracting and disseminating statistical information on the matters specified in the First Schedule.

(d) Conducting the Population and Housing Census every ten years, and such other censuses and surveys as the Board may determine.

(e) Maintaining a comprehensive and reliable national socio-economic database.

(f) Developing and maintaining sampling frames of the Bureau.

(g) Collaborating with and assisting the County governments or any other institutions in the production of official statistics.

(h) Providing technical advice on statistics to other state entities.

(i) Promoting co-ordination among producers, users and suppliers of official statistics by forming appropriate sector committees.

(j) Designating statistics produced by national statistical system as official statistics on being satisfied that the necessary criteria have been followed.

Based on the mandate and functions outlined in the Statistics Act, 2006, the KNBS therefore has a dual mandate of Regulation (a, b, e, i, and j) and Implementation (c, d, f, g, and h).

2.2 Vision Statement

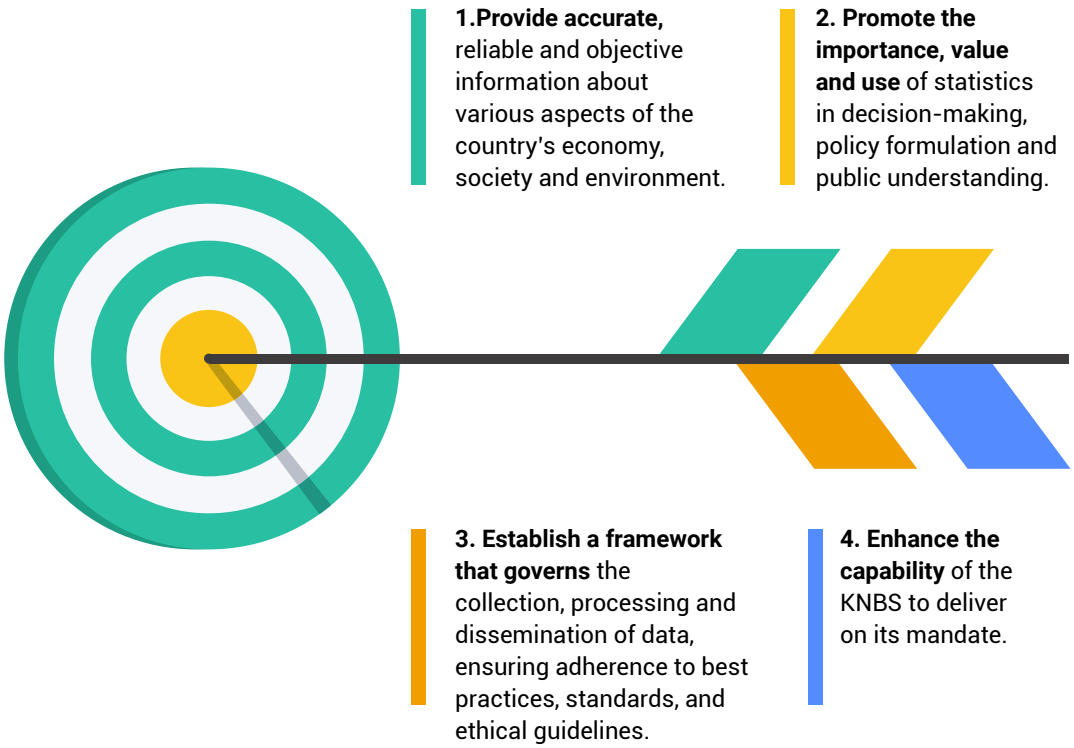
Quality Statistics for better lives

2.3 Mission Statement

Provide, manage and promote quality statistics through utilization of best practices for public use

2.4 Strategic Goals

For the strategic planning period, the KNBS will pursue the following strategic goals:

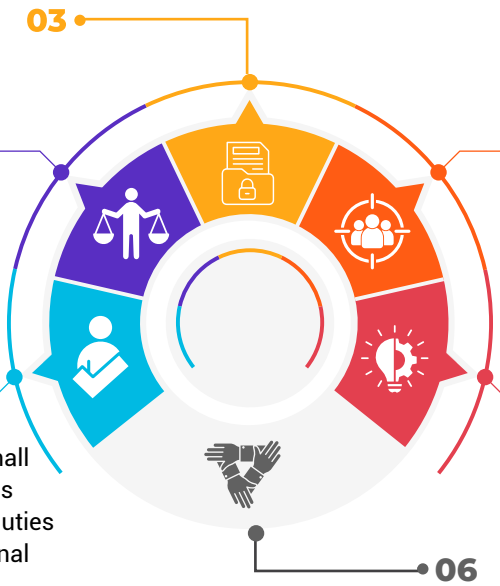


2.5 Core Value and Principles 'PICCIT'

Integrity: We shall uphold high standards of integrity in all our dealings.

Confidentiality: We shall treat all information provided by stakeholders with strict confidentiality and use it exclusively for statistical purposes.

Customer Focus: We are committed to always placing the customer at the core of the Bureau business and ensuring high quality of service at all times.



Professionalism: We shall maintain high standards while discharging our duties by abiding to professional considerations on the methods, standards and procedures in our work.

Innovation: We shall continuously embrace creativity and innovation for value-addition in our business processes.

Teamwork: We shall uphold the team spirit in all our work and we shall endeavor to promote teamwork.

2.6 Quality Statement

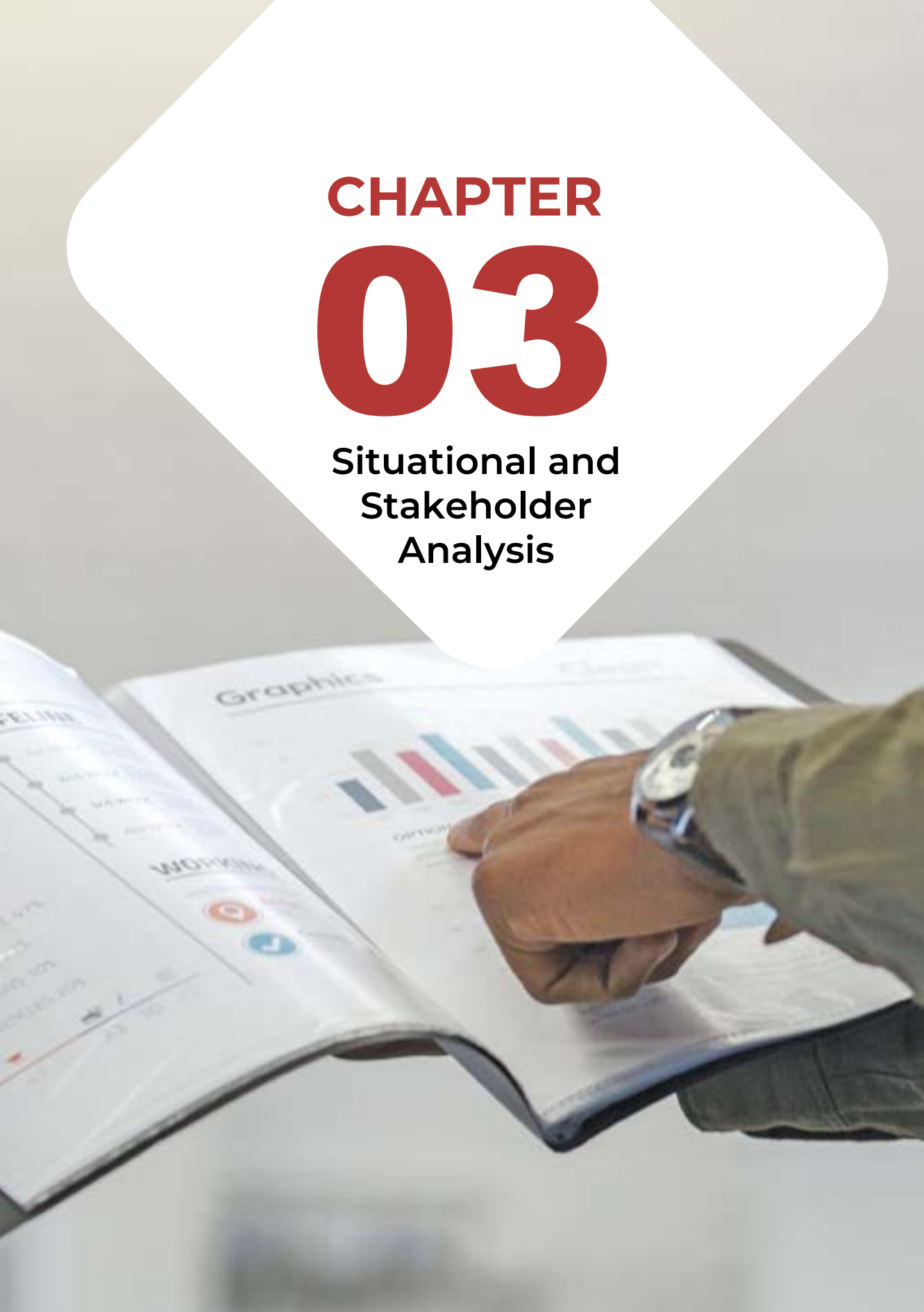
The Kenya National Bureau of Statistics (KNBS) is committed to providing statistical services through production and management of quality statistics.

This shall be achieved by:

- Providing products and services that meet the needs and expectations of the organization's interested parties.
- Attracting and retaining highly skilled and motivated staff.
- Continual improvement of a Quality Management System (QMS) modelled on the ISO 9001:2015 International Standards.
- Complying with applicable statutory and regulatory requirements.
- Reviewing quality objectives on annual basis.

CHAPTER 03

Situational and Stakeholder Analysis



Situational and Stakeholder Analysis

Overview

This chapter provides a review of the KNBS operating environment. The chapter includes an internal analysis of the Bureau's strengths and weaknesses while the external analysis includes identification of opportunities and threats, a review of the external environment using the Political Economic Social Technological Environmental and Legal (PESTEL) model and a stakeholder analysis. It concludes with an analysis of the performance of the KNBS over the 2018-2022 planning period, challenges encountered as well as lessons learnt during the plan period.

3.1 Situational Analysis

3.1.1 External Environment

The external environment analysis looks at the macro and micro environmental factors as well as the industry issues. The main objective of the analysis is to identify opportunities and threats that may have an impact on the implementation of the Strategic Plan.

3.1.1.1 Macro-environment

During the strategic plan period, the Bureau will have a key role to provide macro-economic performance indicators for policy formulation, monitoring and evaluation of various development initiatives. Towards this end, the Bureau will collect, analyze and disseminate social-economic statistics using the latest technology and in the legal framework provided in the Statistics Act, 2006. However, due to high inflation, forex volatility and high expenditure on public debt servicing by the government are likely to cause a downward revision of the budget allocation to KNBS. There will therefore be need to increase advocacy for prioritization of statistics in the budget. The PESTELE Analysis was used for this purpose. The results are summarized in table 3.1.

Table 3.1: PESTELE Analysis

PESTEL Category	Factors	Implication on Strategy
Political (driven by government actions and policies)	• Positive changes in government policies that support statistics. • Negative changes in government policies may negate the role of statistics in national development.	• Policies that support the role of statistics means that the Bureau will support data driven planning. The reverse will mean that the activities of the Bureau will not be prioritized. This calls for the advocacy activities to ensure statistics retains its priority status in government planning.

PESTEL Category	Factors	Implication on Strategy
Economic (related to the broader economic conditions)	• Poor economic performance including inflation and general rise in the cost of living and suppressed GDP growth.	• Increase in the cost of goods and services making collection of statistics expensive. • Lack of adequate funding for the Bureau as the exchequer and donor basket continues to shrink hence the need for diversification of revenue streams for the Bureau.
Social (shifts or evolutions in the society)	• Increased awareness on civil liberties and other rights. • Emerging social and demographic trends coupled with emerging social problems.	• Increased risks of litigation. • Increase in demand for specialized data covering traditional and non-traditional socio-demographic trends.
Technological (changes and advancements in technology)	• Emergence of new technologies in data collection, analysis and dissemination.	• Adoption of modern and tech driven data collection, analysis and dissemination methods. • Use of emerging tools such as Artificial Intelligence (AI) and Machine Learning (ML) in the production of non-traditional data.
Environmental (includes climate change impact and environmental regulations)	• Climate change impacts such as flooding and drought affect data collection. • Effects of climate change biodiversity loss and pollution not adequately documented.	• Development of effective mitigation measures to allow for continuous data collection. • Need for collection of data to provide accurate statistics on Environmental Economic Accounting.
Legal regulatory environment (legislative and regulatory changes)	• Changes in laws and regulations can affect the Bureau's work negatively. • Positive changes can provide an opportunity for the Bureau to effectively implement its mandate.	• Fast tracking of the Gazettement of the regulations. • Keeping abreast with impending changes to the laws and regulations and ensure the Bureau's interests are well addressed.
Ethical	• Corruption • Unethical conduct in data collection and analysis that in turn affects the credibility of statistics.	• Implement the various corruption prevention measures. • Enhance the quality control mechanisms to protect the integrity of data.

3.1.1.2 Micro-environment

National statistics are influenced by various micro (sector specific) issues that can have a significant impact on the quality, availability and interpretation of statistical data. Some of the key micro issues affecting national statistics include:

Table 3.2: Micro Environment Analysis

Micro Issues	Opportunity/threat
Political interference	• Political interference can undermine the independence and credibility of national statistical agencies. Pressure to manipulate or suppress data for political purposes can compromise the accuracy and reliability of statistics, leading to biased or misleading information.
Resource constraints	• Insufficient funding, limited human resources and inadequate infrastructure can pose challenges to the collection, processing and analysis of statistical data. • Resource constraints may result in delays in data collection, insufficient sample sizes, or outdated methodologies, affecting the quality and timeliness of national statistics.
Data gaps and incompleteness	• National statistics can suffer from data gaps and incompleteness, particularly in areas where data collection is challenging or neglected. This can result in incomplete or inaccurate representations of certain sectors or population groups, limiting the effectiveness of policy formulation and decision-making.
Data privacy and confidentiality	• With the growing importance of data privacy, concerns about protecting individuals' personal information can affect the collection and dissemination of statistical data. • Striking a balance between data privacy and the need for quality statistical information is crucial to maintain public trust and confidence in the statistical system.
Technological advancements	• Rapid technological advancements bring both opportunities and challenges to national statistics. While technological innovations can enhance data collection, processing and analysis, they also require statistical agencies to adapt and upgrade their methods and systems to effectively leverage new technologies.
Globalization and international standards	• National statistics are influenced by globalization and the need to adhere to international statistical standards and frameworks. Harmonizing methodologies, classifications, and indicators with international standards ensures comparability and compatibility of national statistics across countries, facilitating international cooperation and data sharing.

Micro Issues	Opportunity/threat
Data interpretation and communication	• Statistical information needs to be effectively communicated to various stakeholders, including policymakers, researchers and the general public. • Ensuring clear, transparent, and accessible presentation of statistical data is essential to facilitate informed decision-making and promote data literacy.
Rapidly changing social and economic conditions	• National statistics must adapt to the rapidly changing social and economic conditions to provide up-to-date and relevant information. • Emerging sectors, evolving demographic trends, technological disruptions and environmental changes pose challenges to capturing and measuring new phenomena accurately.
Falsification of data	• Respondents may fail to provide accurate data or in some instances threaten the security of data collection teams. These results to inaccurate statistics which can mislead decision-making.
Labour supply	• The availability of a large pool of statisticians in the labour market provides the KNBS an opportunity to build a highly professional and skilled workforce. • The lack of skilled manpower on emerging skills such as data science may delay the adoption of new technologies by the KNBS.
Creditors	• Though the KNBS does not borrow money, the threat to non-compliance with the Public Finance Management (PFM) Act may affect the Bureau's ability to receive funding.
Suppliers	• Pending bills threatens future liquidity and provisions of timely goods and services.

Addressing these micro issues requires the commitment of all stakeholders towards the independence, adequate resourcing and technical capacities of national statistical systems. It is crucial to establish robust legal and institutional frameworks that safeguard the integrity and credibility of national statistics and promote transparency, professionalism and adherence to international statistical standards.

3.1.2 Opportunities and Threats

The opportunities and threats arising out of the external analysis are summarized in table 3.3 below.

Table 3.3: Summary of Opportunities and Threats

Environmental Factors	Opportunities	Threats
Political	• Policies that support the role of statistics.	• Unfavorable policies. • Political interference including data manipulation.
Economic	• Availability of funding from multiple stakeholders.	• Insufficient funding. • Increase in the cost of goods and services making collection of statistics expensive. • Inflation • Poor economic growth i.e. the Gross Domestic Product (GDP).
Socio-cultural	• Increase in demand for specialized data covering traditional and non-traditional socio-demographic trends. • Evolving demographic trends. • Increased public awareness.	• Limited human resources and inadequate infrastructure. • Changing social and economic conditions. • Falsification of data by respondents. • Insecurity • Litigious society.
Technological	• Emerging technologies, tools and big data.	• Cyber security. • High rate of technological changes means high rate of obsolesce. • Digital divide.
Environmental/ Ecological	• Demand for environmental related data including climate change impacts.	• Weather vagaries and other climate change effects. • Disease outbreaks and pandemics.
Legal	• Changes in laws and regulations.	• Unfavorable laws and regulations.
Ethical	• Availability of standards governing statistics.	• Unethical practices in data collection. • Corruption

3.1.3 Internal Environment

This section looks at the competitiveness of the KNBS in relation to its mandate. It explores the governance and administrative structures, internal business processes, resources and capabilities with a view of determining the strengths and weaknesses. Additionally, the section looks at the stakeholder analysis as well as a review of the KNBS' past performance.

3.1.3.1 Governance and Administrative Structures

The decision-making structure at the KNBS and the distribution of the various functions were reviewed in detail. A functional analysis was undertaken with a view of identifying the key strengths and weaknesses of the various functions.

The KNBS is governed by a Board of Directors appointed by the Cabinet Secretary in accordance with the Statistics Act, 2006. The Board is headed by a Chairperson, who is appointed by the President in accordance with the same Act. The Management of the Bureau is headed by the Director General (DG), who is assisted by various Directors and Senior Managers that head various functions as described hereunder.

1. **Population and Social Statistics Directorate** that is responsible for Population Statistics, Social Statistics and Cartography/Geographic Information System (GIS) Statistics.

2. **Macroeconomic Statistics Directorate** that is responsible for National Accounts Statistics, External Sector Statistics, Fiscal and Financial Statistics and Tourism, Transport and ICT Statistics.

3. **Production Statistics Directorate** responsible for Labour and Price Statistics, Agriculture and Livestock Statistics, Food Monitoring, Nutrition and Environment and Industrial Statistics.

4. **Statistical Coordination and Methods Directorate** responsible for promoting effective statistical coordination of the National Statistical System (NSS), quality assurance on standards and best practices, monitoring and evaluation and research. The Directorate is also responsible for executing sampling for sample surveys, data processing, analysis and dissemination.

5. **Corporate Services Directorate** that is responsible for Finance and Accounts, Human Resource and Administration, Information Communication Technology and Corporate Communications.

Additionally, the following divisions and sections support various corporate functions of the Bureau:

1. **Legal Services Division** is responsible for provision of legal advice and attends to matters relating to litigation, regulatory compliance, contracts and MoUs management and secretarial services to the Board.

2. **Internal Audit Division** is responsible for Internal Audit. The division is established under the DG's office and reports to the Board through its Audit and Risk Management Committee. The Internal Audit Division conducts its work in accordance with the International Standards on Auditing (ISAs), Public Financial Management Act, No 18 of 2012, Public Financial Management Regulation 2015, Standards for the Professional Practice of Internal Auditing and the Code of Ethics pro-

mulgated by the Institute of Internal Auditors in 2017.

3. **Supply Chain Management Division** that is established under the DG's office is responsible for procurement and management of stores. It is also responsible for management of the Bureau's suppliers of various goods and services.

4. **Strategy and Planning Section** established under the DG's office is responsible for coordinating the Quality Management System, the Strategic Planning process and monitoring corporate performance against defined performance indicators. It also coordinate the implementation of the Bureau's Strategic Plans and realization of its objectives as well as the preparation and implementation of the performance contracts.

Table 3.4: KNBS Functional Analysis

S/No	Functional Area	Mandate/Description	Areas of Excellence	Pain Points and Weaknesses
1	Board of Directors	• Formulation and monitoring implementation of its policies and programmes by the Management.	• The Statistics Act No 4 of 2006 gives the KNBS clear mandate of production of statistics. • The Board is effective and functional without any internal conflicts.	• Delays in re-appointment to the Board after expiry of a Board member's term.
2	Office of the Director General	• Day-to-day management of the Bureau. • Management of funds, property and staff of the Bureau. • Secretary to the Board of Directors.	• A well-defined organization structure. • Highly skilled staff.	• Short term contracts making it hard to implement long term policies.
3	Macroeconomics Statistics	• National Accounts Statistics. • External Sector Statistics. • Fiscal and Financial Statistics. • Tourism Statistics. • Transport and ICT Statistics.	• Clarity in reporting lines. • Well defined job descriptions. • Synergy among directorates. • A mixed of skill sets that complement each other.	• Inadequate staffing. • Delayed career progression.
4	Population and Social Statistics	• Population Statistics. • Social Statistics. • Cartography/GIS Statistics.	• Clarity in reporting lines. • Well defined job descriptions. • Synergy among directorates. • A mixed of skill sets that complement each other.	• Inadequate staffing • Delayed career progression.

S/No	Functional Area	Mandate/Description	Areas of Excellence	Pain Points and Weaknesses
5	Production Statistics	• Labour and Price Statistics. • Agriculture and Livestock Statistics. • Food Monitoring, Nutrition and Environment Statistics. • Industrial Statistics.	• Clarity in reporting lines. • Well defined job descriptions. • Synergy among directorates. • A mixed of skill sets that complement each other.	• Inadequate staffing. • Delayed career progression.
6	Statistical Coordination and Methods	• National Statistical System (NSS) • Sampling, methods & standards. • Field Services. • Research & Development.	• Clarity in reporting lines. • Well defined job descriptions. • Synergy among directorates. • A mixed of skill sets that complement each other. • The Bureau's presence in all the Counties.	• Inadequate staffing. • Delayed career progression. • Lack of regulation to support coordination of the NSS. • Inadequate capacity in the County office. • Lack of staff membership professional body subscription.
7	Audit and Risk	• Providing independent and objective assurance, risk management, existing control mechanisms, governance processes and advisory services.	• Full staffing levels. • Well defined job descriptions. • Clear reporting lines. • High skilled staff.	• Overlapping of risk and audit roles.
8	Corporate Services	• Finance and Accounts • Human Resource and Administration • Information Communication Technology • Corporate Communications	• High skilled staff • Synergy among directorates	• Unclear reporting lines. • Inadequate staffing levels. • Directorate structure is not fully operationalized.

S/No	Functional Area	Mandate/Description	Areas of Excellence	Pain Points and Weaknesses
9	Legal Services	• Preparation of Board papers and drafts legal documents on behalf of the Bureau. • Attending court proceedings on behalf of the Bureau. • Advising the Board on any legal matters.	• Clear reporting lines. • Well placed in the organization structure.	• Limited human resource capacity.
10	Supply Chain Management (SCM)	• Procuring goods, services and works. • Receiving, storing and issuance of inventory. • Managing contracts and SCM records. • Disposing obsolete, surplus and unserviceable stores. • Providing professional advice on SCM. • Coordination of procurement planning.	• Clear reporting lines. • Complete staff establishment.	
11	Strategy and Planning	• Coordination of Strategic Planning, Product Based Planning, Performance Contracting and Implementation and maintenance of QMS	• Well defined mandate. • Good interactions with other functional areas.	• Inadequate establishment level.

3.1.3.2 Internal Business Processes

This involves an assessment of the key functions and identifying the key processes, systems and operating procedures with a view of identifying the key strengths and weaknesses. Outcomes from this assessment also informs the business process reengineering.

Table 3.5: Internal Processes Analysis

S/ No.	Functional Area	Key Processes and Systems	Areas of Excellence	Pain Points and Weaknesses
1	Board of Directors	• Pronouncement of policies and guidelines	• Professional Board that follows its calendar and available to meet at short notice.	• Lack of continuity due to expiry of appointment almost at the same time. • Lack of an e-Board system.
2	Office of the Director General	• Steering the Bureau and guiding entire the Management in executing its Mandate.	• ISO 9001: 2015 recertification. • Improved brand visibility. • Production and release of quality statistics. • Increased collaboration and partnership with stakeholders and Development Partners.	• Delay in clearance on release of some statistical products.
3	Macroeconomics Statistics	• Data collection, analysis, report writing and dissemination of reports • Handling data requests • Systems: a) Data entry & analysis b) Database management	• Production and release of quality statistical reports. • High response rates in household-based surveys. • Timely submission of data to regional, continental & international organizations.	• Inadequate funding. • Delay in release of some statistical reports. • Low response rates of establishment-based surveys. • Outdated infrastructure. • Planning and prioritization of activities

S/ No.	Functional Area	Key Processes and Systems	Areas of Excellence	Pain Points and Weaknesses
4	Population and Social Statistics	• Data collection, analysis, report writing and dissemination of reports • Handling data requests • Systems: a) Data entry & analysis b) Database management	• Production and release of quality statistical reports • High response rates in household-based surveys • Timely submission of data to regional, continental & international organizations	• Inadequate funding • Delay in release of some reports. • Low response rates of establishment-based surveys • Outdated infrastructure • Planning and prioritization of activities
5	Production Statistics	• Data collection, analysis, report writing and dissemination of reports • Handling data requests • Systems: a) Data entry & analysis b) Database management	• Production and release of quality statistical reports • High response rates in household-based surveys • Timely submission of data to Regional, Continental & International Organizations	• Inadequate funding • Delay in release of some reports. • Low response rates of establishment-based surveys • Outdated infrastructure • Planning and prioritization of activities
6	Statistical Coordination and Methods	• Research and development • Sampling and sampling frame processes • Development, implementation & updating of statistical standards, frameworks, methods and policies • Systems: a) Data entry & analysis b) Database manage-ment	• Existence of household sampling frame • Timely release of some statistical reports. • Production and release of quality statistical reports • High response rates in household-based surveys	• Inadequate funding • Delay in release of some reports. • Outdated infrastructure • Lack of a robust SBR • Partial coordination of the NSS • Planning and prioritization of activities. • Lack of harmonized data collection instruments

S/ No.	Functional Area	Key Processes and Systems	Areas of Excellence	Pain Points and Weaknesses
7	Corporate Services	• Financial management processes • Management of Human Resource and administration processes • Management of ICT processes • Management of Corporate • Communication processes • Systems: a) Sage b) Evolution c) EDMS a) UHR b) ICT management systems	• External policies and regulatory compliance • Internal policies compliance • Approved budget • Strong internal control systems • Timely subscriptions for Staff • membership to professional bodies • Availability of library services	• Inadequate budget allocation • Delayed budget implementation • Lack of processes automation • Poor organizational culture. • Lack of systems integration • Career stagnation • Poor succession planning and knowledge management
8	Audit and Risk	• Internal audit processes • Risk management	• Existence of an audit software	• Inadequate funding
9	Legal Services	• Guiding in all legal matters	• Handling all legal issues	
10	Supply Chain Management	• Procuring goods, services and works • Receiving, storage and issuance of inventory • Managing contracts and SCM records • Disposing obsolete, surplus, unserviceable stores • Providing professional advice on SCM • Coordination of procurement planning	• Awareness creation on • procurement processes	• Delays in disposal of obsolete items • Partial implementation of the procurement plan

S/ No.	Functional Area	Key Processes and Systems	Areas of Excellence	Pain Points and Weaknesses
11	Strategy and Planning	• Quality Management Systems Strategic Planning, • Performance Contracting processes • Annual Work plan Process	• Certified QMS	• Lack of automation QMS, PC and Advance Release Calendar(ARC). • Lack of ownership of corporate documents, • Coordination of Work plan is undertaken by another Directorate

3.1.3.3 Resources and Capabilities

The resource based analysis was used to identify the internal strengths and weaknesses. This involved identifying the key resources at KNBS and mapping them using an improved Value, Rarity, Imitability and Organization (VRIO) assessment.

Table 3.6: Resource Based and Capability Analysis

Resource Category	Key Resources	State the extent to which its valuable to KNBS (1 – 5) where 1 = least valuable and 5 very valuable	State the extent to which this resource is difficult to find (1-5) 1 = very difficult and 5 very easy	State the extent to which this resource is difficult to imitate (1-5) 1 = very easy and 5 very difficult	State the extent to which this resource is durable (1-5) 1 = not durable at all and 5 very durable	State the extent to which this resource is difficult to substitute (1-5) 1 = very easy and 5 very difficult	To what extent has KNBS organized itself to capture value from this resource? (1- 5) 1 = less organized and 5 highly organized
Financial Resources	GOK Funds	5	3	5	4	4	5
	Funds from Development Partners	5	3	4	4	5	5
	Appropriation in aid	5	4	3	2	2	5
Physical Resources	Land (Embu, Taita Taveta, Turkana, Nyamira)	5	4	1	4	3	1
	Buildings (Embu, Murang'a, Kericho, Kilifi, Kirinyaga, West Pokot, Migori, Machakos, Meru, Laikipia, Homa Bay)	5	4	1	2	2	1
	Plant and equipment (Printers, water dispensers, fire extinguishers, etc)	4	2	1	3	2	3
	Servers	5	4	5	5	3	5
	Computers (Including desktops, laptops and tablets)	3	2	2	1	1	4
	Furniture and fittings	4	2	1	3	2	3
	Motor vehicles	5	4	2	4	2	3
	Motorcycles	3	2	1	3	1	1

Resource Category	Key Resources	State the extent to which its valuable to KNBS (1 – 5) where 1 = least valuable and 5 very valuable	State the extent to which this resource is difficult to find (1-5) 1 = very difficult and 5 very easy	State the extent to which this resource is difficult to imitate (1-5) 1 = very easy and 5 very difficult	State the extent to which this resource is durable (1-5) 1 = not durable at all and 5 very durable	State the extent to which this resource is difficult to substitute (1-5) 1 = very easy and 5 very difficult	To what extent has KNBS organized itself to capture value from this resource? (1- 5) 1 = less organized and 5 highly organized
Human Resources	Staffing	5	4	5	4	5	3
	Skills/Competency	5	2	5	4	5	3
	Technical expertise	5	5	5	5	5	3
Intellectual Resources	Databases/Datasets	5	5	5	4	5	3
	Cartographic maps	5	5	5	4	5	4
	Publications	5	5	5	4	5	3
	Library collection (Non- KNBS press acquisitions)	5	2	5	4	5	2
	Sampling frames	5	5	5	4	5	3
	Statistical standards and guidelines	5	3	3	4	3	3
	Survey instruments	5	4	3	4	3	2
	Institutional repository	5	3	3	3	3	1
	ICT systems	5	3	3	3	2	2
	Corporate image	5	5	5	4	5	2
	Databases/Datasets	5	5	5	4	5	3

3.1.4 Summary of Strengths and Weaknesses

Based on the issues arising from the internal analysis, the following key strengths and Weaknesses have been identified. These are summarized in table 3.6.

Table 3.7: Summary of Strengths and Weaknesses

Factors	Strengths	Weaknesses
Governance and Administrative Structures	• The Statistics Act No. 4 of 2006 gives the KNBS a clear mandate • Functioning Board of Directors • Functioning organization structure • Presence of the Bureau in all the Counties	• Poor organization culture • Understaffing • Delayed career progression • Lack of regulation to support coordination of NSS • Inadequate capacity in the County office • Lack of staff membership professional bodies subscription • Unclear reporting channels • Directorate structures not fully operationalized • Limited human resource capacity in technical areas
Internal Business Processes	• KNBS has a well-established data production infrastructure which can enhance its ability to collect and analyze data. • Improved brand visibility • High response rates in household-based surveys. • Increased collaboration and partnership with stakeholders and Development Partners. • Production and release of quality statistics. • The KNBS has embraced advanced technology and tools, such as GIS and data management software • The Bureau is certified based on ISO 9001: 2015 standards	• Inadequate dissemination of statistical information limits the use and impact of KNBS's outputs. • Poor organizational culture. • Low response rates of establishment-based surveys • Lack of processes automation • Delay in release of some statistical reports. • Sub-optimal use of technology • Lack of systems integration • Poor succession planning and knowledge management

Factors	Strengths	Weaknesses
Resources and Capabilities	• KNBS has a highly skilled and knowledgeable staff • KNBS has a strong reputation for producing quality statistics, • GOK Funds • Funds from Development Partners • Appropriation In Aid • Land (Embu, Taita Taveta, Turkana, Nyamira) • Buildings (Embu, Murang'a, Kericho, Kilifi, Kirinyaga, West Pokot, Migori, Machakos, Meru, Laikipia, Homa Bay) • Databases/Datasets • Cartographic maps • Publications • Library collection (Non- KNBS press acquisitions) • Sampling frames • Statistical standards and guidelines	• Inadequate staffing • Insufficient financial resources: • Low corporate visibility. • Sub-optimal utilization of land, library and ICT systems • Repository function not operationalized at the Bureau.

3.1.5 Analysis of Past Performance

3.1.5.1 Key Achievements of the 2018-2022 Strategic Plan

The KNBS has been implementing the 2018-2022 Strategic Plan with the aim of achieving the following strategic outcomes under 5 Strategic Pillars:

1. Production of quality statistics
2. Strengthen the National Statistical System (NSS)
3. Capacity building
4. Financial resource mobilization and management
5. Enhance corporate image

Under production of quality statistics, the Bureau was able to fill in some of the statistical data gaps, enhanced data quality assessment and assurance as well as addressing the low response rate in surveys and censuses. Key milestones achieved include:

a) Conducted the 2019 Kenya Population and Housing Census

b) Conducted the 2022 Kenya Demographic and Health Survey

c) Gender data sheet published

d) Developed and Released 4 Population Census Basic Reports and 15 Population Census Analytical Reports

e) Production of monthly, quarterly and annual Macro Economic Statistical reports (i.e. QGDP, QBOP, Economic Survey, Statistical Abstract)

f) Produced the Agriculture Analytical Report from the Kenya Integrated Household Budget survey among others.

Other milestones in ensuring quality statis-

tics included:

a) Development of the Kenya Statistical Quality Assurance Framework (KeSQAF)

b) Kenya Statistical Code of Practice (KeSCOP)

c) Design and Development of the Kenya Household Master Sample Frame (KHMSF) Domestication of ISIC Rev.4 to KeSIC.

Under the strengthening of the National Statistical System, the Bureau ensured effective coordination of the NSS and built adequate technical capacity across the NSS. Key milestones achieved included:

a) Development of the Kenya Strategy for the Development of Statistics (KSDS)

b) Stakeholder engagements and collaboration meetings for the trade and trade facilitation, education, health, disability, governance, peace and security, energy sector, agriculture, nutrition and environmental statistics, EsTEC, Gender Statistics committees on quarterly basis

c) The TWCs were strengthened and others operationalized

d) The Statistical Act of 2006 was revised to align with the provisions of the Constitution of Kenya 2010.

Under capacity building, the Bureau addressed capacity to facilitate provision of quality, efficient and effective services as well as staff empowerment. Key milestones achieved include the recruitment of about 200 staff to replace those who exited as well filling existing gaps and training and development of staff as guided by the training plan.

To mobilize adequate resources and improve on financial management, the Bureau addressed the resource challenges to fund some statistical programmes. Key milestones achieved included:

a) Managing resources from the World Bank Programme under the Kenya Statistics Program for Results (KSP4R) and NIPFN Project under EU

b) Effective facilitation during the undertaking of the 2019 KPHC

c) Cleared audit issues raised by OAG through PIC and PAC for the period 2017/2018 to 2020/2021

d) Implemented the finance module in the Financial Management System among others.

e) Revised the supply chain management procedure manuals to enhance value for money.

Under the corporate image pillar, the low visibility of the Bureau was addressed as well as the effectiveness of communication and advocacy. Key milestones achieved included:

a) Development of a Communications Strategy

b) Development of a Communications Policy

c) Steady increase of X (formerly Twitter) followers from 24,700 followers in May 2021 to 29,700 followers as at 8th February, 2023

d) Increased appreciation by staff on the role of communication in the Bureau.

3.1.5.2 Challenges Experienced

There are several factors that hindered the achievement of the set targets during implementation of the 2018 – 2022 Strategic Plan. These challenges and proposed mitigation measures are outlined as follows:

1. The cap on employment means that the Bureau cannot fill its establishment requirements.
2. Inadequate funds allocation from the exchequer limits the number of activities that can be implemented.

3. Dragging court cases that involve the KNBS hinders the Bureau's activities.
4. Low response rates in some surveys and uncooperative data providers.
5. COVID 19 pandemic affected data collection procedures and caused reduction of budgetary allocation to activities that were considered non-essential.
6. National disasters such as drought and famine.
7. Lack of public awareness on importance of data collection, analysis, dissemination and usage.
8. Existing data gaps that require to be filled.
9. Erroneous interpretation and misuse of statistics by some end-users.
10. Inadequate statistical capacity within the NSS.

3.1.5.3 Lessons Learnt

Lessons learnt indicates the knowledge gained during implementation of previous Strategic Plans and it shows how issues were addressed or should be addressed in the future for the purpose of improving future performance. Some of the lessons learnt include:

a. Developing and implementing a resource mobilization strategy would ensure that the Bureau is able to bridge its financing gaps.
b. Creating awareness to the public and establish and re-design more sampling clusters to increase the response rates of the surveys and censuses conducted.
c. Engaging more qualified personnel even if on internship and temporary levels will help in bridging the shortage of staff at the Bureau.
d. Enhance collaboration with Counties and other stakeholders to ensure increased participation of the data producers and users.
e. Innovate new ways of disseminating data to ensure that the statistics produced by the Bureau are well utilized by a wide range of stakeholders.
f. Adopt online data collection platforms which helps in reducing costs incurred due to manual transfer and editing of the data collected.
g. Enhanced partnerships and collaboration with more donors and Development Partners increases the chances of getting additional funding for various KNBS programmes.
h. Proper planning of activities to optimize on available human capital ensures that despite the shortage of staff, the available staff can be utilized optimally to bridge the gaps in human resource.
i. Develop and implement knowledge management strategies to ensure that the Bureau continuously learns from its projects and the lessons are documented and utilized for improvement in the management of statistics in the country.

3.2 Stakeholder Analysis

This section presents an analysis of key stakeholders in a matrix format. The matrix contains the stakeholder category, the role of stakeholder, their expectation(s) from the KNBS, and the Bureau's expectation(s) from the stakeholder. Stakeholder analysis is summarized in table 3.8.

Table 3.8: Stakeholder Analysis

Stakeholder	Role of stakeholder	Stakeholder's expectation(s) from KNBS	KNBS expectation(s) from the stakeholder
The general public	• Data suppliers • Users of statistics	• Adequate sensitization • Accurate and reliable statistics • Timely release of statistics	• Provision of correct data • Participation in censuses and surveys • Feedback on the statistics provided
Ministries, Departments, Agencies and Counties (MDACs)	• NSS members • Data producers • Users of statistics • Collaborate with KNBS in technical and financial support	• Timely statistics • Data in all sectors • Capacity building in data collection • Technical support • Collaboration	• Provision of accurate and timely data • Participation in the NSS • Collaboration in data provision
Development Partners and Donors	• Provide technical and financial support • Users of statistics	• Timely and accurate statistics	• Technical and financial support in collection, analysis and dissemination of statistics
Other countries	• Provide statistics • Users of statistics • Peer review	• Timely and accurate statistics • Comparable statistics • Technical support • Peer reviews	• Collaboration in production of statistics; • Opportunities for benchmarking • Membership and participation to international bodies • Technical support • Peer reviews
Non- state actors i.e. CSO and CBOs	• Users of statistics • Advocacy	• Collaboration in the production of statistics • Timely and accurate statistics	• Collaborations • Community sensitization and mobilization
Regional, continental and global bodies	• Establishment of standards • Platforms for networking, collaborations and learnings	• Implementation of international, continental and regional strategies on statistics • Compliance with international standards of production of statistics	• Forums for sharing good practices and learning • Technical support

Stakeholder	Role of stakeholder	Stakeholder's expectation(s) from KNBS	KNBS expectation(s) from the stakeholder
Research and Academia	• Users of statistics • Teaching and research	• Timely and accurate statistics • Collaboration and sharing of good practice	• Collaboration
Private sector	• Users of statistics • Producers of goods and services	• Timely and accurate statistics	• Partnerships
Media	• User of statistics • Advocacy • Publicity and sensitization • Dissemination	• Provision of information in a timely manner • Continuous media engagement	• Partnerships in public sensitizations and in dissemination of statistics
Parliament	• Legislation • Budget approval • Oversight • User of statistics	• Full implementation of the Statistics Act and Regulations • Provision of timely and accurate statistics	• Collaboration in improvement of the legislative and regulatory environment • Adequate budget provisions
Judiciary	• Adjudication • Interpretation of the law • Data provider • User of statistics	• Full implementation of the Statistics Act and Regulations • Provision of timely and accurate statistics	• Timely disposal of litigations involving the Bureau
Executive	• Provision of budget • Oversight • Appointment • User of statistics	• Provision of accurate and timely statistics	• Collaboration in improvement of the legislative and regulatory environment • Adequate budget provisions

CHAPTER 04

Strategic Issues, Goals and Key Result Areas

Strategic Issues, Goals and Key Result Areas

Overview

Based on the strategic direction for the KNBS, strategic issues that the Strategic Plan ought to address have been identified alongside the goals and objectives for the period. This forms the basis for this chapter.

4.1 Strategic Issues

Strategic issues stem from the analysis of the mandate and the role of the KNBS, performance, challenges, lessons learnt, strengths, weaknesses, opportunities, threats, and stakeholder analysis. These issues indicate fundamental policy choices, critical challenges gap or opportunities that must be addressed or tapped in order for KNBS to achieve its vision and mission.

1. **Production of quality statistics:** There is need for statistics that is accurate, reliable and timely and meets user expectations. The NSS should prioritize the quality and reliability of their data, which is essential for making informed policy decisions. These includes investing in improved data collection methods, processing and dissemination, as well as strengthening data governance and privacy. Key issues for consideration include closing the data gaps, provision of more data at subnational levels, quality assurance frameworks, continuous quality assessments, provision of data on emerging issues and enhancing the use of administrative data.

2. **Adoption of international best practices in statistics:** This will allow for comparability of statistics across the region, the continent and globally. Kenya is also a signatory of various international conventions on statistics and is therefore obligated to implement the various strategies under the conventions. National Statistical Systems should work together to ensure that data is comparable across countries and regions. This includes adopting international standards and frameworks for data collection and reporting. Key areas of focus include enhancement of statistical quality across the data ecosystem, adoption of emerging best practices in statistics, domestication of international standards as well as benchmarking.

3. **Alternative and emerging data and data sources:** With the ever increasing availability of data and the development of new data collection methods, the KNBS should begin using big data to supplement traditional data sources. There is also need to develop modern data formats such as geospatial data. The NSS should continue to develop and refine measures of well-being beyond traditional economic indicators, such as income and GDP. This includes measures of social and environmental well-being, as well as subjective measures of happiness and satisfaction.

4. **Emerging methodologies in statistics:** National Statistical Systems should continue to adopt new technologies and data sources to improve data collection and analysis. These includes machine learning, big data analytics, and data visualization tools. This should be supported by adequate capacity, sound infrastructure, collaborations and partnerships across the NSS.

5. **Enhanced dissemination:** National statistical agencies are increasingly making their data available to the public in open

data formats, allowing for greater transparency and collaboration. This should be supported by statistical advocacy and a robust institutional repository of all the statistics generated by the Bureau.

6. **Enhance statistical coordination:** The KNBS has the responsibility of regulating the production and dissemination of official statistics in Kenya. This is mainly undertaken through the NSS of which the Bureau is the coordinator. However, there is need to ensure adequate regulations, institutional frameworks and standards are put in place and adequately enforced. It is therefore essential to enhance statistical coordination by ensuring the NSS and stakeholders are mapped out, partnerships are developed and maintained, users are continuously engaged as well as ensuring all producers of official statistics are brought on board.

7. **Institutional capacity:** To ensure that the issues raised are addressed, there is need to develop institutional capability in regulation and production of quality statistics. The capability is required in areas of system efficiency, leadership, people, resource mobilization, partnership building, corporate image as well as knowledge management.

4.2 Strategic Goals

1

Provide accurate, reliable and objective information about various aspects of the country's economy, society and environment.

2

Promote the importance, value and use of statistics in decision-making, policy formulation and public understanding.

3

Establish a framework that governs the collection, processing and dissemination of data, ensuring adherence to best practices, standards and ethical guidelines.

4

Enhance the capability of the KNBS to deliver on its mandate

4.3 Key Result Areas

The strategic areas of focus for the 2023-2027 planning period have been identified from the strategic issues, the Vision and Mission Statement.

KRA 1: Quality Official Statistics

This KRA addresses production of quality official statistics for public use. The key outcomes expected are adoption of technology and innovation, quality official statistics that meet users' needs, enhanced statistical infrastructure, updated socio-economic database, expanded use of administrative data sources and existing statistical gaps addressed.

KRA 2: Statistical Advocacy

This KRA addresses the need to bolster the provision of data, uptake and use of statistics in Kenya. The key outcomes to be realized include increased dissemination of official statistical products, strengthening the KNBS as the custodian of official statistics, increased publicity and awareness on official statistics and improved learning and adaptation at the KNBS.

KRA 3: A well-coordinated NSS

This KRA is concerned with coordination of production and dissemination of official statistics in the country. The key outcomes to be realized include, review of the Statistics Act and development of regulations under the same Act, increased membership to the NSS, mainstreaming of statistical standards in MDACs, implementation of the KSDS and authorization of census and surveys conducted in the country.

KRA 4: Institutional Capacity

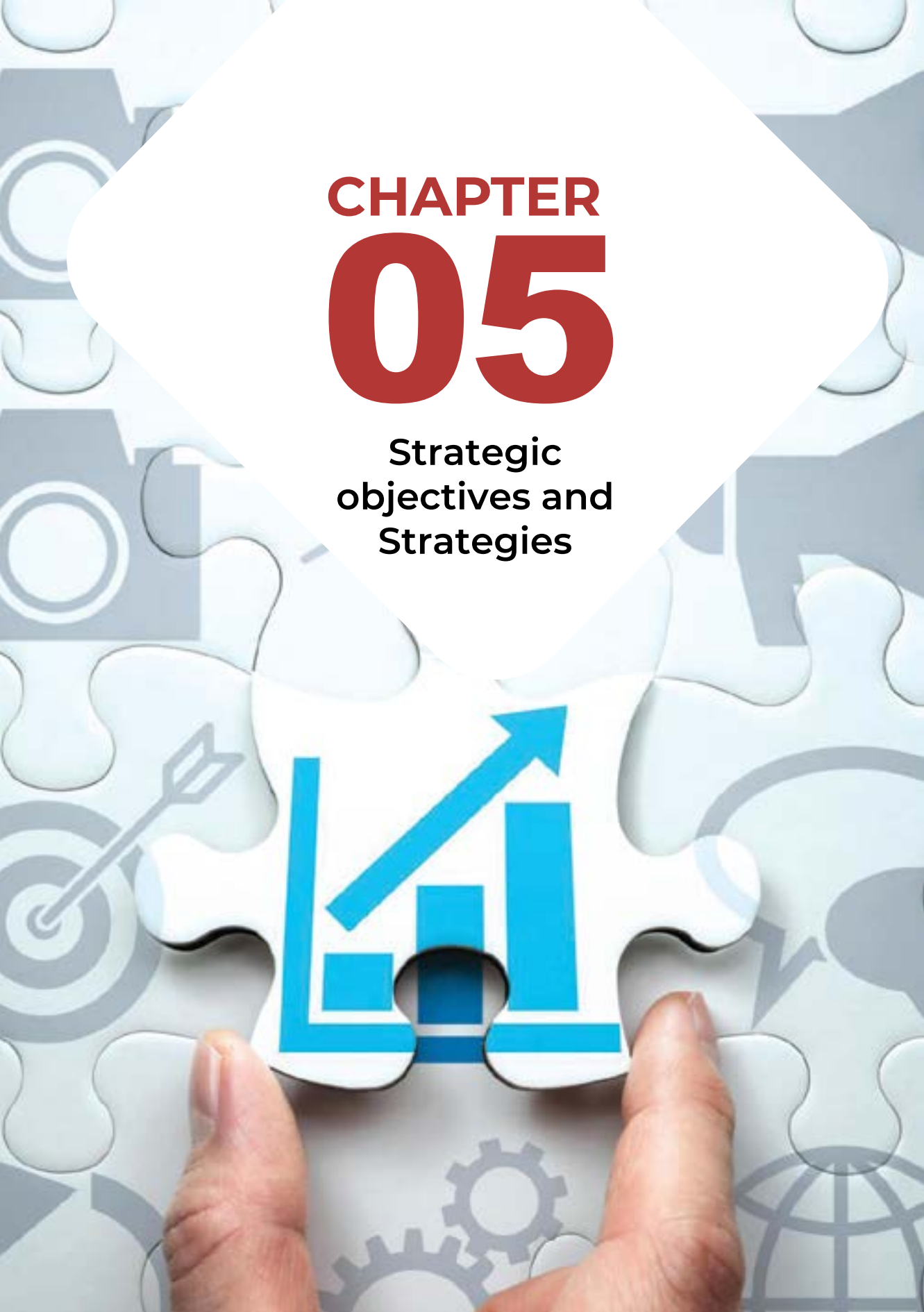
The KRA focuses on enhancing the KNBS's ability to fulfill its responsibilities. The main objectives to be accomplished encompass ensuring sufficient human resources, practicing responsible financial management, establishing a strong ICT infrastructure, enhancing corporate governance, fostering a positive corporate culture and image, improving quality management, bolstering risk management, optimizing supply chain management, refining corporate planning, and strengthening the County offices operations.

Table 4.1: Summary of Key Result Areas

Strategic Issue	Goal	Key Result Areas
Production of Quality Statistics	Provide accurate, reliable, and objective information about various aspects of the country's economy, society, and environment.	Quality Official Statistics
Enhanced Dissemination	Promote the importance, value and use of statistics in decision-making, policy formulation and public understanding.	Statistical Advocacy
Statistical Coordination	Establish a framework that governs the collection, processing and dissemination of data, ensuring adherence to best practices, standards and ethical guidelines.	A well-coordinated NSS
Institutional Capacity Gaps	Enhance the capability of KNBS to deliver on its mandate.	Institutional Capacity

CHAPTER 05

Strategic objectives and Strategies



Strategic objectives and strategies

Overview

This section discusses the strategic results that the KNBS seeks to achieve within the strategic planning period. It includes the performance projections on each of the Key Result Areas, the strategic objectives as well as the strategies to be deployed in achieving the desired results.

5.1 Strategic Objectives

The strategic objectives show the results that the KNBS hopes to achieve within the five-year period. They represent the specific changes that will be realized upon the successful implementation of the Strategic Plan. The objectives have been presented using the sustainable balance score card that looks at the organization from six different perspectives which include the customer, financial, social justice, environmental, internal business processes and learning and growth. These together with the performance projections under each KRA are summarized in table 5.1.

Table 5.1: Outcomes Annual Projections

Strategic Objective	Outcome	Outcome Indicator	Target	Projection Year 1	Year 2	Year 3	Year 4	Year 5
KRA 1: Quality Official Statistics								
To produce quality official statistics	Quality official statistics	Percentage level of compliance with release calendar	100%	70%	80%	85%	90%	100%
		Proportion of products with a quality report	80%	20%	30%	50%	80%	80%
		User satisfaction index	80%	80%	80%	80%	80%	80%
KRA2: Statistical Advocacy								
To advocate for increased use and application of official statistics	Increased use and application of official statistics	Annual percentage increase in requests for statistics	10%	10%	10%	10%	10%	10%

Strategic Objective	Outcome	Outcome Indicator	Target	Projection Year 1	Year 2	Year 3	Year 4	Year 5
		Percentage increase of statistical information uploaded real-time	100%	0	60%	75%	90%	100%
		The percentage of historical statistical information uploaded	60%	0	15%	25%	40%	60%
KRA 3: A well-coordinated NSS								
To enhance coordination in the production of official statistics in Kenya	Enhanced coordination in the production of official statistics	Percentage implementation of the KSDS	100% (of the annual targets)	100%	100%	100%	100%	100%
		Number of MDACs mainstreaming statistical standards	72	12	20	20	10	10
KRA 4: Institutional Capacity								
Strengthen institutional capacity to deliver on its mandate	Strengthened institutional capacity	Productivity index	TBD	TBD	TBD	TBD	TBD	TBD
		Organizational capacity assessment index	TBD	TBD	TBD	TBD	TBD	TBD

5.2 Strategic Choices

Under each strategic objective, there are various strategies that have been proposed. These

strategies, if implemented will lead to the achievement of the proposed strategic objectives. These are summarized in table 5.2 below.

Table 5.2: Strategic Objectives and Strategies

Key Result Area	Strategic Objective(s)	Strategies
KRA 1: Quality Official Statistics	To produce quality official statistics.	• Accelerate the identification of the most important and the highest priority user needs. • Enhance production and dissemination of reliable statistics. • Enhance adherence to the advance release calendar. • Enhance accessibility to statistics. • Enhance use of standards and good practices in statistical production and dissemination. • Address data gaps. • Use of use modern technology and innovation in statistical production. • Enhance the statistical production infrastructure. • Expand the use of administrative data sources.
Statistical Advocacy	To advocate for increased use and application of official statistics.	• Increase the dissemination of official statistical products. • Strengthen the KNBS as the custodian of official statistics. • Establish a one stop shop for statistical information. • Increase publicity and awareness on official statistics. • Enhance corporate culture and image. • Improve learning and adaptation in the KNBS.
A well-co-ordinated NSS	To enhance coordination in the production of official statistics.	• Improve the legal and regulatory framework. • Increase membership to the NSS. • Mainstreaming of statistical standards in MDACs. • Implementation of the KSDS. • Authorization of census and surveys. • Designation of statistics as official.
Institution-al Capacity	Strengthen the institutional capacity to deliver on its mandate.	• Enhance human resource capacity and capability. • Enhance the working environment. • Strengthen County offices operations. • Ensure prudent management of financial resources. • Enhance corporate governance. • Improve management systems. • Strengthen procurement processes. • Strengthen the application of technology in organization processes. • Strengthen the internal audit processes. • Strengthen planning and performance management processes.

CHAPTER 06

Implementation and Coordination Framework

Implementation and Coordination Framework

Overview

This chapter presents the framework that will be used in the implementation of the Strategic Plan. It outlines the structure and any gaps in the establishment. It also outlines the various human development strategies that will be employed. The risks and mitigation measures are also identified under each strategic objective.

6.1 Implementation Plan

6.1.1 Action Plan

Implementation of the Strategic Plan will be undertaken through various activities that have been outlined under each strategy. This has been summarized in the action plan implementation matrix (Annex 1). It outlines the objectives, strategies, activities, annual targets, budgets and responsibilities. 0

6.1.2 Annual Work Plan and Budget

Every year, an annual work plan based on the Strategic Plan shall be developed. This shall guide the development of the annual budget for the KNBS. The annual work plan shall also form the basis of monitoring the implementation of the Strategic Plan.

6.1.3 Performance Contracting

The costed annual work plans shall be the basis of the performance contracts of which the KNBS shall commit to annually. The Management shall ensure that all the prerequisite objectives, targets and activities are included in the annual performance contracts.

6.2 Coordination Framework

6.2.1 Institutional Framework

The overall responsibility of this Strategic Plan lies with the Board of Directors. The responsibility of ensuring its implementation lies with the Director General who has delegated the task to the respective Directorates and Divisions. Based on the gaps identified under the Governance and Administrative assessment, the Bureau will ensure weaknesses are addressed for a successful implementation. These include inadequate staffing, delayed career progression, lack of regulation to support coordination of NSS, inadequate capacity in the County offices and unclear reporting lines.

6.2.2 Staff Establishment, Skill Sets and Competence Development

The KNBS is in the process of implementing an approved organization structure. It is recommended that the Bureau continues to implement the structure for a period of three years after which a review can be undertaken to determine suitability. There are however general observations that require urgent interventions which may call for a review of the structure. Some examples include:

1. Data science is an emerging issue that has been integrated into the KNBS operations. This function has not been provided for in the current structure.
2. Review the establishment levels for the corporate planning section and provide the required staff to effectively drive the Bureau's corporate planning and performance function; a role that cannot be realistically executed by a single individual.
3. Elevate the library function and make it the custodian of official statistical data since Kenya was established as a country. This repository is also part of the country's heritage and is one of the mandates provided for under the Act.

The function needs to be renamed to Information and Resource Center.

4. The KNBS should consider running a centralized ICT department that will ensure there is adequate system integration and a common database that will be the source of all data and information for the organization.
5. The Bureau should identify functions that are supportive in nature including field services and County offices and establish an operations division under the DG's office that will provide the required services to all the Directorates.

The approved structure is attached in annex III and the proposed staffing establishment is presented under Annex IV. The staff establishment summary is as indicated in table 6.1.

Table 6.1: Staff Establishment

Cadre/Job Grade	Approved Establishment	Optimal Staffing Levels	In-Post	Variance (in post – optimal)
1	1	1	1	0
2	5	5	5	0
3	22	26	19	7
4	51	63	37	26
5	120	160	27	133
6	142	212	123	89
7/8	273	476	233	243
9/10	68	118	63	55
11	19	67	12	55
Total	**701**	**1128**	**520**	**608**

The Bureau will deploy the following strategies to address the human resource gaps:

1. The KNBS intends to lobby the Exchequer to be allowed to employ additional staff and promote existing staff especially in the technical areas. In the short term, the Bureau shall utilize the interns and contract staff to meet some of its human resource demands. Existing staff shall also be trained or empowered with additional skills to allow them undertake multiple roles.
2. To develop the required skills and competencies, the Bureau shall use existing appraisal reports to identify the various skills gaps. An annual training plan shall be developed, with the aim of addressing the skills gaps. Where need arises, a competence gap analysis shall be conducted every two years to map out the competency gaps in each position. A competency development plan shall then be implemented and evaluated every two years.
3. The KNBS shall enhance mentoring and coaching as a strategy to develop the capacity of existing staff. All staff with supervisory responsibilities shall be required to develop a mentoring and coaching plan for their direct reports. This will also enhance succession planning.
4. To enhance staff productivity, the Bureau will ensure that the organization culture is addressed adequately and a performance-based culture is inculcated in the organization. This will be augmented by provision of the necessary working tools, improvement of the work environment and enhancement of staff welfare.

The Skills gaps and competence requirements for each cadre is summarized in table 6.2.

Table 6.2: Skills set and Competence Development

Cadre	Skills Set Required	Skills Gap	Competency Development
1	Analytical skills Problem solving skills Critical thinking Strategic thinking Data science Visualization Artificial Intelligence Knowledge management	Data science Visualization Artificial Intelligence	Excellent communication skills Collaboration Delegation People management Emotional Intelligence Financial acumen Strong business ethics Decision making Leadership Risk management
2	Analytical skills Problem solving skills Critical thinking Strategic thinking Data science Visualization Artificial Intelligence Knowledge management	Data science Visualization Artificial Intelligence	Technical skills Excellent communication skills Collaboration Teamwork Delegation People management Emotional Intelligence Decision making Risk management
3	Data analytics Communication skills Presentation skills Analytical skills Visualization Report writing Data science Stakeholder analysis Repository skills Media relations	Data analytics Analytical skills Visualization Data science	Technical skills Communication skills Collaboration Teamwork Delegation People management Presentation skills Decision making
4	Data analytics Communication skills Presentation skills Analytical skills Visualization Report writing Data science Stakeholder analysis Repository skills Media relations	Data analytics Analytical skills Visualization Data science Knowledge management	Technical skills Communication skills Collaboration Teamwork People management Presentation skills Digital literacy Data analytics Writing skills
5	Data analytics Communication skills Presentation skills Analytical skills Visualization Report writing Data science	Data analytics Analytical skills Visualization Data science	Technical skills communication skills Collaboration Teamwork Data analysis Presentation skills

Cadre	Skills Set Required	Skills Gap	Competency Development
6	Relevant Bachelor's Degree Relevant short courses ICT skills Programming	Senior management course Data analysis Software's Certification in Programing Advanced excel	Teamwork Communication skills Data analysis Presentation skills
7/8	Relevant Diploma Certificate in Computer Applications	Supervisory skills Customer Care Course	Office management Teamwork Communication skills Data collection Customer Care skills Time management skills
9/10	KCSE+ Suitability for Drivers+ First Aid+ Certificate in Computer Applications	Customer Care Course Computer Applications First Aid	Office management Teamwork Communication skills Customer Care skills Time management skills Defensive Driving skills First Aid skills
11	KCSE + Certificate in Computer Applications	Customer Care Course Computer Applications First Aid	Office management Teamwork Communication skills Customer Care skills Time Management Skills

In order to further professionalize the Bureau, statistical and other professional personnel will be encouraged to enroll in different work-study programmes, membership of and active participation in national and international professional associations, publish professional/scientific papers, conduct in-house professional seminars, teach some practical courses at the Universities, among other initiatives. The Bureau will lead the way by registering as a corporate member in various international statistical associations.

6.2.3 Leadership

The office of the Director General shall be responsible for the overall coordination of the Strategic Plan implementation. There shall be a Strategic Plan Implementation Committee whose membership will be drawn from all the Directorates. The Strategy and Planning Division shall coordinate the activities of the Committee. Additionally, there shall be thematic sub-committees that will be responsible for each of the Key Result Areas in the Strategic Plan.

6.2.4 Systems and Procedures

The process analysis undertaken in Section 3.1.3.2 identified gaps in systems and procedures which, if not addressed, will reduce the competitiveness of the Bureau. A business process reengineering will ensure that the processes at the Bureau support the achievement of the

strategic goals and objectives. Some of the weaknesses identified included lack of an e- Board system, delays in clearance on the release of some statistical products, outdated infrastructure, lack of a robust SBR partial coordination of the NSS, lack of harmonized data collection instruments, lack of processes automation, poor organizational culture, lack of systems integration, delay in disposal of obsolete items and lack of automation of QMS, PC and ARC.

6.3 Risk Management Framework

The purpose of the matrix is to identify high level risks that may hinder the realization of the Strategic Plan. A description of the risks and their categorization is also provided. The risks have been categorized and prioritized based on the likelihood of occurrence and expected impact with suggested actions for mitigation as shown in table 6.3.

Table 6.3: Risk Assessment

Strategic Objective	Risk Anticipated	Risk Likelihood (L/M/H)	Severity (L/M/H)	Overall Risk Level	Mitigation Measure(s)
To produce quality official statistics	Exposures relating to insufficient funding	M	H	H	Resource mobilization
	Exposure relating to the staff not having the required skills and competencies in quality data production and management	L	H	M	Capacity building Recruitment
	Exposures arising from the lack of and non-compliance with standards	L	H	M	Update and regularly monitor compliance to the standards
	Exposures occasioned by faulty and inadequate systems	M	H	L	Establish and update systems
	Exposures arising out of the impacts of climate change including floods, drought and extreme heat	M	M	M	Provision of working tools Adopt innovative data collection techniques

Strategic Objective	Risk Anticipated	Risk Likelihood (L/M/H)	Severity (L/M/H)	Overall Risk Level	Mitigation Measure(s)
	Exposures occasioned by respondent fatigue	M	M	M	Expand the sampling frame
	Exposures occasioned by insecurity	M	M	M	Ensure all the necessary security arrangements are made prior to field activities
	Exposures occasioned by reliance on technology for the purpose of carrying out business transactions	H	H	H	Build capacity of all staff in application of technology Invest in cybersecurity Invest in a robust Business Continuity Plan (BCP)
To advocate for increased use and application of official statistics	Exposures occasioned by negative perceptions on statistics	M	H	M	Develop and implement communication and stakeholder engagement strategy
To enhance coordination in the production of official statistics	Risk associated with the absence of systems, structures and guidelines for coordination	H	M	M	Develop regulations and attendant guidelines Sensitize the relevant stakeholders
Strengthen institutional capacity to deliver on its mandate	The KNBS may fail to achieve its strategic objectives	M	H	H	Enhance monitoring and evaluation of the strategy implementation
	The KNBS may fail to mobilize sufficient funding to implement its strategy	H	M	M	Develop and implement a robust resource mobilization strategy

Strategic Objective	Risk Anticipated	Risk Likelihood (L/M/H)	Severity (L/M/H)	Overall Risk Level	Mitigation Measure(s)
	Failure to adhere to established good governance principles	M	M	M	Undertake regular governance audits
	The KNBS's reputation could be negatively impacted by the actions of the employees and agents	M	H	M	Develop and enhance adherence to the code of conduct

L= Low *(chances of occurring or having an impact are very low)*
M = Medium *(chances of occurring are rare and the impact may not significantly disrupt operations)*
H = High *(there is a high possibility of occurrence and the impact will disrupt operations at the KNBS)*

CHAPTER 07

Resource requirements and mobilization strategies

Resource requirements and mobilization strategies

Overview

This section looks at the financial requirements for implementing the Strategic Plan, the available financing, the funding gaps, resource mobilization strategies as well as financial management at the KNBS.

7.1 Financial Requirements

It is projected that the implementation of the Strategic Plan is expected to cost approximately **KES 52.5 Billion.** The overall resource requirements per year are shown in table 7.1.

Table 7.1: Financial Requirements for implementing the Strategic Plan

Cost Area	Projected Resource Requirements in KES Mn					Total
	Year 1	Year 2	Year 3	Year 4	Year 5	
KRA I- Quality Official Statistics	6,301.50	9,142.00	6,077.80	6,631.80	9,012.80	37,165.90
KRA 2-Statistical Advocacy	32.50	294.00	365.00	344.00	257.00	1,292.50
KRA 3 – A well-Coordinated NSS	85.00	245.10	215.00	170.00	110.00	825.10
KRA 4 - Institutional Capacity	673.70	3,535.10	1,261.70	1,333.40	1,412.70	8,216.60
Other budget items such as Personal Emolument and Operational costs	855.00	928.00	1,004.00	1,084.00	1,167.00	5,038.00
Total	**7,947.70**	**14,144.20**	**8,923.50**	**9,563.20**	**11,959.50**	**52,538.10**

7.1.1 Financing Gaps

The implementation of the Strategic Plan is faced with a resource deficit of approximately **KES 26 Billion** over the five-year period.
The annual deficits are summarized in table 7.2 below.

Table 7.2: Resource Gaps

Year	Requirement Ksh. Mn	Estimated Resource Allocations Ksh. Mn	Variance Ksh. Mn
Year 1	7,947.70	4,850.55	-3,097.15
Year 2	14,144.20	4,919.82	-9,224.38
Year 3	8,923.50	4,980.20	-3,943.30
Year 4	9,563.20	5,478.22	-4,084.98
Year 5	11,959.50	6,026.04	-5,933.46
Total	**52,538.10**	**26,254.83**	**-26,283.27**

7.2 Resource Mobilization Strategies

To bridge the resource gaps, the KNBS shall implement the resource mobilization strategy in addition to undertaking the following key activities:

1. Work in partnership with the various data producers including Ministries, Departments, Agencies and Counties.
2. Partner with Civil Society Organizations to support collection of certain types of data.
3. Provide consultancy services both locally and regionally.
4. Lobby Parliament and the Exchequer for increased budgetary allocation.
5. Work with donors and Development Partners to finance certain activities including capacity building, provision of equipment and collection of data.

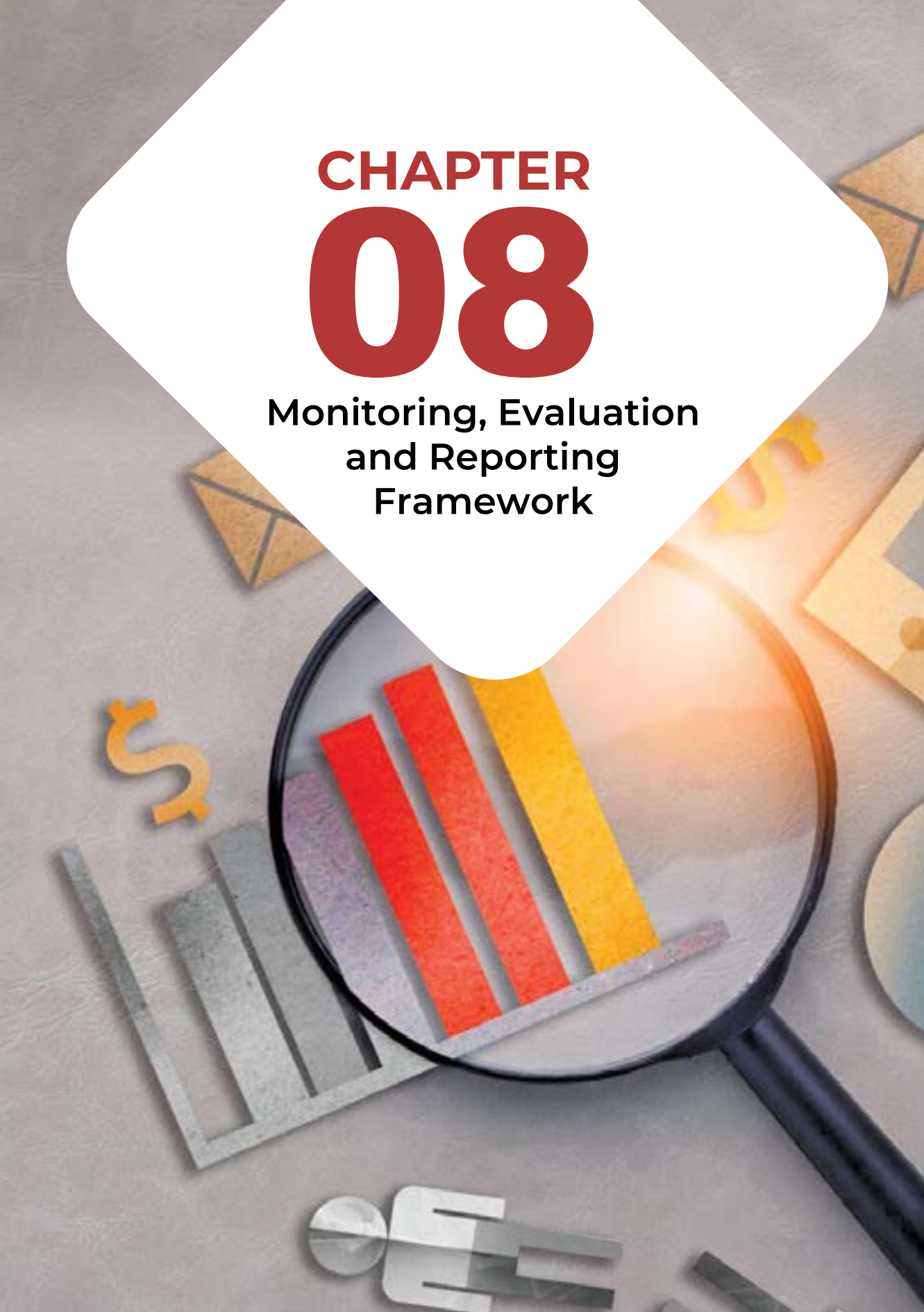
7.3 Resource Management

To enhance resource management, the Bureau shall undertake the following strategic steps:

1. Enhance prudent utilization of funds by each and every Officer as well as enhance value for money in the procurement of goods and services.
2. Develop and implement an integrated Financial Management System
3. Automation of processes that will lead in reduction of time taken to provide a service.
4. Where possible, the KNBS shall outsource some non-core services as well as lease equipment to reduce on costs associated with obsolesce.

CHAPTER 08

Monitoring, Evaluation and Reporting Framework



Monitoring, Evaluation and Reporting Framework

Overview

Effective planning ends up with effective strategy implementation and this can only be achieved with an effective functional monitoring and evaluation framework. An effective monitoring and evaluation mechanism will help ensure cost effectiveness, timeliness and quality in achieving the objectives in the Strategic Plan. This Strategic Plan will be subjected to a continuous review of performance on the various deliverables. There shall also be annual reviews of the Strategic Plan. The reviews will be focused on how the available inputs have been used and what outputs and short-term outcomes have been produced. This review shall also focus on challenges, issues and key lessons learnt. This section applies to most of the MDACs for purposes of standardization of Monitoring and Evaluation (M&E).

8.1 Monitoring Framework

The following M&E framework will be adopted in order to ensure successful implementation of the Strategic Plan:

i. The sole prerogative of strategy implementation and as a result monitoring and evaluation rests on the Board of Directors (BODs).
ii. The BODs delegates power to the different relevant committees with the role of monitoring the implementation of the Strategic Plan.
iii. The Management should hold quarterly meetings chaired by the DG to review the status of the Strategic Plan implementation as it relates to their respective roles. In addition, areas requiring strategy change(s) should be identified and proposed to the BODs through the relevant Committee.
iv. The Management will provide quarterly progress reports to the BODs on the progress made towards the attainment of the goals as per the quarterly progress report template under Annex IV

8.2 Performance Standards

This will involve monitoring the implementation of the planned activities and evaluating their impact on the desired goals. The monitoring activities will result to identifying any gaps or deficiencies which will then be addressed by the Management. Daily, weekly, monthly and quarterly reporting will be critical for the monitoring function. To ensure effective participation in plan implementation, there will be need to:

1. Establish standard formats for data collection and reporting.
2. Clearly spelt out documents to be prepared, periods covered and details of information to be supplied.
3. Implement a Performance Management System thus all staff will be accountable for the use of resources and attainment of set objectives.
4. Effectively use available resources to ensure smooth implementation of the Strategic Plan.

8.3 Evaluation Framework

The purpose of evaluation is to measure the actual performance against target levels and establishing the size of variance, the causal factors for the variance and recommending appropriate remedial measures, including

a review of the objectives and/or strategies. The evaluation plan will help determine objectively the relevance, effectiveness and efficiencies of the activities proposed in the Strategic Plan. A mid-term evaluation will be undertaken with the purpose of verifying that the plan is on the right track and provide information to correct observed deficiencies including the revision of objectives, strategies or activities. The mid-term review will be conducted in June 2025. The final evaluation will assess the achievement of the activities of the plan and identify and document the success or failure. The final evaluation will be undertaken at the end of the Strategic Plan period in 2027.

The evaluations will be guided by key questions to address key evaluation criteria including relevance, effectiveness, efficiency, impacts and or sustainability. Some of the questions shall include:

- To what extent were the planned objectives consistent with customer needs and expectations?
- How were the financial, technical and human resources utilized to achieve the desired results?
- To what extent were the objectives achieved, or are expected to be achieved, taking into account their relative importance?
- What were/are the positive and negative effects achieved/produced during the strategy implementation period?
- What were/are the major obstacles to reaching the desired goals in the Strategic Plan? What can be done to overcome these obstacles?
- What are the lessons learnt that can inform further strategy development for the KNBS?

Table 8.1: Outcome Performance Matrix

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term	End Term
Quality Official Statistics	Quality official statistics produced	Compliance with the release calendar	56%	2023	85%	100%
		Proportion of products with a quality report	N/A	2023	50%	80%
		User satisfaction	TBD	2023	80%	80%
Statistical Advocacy	Increased use and application of official statistics	Annual percentage increase in requests for statistics	TBD	2023	10%	10%

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term	End Term
		The percentage of historical statistical information uploaded	TBD	2023	25%	60%
		Number of MDACs mainstreaming statistical standards	TBD	2023	20	72
Institutional Capacity	Institutional capacity to deliver on its mandate strengthened	Productivity index	TBD	2023	TBD	TBD
		Organizational capacity assessment index	TBD	2023	TBD	TBD

Within the first year of implementation, baseline values shall be established and thereafter the targets revised accordingly.

8.4 Reporting Framework and Feedback Mechanism

The KNBS will develop and implement a Knowledge Management System that will support learning and adaptation within the organization. Key to this system shall be a learning-oriented monitoring and evaluation system, an information management system that shall support identification and documentation of good practices, a communication system that shall support internal and external communication and finally, a system that supports experimentation and innovation.

ANNEX I: ACTION PLAN IMPLEMENTATION MATRIX

Strategy	Key Activities	Expected Output	Output Indicator	Target	Annual Target					Budget Ksh (Millions)					Responsibility	
					Y 1	Y 2	Y 3	Y 4	Y 5	Y1 (23/24)	Y2 (24/25)	Y3 (25/26)	Y4 (26/27)	Y5 (27/28)	Lead	Support
Strategic Issue: Production of Quality Statistics, alternative and emerging data and data sources and emerging methodologies in statistics																
Strategic Goal: Provide accurate, reliable and objective information about various aspects of the country's economy, society and environment.																
KRA 1: Quality Official Statistics																
Strategic Objective: Produce quality statistics																
Strategic Outcome: Quality official statistics produced																
Accelerate the identification of the most important and the highest priority user needs	Identify, categorize and prioritize users' needs and requirements	Users and their needs identified	Number of users needs surveys undertaken	2 surveys	0	1	0	1	0	0	10	0	10	0	DSCM	DMES, DPS, DPSS, DCS
	Undertake a user satisfaction survey	User satisfaction surveys undertaken	Number of user satisfaction surveys undertaken	3 surveys	1	0	1	0	1	10	0	10	0	5	DSCM	DMES, DPS, DPSS, DCS
Enhance production and dissemination of reliable statistics	Conduct assessments of source data and statistical outputs and convene validation meetings for statistical outputs.	Convened TWGs for statistical outputs	Quarterly TWG meetings for statistical outputs	60 per year starting year 2	0	60	60	60	60	0	215	215	215	215	DMES	DPS, DPSS, DSCM, DCS
	Prepare data quality declaration reports	Data quality declarations reports prepared	Number of data quality declarations reports prepared	12	0	3	3	3	3	0	10.2	12	15	18	DSCM	DMES, DPS, DPSS, DCS
	Prepare methodological reports for every survey and census	Sampling errors measured, evaluated and documented	Proportion of sample surveys with sampling errors measured, evaluated and documented	100% implementation	0	100%	100%	100%	100%	0	10	10	10	10	DSCM	DMES, DPS, DPSS, DCS

Strategy	Key Activities	Expected Output	Output Indicator	Target	Annual Target					Budget Ksh (Millions)					Responsibility	
					Y 1	Y 2	Y 3	Y 4	Y 5	Y1 (23/24)	Y2 (24/25)	Y3 (25/26)	Y4 (26/27)	Y5 (27/28)	Lead	Support
	Carry out studies for assessing accuracy of reporting in surveys and administrative data	Studies on assessment of accuracy of survey and administrative data	Proportion of studies on assessment of accuracy of survey and administrative data	100% implementation	0	0	100%	100%	100%	0	0	5	5	5	DSCM	DMES, DPS, DPSS, DCS
	Carry out non-response analysis and include inbuilt mechanisms for checking the soundness of the data	Reports on analysis of revisions carried out to improve the data sources, processes and outputs	Proportion of reports on analysis of revisions carried out to improve the data sources, processes and outputs	100% implementation	0	100%	100%	100%	100%	0	5	5	5	5	DSCM	DMES, DPS, DPSS, DCS
Enhance adherence to the advance release calendar	Develop an advance release calendar	Advance release calendars developed	Number of advance release calendars developed	5	1	1	1	1	1	0	5	5	5	5	MSP	DMES, DPS, DPSS, DCS
	Monitor and measure the product release dates against the planned dates	Monitoring activities undertaken	Proportion of products released within the planned dates	100% implementation	0	100%	100%	100%	100%							

Strategy	Key Activities	Expected Output	Output Indicator	Target	Annual Target					Budget Ksh (Millions)					Responsibility	
					Y 1	Y 2	Y 3	Y 4	Y 5	Y1 (23/24)	Y2 (24/25)	Y3 (25/26)	Y4 (26/27)	Y5 (27/28)	Lead	Support
Enhance accessibility to statistics	Avail micro-data from surveys, censuses, and studies while ensuring statistical confidenti-ality	Microdata availed	Proportion of surveys, censuses, and studies with availed microdata	100% implemen-tation	100%	100%	100%	100%	100%	0	5	5	5	5	DSCM	DMES, DPS, DPSS, DCS
	Conduct users' forums	Users meetings held	Number of us-ers meetings held	At least 1 per year	1	1	1	1	1	0	15	15	15	15	DSCM	DMES, DPS, DPSS, DCS
	Establish a dedicated focal point for user inquiries in a timely manner	Focal point in place and func-tional	Number of focal points in place	1	0	1	0	0	0	0	5	5	5	5	DSCM	DMES, DPS, DPSS, DCS
Enhance the use of standards and good practices in statistical production and dissemination	Adopt and domesticate internation-ally agreed standards, guidelines and best practices in production/ compilation of statistics	Stan-dards and guidelines adopted	Number of standards and guidelines adopted	5	1	1	1	1	1	0	0	20	20	20	DSCM	DMES, DPS, DPSS, DCS
	Participa-tion in in-ternational forums on standards, guidelines and best practices in statistics	Partici-pation in forums	Number of international forums where the KNBS is represented	3 per year	3	3	3	3	3	0	20	20	20	20	DMES, DPS, DPSS, DSCM	DCS

Strategy	Key Activities	Expected Output	Output Indicator	Target	Annual Target					Budget Ksh (Millions)					Responsibility	
					Y 1	Y 2	Y 3	Y 4	Y 5	Y1 (23/24)	Y2 (24/25)	Y3 (25/26)	Y4 (26/27)	Y5 (27/28)	Lead	Support
Address data gaps	Conduct studies to identify data gaps	Data gaps identified	Proportion of data gaps identified	100% implementation	100%	100%	100%	100%	100%	0	20	20	20	20	DMES, DPS, DPSS, DSCM	DCS
	Conduct surveys and censuses	Censuses and Surveys undertaken (ANNEX II)	Number of surveys and censuses undertaken	150	30	30	30	30	30	6074.5	8299.8	5074.8	5904.8	8248.8	DMES, DPS, DPSS, DSCM	DCS
	Conduct a gap analysis with regard to statistical methods and scope	Gaps on statistical methods and scope identified	Number of reports on statistical methods and scope identified with gaps	2	0	0	1	0	1	0	0	5	0	6	DSCM	DMES, DPS, DPSS, DCS
	Computation of Multi-Dimensional Poverty Index (MPI)	Indicators on multi-dimensions of poverty developed	Number of Multi-dimensions of Poverty Index developed	5	1	1	1	1	1	0	11	11	11	11	DSCM	DMES, DPS, DPSS, DCS
	Development of socio-economic atlas	Social-economic atlas developed	Number of social-economic Atlas developed	1	0	0	1	0	0	0	0	25	0	0	DPSS	DMES, DPS, DCS, DSCM
	Further analysis on 2023/24 Kenya Integrated Household Budget Survey Dataset/	Poverty Mapping (Sub-County, Constituency and Ward reports)	Number of reports of in-depth analysis	1	0	40	0	0	0	0	40	0	0	0	DSCM	DMES, DPS, DPSS, DCS
	Training of personnel on use and maintenance of the Business Register (BR)	BR personnel trained	Number of BR personnel trained	50	0	50	0	0	0	0	0	10	0	0	DSCM	DMES, DPS, DPSS, DCS

Strategy	Key Activities	Expected Output	Output Indicator	Target	Annual Target					Budget Ksh (Millions)					Responsibility	
					Y 1	Y 2	Y 3	Y 4	Y 5	Y1 (23/24)	Y2 (24/25)	Y3 (25/26)	Y4 (26/27)	Y5 (27/28)	Lead	Support
	Conduct training sessions on methods and standards	Regular training sessions on methods and standards conducted	Number of training sessions on methods and standards conducted	5	1	1	1	1	1	0	5	6	6	6	DSCM	DMES, DPS, DPSS, DCS
	Conduct peer reviews	Peer reviews conducted	Number of reports peer reviewed	25	5	5	5	5	5	0	5	6	6	6	DMES, DPS, DPSS, DSCM	DCS
	Prepare a metadata handbook for official statistics	Metadata of indicators developed	A metadata handbook developed	1	0	0	1	0	0	0	12	14	0	0	DMES, DPS, DPSS, DSCM	DCS
	Prepare Statistical Compendium on concepts, definitions, classifications and methodologies	Methods and standards documented in a compendium	A Compendium of methods and standards prepared	1	0	0	1	0	0	0	8	9	0	0	DMES, DPS, DPSS, DSCM	DCS
	Establish a framework for designating statistics as official	Framework for designating statistics as official	Developed framework	1	1	0	0	0	0	0	15	0	0	0	DSCM	DMES, DPS, DPSS, DCS
	Conduct statistical quality assessment	Report on statistical data quality assessment	Number of statistical quality assessment	5	1	1	1	1	1	0	10	12	14	16	DSCM	DMES, DPS, DPSS, DCS
	Certification of statistics as official	Certified official statistics report	Number of reports certifying official statistics	4	0	1	1	1	1	0	10	11	13	15	DSCM	DMES, DPS, DPSS, DCS

Strategy	Key Activities	Expected Output	Output Indicator	Target	Annual Target					Budget Ksh (Millions)					Responsibility	
					Y 1	Y 2	Y 3	Y 4	Y 5	Y1 (23/24)	Y2 (24/25)	Y3 (25/26)	Y4 (26/27)	Y5 (27/28)	Lead	Support
	Automation of sampling systems	Automated sampling frames	Number of automated sampling frames	2	0	0	0	0	2	0	0	20	20	20	DSCM	DMES, DPS, DPSS, DCS
	Develop and publish a quarterly thematic NSS communication bulletin	Quarterly thematic communication bulletin developed an published	Number of quarterly thematic communication bulletins published	20	4	4	4	4	4	5	5	5	5	5	DSCM	DMES, DPS, DPSS, DCS
	Build the capacity of statistics units in MDAs, Counties and the KNBS Technical Working Groups (Committees)	Statistical units in MDAs capacity build	Number of capacity building forums for statistical units in MDAs	2	1	0	1	0	0	10	10	10	10	10	DSCM	DMES, DPS, DPSS, DCS
	Establish partnerships with training institutions to design tailor-made courses	Partnerships established with training institutions	Number of partnerships established	4	0	1	1	1	1	0	1	1	1	1	DSCM	DMES, DPS, DPSS, DCS
	Establish a training institute for official statistics	Process of establishing a training institute initiated; Negotiations with stakeholders	A training institute for official statistics established	1	0	0	0	0	1	0	0	0	15	15	DSCM	DMES, DPS, DPSS, DCS

Strategy	Key Activities	Expected Output	Output Indicator	Target	Annual Target					Budget Ksh (Millions)					Responsibility	
					Y 1	Y 2	Y 3	Y 4	Y 5	Y1 (23/24)	Y2 (24/25)	Y3 (25/26)	Y4 (26/27)	Y5 (27/28)	Lead	Support
	Training on data mining from big data	Analysts trained on data mining from big data	Number of trainings for analysts/ data miners	5	1	1	1	1	1	0	8	8	8	8	DSCM	DMES, DPS, DPSS, DCS
	Capacity building on education statistics by UNESCO	Training report	Number of officers trained	3	3	0	0	0	0	0	10	0	0	0	DPSS	DMES, DPS, DSCM, DCS
	Capacity building on ArcGIS Pro	Training report	Number of staff trained on ArcGIS Pro	5	5	0	0	0	0	10	0	0	0	0	DPSS	DMES, DPS, DSCM, DCS
	Use of alternative and emerging sources of data e.g., CGD, big data, geospatial data and mirror statistics	New alternative sources of data adopted	Number of new alternative sources of data adopted	15	3	3	3	3	3	0	40	43	46	50	DSCM, DMES	DPS, DPSS, DCS
	Implementation of the National Plan for Advancing Environmental Economic Accounting	Production of identified priority Accounts	Number of Environmental Economic Accounts produced	5	1	1	1	1	1	0	40	60	80	100	DPS. DMES	DSCM, DPSS, DCS

Strategy	Key Activities	Expected Output	Output Indicator	Target	Annual Target					Budget Ksh (Millions)					Responsibility	
					Y 1	Y 2	Y 3	Y 4	Y 5	Y1 (23/24)	Y2 (24/25)	Y3 (25/26)	Y4 (26/27)	Y5 (27/28)	Lead	Support
Use of use modern technology and innovation in statistical production	Acquisition of modern ICT tools in statistical production	ICT tools acquired & adopted in statistical production	Number of ICT tools acquired & adopted in statistical production	225	30	40	45	50	60	17	20	23	25	30	DCS	DSCM, DMES, DPS, DPSS,
Enhance statistical production infrastructure	Develop statistical business register and sampling frames	Statistical business regis-ter and sampling frames developed	Number of statistical business reg-ister and sam-pling frames developed	1	0	0	1	0	0	175	150	250	0	0	DSCM	DMES, DPS, DPSS, DCS
	Evaluate/ update statistical business regis-ters and sampling frames	Updates undertaken	Number of updates done	4 per year stating year 2	0	4	4	4	4	0	112	112	112	112	DSCM	DMES, DPS, DPSS, DCS
Expand the use of admin-istrative data sources	Develop and implement a strategy on use of administra-tive data	A strategy on admin-istrative data sources developed and imple-mented	Number of strategies on administrative data sources developed and implemented.	4	0	1	1	1	1	0	10	5	5	5	DMES, DPS, DPSS	DSCM, DCS
	Develop a system for sharing administra-tive data	System for sharing adminis-trative data in place	Number of systems for sharing administrative data	1	0	0	0	0	1	0	0	10	0	0	DMES, DPS, DPSS	DSCM, DCS

Strategy	Key Activities	Expected Outputs	Output Indicators	Target	Annual Target					Budget (Ksh. Million)					Responsibility	
					Y 1	Y 2	Y 3	Y 4	Y 5	Y1 (23/24)	Y2 (24/25)	Y3 (25/26)	Y4 (26/27)	Y5 (27/28)	Lead	Support
Strategic Issue: Enhanced Dissemination																
Strategic Goal: Promote the importance, value and use of statistics in decision-making, policy formulation and public understanding																
KRA 2: Statistical Advocacy																
Strategic Objectives: To advocate for increased use and application of official statistics																
Strategic Outcomes: Increased use and application of official statistics																
Increase dissemination of official statistical products[2]	Develop and implement the KNBS publishing guidelines	Publishing guidelines	Number of publishing guidelines developed	1	0	1	0	0	0	0	5	10	0	0	DCS	DPSS, DPS, DMES, DCSM
	Develop and implement the KNBS copyright management guidelines	Copyright management guidelines developed	Copyright management guidelines developed	1	0	1	0	0	0	0	5	10	0	0	DCS	DPSS, DPS, DMES, DCSM
	Undertake abstracting and indexing to enhance online discoverability of statistical products	Online sites indexed	Number of online sites indexed	4	0	1	1	1	1	0	5	5	5	5	DCS	DPSS, DPS, DMES, DCSM
	Production of simple statistical products in various formats	Simplified statistical products formats developed	Types of simplified statistical products formats developed	180	15	15	50	50	50	0	5	15	15	15	DPSS, DPS, DMES, DCSM	DCS

Strategy	Key Activities	Expected Outputs	Output Indicators	Target	Annual Target					Budget (Ksh. Million)					Responsibility	
					Y 1	Y 2	Y 3	Y 4	Y 5	Y1 (23/24)	Y2 (24/25)	Y3 (25/26)	Y4 (26/27)	Y5 (27/28)	Lead	Support
	Capacity building on graphic design and publishing skills	Staff trained on graphic design and publishing skills	Number of staff trained on graphic design and publishing skills	20	20	20	20	20	20	0	5	5	5	5	DCS	DPSS, DPS, DMES, DCSM
	Set up institutional graphic design and publishing lab	Institutional graphic design and publishing lab	Number of graphic design and publishing lab set up	1	0	0	0	1	0	0	0	20	0	0	DCS	DPSS, DPS, DMES, DCSM
	Design and implement statistical literacy programmes	Statistical literacy programmes designed and implemented	Number of statistical literacy programmes designed	5	1	1	1	1	1	0	20	20	20	20	DCSM	DPSS, DPS, DMES, DCS
	Participate in statistical conferences and exhibitions	Statistical conferences and exhibitions	Number of exhibitions and conferences where the KNBS participated in	25	0	5	5	5	5	0	15	15	15	15	DCS	DPSS, DPS, DMES, DCSM
	Upgrade the library into a modern Resource Centre	Modern Resource Centre	Number of Modern Resource Centre	1	0	0	0	1	0	0	10	20	30	10	DCS	DPSS, DPS, DMES, DCSM
	Set up County Information Resource Centers	County Resource Centers	Number of County Resource Centers set up	47	4	10	20	10	3	0	5	5	5	5	DCS	DPSS, DPS, DMES, DCSM
	Stock and maintain the KNBS resource centers	New information resources added into resource center collection	Number of new titles acquired	500	0	100	100	150	150	0	5	5	10	10	DCS	DPSS, DPS, DMES, DCSM

Strategy	Key Activities	Expected Outputs	Output Indicators	Target	Annual Target					Budget (Ksh. Million)					Responsibility	
					Y 1	Y 2	Y 3	Y 4	Y 5	Y1 (23/24)	Y2 (24/25)	Y3 (25/26)	Y4 (26/27)	Y5 (27/28)	Lead	Support
	Sensitize or train the media on reporting of statistics	Trained media on reporting of statistics	Number of media sensitized or trained	250	50	50	50	50	50	5	5	5	5	5	DPSS, DPS, DMES-DCSM	DCS
	Collabourate with County governments for development, production and dissemination of County specific statistics	Memorandum of Understanding (MoU) signed between the KNBS and County Governments	Number of MoUs signed	30	5	10	10	5	0	0	5	5	2	1	DCSM	DPSS, DPS, DMES, DCS
	Set up and maintain the KNBS resource corners at Huduma Center's, Kenya National Library Service (KNLS) and academic libraries	The KNBS resource corners at Huduma Centers, KNLS and academic libraries	Number of the KNBS resource corners set up	50	0	10	10	15	15	0	10	10	15	15	DCS	DPSS, DPS, DMES, DCSM
	Review Data and Statistics Dissemination Policy	Revised policy document	Number of policy documents reviewed	1	0	0	1	0	0	0	0	5	0	0	DSCM	DPSS, DPS, DMES, DCS

Strategy	Key Activities	Expected Outputs	Output Indicators	Target	Annual Target					Budget (Ksh. Million)					Responsibility	
					Y 1	Y 2	Y 3	Y 4	Y 5	Y1 (23/24)	Y2 (24/25)	Y3 (25/26)	Y4 (26/27)	Y5 (27/28)	Lead	Support
Establish a One-stop shop for Statistical Information	Develop an Institutional Repository (IR)	Institutional Repository developed	Number of IR developed	1	0	1	0	0	0	0	10	25	0	0	DCS	DPSS, DPS, DMES, DCSM
	Train and sensitization on IR system	Sensitization forums conducted	Number of sensitizations forums conducted	8	0	2	2	2	2	0	5	10	10	10	DCS	DPSS, DPS, DMES, DCSM
	Develop an integrated statistical data portal	An integrated statistical data portal developed	Number of statistical data portal developed	1	0	0	1	0	0	0	10	0	0	0	DCSM	DPSS, DPS, DMES, DCS
	Develop and roll out a system for data exchange between the KNBS and the NSS institutions	System for Data Exchange in place	Number of System for Data Exchange	1	0	0	1	0	0	0	10	20	0	0	DCSM	DPSS, DPS, DMES, DCS
		Sensitization forums conducted	Number of sensitizations forums conducted	6	0	0	2	2	2	0	5	10	10	10	DCSM	DPSS, DPS, DMES, DCS
Strengthen KNBS as custodian of official statistics	Develop institutional Archiving and Repository Policies	Archiving and repository policies developed	Number of policies a developed	3	0	1	1	1	0	0	5	5	5	0	DCS	DPSS, DPS, DMES, DSCM
	Implement Archiving and Repository Policies	Archiving and Repository Policies implemented	Proportion of the implementation matrix implemented	100%	0	0	30%	70%	100%	0	0	5	10	15	DCS	DPSS, DPS, DMES, DSCM

Strategy	Key Activities	Expected Outputs	Output Indicators	Target	Annual Target					Budget (Ksh. Million)					Responsibility	
										Y1	Y2	Y3	Y4	Y5		
					Y 1	Y 2	Y 3	Y 4	Y 5	(23/24)	(24/25)	(25/26)	(26/27)	(27/28)	Lead	Support
	Set up a centralized statistical publication archive	Archive set up	Number of archives set up	1	0	0	0	1	0	0	0	5	5	0	DCS	DPSS, DPS, DMES, DSCM
	Digitization of institutional products and services	Digitized institutional products and services	Proportion of products and services digitized	100%	20%	40%	60%	80%	100%	5	5	5	5	5	DCS	DPSS, DPS, DMES, DSCM
	Conduct periodic information resources base audit	Audited statistics information resources base	Number of statistics information resources base audits undertaken	2	0	1	0	1	0	0	3	0	3	0	DCS	DPSS, DMES, DPSS, DCSM
	Develop printing and publishing strategy	Strategy document developed	Number of strategies documented	1	0	0	1	0	0	0	5	10	0	0	DCS	DPSS, DMES, DPSS, DCSM
	Implement printing and publishing strategy	Printing and Publishing Strategy Document implemented	Implementation report	3	0	0	1	1	1	0	0	0	5	5	DCS	DPSS, DMES, DPSS, DCSM

Strategy	Key Activities	Expected Outputs	Output Indicators	Target	Annual Target					Budget (Ksh. Million)					Responsibility	
					Y 1	Y 2	Y 3	Y 4	Y 5	Y1 (23/24)	Y2 (24/25)	Y3 (25/26)	Y4 (26/27)	Y5 (27/28)	Lead	Support
Increase publicity and awareness on official statistics	Mapping of stakeholders	Register of statistics stakeholders	Number of mappings done	2	1	0	0	1	0	0	5	0	5	0	DSCM	DPSS, DMES, DPSS, DCS
	Identification of statistics champions	Statistics champions identified	Number of statistics champions identified	5	2	2	1	1	0	0	2	1	1	1	DSCM	DPSS, DMES, DPSS, DCS
	Establish and engage Parliamentary caucuses both at the National Assembly and the Senate	Caucuses established	Number of caucuses established	2	0	1	1	0	0	0	4	4	2	2	DSCM	DPSS, DMES, DPSS, DCS
	Hold Annual National Official Statistics Conference	One Statistical Conference held annually	Number of conferences held	Hold the first National Official Statistics Conference in November 2023 and thereafter on an annual basis	0	1	1	1	1	0	20	20	20	20	DSCM	DPSS, DMES, DPSS, DCS
	Commemoration of World Statistics Day, African Statistics Day and other relevant international celebrations on statistics	Events commemorated	Number of commemorations held	5	1	1	1	1	1	10	20	20	20	20	DSCM	DPSS, DMES, DPSS, DCS

Strategy	Key Activities	Expected Outputs	Output Indicators	Target	Annual Target					Budget (Ksh. Million)					Responsibility	
					Y 1	Y 2	Y 3	Y 4	Y 5	Y1 (23/24)	Y2 (24/25)	Y3 (25/26)	Y4 (26/27)	Y5 (27/28)	Lead	Support
Enhance corporate culture and image	Undertake social media marketing campaigns	Social Media marketing promotions undertaken	Number of social media marketing promotions undertaken	9	1	2	2	2	2	1	1	1	1	1	DCS	DPSS, DPS, DMES, DCSM
	Undertake Corporate Social Responsibility (CSR) activities	Corporate Social Responsibility (CSR) activities	Number of CSR activities conducted annually	5	1	1	1	1	1	1	5	5	5	5	DCS	DPSS, DPS, DMES, DCSM
	Appoint and induct corporate culture champions within the KNBS	Culture champions appointed	Number of corporate culture champions appointed	10	0	10	0	0	0	0	5	2	2	2	DCS	DPSS, DPS, DMES, DCSM
	Capacity building on culture and core values	Capacity building trainings conducted	Number of staff trained on culture and core values	5250 per year from year 2	0	250	250	250	250	0	10	10	10	10	DCS	DPSS, DPS, DMES, DCSM
	Develop and implement Corporate Brand Manual	Corporate Brand Manual developed	One Corporate Brand Manual produced	1	1	0	0	0	0	0	5	0	0	0	DCS	DPSS, DPS, DMES, DCSM
	Institutionalize branding of HQs and County offices	Offices branded	Number of branded offices	48	0	15	20	13	0	0	15	20	13	0	DCS	DPSS, DPS, DMES, DCSM
	Implement Access to Information (ATI) and Complaints Handling requirements	Compliance certificates	Number of certificates	5	1	1	1	1	1	2	2	2	2	2	DCS	DPSS, DPS, DMES, DCSM
Improve learning and adaptation in the KNBS	Review the knowledge management policy	Policy document reviewed	Number of policy documents reviewed	1	0	1	0	0	0	5	10	0	0	0	DCS	DPSS, DPS, DMES, DCSM

Strategy	Key Activities	Expected Outputs	Output Indicators	Target	Annual Target					Budget (Ksh. Million)					Responsibility	
										Y1	Y2	Y3	Y4	Y5		
					Y 1	Y 2	Y 3	Y 4	Y 5	(23/24)	(24/25)	(25/26)	(26/27)	(27/28)	Lead	Support
	Develop a Knowledge Management strategy	Knowledge Management strategy developed	Number of Knowledge Management strategy developed	1	0	0	1	0	0	0	5	10	0	0	DCS	DPSS, DPS, DMES, DCSM
	Implement Knowledge Management Strategy	Knowledge Management implemented	Implementation reports	5	1	1	1	1	1	3.5	10	15	20	10	DCS	DPSS, DPS, DMES, DCSM
	Undertake technological gap analysis	Institutional technological gap analysis developed	Number of institutional technological gap analysis reports	2	0	0	1	0	0	0	10	0	10	0	DCS	DPSS, DPS, DMES, DCSM
	Acquire ISO 30401 Knowledge Management Certification	ISO 30401 Knowledge Management Standard Certification	Number of ISO 30401 Certification	1	0	0	0	0	1	0	0	0	20	10	DCS	DPSS, DPS, DMES, DCSM
	Establishment of the M&E unit for statistical programmes in NSS	M&E Unit	Number of M& E unit established	1	0	0	1	0	0	0	3	1	1	1	DSCM	DCS, DPSS, DMES,DPS, DCSM, MSP
	Undertake learning oriented M&E in all processes	M&E reports annually	Number of M&E reports	3	0	0	1	1	1	0	2	2	2	2	DSCM	DCS, DPSS, DMES,DPS, DCSM, MSP
	Establish and operationalize the KNBS statistical publishing journal	KNBS statistical journal	Number of statistical journals published	1	0	0	0	0	1	0	2	2	30	20	DCS	DPSS, DPS, DMES, DCSM

Strategy	Key activities	Expected Output	Output Indicator	Target for 5 Years	Annual Target					Budget Ksh (Millions)					Responsibility	
					Y 1	Y 2	Y 3	Y 4	Y 5	Y1 (23/24)	Y2 (24/25)	Y3 (25/26)	Y4 (26/27)	Y5 (27/28)	Lead	Support
Strategic Issue: Adoption of International Best Practice and Statistical Coordination																
Strategic Goal: Establish a framework that governs the collection, processing and dissemination of data, ensuring adherence to best practices, standards and ethical guidelines.																
KRA 3: A well-coordinated NSS																
Strategic Objective: To enhance coordination in the production of official statistics																
Strategic Outcome: Enhanced coordination in the production of official statistics																
Improve legal and regulatory framework	Develop a National Statistics Policy	National Statistics Policy developed	Number of policies developed	1	0	1	0	0	0	10	20	0	0	0	DCSM	DPS, DMES, DCS, DPSS, CS, MSP
	Review the Statistics Act	Amended Act	Number of revisions to the Act	1	0	0	0	1	0	0	0	15	20	0	CS	DPS, DMES, DCS, DPSS, DSCM
	Finalize the regulations to operationalize the Statistics Act, 2006	Statistics regulations	Number of regulations developed	1	0	1	0	0	0	5	15	0	0	0	CS	DPS, DMES, DCS, DPSS, DSCM
	Sensitization of the staff and the stakeholders on Statistics Regulations	Sensitization forums	Number of sensitization forums held	4	0	1	1	1	1	0	10	10	10	10	CS	DPS, DMES, DCS, DPSS, DSCM
Increase membership to the NSS	Mapping of the National Statistical System (NSS) membership	NSS members register	Number of registers developed	1	0	1	0	0	0	5	5	0	0	0	DSCM	DPS, DMES, DCS, DPSS
	Develop a coordination structure for the National Statistical System (NSS)	Coordination structure for the NSS	NSS structure document	1	0	1	0	0	0	0	10	0	0	0	DSCM	DPS, DMES, DCS, DPSS

Strategy	Key activities	Expected Output	Output Indicator	Target for 5 Years	Annual Target					Budget Ksh (Millions)					Responsibility	
					Y 1	Y 2	Y 3	Y 4	Y 5	Y1 (23/24)	Y2 (24/25)	Y3 (25/26)	Y4 (26/27)	Y5 (27/28)	Lead	Support
	Establish and hold forums for National Statistics Coordination Committee (NSCC) and Sector Statistics Committees (SSC)	A NSCC and SSCs in place	Number of committees established	6	1	2	3	0	0	5	5	5	0	0	DSCM	DPS, DMES, DCS, DPSS
		NSCC and SSCs forums held	Number of forums held	22	1	3	6	6	6	0	15	10	15	15	DSCM	DPS, DMES, DCS, DPSS
	Set up Technical Working Committees (TWC) and hold forums on an annual basis	TWCs set-up	Number of TWCs set-up	5	0	2	1	1	1	0	10	5	5	5	DSCM	DPS, DMES, DCS, DPSS
		TWCs forums held	Number of forums held	226	30	40	48	52	56	10	15	15	15	15	DCSM, DPS, DMES, DPSS	DCS
	Registration and annual subscription of the KNBS as a corporate member of the International Statistical Institute (ISI) and the Kenya National Statistical Society (KNSS)	KNBS membership to the ISI and the KNSS	Number of subscriptions	10	2	2	2	2	2	0	0.1	0	0	0	DSCM	DCS

Strategy	Key activities	Expected Output	Output Indicator	Target for 5 Years	Annual Target					Budget Ksh (Millions)					Responsibility	
					Y 1	Y 2	Y 3	Y 4	Y 5	Y1 (23/24)	Y2 (24/25)	Y3 (25/26)	Y4 (26/27)	Y5 (27/28)	Lead	Support
Mainstreaming of statistical standards in MDCAs	Assessments of statistical activities in the NSS	Guidelines for mainstreaming statistical activities within MDACs	Number of guidelines developed	1	1	0	0	0	0	0	5	0	0	0	DSCM	
		Assessments undertaken	Number of assessments undertaken	22	2	5	5	5	5	0	5	5	5	5	DSCM	DPS, DMES, DCS, DPSS
	Support the establishment of statistics units in MDACs	MDACs supported	Number of MDACs supported	30	2	10	10	8	0	5	20	20	10	5	DSCM	DPS, DMES, DCS, DPSS
	Develop a training framework for statistics professionals in NSS	Training framework document	Number of framework document developed	1	0	1	0	0	0	0	10	0	0	0	DSCM	DPS, DMES, DCS, DPSS
	Undertake capacity building in MDCAs towards quality statistical production and dissemination	Capacity building forums held	Number of capacity building forums held	5	1	1	1	1	1	0	10	10	10	10	DSCM	DPS, DMES, DCS, DPSS
Implementation of Kenya Strategy for Development of Statistics (KSDS)	Support the development of Sector Statistics Plans (SSPs)	SSPs developed	Number of SSPs developed	62	12	20	20	10	0	30	60	60	30	0	DSCM	DPS, DMES, DCS, DPSS
	Development of the KSDS (2023 -2027)	The KSDS II developed	Number of the KSDS II developed	1		1	0	0	0	15	30	0	0	0	DSCM	DPS, DMES, DCS, DPSS

Strategy	Key activities	Expected Output	Output Indicator	Target for 5 Years	Annual Target					Budget Ksh (Millions)					Responsibility	
					Y 1	Y 2	Y 3	Y 4	Y 5	Y1 (23/24)	Y2 (24/25)	Y3 (25/26)	Y4 (26/27)	Y5 (27/28)	Lead	Support
	Sensitization in MDACs	Sensitization forums held	Number of sensitization forums held	3	0	0	1	1	1	0	0	10	10	10	DSCM	DPS, DMES, DCS, DPSS
	Review and monitoring implementation of the KSDS	Review monitoring reports	Number of monitoring reports	4	0	1	1	1	1	0	0	15	15	20	DSCM	DPS, DMES, DCS, DPSS
Authorization of censuses and surveys	Develop guidelines for authorization to carry out surveys and censuses	Guidelines developed	Number of guidelines developed	1	0	0	1	0	0	0	0	5	0	0	DSCM	DPS, DMES, DCS, DPSS
	Sensitization on the authorization to carry out surveys and censuses	Sensitization forums held	Number of sensitizations held	3	0	0	1	1	1	0	0	10	10	10	DSCM	DPS, DMES, DCS, DPSS
Designation of statistics as official	Development of framework for designation of statistics as official	Framework for designation of official statistics developed	Number of framework document developed	1	0	0	1	0	0	0	0	20	0	0	DSCM	DPS, DMES, DCS, DPSS
	Establish designated official statistics Register	Designated official statistics Register	Number of registers developed	1	0	0	0	1	0	0	0	0	10	0	DSCM	DPS, DMES, DCS, DPSS
	Capacity building for producers on framework for designation of statistics as official	Capacity building sessions held	Number of capacity building sessions held	2	0	0	0	1	1	0	0	0	5	5	DSCM	DPS, DMES, DCS, DPSS

Strategy	Key Activities	Expected Outputs	Output Indicator	Target for 5 Years	Annual Targets					Annual Budget (Millions)					Responsibility	
					Y 1	Y 2	Y 3	Y 4	Y 5	Y1 (23/24)	Y2 (24/25)	Y3 (25/26)	Y4 (26/27)	Y5 (27/28)	Lead	Support
Strategic Issue: Weak Institutional Capacity																
Strategic Goal: Enhance the capability of the KNBS to deliver on its mandate																
KRA 4: Institutional Capacity																
Strategic Objective: Strengthen institutional capacity to deliver on its mandate																
Strategic Outcome: Strengthened institutional capacity																
To enhance human resource capacity and capability	Implement approved Organizational Structure	Fully implemented approved Organizational Structure	Number of positions filled as per the structure	Recruiting 180) technical staffs	36	36	36	36	36	8	8	8	8	8	DCS	DPS, DPSS, DMES, DSCM, DG's Office
	Undertake and implement TNA and CNA	CNA and TNA Surveys undertaken	Number of TNA and CNA surveys undertaken	2	0	0	2	0	0	0	0	10	0	0	DCS	DPS, DPSS, DMES, DSCM, DG's Office
		Staff trained as per TNA and CNA recommendations	Number of staff trained	520	104	104	104	104	104	40	40	40	45	50		
	Develop the succession plan	Succession plan in place	Number of succession plan developed	1	0	1	0	0	0	0	2	0	0	0	DCS	DPS, DPSS, DMES, DSCM, DG's Office
	Develop the Human Resource plan	Human resource plan in place	Number of staff recruited	1	0	1	0	0	0	0	2	0	0	0	DCS	DPS, DPSS, DMES, DSCM, DG's Office
	Implementation of Coaching and Mentoring Policy	Coaching and Mentoring Policy implemented	Number of staff coached and mentored	144	0	36	36	36	36	0	1.2	1.5	1.5	1.5	DCS	DPS, DPSS, DMES, DSCM, DG's Office

Strategy	Key Activities	Expected Outputs	Output Indicator	Target for 5 Years	Annual Targets					Annual Budget (Millions)					Responsibility	
					Y 1	Y 2	Y 3	Y 4	Y 5	Y1 (23/24)	Y2 (24/25)	Y3 (25/26)	Y4 (26/27)	Y5 (27/28)	Lead	Support
	Development of Remote Working Policy	Approved Remote Working Policy in place	Approved Remote Working Policy	1	0	0	1	0	0	0	0	2	0	0	DCS	DPS, DPSS, DMES, DSCM, DG's Office
	Development of Talent Management Policy	Approved Talent Management Policy in place	Approved Talent Management Policy	1	0	0	1	0	0	0	0	2	0	0	DCS	DPS, DPSS, DMES, DSCM, DG's Office
	Train staff on performance appraisal systems	Staff trained on Performance appraisal systems	Number of staff trained on performance appraisal systems	520	173	0	173	0	174	3	0	3	0	3	DCS	DPS, DPSS, DMES, DSCM, DG's Office
	Implementation of performance management cycle	Staff appraised	Number of staff appraised	100% appraised	556	592	628	664	701	0	5	5	6	6	DCS	DPS, DPSS, DMES, DSCM, DG's Office
	Developing reward policy	Reward policy in place	Number of reward policy developed	1	0	1	0	0	0	0	2	0	0	0	DCS	DPS, DPSS, DMES, DSCM, DG's Office
	Implementation of internship and attachment programme	Internship and attachment programme implemented	Number of interns and attachés engaged	640	128	128	128	128	128	0	0	1	1	1	DCS	DPS, DPSS, DMES, DSCM, DG's Office

Strategy	Key Activities	Expected Outputs	Output Indicator	Target for 5 Years	Annual Targets					Annual Budget (Millions)					Responsibility	
					Y 1	Y 2	Y 3	Y 4	Y 5	Y1 (23/24)	Y2 (24/25)	Y3 (25/26)	Y4 (26/27)	Y5 (27/28)	Lead	Support
	Implementation of records management policy and procedures	Records management policy and procedures implemented	Percentage of implementation	100% implementation	0	100%	100%	100%	100%	0	5	10	10	10	DCS	DPS, DPSS, DMES, DSCM, DG's Office
	Implementation of staff insurance scheme	Staff insurance scheme implemented	Number of staff covered	520	556	592	628	664	701	120	122	125	128	130	DCS	DPS, DPSS, DMES, DSCM, DG's Office
	Implementation of welfare and benevolent programmes	Welfare and benevolent programmes implemented	Number of staff benefited	701	556	592	628	664	701	10	15	15	15	15	DCS	DPS, DPSS, DMES, DSCM, DG's Office
	Implementation of Retirement Benefit Schemes	Retirement Benefit Scheme implemented	Number of staff in the scheme	520	556	592	628	664	701	120	122	124	126	128	DCS	DPS, DPSS, DMES, DSCM, DG's Office
	Mainstream ADA, HIV / AIDS issues, Disability, Gender and National Cohesion and National Values	Mainstreaming policies implemented	Number of policies mainstreamed	4	1	1	1	1	1	3	5	5	5	5	DCS	DPS, DPSS, DMES, DSCM, DG's Office

Strategy	Key Activities	Expected Outputs	Output Indicator	Target for 5 Years	Annual Targets					Annual Budget (Millions)					Responsibility	
					Y 1	Y 2	Y 3	Y 4	Y 5	Y1 (23/24)	Y2 (24/25)	Y3 (25/26)	Y4 (26/27)	Y5 (27/28)	Lead	Support
	Develop staff loan/ car loan and mortgage scheme policies	Staff loan/ car loan and mortgage scheme policies developed	Number of policies developed	1	1	0	0	0	0	0	10	0	0	0	DCS	DPS, DPSS, DMES, DSCM, DG's Office
	Operationalize staff loan/ car loan and mortgage scheme policies	Staff loan/ car loan and mortgage scheme policies operationalized	Number of staff benefited	100		25	25	25	25	0	0	50	75	75	DCS	DPS, DPSS, DMES, DSCM, DG's Office
	Undertake Work Load Analysis (WLA) and Job Evaluation	WLA and JE undertaken	Number of WLA and JE undertaken	2	1	0	1	0	0	3	0	3	0	0	DCS	DPS, DPSS, DMES, DSCM, DG's Office
	Implement workload analysis results/job evaluation recommendations	WLA and JE implemented	Number of jobs analyzed	100% analysis	100%	0	100%	0	0	0	5	5	5	5	DCS	DPS, DPSS, DMES, DSCM, DG's Office
	Undertake employee satisfaction survey	Employee satisfaction survey undertaken	Number of surveys undertaken	2	1	0	0	0	1	0	2	0	0	2	DCS	DPS, DPSS, DMES, DSCM, DG's Office

Strategy	Key Activities	Expected Outputs	Output Indicator	Target for 5 Years	Annual Targets					Annual Budget (Millions)					Responsibility	
					Y 1	Y 2	Y 3	Y 4	Y 5	Y1 (23/24)	Y2 (24/25)	Y3 (25/26)	Y4 (26/27)	Y5 (27/28)	Lead	Support
	Implement employee satisfaction survey	Employee satisfaction survey implemented	Level of satisfaction	100% level of satisfaction	0	0	100%	100%	0	0	0	2.5	2.5	0	DCS	DPS, DPSS, DMES, DSCM, DG's Office
Enhance the working environment	Undertake safety and work environment audit	Safety and work environment audits undertaken	Number of audits reports	2	0	1	0	0	1	0	5	0	0	7	DCS	DPS, DPSS, DMES, DSCM, DG's Office
	Promotion of safety measures in the workplace	Safety measures in the workplace undertaken	Percentage of safety measures in the workplace undertaken	100% implementation	100%	100%	100%	100%	100%	0	5	5	5	5	DCS	DPS, DPSS, DMES, DSCM, DG's Office
	Acquire/ leasing headquarter premises and furnishing of the offices	Offices acquired/leased	Number of offices acquired/ leased	1	0	1	0	0	0	137	2,500	50	50	50	DCS	DPS, DPSS, DMES, DSCM, DG's Office
	Headquarters and County offices maintenance, minor works and renovation	Maintained and renovated offices	Number of offices maintained and renovated	100% implementation	100%	100%	100%	100%	100%	20	20	20	20	20	DCS	DPS, DPSS, DMES, DSCM, DG's Office

Strategy	Key Activities	Expected Outputs	Output Indicator	Target for 5 Years	Annual Targets					Annual Budget (Millions)					Responsibility	
					Y 1	Y 2	Y 3	Y 4	Y 5	Y1 (23/24)	Y2 (24/25)	Y3 (25/26)	Y4 (26/27)	Y5 (27/28)	Lead	Support
	Insurance of assets	Insured assets	Number of insurance policies	10	2	2	2	2	2	13	14	15	16	17	DCS	DPS, DPSS, DMES, DSCM, DG's Office
	Construction and furnishing of County offices	County offices constructed and furnished	Number of offices construct-ed and furnished	21	0	3	6	6	6	0	30	40	40	40	DSCM	DPS, DPSS, DMES, DCS, DG's Office
	Develop and implement a transport policy	Transport policy de-veloped and implemented	Number of transport policy	1	0	1	0	0	0	0	10	0	0	0	DCS	DPS, DPSS, DMES, DSCM, DG's Office
	Management of transport services	Transport services managed	Percentage of transport services managed	100% implemen-tation	100%	100%	100%	100%	100%	5	10	10	10	10	DCS	DPS, DPSS, DMES, DSCM, DG's Office
	Road safety mainstream-ing	Road safety initiatives mainstreamed	Percentage of initiatives main-streamed	100% implemen-tation	0	100%	100%	100%	100%	0	5	5	5	5	DCS	DPS, DPSS, DMES, DSCM, DG's Office
	Utilities and security man-agement	Utilities and security managed	Percentage of utilities and security managed	100% implemen-tation	100%	100%	100%	100%	100%	20.5	20.2	21	20.8	21	DCS	DPS, DPSS, DMES, DSCM, DG's Office

Strategy	Key Activities	Expected Outputs	Output Indicator	Target for 5 Years	Annual Targets					Annual Budget (Millions)					Responsibility	
					Y 1	Y 2	Y 3	Y 4	Y 5	Y1 (23/24)	Y2 (24/25)	Y3 (25/26)	Y4 (26/27)	Y5 (27/28)	Lead	Support
To strengthen County offices operations	Equip County offices	County offices equipped	Number of County offices equipped	47	5	15	15	10	2	5	15	15	10	2	DSCM	DPS, DCS, DPSS, DMES, DCS, DG's Office
	Undertake County offices statistical operations	Operational County offices	Percentage of enhanced statistical operations	100% implementation	0	100%	100%	100%	100%	0	20	25	25	26	DSCM	DPS, DCS, DPSS, DMES, DCS, DG's Office
To ensure prudent management of financial resources	Sensitizing staff on the PFM Act, Regulations and Treasury guidelines	Compliance with PFM Act, Regulations and Treasury guidelines	Percentage of compliance to PFM Act and guidelines in financial operations	100% implementation	0	100%	100%	100%	100%	0	5	10	10	10	DCS	DPS, DPSS, DMES,DSCM,DG's Office
	Review the KNBS finance manual	KNBS finance manual in place	Number	1	1	0	0	0	0	5	5	0	0	0	DCS	DPS, DPSS, DMES,DSCM,DG's Office
	Coordinate budget formulation and implementation	Annual Approved budget implemented	Percentage of budget implementation	100% implementation	100%	100%	100%	100%	100%	3	4	4.5	5	5.5	DCS	DPS, DPSS, DMES,DSCM,DG's Office
	Produce financial reports	Annual KNBS financial reports produced and published	Number of financial reports produced and published	5	1	1	1	1	1	5.2	5.5	6	6.5	7	DCS	DPS, DPSS, DMES,DSCM,DG's Office

Strategy	Key Activities	Expected Outputs	Output Indicator	Target for 5 Years	Annual Targets					Annual Budget (Millions)					Responsibility	
					Y 1	Y 2	Y 3	Y 4	Y 5	Y1 (23/24)	Y2 (24/25)	Y3 (25/26)	Y4 (26/27)	Y5 (27/28)	Lead	Support
	Develop the Asset and Liability Management Policy	Asset and Liability Management Policy developed	Number of Asset and Liability Management Policy developed	1	1	0	0	0	0	5	0	0	0	0	DCS	DPS, DPSS, DMES,DSCM,DG's Office
	Implement the Asset and Liability Management policy	Asset and Liability Management implemented	Percentage of implementation	100% implementation	100%	100%	100%	100%	100%	0	3	3	3	3	DCS	DPS, DPSS, DMES,DSCM,DG's Office
Enhance corporate governance	Conduct and implement governance audit	One Audit conducted biennial	Percentage of improved governance based on audit findings	Three audits	1	0	0	1	0	2.0	0	0	5.5	0	CS	DPS, DPSS, DMES,DSCM,DG's Office, DCS
	Undertake Board activities	Board activities undertaken	Percentage of completion of Board-related tasks undertaken	100% Implementation	100%	100%	100%	100%	100%	15	15	15	15	15	CS	DPS, DPSS, DMES,DSCM,DG's Office, DCS
	Automate Board activities	Board activities automated	Percentage of automated Board activities.	100% implementation	0	100%	100%	100%	100%	0	0	5	0	0	CS	DPS, DPSS, DMES,DSCM,DG's Office, DCS
	Continuous capacity building on governance	Governance capacity enhanced	Number of Board trainings conducted annually	4	0	1	1	1	1	0	2	2.2	2.5	2.7	CS	DPS, DPSS, DMES,DSCM,DG's Office, DCS

Strategy	Key Activities	Expected Outputs	Output Indicator	Target for 5 Years	Annual Targets					Annual Budget (Millions)					Responsibility	
					Y 1	Y 2	Y 3	Y 4	Y 5	Y1 (23/24)	Y2 (24/25)	Y3 (25/26)	Y4 (26/27)	Y5 (27/28)	Lead	Support
Improve the management systems	Implement ISO 9001:2015 standards requirements	Compliance to ISO 9001:2015 standard requirements	Percentage of compliance with ISO 9001:2015 standards	100% implementation	100%	100%	100%	100%	100%	5	10	12	13	14	QMSC	DPS, DPSS, DMES,DSCM,DG's Office
	Develop, Information Security System Information Security, Cyber security and Data Privacy	Certification to ISO 27001:2022	Number	1	0	1	1	0	0	0	10	10	0	0	DCS	DPS, DPSS, DMES,DSCM,DG's Office
	Implement information security system Information Security, Cyber security and Data Privacy	Compliance with Certification to ISO 27001:2022	Percentage of compliance with ISO 27001:2022	100% implementation	0	0	100%	100%	100%	0	0	5	5	5	DCS	DPS, DPSS, DMES,DSCM,DG's Office
	Implement ISO 15489 Records Management System	Compliance with ISO 15489 Records Management Systems	Percentage of Records Management Systems implemented	100% implementation	0	100%	100%	100%	100%	0	3	5.5	5.8	6	DCS	DPS, DPSS, DMES,DSCM,DG's Office
	Upgrade the Financial Management System	Financial Management Systems upgraded	Percentage of enhanced financial management capabilities.	100% implementation	0	100%	100%	100%	100%	0	10	4	4	4	DCS	DPS, DPSS, DMES,DSCM,DG's Office
	Automation of QMS	Automated QMS system	Percentage of automated QMS processes.	100% automation	0	100%	100%	100%	100%	0	2.0	0.5	0.5	0.5	DCS	DPS, DPSS, DMES,DSCM,DG's Office

Strategy	Key Activities	Expected Outputs	Output Indicator	Target for 5 Years	Annual Targets					Annual Budget (Millions)					Responsibility	
					Y 1	Y 2	Y 3	Y 4	Y 5	Y1 (23/24)	Y2 (24/25)	Y3 (25/26)	Y4 (26/27)	Y5 (27/28)	Lead	Support
	Upgrade and implement EDMS/UHR	EDMS/UHR upgraded and implemented	Percentage of implemented and upgraded EDMS/UHR	100% implementation	100%	100%	100%	100%	100%	0	10	10	10	10	DCS	DPS, DPSS, DMES,DSC-M,DG's Office
	Upgrade of Audit Management System Software and support	Audit Management System Software upgraded	Percentage of enhanced and upgraded Audit Management System	100% implementation	0	100%		100%		0	5	0	5	0	DCS	DPS, DPSS, DMES,DSC-M,DG's Office
	Implementation of e-Procurement system	e-Procurement system implemented	Percentage of implementation of e-procurement system	100% implementation	0	100%	100%	100%	100%	0	2	2	2	2	SM-SCM	DPS, DCS, DPSS, DMES,DSC-M,DG's Office
	Implementation of Asset Management System	Asset Management System implemented	Percentage of implementation of Asset Management System	100% implementation	0	100%	100%	100%	100%	0	2	2	2	2	DCS	DPS, DCS, DPSS, DMES,DSC-M,DG's Office
	Integrate IT Systems in the Bureau (EDMS, SAGE, LMS, Audit System, GIS, HRMS, Fleet Management System, etc.)	Systems integrated	Percentage of IT systems integrated	100% implementation	0		100%	100%	100%	0	0	10	5	5	DCS	DPS, DCS, DPSS, DMES,DSC-M,DG's Office
Strengthen procurement processes	Consolidate and implement the Annual Procurement and Asset Disposal plans	Annual procurement and Disposal plans in place	Percentage of implementation	100% implementation	100%	100%	100%	100%	100%	6	8	10	12	14	SM-SCM	DPS, DCS, DPSS, DMES,DCS, DG's Office

Strategy	Key Activities	Expected Outputs	Output Indicator	Target for 5 Years	Annual Targets					Annual Budget (Millions)					Responsibility	
					Y 1	Y 2	Y 3	Y 4	Y 5	Y1 (23/24)	Y2 (24/25)	Y3 (25/26)	Y4 (26/27)	Y5 (27/28)	Lead	Support
	Undertake procurement processes	Procurement processes undertaken	Percentage of Procurement processes undertaken	100% implementation	100%	100%	100%	100%	100%	6	10	12	14	14	SM-SCM	DPS, DCS, DPSS, DMES,DCS, DG's Office
	Capacity building on procurement issues to staff and suppliers	Built capacity among staff and suppliers	Number of capacity building undertaken	10	2	2	2	2	2	6	8	10	12	14	SM-SCM	DPS, DCS, DPSS, DMES,DCS, DG's Office
	Replenishment of stock items (Common user items/ Fast moving items)	Replenished stock	Stock levels	100% implementation	100%	100%	100%	100%	100%	15	20	25	30	35	SM-SCM	DPS, DCS, DPSS, DMES,DCS, DG's Office
Strengthen the application of technology in processes	Develop and review an ICT policy	ICT policy	ICT policy	1	0	1	0	0	0	0	10	0	0	0	DCS	DPS, DCS, DPSS, DMES,DCS,DG's Office
	Develop an Information Cyber Security Policy	Information and Cyber Security Policy in place	Information and Cyber Security Policy in place	1	0	1	0	0	1	0	5	0	0	5	DCS	DPS, DCS, DPSS, DMES,DSC-M,DG's Office
	Implement the Information Cyber Security Policy	Information Cyber Security Policy implemented	Percentage of implementation.	100100% implementation	0	0	100%	100%	100%	0	0	5	5	5	DCS	DPS, DCS, DPSS, DMES,DSC-M,DG's Office

Strategy	Key Activities	Expected Outputs	Output Indicator	Target for 5 Years	Annual Targets					Annual Budget (Millions)					Responsibility	
					Y 1	Y 2	Y 3	Y 4	Y 5	Y1 (23/24)	Y2 (24/25)	Y3 (25/26)	Y4 (26/27)	Y5 (27/28)	Lead	Support
	Compliance with IT governance requirements (ICTA, - domesticate policies, strategy, etc.)	Domesticated policies	Percentage of successfully domesticated IT policies	100% implementation	0	100%	100%	100%	100%	0	5	5	5	5	DCS	DPS, DCS, DPSS, DMES,DSCM,DG's Office
	Implement high speed broadband connectivity	High speed broadband connectivity implemented	Percentage of high-speed broadband connectivity implemented	100% implementation	100%	100%	100%	100%	100%	25	25	25	25	25	DCS	DPS, DCS, DPSS, DMES,DSCM,DG's Office
	Establishment and maintenance of a Data Science Hub	Data Science Hub Established and maintained	Percentage of Data Science Hub Established and maintained	100% implementation	0	100%	100%	100%	100%	0	5	15	5	5	DCS	DPS, DCS, DPSS, DMES,DSCM,DG's Office
	Undertake and implement automation survey	Automation survey undertaken and implemented	Number of automation survey reports	4	0	1	1	1	1	0	5	5	5	5	DCS	DPS, DCS, DPSS, DMES,DSCM,DG's Office
	Set up a modern data center with interoperability within the NSS	Modern data center in place	Percentage of implementation	100% implementation	100%	100%	100%	100%	100%	0	50	100	150	150	DCS	DPS, DCS, DPSS, DMES,DSCM,DG's Office
	Develop a centralized data management system	Centralized data management system in place	Number of systems developed	1	0	1	1	1	1	0	50	100	100	100	DCS	DPS, DCS, DPSS, DMES,DSCM,DG's Office

Strategy	Key Activities	Expected Outputs	Output Indicator	Target for 5 Years	Annual Targets					Annual Budget (Millions)					Responsibility	
					Y 1	Y 2	Y 3	Y 4	Y 5	Y1 (23/24)	Y2 (24/25)	Y3 (25/26)	Y4 (26/27)	Y5 (27/28)	Lead	Support
	Acquisition, installing and maintenance of ICT infrastructure	ICT infrastructure in place	Percentage of ICT infrastructure acquired, installed and maintained	100% implementation	100%	100%	100%	100%	100%	0	20	20	20	20	DCS	DPS, DCS, DPSS, DMES,DSCM,DG's Office
	Acquire, install and maintaining Storage Area Network (SAN)	Storage Area Network in place	Percentage of SAN acquired, installed and maintained	100% implementation	0	100%	100%	100%	100%	0	25	30	35	40	DCS	DPS, DCS, DPSS, DMES,DSCM,DG's Office
	Maintaining business continuity, IT service management, backup and recovery system	Business continuity, IT service management, backup and recovery system maintained	Percentage of business continuity, IT service management, backup and recovery system maintained	100% implementation	0	100%	100%	100%	100%	0	50	50	50	50	DCS	DPS, DCS, DPSS, DMES,DSCM,DG's Office
	Refurbishing the website and intranet	Refurbished website and intranet	Number	1	0	1	0	0	0	0	10	0	0	0	DCS	DPS, DCS, DPSS, DMES,DSCM,DG's Office
	Updating of the website and intranet	Updated website and intranet	Percentage of Regular website updates undertaken	100% implementation	0	100%	100%	100%	100%	0	0	4	4	4	DCS	DPS, DCS, DPSS, DMES,DSCM,DG's Office
	Innovation in service delivery i.e., Mobile Apps, dash boards, etc.	Service delivery channels innovated	Percentage of new service delivery channels adopted	100% implementation	100%	100%	100%	100%	100%	0	5	5	5	5	DCS	DPS, DCS, DPSS, DMES,DSCM,DG's Office

Strategy	Key Activities	Expected Outputs	Output Indicator	Target for 5 Years	Annual Targets					Annual Budget (Millions)					Responsibility	
					Y 1	Y 2	Y 3	Y 4	Y 5	Y1 (23/24)	Y2 (24/25)	Y3 (25/26)	Y4 (26/27)	Y5 (27/28)	Lead	Support
	Acquisition, renewal and maintenance of licenses and software	Licenses in place	Percentage of software licenses acquired, renewed and maintained	100% implementation	100%	100%	100%	100%	100%	35	50	50	60	70	DCS	DPS, DCS, DPSS, DMES,DSC-M,DG's Office
	Maintenance of entry access and CCTV system	Entry access and CCTV system maintained	Percentage of entry access and CCTV system maintained	100% implementation	0	100%	100%	100%	100%	0	3	3	3	3	DCS	DPS, DCS, DPSS, DMES,DSC-M,DG's Office
Strengthen the Internal Audit processes	Implement the annual audit plans	Annual audit plans implemented	Percentage of scheduled audit activities completed within the planned timeline	100% implementation	100%	100%	100%	100%	100%	5	5	5	5	5	SMIA	DPS, DCS, DPSS, DMES,DSC-M,DG's Office
	Undertake enterprise-risk assessment	Enterprise-risk assessment undertaken	Number of risk assessment reports	2	0	1	0	1		0	7	0	10	0	SMIA	DPS, DCS, DPSS, DMES,DSC-M,DG's Office
	Review of Internal Audit Procedure Manual	Revised Internal Audit Procedure Manual	Number of Revised Internal Audit Procedure Manual	2	0	1	0	0	1	0	5	0	0	5	SMIA	DPS, DCS, DPSS, DMES,DSC-M,DG's Office
	Cascading of Internal Audit Procedure Manual	Internal Audit Procedures cascaded	Percentage of Internal Audit Procedures cascaded	100% implementation	0	100%	100%	100%	100%	0	7	8	8	8	SMIA	DPS, DCS, DPSS, DMES,DSC-M,DG's Office

Strategy	Key Activities	Expected Outputs	Output Indicator	Target for 5 Years	Annual Targets					Annual Budget (Millions)					Responsibility	
					Y 1	Y 2	Y 3	Y 4	Y 5	Y1 (23/24)	Y2 (24/25)	Y3 (25/26)	Y4 (26/27)	Y5 (27/28)	Lead	Support
	Cascading the approved Anti-corruption and Whistle Blower Policy and Enterprise-risk Assessment Register	Anti-corruption and Whistle Blower Policy cascaded and Enterprise-risk Assessment Register	Percentage of cascaded Anti-corruption and Whistle Blower Policy and Enterprise-risk Assessment Register	100% implementation	100%	100%	100%	100%	100%	8	7	8	8	8	SMIA	DPS, DCS, DPSS, DMES,DSCM,DG's Office
Strengthen planning and performance management processes	Coordinate implementation of the Performance Contract (PC) indicators	PC implemented	PC evaluation score	2.5	2.9	2.8	2.7	2.6	2.5	0	11	11.5	12	12.5	MSP	DPS, DCS, DPSS, DMES,DSCM,DG's Office
	Cascading performance contracts	Performance contracts cascaded	Number of sensitization/ training conducted	5	1	1	1	1	1	5	5.2	5.5	5.8	6	MSP	DPS, DCS, DPSS, DMES,DSCM,DG's Office
	Disseminate 2023-27 Strategic Plan and Service Delivery Charter	SP disseminated	Number of dissemination forums conducted	4	2	2	0	0	0	15	10	0	0	0	MSP	DPS, DCS, DPSS, DMES,DSCM,DG's Office
	Implementing product based planning	Product based planning implemented	Number of reports	5	1	1	1	1	1	0	10	5	5	5	MSP	DPS, DCS, DPSS, DMES,DSCM,DG's Office

Strategy	Key Activities	Expected Outputs	Output Indicator	Target for 5 Years	Annual Targets					Annual Budget (Millions)					Responsibility	
					Y 1	Y 2	Y 3	Y 4	Y 5	Y1 (23/24)	Y2 (24/25)	Y3 (25/26)	Y4 (26/27)	Y5 (27/28)	Lead	Support
	Undertake reviews on Strategic Plan 2023-2027 implementation	Reviews undertaken	Number of reviews	7	1	1	2	2	1	0	10	20	10	10	MSP	DPS, DCS, DPSS, DMES,DSCM,DG's Office
	Develop 2028-2032 Strategic Plan (SP) and Service Delivery Charter (SDC)	SP and SDC documents developed	Number	2	0	0	0	0	2	0	0	0	0	50	MSP	DPS, DCS, DPSS, DMES,DSCM,DG's Office

ANNEX II: SUMMARY OF SURVEYS AND CENSUSES 2023 – 2027

STRATEGIC PLAN 2023-2027 SURVEYS AND CENSUSES: IMPLEMENTATION MATRIX									
Census/ Survey	Activities	Expected Output	Responsible/ Actors	Target	Time frame/Budgetary (In Million Ksh.)				
					2023/24	2024/25	2025/26	2026/27	2027/28
1.	Conduct an in-depth analysis on household consumption of energy, water and waste based on the Kenya Integrated Household Budget Survey (KIHBS) 2023/24 data set	Updated Informal Energy, Water and Waste indicators	DPS	Analytical Report on Household consumption of Energy, Water and Waste	-	5	-	-	-
2.	Rebasing Producer Price Indices, quarterly PPI data collection	Rebased PPI (base 2024), Quarterly PPI	DPS	Rebased PPI Report, Quarterly reports	5	5	100	5	5
3.	Develop and publish a DQAF for PPI	DQAF for PPI	DPS	DQAF for PPI	0	0	50	0	0
4.	Implementation of Official System of Environmental Economic Accounting (SEEA) National Plan 2023	Full implementation of SEEA National Plan	DPS/DMES	Environmental Accounts Report/Economic Survey	0	17.8	17.8	12.8	12.8
5.	Census of Petrol Stations	Annual Energy consumption estimates by County of petroleum products	DPS	Census of petrol stations report	0	30	0	0	0
6.	Collect data on Service Delivery Indicators for M&E	Service Delivery Indicators	DPS/DMES/ DSCM/DPSS	Service Delivery Indicators report	10	10	20	10	10
7.	Point of Purchase and retail market Survey - Rebasing of CPI	New CPI outlets, retail market frame	DPS	Rebased CPI, updated retail market frame report	-0	150	0	0	0
8.	Analytical Labour report from KIHBS 2024/25	Labour report	DPS	Labour report	-0	0	10	0	0
9.	International Comparison program (ICP)	ICP indicators (PPPs and PLIs)	DPS/DMES	ICP report	15	15	15	15	15
10.	Agriculture Analytical Report from Kenya integrated household budget survey	Agriculture indicators	DPS	Agriculture report	0	0	10	0	0
11.	Agriculture Producer Price Index Survey (Ag PPI)	Agriculture Producer Price Index	DPS	Agriculture Producer Price Index	5	5	5	5	5
12.	Conduct quarterly business indicator survey	Economic Indicators for expected quarters	DPS	Quarterly report	5	5	5	5	5

STRATEGIC PLAN 2023-2027 SURVEYS AND CENSUSES: IMPLEMENTATION MATRIX									
Census/ Survey	Activities	Expected Output	Responsible/ Actors	Target	Time frame/Budgetary (In Million Ksh.)				
					2023/24	2024/25	2025/26	2026/27	2027/28
13.	Collection of construction input prices and compilation of quarterly Construction Input Cost Indices (CIPI)	Rebased Construction Input Price Index (base period 2024) and quarterly CIPI	DPS	Rebased CIPI report, Quarterly reports	5	5	10	5	5
14.	Conduct Monthly Survey of Industrial Production (MSIP)	Industrial Indicators	DPS	Monthly update of industrial statistics	5	5	5	5	5
15.	Quarterly Labour Force Survey-CHSP	Quarterly and annual reports	DPS	Quarterly labour force statistics	0	0	0	0	0
16.	Employment and earnings survey(annual and quarterly) – LE	Employment and earnings statistics	DPS	Annual Employment and Earning Statistics in the Modern Sector Report	10	10	10	10	10
17.	Conduct monthly retail price survey	Consumer Price Index and inflation	DPS	Monthly CPI report	36	36	36	36	36
18.	Conduct monthly harmonized CPI (HCPI) survey	HCPI statistics	DPS	Monthly HCPI reports	35	40	40	40	40
19.	Conduct Quarterly market Price Index survey (PPRA)	Market Price Index	DPS	Quarterly reports	25	25	26	27	28
20.	Conduct retail market price survey	Retail Market Price statistics	DPS	Monthly retail market price statistics	5	5	50	5	5
21.	Continuous Household Survey Programme (CHSP)	Updated household consumption patterns, poverty, labour statistics and other socioeconomic indicators	DSCM/DPS	Reports of the CHSP	0	250	250	100	100
22.	Conduct annual energy household survey- CHSP	Annual Informal Energy Consumption Estimates by County and by type	DPS	Annual Informal Energy Consumption report	0	20	20	20	20
23.	Buildings approvals and Completions Survey	Harmonized and validated building approvals and completed statistics by County	DPS	Reports for building approvals and completed	0	10	10	10	10
24.	Conduct Survey of Industrial Production (SIP)	Industrial statistics report	DPS	Annual industrial statistics reports	0	0	100	100	100
25.	Conduct Census of Industrial Production (CIP)	Industrial production statistics	DPS	CIP report	0	250	0	0	
26.	Conduct Micro Small and Medium Enterprises (MSME) survey	Informal and formal sector statistics	DPS	MSME report	400	0	-	0	0

STRATEGIC PLAN 2023-2027 SURVEYS AND CENSUSES: IMPLEMENTATION MATRIX									
Census/ Survey	Activities	Expected Output	Responsible/ Actors	Target	Time frame/Budgetary (In Million Ksh.)				
					2023/24	2024/25	2025/26	2026/27	2027/28
27.	Conduct Manpower Survey	Manpower survey report	DPS	Manpower survey report published	0	0	300	0	0
28.	Conduct Integrated Labour Force Survey	Labour Force Statistics	DPS	Labour Force Report	0	400	0	0	0
29.	Informal Sector Survey	Informal sector statistics	DPS	Informal sector report	0	0	200	0	0
30.	Rent and Housing Survey	Rent and housing statistics	DPS	Rent and housing report	250	0	0	0	0
31.	Child labour survey	Child labour statistics	DPS	Child labour report	0	0	0	300	0
32.	Conduct Quarterly Wholesale Price Index Survey	Quarterly Wholesale Price Index	DPS	Quarterly Wholesale Price Index report	0	10	10	10	10
33.	Conduct Agriculture Validation Survey	Agricultural production statistics	DPS	Annual Agricultural survey report	15	20	20	20	20
34.	Seasonal Agricultural Surveys (SAS)	Actual Agriculture Production estimates	DPS	Baseline survey report	0	200	210	225	240
35.	Cost of Agricultural Production Survey (CAPS)	Farm level productivity	DPS	CAPS report	0	0	15	0	15
36.	Census of Agriculture	Agriculture indicators	DPS	Agriculture report	90	900	150		
37.	Conduct survey of mining and quarrying (informal)	Estimates of inputs and outputs in mining	DPS	Annual Mining & Quarrying Report	0	0	50	0	0
38.	Conduct Solid Waste Survey	Estimates of volume of solid waste	DPS	Annual Solid Waste report	5	5	5	5	5
39.	In-depth Analysis of KIHBS 2023/24 on Food Consumption	Updated food insecurity statistics	DPS	Food insecurity report	0	10	0	0	0
40.	Conduct mapping and census of educational institutions	Basic Education and school indicators	DPSS	Basic Education Statistics Report	350	200	0	0	0
41.	Undertake the Kenya Household Budget Survey KIHBS 2023/24	KIHBS 2023/24 indicators	DSCM/DPS/ DMES	KIHBS 2023/24 report	435	665	0	0	0
42.	Develop County Statistical Abstracts	County Demographic and Socio-economic indicators	DSCM	County Statistical Abstract containing county socio-economic indicators	10	50	100	150	50

STRATEGIC PLAN 2023-2027 SURVEYS AND CENSUSES: IMPLEMENTATION MATRIX									
Census/ Survey	Activities	Expected Output	Responsible/ Actors	Target	Time frame/Budgetary (In Million Ksh.)				
					2023/24	2024/25	2025/26	2026/27	2027/28
43.	National Information Platform for Food and Nutrition	Updated food and nutrition statistics	DPS	Food and nutrition report	140	0	0	0	0
44.	Compute Human development Indices and Establish labour productivity Index	Human Development report	DPS	Human Development Indices	5	5	5	5	5
45.	Updating the National Indicator Framework for monitoring SDG indicators	SDG Indicators main-streamed into Bureau activities	DSCM/DPS/ DMES/DPSS	National indicator frame-work	30	20	20	20	20
46.	Monitoring Developments in the Labour Market	Labour Market report	DPS	Labour Market Indicators	10	11	12	0	13
47.	Framework For Development of Environment Statistics (FDES) -Data Mining	Updated basic environment statistics indicators	DPS	FDES Report	10	10	10	10	10
48.	Develop and implement a data revi-sion policy	Data revision policy devel-oped	DSCM	KNBS Data revision strate-gy/policy	0	10	10	10	10
49.	Quarterly CPI audit	CPI audit reports	DPS	Quarterly audit	0	0	12	12	13
50.	Harmonization of statistics according to EAC/AU guidelines - Use of CPI data capture systems and compilation guidelines	CPI compilation using har-monized guidelines	DPS	CPI compilation system	0	10	10	30	0
51.	Quarterly CPI Data validation work-shops	CPI data validation forums	DPS	CPI data validation reports	0	25	25	25	25
52.	Victimization Survey	Victimization Survey	DPSS	Victimization report	0	150	0	0	0
53.	Compilation and publishing of DQAF for Household Income in poverty context	DQAF for HH Income in poverty context	DSCM	DQAF in place	0	0	50	0	0
54.	Conduct census of establishments (COE) survey	COE indicators for updating business register	DSCM	COE survey report	250	0	-	0	0
55.	Annual Socioeconomic Statistics follow ups	Socioeconomic statistics	DPS, DMES, DPSS, DSCM	Facts and Figures, Eco-nomic Survey, Statistical Abstract	30	30	30	30	30

STRATEGIC PLAN 2023-2027 SURVEYS AND CENSUSES: IMPLEMENTATION MATRIX									
Census/ Survey	Activities	Expected Output	Responsible/ Actors	Target	Time frame/Budgetary (In Million Ksh.)				
					2023/24	2024/25	2025/26	2026/27	2027/28
56.	Development of the sector (including 47 Counties) Statistics plans and KSDS	Sector plans and NSDS finalized	DSCM	Sector Reports; NSDS	50	150	50	0	0
57.	Community level cause of death reporting survey	Community level cause of deaths	DPSS	Report on community level cause of death reporting	50	20	10	0	0
58.	Develop rapid response phone observatory infrastructure and undertake a test survey	Phone observatory response indicators	DSCM	Infrastructure and survey report	100	0	0	0	0
59	Use of remote sensing data to monitor agricultural outputs/productivity, environmental impacts, or urbanization.	Statistics on remote sensing data for agricultural outputs/ productivity and environmental impacts	DPS	Report on the use of remote sensing data to monitor agricultural outputs/productivity and environmental impacts	0	150	0	0	0
60.	Annual Vital Statistics reports	Vital statistics	DPSS	Annual Vital Statistics reports	25	50	50	0	0
61.	Estimate poverty using a machine-learning approach and/or geo-spatial tools	Poverty indicators using a machine-learning approach and/or geo-spatial tools	DSCM	Report on the estimation of poverty using a machine-learning approach and/or geo-spatial tools	0	0	150	0	0
62.	Domestic tourism survey (within CHSP under P4R)	Domestic tourism survey report	DMES	Domestic tourism survey report	0	0	0	20	0
63.	Financial access household survey	Financial access household Survey report	DMES	Financial access household survey report	100	0	100	0	100
64.	Financial Literacy and Health Survey [Chapter in the poverty report under P4R]	Chapter in the poverty report	DMES	Financial Literacy and Health report	20	0	0	0	0
65.	Benchmark Real Estate Survey (Benchmark In 2023/24 under P4R)	Real Estate Property Indices	DMES	Baseline and Quarterly reports	50	20	20	20	20
66.	Securities market perception surveys	Survey report	DMES	report	0	0	30	0	0
67.	Child Online Protection Survey	Survey report	DMES	report	0	0	25	0	30
68.	Compilation and publishing of DQQAF for Public Debt Statistics	Public internal and external Debt statistics DQAF	DMES	report	0	0	50	0	55

STRATEGIC PLAN 2023-2027 SURVEYS AND CENSUSES: IMPLEMENTATION MATRIX									
Census/ Survey	Activities	Expected Output	Responsible/ Actors	Target	Time frame/Budgetary (In Million Ksh.)				
					2023/24	2024/25	2025/26	2026/27	2027/28
69.	Harmonization of Statistics according to EAC/ AUC guidelines - four dimensions	Public internal and external Debt statistics DQAF	DMES, DSCM	report	0	50	50	50	50
70.	County economic activities survey for GCP	GCP Report	DMES	report	40	50	50	50	50
71.	Revision/ Rebasing of National Accounts	Rebased GDP Report	DMES	report	20	40	40	100	
72.	Inbound Outbound Tourism Survey	Inbound outbound tourism expenditure estimates report	DMES	report	25	25	25	25	25
73.	Development of Tourism Satellite Account (TSA) (a requirement in MTP-IV)	TSA	DMES	report	0	0	50	0	0
74.	Survey of exporters and importers – quarterly	Survey report	DMES	report	20	20	20	20	20
75.	Informal Cross Border Survey (ICBT)	Survey report	DMES	report	20	80	20	20	20
76.	Foreign Investment Survey (FIS)	Survey report	DMES	report	50	50	50	50	50
77.	International Trade in Services (ITS) survey	Survey report	DMES	report	100	20	20	20	20
78.	Integrated Survey of Services (ISS) & Transport Survey	Survey report	DMES	report	0	350	0	0	0
79.	Survey of road transport (passenger and freight)	Road transports (passenger and freight statistics)	DMES	report	0	0	50	0	0
80.	Study of air and water transport	survey report	DMES	report	0	15	0	17	0
81.	Storage and warehousing survey	survey report	DMES	report	0	20	0	22	0
82.	Survey of Non-Profit Institutions Serving Households	NPIs report	DMES	report	0	0	100	0	0
83.	Survey of Co-operative Societies	Survey report	DMES	report	0	0	100	0	0
84.	Study of trade margins	Revised margins for rebasing and revision of national accounts	DMES	Revised and rebased national accounts	0	0	0	20	0
85.	Study of Non-Observed Economy (prostitution, narcotics, etc)	Dataset on the non-observed Economy for use in the revision of national accounts	DMES	Revised and rebased national accounts	0	0	0	30	0

STRATEGIC PLAN 2023-2027 SURVEYS AND CENSUSES: IMPLEMENTATION MATRIX									
Census/ Survey	Activities	Expected Output	Responsible/ Actors	Target	Time frame/Budgetary (In Million Ksh.)				
					2023/24	2024/25	2025/26	2026/27	2027/28
86.	Household ICT survey	Household ICT survey report	DMES	report	80	0	50	0	0
87.	Survey on use and access of ICT by businesses and the public	Business ICT survey report	DMES	report	40	0	50	0	60
88.	Survey on use and access of ICT by schools - (Include a module in the Census of Schools which is in P4R)	ICT use survey report	DMES	report	50	0	0	0	0
89.	Survey of villas, cottages, apartments and camping sites	Survey report	DMES	report	0	0	150	0	-
90.	Survey of tour operators	Survey report	DMES	report	0	20	0	0	0
91.	Occupation pension scheme survey	Timely administrative data	DMES	report	0	0	20	0	20
92.	External Remittances survey	Survey report	DMES	report	50	70	50	0	55
93.	Welfare, clubs and charitable organi-zation survey	Survey report	DMES	report	0	5	5	5	5
94.	Survey of Extra-Budgetary Units (EBUs) and counties	Survey report	DMES	report	0	25	0	25	0
95.	Macroeconomic statistics qualitative surveys	Survey report	DMES	report	0	25	25	25	25
96.	Quarterly collection and validation of data for consolidation of Public Sector Finance Statistics	Government Financial Statis-tics Indicators	DMES	report	20	20	20	20	20
97.	Other Finance Co-operations (OFC) survey	Survey report	DMES	report	0	80	0	80	0
98.	Develop 3-D Financial statistics (Flow of Funds (FOF) and Balance Sheet Approach (BSA)); and Financial Soundness Indicators (FSI)	New financial statistics indicators	DMES	report	20	20	20	20	20
99.	Source for TAs Tourism satellite ac-counts development, Real estate	TSA	DMES	report	4	4	4	4	4
100.	Source TA for NA revision and rebasing	Revised NA	DMES	report	4	4	4	4	4
101.	TA on Competitive Index	Competitive Index	DMES	Competitive Index	0	10	0	0	0
102.	Conduct Kenya Malaria Indicator Survey (KMIS)	Malaria Indicators	DPSS	KMIS Report	0	300		0	0

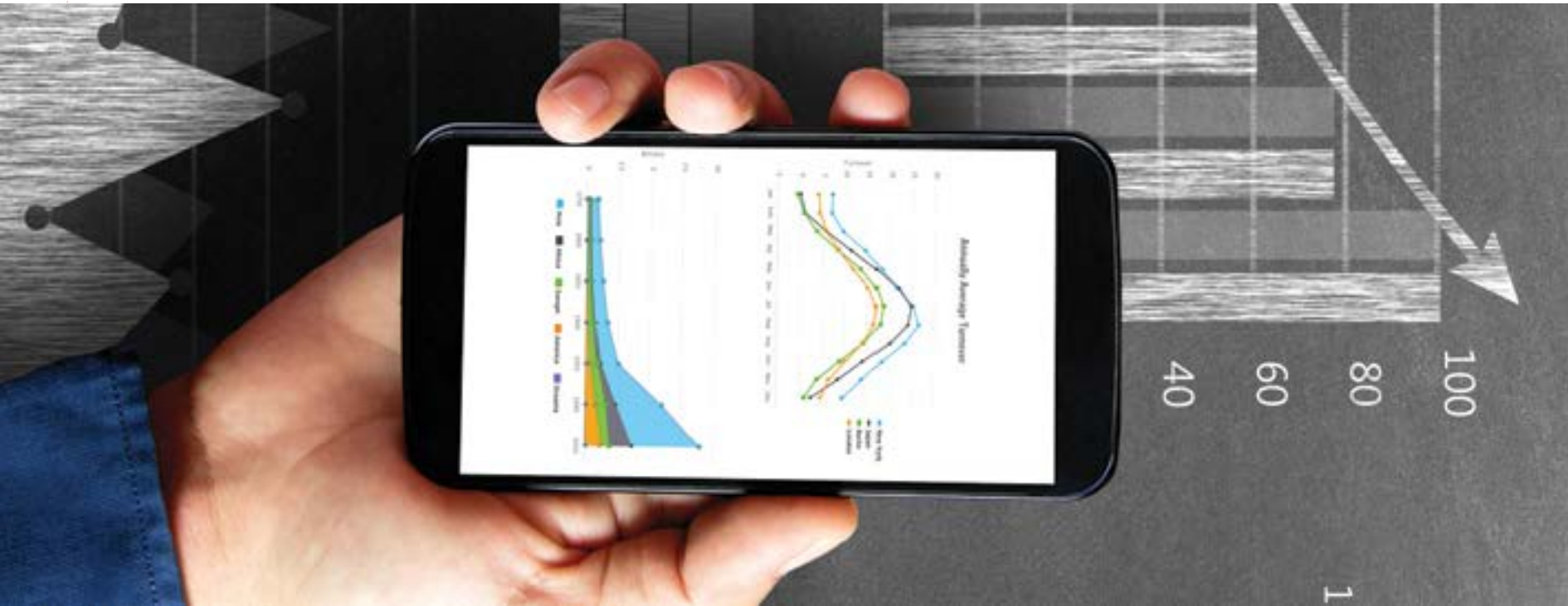
STRATEGIC PLAN 2023-2027 SURVEYS AND CENSUSES: IMPLEMENTATION MATRIX									
Census/ Survey	Activities	Expected Output	Responsible/ Actors	Target	Time frame/Budgetary (In Million Ksh.)				
					2023/24	2024/25	2025/26	2026/27	2027/28
103.	2027 Time Use Survey	a) Time use indictors, b) Unpaid care and Domestic work satellite account	DPSS, DMES	Time use survey reports for all Counties	0	0	50	150	50
104.	Cleaning of the 2019 Point Features	Clean 2019 point feature (learning institutions, health facilities, religious institutions, etc)	DPSS	Geospatial database	10	0	0	0	0
105.	Harmonization of boundaries with Key stakeholders	Harmonized boundaries based on 2019 cartographic mapping	DPSS	Report	20	0	0	0	0
106.	Cleaning of the 2019 Point Features	Clean 2019 point feature (learning institutions, health facilities, religious institutions, etc)	DPSS	Geospatial database	30	0	0	0	0
107.	Geospatial Analysis of Surveys	Thematic and analytical Maps Atlas/Handbook	DPSS	Revisualization	10	10	10	10	10
108.	Designing and maintenance of the geoportal for cartographic products	Interactive Maps	DPSS	Revisualization	20	20	10	10	10
109.	Production of maps per customers request	Sub location, Enumeration Area and Cluster maps	DPSS	Stakeholders satisfaction	2	2	2	2	2
110.	Maintenance and upgrading Cartographic software's and equipment's	Updated Cartographic software's and equipment's	DPSS	Updated Cartographic software's and equipment's	12	12	15	15	15
111.	Conduct 2029 Kenya Population and Housing Census Cartographic Mapping	KPHC Cartographic Mapping Enumeration Area Maps	DPSS	KPHC Cartographic Mapping Geo files	0	0	0	3,000	5,000
112.	Capacity building on CSPro (Basic and Intermediate)	Number of staff trained	DPSS	Report	10	10	10	10	10
113.	Conduct Kenya Household Health Expenditure and Utilization Survey (KHHEUS)	Health Expenditure and Utilization Indicators	DPSS	KHHEUS Report	500	0	0	0	0
114.	Undertake in-depth analysis of the 2022 Kenya Demographic and Health Survey (KDHS)	2022 KDHS in-depth report	DPSS	KDHS Report	40	0	0	0	0

STRATEGIC PLAN 2023-2027 SURVEYS AND CENSUSES: IMPLEMENTATION MATRIX									
Census/ Survey	Activities	Expected Output	Responsible/ Actors	Target	Time frame/Budgetary (In Million Ksh.)				
					2023/24	2024/25	2025/26	2026/27	2027/28
115.	Conduct 2028 Kenya Demographic and Health Survey (KDHS)	2022 Kenya Demographic and Health Survey indicators	DPSS	KDHS Report	0	0	0	300	1,200
116.	Conduct STEPS on Non-Communicable Diseases (NCDs) risk factors	Indicators on NCDs	DPSS	NCDs survey Report	0	400	0	0	0
117.	Prepare health fact sheet	Demographic and Health Indicators	DPSS	Health Fact Sheet	2	0	5	0	5
118.	2029 KPHC Cartographic Mapping and Census study tours	Study tours	DPSS	Tour reports	0	5	10	10	10
119.	Mapping of Culture and Creative Industries in Kenya	Mapping of Culture and Creative Industries report	DPSS	Mapping of Culture and Creative Industries report	0	0	405	0	0
120.	Annual collection of enrolment data	Enrolment data	DPSS	Enrolment data Report	3	3	3	3	3
121.	Survey on Food Security Subsidy and Crop Diversification - MTPIV	Food security indicators	DPS	Food security report	60	60	60	60	60
122.	NEMIS expansion Statistical Booklet Datasets and Reporting Dashboard developed - MTPIV	Statistical Booklet Datasets and Reporting Dashboard developed	DPSS	Statistical Booklet Datasets and Reporting Dashboard	21	21	0	0	0
123.	Conduct labour market surveys - MTPIV	To provide Labour Market Information	DPS	Labour market surveys conducted	360	1,570	515	205	205
124.	Develop Labour productivity model and produce Productivity statistics - MTPIV	Labour productivity model produced and Productivity statistics produced	DPS	Annual national and sectoral productivity indices	40	25	25	25	25
125.	Conduct/hold migration technical committee meetings/workshop	Improved migration data	DPSS	Workshop reports and minutes	5	10	5	5	5
126.	Conduct Migration Survey	Migration indicators/information	DPSS	Migration Report	20	300	0	0	0
127.	The conduct of School Census and Mapping of TVET Institutions in Kenya	School Census and Mapping of TVET Institutions report	DPSS	School Mapping Report and database	535.00	0	0	0	0
128.	2022 Kenya Time Use in depth analysis	Various Reports	DPSS	Various products	20	0	0	0	0
129.	Conduct Gender in Trade Study	Gender equality indicators in Trade	DPSS, DMES	Report	10	0	0	0	0
130.	Conduct Gender and Corruption Survey	Data and indicators on Gender Dimensions of Corruption	DPSS	Report	110	0	0	0	0

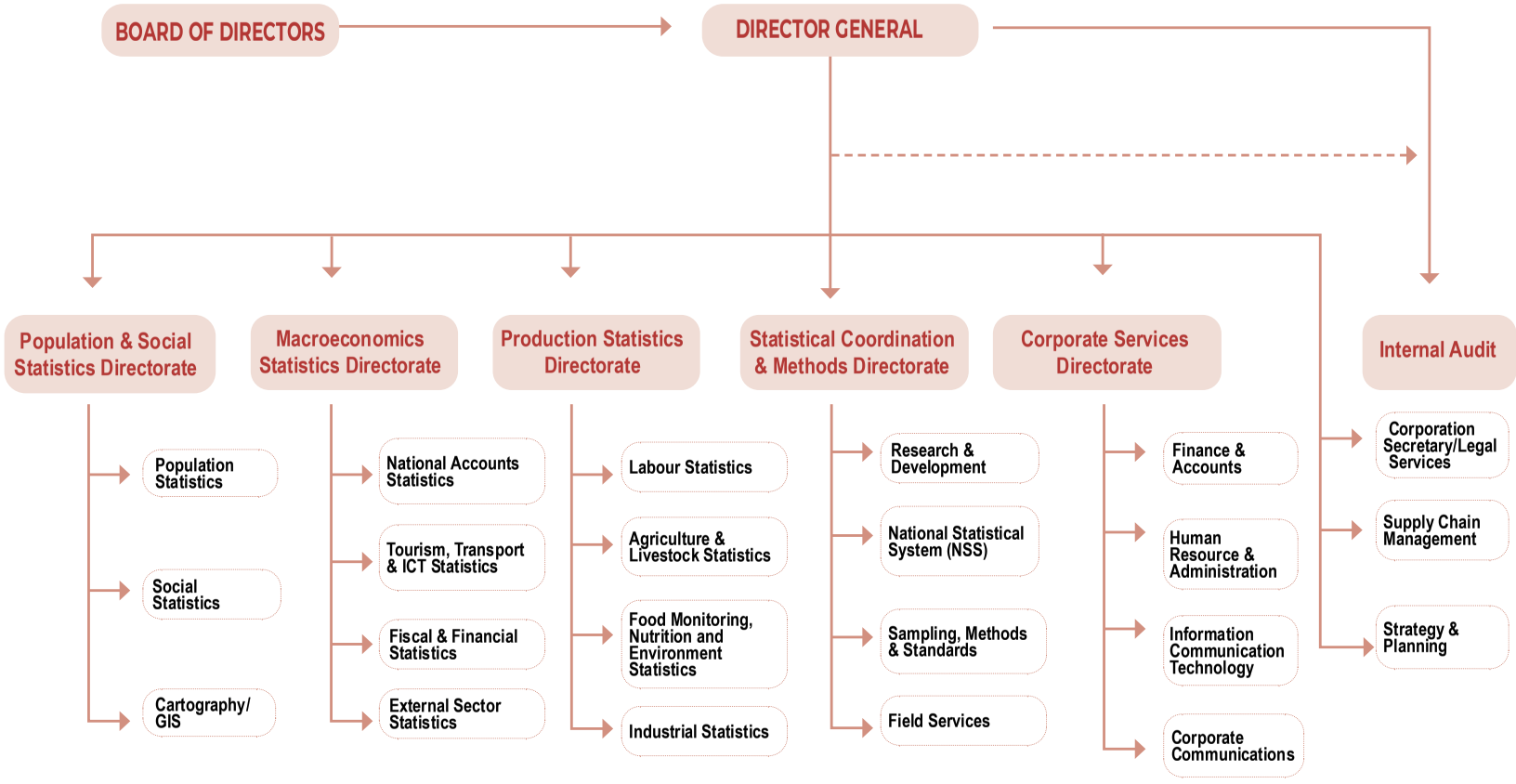
STRATEGIC PLAN 2023-2027 SURVEYS AND CENSUSES: IMPLEMENTATION MATRIX									
Census/ Survey	Activities	Expected Output	Responsible/ Actors	Target	Time frame/Budgetary (In Million Ksh.)				
					2023/24	2024/25	2025/26	2026/27	2027/28
131.	Kenya Youth Development Index	Benchmark KYD index & KYD Sub-Indices	DPSS	Report	300	0	0	0	0
132.	Gender Statistics Sector Plan	Reviewed Sector priorities, M&E framework	DPSS	Report	20	0	0	0	0
133.	2027 Kenya Time Use Survey	a) Time use indictors, b) Unpaid care and Domestic work satellite account[1]	DPSS, DMES	Time Use survey reports for all Counties	0	0	50	150	50
134.	Production of Gender Data Sheet	Demographic and Socio-economic Indicators	DPSS	Gender Data Sheet	4	0	4	0	4
135.	Women and Men in Kenya Booklet	Women and Men statistics	DPSS	Women and Men in Kenya booklet	4	0	4	0	4
136.	Develop a Gender Data portal	Design of Gender data Portal[2], Gender indicators set	DPSS, ICT	Gender data Portal on the KNBS Website	5	0	0	0	0
137.	Develop a Status of Gender Equality in Kenya Report	Status of gender equality indicators	DPSS	Gender Equality in Kenya Status Report	20	30	0	0	0
138.	Develop a Comprehensive gender data/indicator basket	National gender basket of key data/indicators	DPSS/DSCM	Report	5	5	0	0	0
139.	Develop and disseminate a Handbook for production of Gender Statistics	Handbook	DPSS/DSCM	Handbook	6	10	0	0	0
140.	Quarterly Gender Statistics Committee Meetings and Validation Workshops	Gender Statistics validation forums	DPSS	Gender Statistics validation reports	15	15	15	15	15
141.	Conduct 2024 Kenya National Disability Survey	Disability Indicators	DPSS	Report	500	100	0	0	0
142.	Conduct Governance Peace and Security Survey	Governance Peace and Security Indicators	DPSS	Report	0	0	300	0	0
143.	Quarterly Governance Peace and Security Statistics Committee Meetings and Validation Workshops	Governance, Peace and Security Statistics validation forums	DPSS	Governance Peace and Security Statistics validation reports	15	15	15	15	15
144.	Produce a Governance Peace and Security Statistics Fact Sheet	Status of Governance Peace and Security indicators	DPSS	Governance Peace and Security Statistics Fact Sheet	20	20	20	20	20

STRATEGIC PLAN 2023-2027 SURVEYS AND CENSUSES: IMPLEMENTATION MATRIX									
Census/ Survey	Activities	Expected Output	Responsible/ Actors	Target	Time frame/Budgetary (In Million Ksh.)				
					2023/24	2024/25	2025/26	2026/27	2027/28
145.	Undertake Dissemination of 2022 Kenya Demographic and Health Survey (KDHS)	Increased users of the 2022 KDHS products. and capacity build for the county level Demographic and Health stakeholders	DPSS	Number of stakeholders engaged	70	0	0	0	0
146.	National Early Childhood Development Survey	National and County Early Childhood Development Index Indicators	DPSS	ECDI Report, and Policy briefs	100	500	50	0	0
147.	Preparatory activities for 2024 Social Norms Survey; Conduct 2024 Social Norms Survey	Questionnaire, number of officers trained	DPSS	Questionnaire, number of officers trained	5.00	40	0	0	0
148.	Support capacity building of CSO's generating CGD	Number of officers trained	DPSS, DSCM	Number of officers trained	1.00	0	0	0	0
149.	Develop gender indicators in the MTP IV National Indicator Framework	Updated National Indicator Framework	DPSS	Updated National Indicator Framework	1.50	0	0	0	0
150.	Strengthening the Inter Agency Gender Statistics Technical Committee (IAGSTC)	Quarterly and Annual Reports	DPSS	Quarterly and Annual Reports	1.20	1	0	0	0
151.	Revision of the KSDS to include work on CGD	Updated KSDS with CGD, Workshop Report	, DSCM	Updated KSDS with CGD, Workshop Report	1.50	0	0	0	0
152.	Evaluate the Gender Sector Statistics Plan 2019-2023 - Local Consultant	Assessment Report	DPSS, DMES	Assessment Report	2.00	0	0	0	0
153.	Carry out analysis and reprocessing of the 2022 Kenya Demographic Health Survey	Preliminary Report	DPSS	Preliminary Report	3.60	0	0	0	0
154.	Assess the existing administrative data sources for the key thematic areas i.e. (GBV, education, agriculture, CRVS) in the context of the SDG Agenda and develop improvement plans for the administrative data management	List of Indicators Matrix to be updated	DPSS	List of Indicators Matrix to be updated	1.50	0	0	0	0
155.	Provide technical assistance in analysis and reprocessing of the budget and household survey 2015/2016	Preliminary Report	DPSS	Preliminary Report	4.20	0	0	0	0

STRATEGIC PLAN 2023-2027 SURVEYS AND CENSUSES: IMPLEMENTATION MATRIX									
Census/ Survey	Activities	Expected Output	Responsible/ Actors	Target	Time frame/Budgetary (In Million Ksh.)				
					2023/24	2024/25	2025/26	2026/27	2027/28
156.	Provide technical assistance in analysis and reprocessing of Agricultural Survey	Preliminary Report	DPSS	Preliminary Report	0.00	1	0	0	0
157.	Provide technical assistance to revise and update the Kenya Women Empowerment Index	Updated WEI Report	DPSS	Updated WEI Report	0.00	2	0	0	0
158.	Provide technical assistance in analysis and reprocessing of the Kenya Time Use Survey data (2021) - Local Consultant	Preliminary Report	DPSS	Preliminary Report	0.00	0	0	0	0
	TOTAL				**6074.5**	**8299.8**	**5074.8**	**5904.8**	**8248.8**



ANNEX III: ORGANIZATION STRUCTURE



ANNEX IV: THE KNBS PROPOSED ESTABLISHMENT

Based on observation, interviews conducted with staff by the Consultant and good practice, several proposals were made in relation to the approved organization structure. However, a detailed job evaluation and analysis will give credence to any changes in the organizational structure. The recommendations are summarized below:

Optimal staffing

S/NO	Designation	KNBS Grade	Proposed Optimal Establishment
1	**Office of Director General**		
a.	**Director's Office**		
	Director General	1	1
	Personal Assistant	4	1
	Office Administrator	6	1
	Driver	9	1
	Support Staff	11	1
b.	**Legal Services Division**		
	Senior Manager	3	1
	Manager	4	1
	Paralegal Assistant	8/7	1
c.	**Internal Audit Division**		
	Senior Manager	3	1
	Manager	4	1
	Assistant Manager	5	1
	Internal Auditor	6	1
	Assistant Office Administrator	8/7	1
d.	**Supply Chain Management Division**		
	Senior Manager	3	1
	Manager	4	1
	Assistant Manager	5	1
	Supply Chain Management Officers	6	2
	Supply Chain Management Assistants	7/8	5
	Assistant Office Administrator	8/9	1
	Support Staff	10/11	1

S/NO	Designation	KNBS Grade	Proposed Optimal Establishment
e.	**Corporate Planning, Strategy and M& E Division**		
	Senior Manager	3	1
	Managers	4	3
	Assistant Managers	5	6
f.	**Field Data Operations Division**		
	Senior Manager	3	1
	Managers	4	4
	Assistant Managers	5	56
	Statisticians	6	60
	Assistant Statisticians	7/8	327
	Office Administrators	6/7/8	2
	Drivers	9/10	52
	Support Staff	10/11	47
2	**Statistical Coordination & Methods Directorate**		
a.	**Director's Office**		
	Director	2	1
	Office Administrator	6/7/8	1
	Support Staff	10/11	2
b.	**Research and Development Division**		
	Senior Manager	3	1
	Managers	4	2
	Assistant Managers	5	4
	Statisticians	6	6
c.	**Sampling, Methods & Standards Division**		
	Senior Manager	3	1
	Managers	4	2
	Assistant Managers	5	10
	Statisticians	6	12
	Assistant Statisticians	7/8	2
d.	**National Statistical System Division**		
	Senior Managers	3	2
	Managers	4	4
	Assistant Managers	5	8
	Statisticians	6	4
	Office Administrator	6/7/8	1

S/NO	Designation	KNBS Grade	Proposed Optimal Establishment
e.	**Data Science, Innovation and Dissemination Division**		
	Senior Manager	3	1
	Managers	4	3
	Assistant Managers	5	4
	Statisticians	6	10
3.	**Population and Social Statistics Directorate**		
a.	**Director's Office**		
	Director	2	1
	Office Administrator	6/7/8	1
	Support Staff	10/11	1
b.	**Population Statistics Division**		
	Senior Manager	3	1
i.	**Mortality Statistics**		
	Manager	4	1
	Assistant Managers	5	2
	Statisticians	6	2
	Assistant Statisticians	7/8	4
ii.	**Migration Statistics**		
	Manager	4	1
	Assistant Manager	5	2
	Statistician	6	2
	Assistant Statistician	7/8	4
iii.	**Fertility Statistics**		
	Manager	4	1
	Assistant Managers	5	2
	Statisticians	6	2
	Assistant Statisticians	7/8	4
c.	**Social Statistics**		
	Senior Manager	3	1
i.	**Education, Training and Culture Statistics**		
	Manager	4	1
	Assistant Managers	5	3
	Statisticians	6	3
	Assistant Statisticians	7/8	3
ii.	**Gender & Vulnerable Population Statistics**		
	Manager	4	1
	Assistant Managers	5	2
	Statisticians	6	2
	Assistant Statisticians	7/8	2

S/NO	Designation	KNBS Grade	Proposed Optimal Establishment
iii.	**Health Statistics**		
	Manager	4	1
	Assistant Managers	5	2
	Statisticians	6	2
	Assistant Statisticians	7/8	4
iv.	**Governance, Peace and Security, Social Protection and Disability Statistics**		
	Manager	4	1
	Assistant Managers	5	3
	Statisticians	6	3
	Assistant Statisticians	7/8	6
d.	**Cartography/GIS**		
	Senior Manager, Cartography/GIS	3	1
i.	**Geospatial Information System (GIS)**		
	Manager	4	1
	Assistant Managers	5	2
	GIS Technician s	6	6
	Assistant GIS Technicians	7/8	2
ii.	**Cartography**		
	Manager	4	1
	Assistant Managers	5	2
	Cartographers	6	6
	Assistant Cartographers	7/8	9
4.	**Macroeconomics Directorate**		
a.	**Director's Office**		
	Director	2	1
	Office Administrator	6/7/8	1
	Support Staff	10/11	1
b.	**National Accounts Statistics Division**		
	Senior Manager	3	1
	Managers	4	2
	Assistant Managers	5	4
	Statisticians	6	10
	Assistant Statisticians	7/8	6
c.	**External Sector Statistics Division**		
	Senior Manager	3	1
	Managers	4	2
	Assistant Managers	5	4
	Statisticians	6	8
	Assistant Statisticians	7/8	4

S/NO	Designation	KNBS Grade	Proposed Optimal Establishment
d.	**Fiscal and Financial Statistics Division**		
	Senior Manager	3	1
	Managers	4	2
	Assistant Managers	5	4
	Statisticians	6	8
	Assistant Statisticians	7/8	3
e.	**Tourism, Transport and ICT Statistics Division**		
	Senior Manager	3	1
	Managers	4	2
	Assistant Managers	5	3
	Statisticians	6	6
	Assistant Statisticians	7/8	4
5.	**Production Statistics Directorate**		
a.	**Director's Office**		
	Director	2	1
	Office Administrator	6/7/8	1
	Driver	9/10	1
	Support Staff	10/11	1
b.	**Labour Statistics Division**		
	Senior Manager	3	1
i.	**CPI and Price Statistics**		
	Manager	4	1
	Assistant Managers	5	2
	Statisticians	6	4
	Assistant Statisticians	7/8	6
ii.	**Annual and Quarterly Employment and Earnings Statistics**		
	Manager	4	1
	Assistant Managers	5	2
	Statisticians	6	4
	Assistant Statisticians	7/8	8
iii.	**Labour Dynamics and Key Indicators of the Labour Market**		
	Manager	4	1
	Assistant Managers	5	3
	Statisticians	6	4
	Assistant Statisticians	7/8	4
c.	**Industrial Statistics Division**		
	Senior Manager	3	1

S/NO	Designation	KNBS Grade	Proposed Optimal Establishment
i.	**Manufacturing Statistics**		
	Manager	4	1
	Assistant Managers	5	2
	Statisticians	6	3
	Assistant Statisticians	7/8	5
ii.	**Energy Statistics**		
	Manager	4	1
	Assistant Managers	5	2
	Statisticians	6	2
iii.	**Construction Statistics**		
	Manager	4	1
	Assistant Manager	5	1
	Statisticians	6	2
	Assistant Statisticians	7/8	3
d.	**Food Monitoring, Environment & Nutrition Statistics Division**		
	Senior Manager	3	1
i.	**Environment and Natural Resources section**		
	Manager	4	1
	Assistant Managers	5	2
	Statisticians	6	3
	Assistant Statisticians	7/8	4
ii.	**Food Monitoring & Nutrition Section**		
	Manager	4	1
	Assistant Managers	5	2
	Statisticians	6	3
	Assistant Statisticians	7/8	4
e.	**Agriculture Statistics Division**		
	Senior Manager	3	1
	Managers	4	4
	Assistant Managers	5	4
	Statisticians	6	9
	Assistant Statisticians	7/8	12
6.	**Corporate Services Directorate**		
a.	**Director's Office**		
	Director, Corporate Services	2	1
	Assistant Office Administrator	7/8	1
	Support Staff	10/11	1

S/NO	Designation	KNBS Grade	Proposed Optimal Establishment
b.	**Finance and Accounts Division**		
	Senior Manager, Finance and Accounts	3	1
	Manager, Accounts	4	1
	Manager, Finance	4	1
	Assistant Managers, Finance	5	2
	Assistant Managers, Accounts	5	2
	Accountants	6	3
	Finance/ Accounts Officers	6	3
	Accounts Assistants	8/7	10
c.	**Human Resource Management and Administration Division**		
	Senior Manager	3	1
i.	**Human Resource Section**		
	Manager	4	1
	Assistant Manager	5	1
	HR Officer	6	1
	Human Resource Assistants	7/8	2
	Assistant Office Administrators	7/8	7
	Clerical Officers	8/9	6
	Telephone Operators	8/9/10	4
	Support Staff	10/11	12
ii.	**Human Resource Development Section**		
	Manager	4	1
	Assistant Manager	5	1
iii.	**Administration Section**		
	Manager	4	1
	Assistant Manager	5	1
	Transport Assistant	7/8	1
	Drivers	9/10	53
iv.	**Records Management Unit**		
	Assistant Manager	5	1
	Records Management Officer	6	1
	Records Management Assistants	8/7	3

S/NO	Designation	KNBS Grade	Proposed Optimal Establishment
d.	**Information Communication Technology Division**		
	Senior Manager	3	1
	Managers	4	4
	Assistant Managers	5	4
	Information Communication Technology Officers	6	4
	Assistant Information Communication Technology Officers	7/8	4
e.	**Information Resource Centre and Publishing Services**		
	Senior Manager	3	1
	Managers	4	2
	Assistant Managers	5	2
	Librarians	6	4
	Publishing and Graphic Designers	6	4
	Library Assistants	7/8	2
	Printing Assistants	7/8	2
f.	**Corporate Communications Division**		
	Senior Manager	3	1
	Manager	4	1
	Assistant Manager	5	1
	Communication Officers	6	2

Recommendations

1. Data science is an emerging issue that has been integrated into the KNBS operations. The current structure has not provided for this function.
2. Review the establishment levels for the corporate planning section and provide the required staff to effectively drive the Bureau's corporate planning and performance function; a role that cannot be realistically executed by a single individual.
3. Elevate the library function and make it the custodian of official statistical information and knowledge since Kenya was established as a Country. This repository is also part of the country's heritage and is one of the mandates provided under the Act. The function needs to be renamed to Information and Resource Center.
4. The KNBS to consider running a centralized ICT division that will ensure there is adequate system integration and a common database that will be the source of all data and information for the organization.
5. The Bureau to identify functions that are supportive in nature including field services and County offices and establish an operations division under the DG's office that will provide required services to all the Directorates.
6. The GIS and Cartography Division to be placed in a cross-cutting statistical core function directorate. The Division will mostly support the dissemination of statistical products and support development of statistical registers/frames.

ANNEX V: REPORTING TEMPLATES

KNBS QUARTERLY PROGRESS REPORT QUARTER ENDING ....

Quarterly Progress Reporting Template

Expected Output	Output Indicator	Annual Target (A)	Quarter for Year			Cumulative to Date			Remarks	Corrective Intervention
			Target (B)	Actual (C)	Variance (C-B)	Target (E)	Actual (F)	Variance (F-E)		

KNBS ANNUAL PROGRESS REPORT YEAR ENDING ....

Annual Progress Reporting Template

Expected Output	Output Indicator	Achievement for Year			Cumulative to Date			Remarks	Corrective Intervention
		Target (A)	Actual (B)	Variance (B-C)	Target (D)	Actual (E)	Variance (E-D)		

Evaluation Reporting Template

Key Result Area	Outcome	Outcome Indicator	Baseline		Mid – Term Evaluation		End of plan period Evaluation		Remarks	Corrective Intervention
			Value	Year	Target	Achievement	Target	Achievement		
KRA 1										
KRA 2										
KRA 3										
KRA 4										

Kenya National Bureau of Statistics
Real Towers, Upper Hill
P.O. Box 30266 - 00100 Nairobi, Kenya

Tel: +254-20-3317583,+254-20-2911000/1,
+254-20-3317612/22/23/51
Email: info@knbs.or.ke / directorgeneral@knbs.or.ke
Facebook: @Kenya National Bureau of Statistics
X: @KNBStats