KENYA NATIONAL BUREAU OF STATISTICS

2018-2022

STRATEGIC PLAN

FOREWORD

Strategic planning provides a road map that enables organizations to establish a perfect fit in the dynamic operational environment that they operate in. The Kenya National Bureau of Statistics operates in an environment that is characterized by continuous changes and ever-emerging issues. It is therefore necessary to contextualize the milestones realized, challenges faced, performance gaps, emerging issues and lessons learnt and use the same to inform the development of a five-year Strategic Plan, to guide the Bureau in its operations as it pursues its Mandate.

I am therefore pleased to unveil 2018-2022 Strategic Plan, which provides the road map for meeting our Vision which is *"To be a global leader in the provision of quality statistical services".* The development of the Strategic Plan is a culmination of an extensive participatory process involving the Board of Directors, Staff and key stakeholders. The Bureau reviewed its vision, mission, core values and Objectives with a view to attaining an appropriate corporate culture that supports effective realization of its mandate.

Good corporate governance, accountability, performance improvement and effective service delivery are key hallmarks for all organizations, in line with the Constitution of Kenya 2010. The Bureau will therefore review its policies, guidelines and operational procedures to strengthen its governance framework during the Strategic Plan period.

This Plan is informed by the lessons learnt from the implementation of the previous Plan, challenges faced and performance gaps. It is a step forward in our commitment to effectively operationalize our mandate through aggressive pursuit of our Mission *"To provide, manage and promote quality statistical services through utilization of best practices for evidence-based decision making".* The Board will ensure the development and operationalization of institutional frameworks, structures, policies, and operational procedures that will enable the Bureau achieve exemplary performance in its core business in line with its mandate.

Implementation of this Plan will be monitored and evaluated in order to ensure that any performance gaps and emerging issues in the industry, are identified and corrective mitigation measures deployed. The successful implementation of this Plan will depend on effective collaboration, commitment and cooperation from key stakeholders, and adequacy of resources. The Bureau will therefore work with all stakeholders in creating an enabling environment for its operations over the next five years.

The Strategic Plan will serve as a tool for improving statistics required for planning and decision making in a cost effective manner. It will also be central in the design of the National Strategy for the Development of Statistics (NSDS) for the National Statistical System (NSS).

Peter Kiguta, MBS
CHAIRMAN, BOARD OF DIRECTORS

PREFACE

The Strategic Plan has been developed through a consultative process involving the Bureau's Board of Directors, Staff and Key Stakeholders. The participatory approach was useful in enriching the process, programmes and other initiatives proposed and ensuring ownership of the Plan at all levels, to subsequently facilitate effective implementation. The Plan will be the key communication tool that forms the basis of engagement with both internal and external stakeholders in the course of implementing Bureau's Mandate.

The Bureau conducted an elaborate contextual analysis that entailed determination of operational challenges taking into consideration both internal and external environments. It analysed its internal strengths and weaknesses as well as the external opportunities and threats while considering the existing policy, political, economic, social, technological, environmental factors and legal frameworks. In addition, the Bureau conducted stakeholder and risks analyses in order to identify its stakeholders, their expectations and functional relationships with the Bureau, together with potential risks during the implementation of the plan. These analyses were instrumental in identifying mitigation measures and strategic issues that need to be addressed. In line with the Bureau's mandate, the analyses informed the formulation of the vision, mission and core values, determining the strategic themes and issues that need to be addressed in each thematic area, and subsequently formulating appropriate corporate objectives, strategies and activities.

The Plan also identified five thematic areas, to facilitate effective realization of the Bureau mandate in line with its core business. The key objective of this Strategic Plan therefore entails; production of quality Statistics, effective coordination of the National Statistical System (NSS), Capacity Building, financial resource mobilization and management, and enhancing the corporate image of the Bureau.

The programmes and activities in the Strategic Plan will be financed through internal and external sources. The anticipated internal sources of finance include, receipts from Exchequer and Appropriation in Aid (AIA) while external sources of finance include grants from Development Partners.

The KNBS Management is committed to facilitate the development and institutionalization of an appropriate corporate culture that supports successful implementation of the Plan, guided by the core values of; Professionalism, Integrity, Confidentiality, Customer Focus, Innovation and Teamwork **(PICCIT).**

In conclusion, I sincerely thank the KNBS Board of Directors, Management and Staff in the development of this Strategic Plan. I also thank key stakeholders for their invaluable comments that led to the overall improvement of this Plan.

Zachary Mwangi
DIRECTOR GENERAL

ACRONYMS AND ABBREVIATIONS

AfDB	African Development Bank
AIA	Appropriation in Aid
AIDS	Acquired Immune Deficiency Syndrome
AU	Africa Union
AUC	African Union Commission
BPO	Business Process Outsourcing
CAADP	Comprehensive Africa Agricultural Development Programme
CAPI	Computer Assisted Personal Interview
CBS	Central Bureau of Statistics
CCTV	Closed Circuit Television
CIPI	Construction Input Prices Indices
COMESA	Common Market for Eastern and Southern Africa
DMES	Directorate of Macroeconomic Statistics
DQAF	Data Quality Assessment Framework
EAC	East African Community
ERSWEC	Economic Recovery Strategy for Wealth and Employment Creation
E-Systems	Electronic Systems
GDP	Gross Domestic Product
HIV	Human Immuno-Deficiency Virus
HR	Human Resource
ICT	Information and Communication Technology
IMF	International Monetary Fund
ISAs	International Standards on Auditing
ISO	International Organization for Standardization
KENAO	Kenya National Audit Office
KNBS	Kenya National Bureau of Statistics
KRA	Kenya Revenue Authority
M&E	Monitoring and Evaluation
MCDAs	Ministries, Counties, Departments and Agencies
MDGs	Millennium Development Goals
ME&R	Monitoring, Evaluation and Reporting
MOU	Memorandum of Understanding
MSP	Manager Strategy and Planning
MTP	Medium- Term Plan
NASSEP	National Sample Survey and Evaluation Programme
NEMA	National Environmental Management Authority
NEPAD	New Partnership for Africa's Development
NHIF	National Hospital Insurance Fund
NSDS	National Strategy for the Development of Statistics
NSS	National Statistical System

NSSF	National Social Security Fund
OECD	Organisation for Economic Cooperation and Development
OHSA	Occupational Health and Safety Act
PC	Performance Contract
PESTEL	Political, Economic, Social, Technological and Legal
PICCIT	Professionalism, Integrity, Confidentiality, Customer Focus, Innovation and Team Work
PIDA	Programme for Infrastructural Development in Africa
PPADA	Public Procurement and Assets Disposal Act
PPP	Public Private -Partnership
QMS	Quality Management System
RSDP	Regional Statistics Development Plan
SAGAs	Semi-Autonomous Government Agencies
SDGs	Sustainable Development Goals
SEZ	Special Economic Zones
SMF	Senior Manager Finance
SHaSA	Strategy for Harmonization of Statistics in Africa
SMHRDM	Senior Manager Human Resource Development and Management
SMS	Short Message Service
SRAs	Strategic Results Areas
STI	Science, Technology and Innovation
SWOT	Strengths, Weaknesses, Opportunities and Threats
TNA	Training Needs Assessment
UN	United Nations
UNGA	United Nations General Assembly
WAN	Wide Area Network

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EXECUTIVE SUMMARY

The Kenya National Bureau of Statistics (KNBS) 2013-2017 Strategic Plan implementation period came to an end. Based on fundamental changes that took place in the operating environment, and shifts in macro-level planning cycle, it was necessary to review the implementation status and utilize the same to inform the development of a Strategic Plan covering the period 2018-2022. The 2018-2022 Strategic Plan is aligned to the trends and emerging issues in the dynamic operating environment, and the International and National Development Agenda. The Bureau is expected to play a critical role of enabling the Government to achieve its medium and long-term development plan, through provision of credible statistical information for evidence-based policy decision-making and to guide resource allocation to the devolved units. Furthermore statistical information generated by the Bureau will enable the government in monitoring and evaluation of the implementation programmes under the MTP III (2018-2022) and the "Big Four" Agenda.

Review of past performance

The Plan was prepared to ensure that the Bureau remains relevant in its operational environment by capitalizing on its strengths and minimizing its weaknesses while exploiting opportunities and mitigating threats. The future direction of KNBS is informed by an in-depth analysis of achievements, performance gaps, emerging issues, challenges faced and lessons learnt during the 2013-2017 plan period. Several issues emerged while implementing the Bureau's programmes and activities and challenges faced hindered full achievement of the set targets during the 2013-2017 Strategic Plan period. An analysis of the Bureau's Strengths, Weaknesses, Opportunities and Threats (SWOT analysis) was critical in understanding its immediate operational environment. In addition, the Bureau's external environment plays a big role in defining its operations and was therefore assessed through an analysis of the Policy framework; Political, Economic, Social, Technological, Environmental and Legal (PESTEL) factors affecting it. A Risk Analysis was carried out in the Strategic Plan to identify potential Risks and espouse mitigation measures. These analyses subsequently informed the Strategic Model of the Strategic Plan.

Key achievements

The Bureau realized key milestones during the 2013-2017 Strategic Plan period some of which include:

a) Designed and implemented various surveys to provide baseline data, update key indicators and address data gaps;
b) Designed and developed an expanded household-based Master Sampling frame (fifth National Sample Survey and Evaluation Programme – NASSEP V) and revamped the business register;
c) Adopted current standards and methods in some areas and the use of best practices in compilation of statistics and development of Data Quality Assessment Framework

(DQAF) in the areas of National Accounts, Balance of Payments and Government Finance Statistics;

d) Award of ISO 9001:2015 Standard Certification for implementing the Quality Management System (QMS);

e) Adopted technology in data production and management processes e.g. use of Computer Assisted Personal Interview (CAPI);

f) Developed a national indicator framework for monitoring the Sustainable Development Goals (SDGs);

g) Enhanced National Statistical System (NSS) coordination through technical assistance to Ministries, Counties, Departments and Agencies (MCDAs). Fourteen Sector Plans have been developed that will provide the requisite foundation for development of NSDS;

h) Enhanced mobilization of financial resources from both the government and other stakeholders, including World Bank;

i) Increased provision of disaggregated data at the county level e.g. generation of county statistical abstract.

Challenges Encountered

Key challenges that hindered full implementation of 2013-2017 Strategic Plan included:

a) Inadequate staff

b) Inadequate office space and unfavourable work environment

c) Late disbursement of funds

d) Slow uptake of alternative data sources due to restriction in access and limited capacity.

e) Low levels of visibility

f) Low response rate in surveys and censuses.

Strategic Framework

The Plan was guided by the Bureau's zeal and commitment to pursue its Vision, uphold key Values, and operationalize its Mission. The Vision will guide the Bureau's long-term aspirations. In addition, the Mission statement details the path which it will take in actualizing this long-term strategy. The Core Values have also been developed and aligned to the prevailing operational environment with a view to focusing organizational synergies on long-term goals.

The Vision: *"To be a global leader in the provision of quality statistical services".*

The Mission: *"To provide, manage and promote quality statistical services through utilization of best practices for evidence-based decision making".*

Core Values: P-Professionalism; **I-**Integrity; **C-**Confidentiality; **C-**Customer Focus; **I-**Innovation; and **T-**Teamwork abbreviated as **PICCIT.**

As a result, five Strategic Results Areas (SRAs) were identified to form the focus pillars upon which results will be pursued and measured. These are:
  i. Production of quality Statistics,
  ii. Coordination of the National Statistical System (NSS),
  iii. Capacity Building,
  iv. Financial resource mobilization and management, and
  v. Enhancing Bureau's Corporate Image.

The Strategic issues under each Strategic Results Area were determined and Strategic Objectives to be pursued in each area formulated to address the thematic challenges. The Strategies for realizing each SRA were identified alongside corresponding Programmes and Activities. Successful implementation of the proposed strategies will develop the institutional capacity of the Bureau to enable it build synergies to mitigate both external and internal challenges. The Plan's implementation will also provide the actual process through which the Bureau's strategic goals will be realized.

Financial resources will be required for implementation of identified activities in the Five Strategic Result Areas (SRAs) in this Strategic Plan. For all the activities to be undertaken during the Plan period, cost estimates have been outlined in the implementation matrix. The total amount required for the 2018-2022 period is **Ksh. 45,711.33 Million (Ksh. 45.7 Billion).** The financial resources are expected to be generated from internal and external sources based on the projected cash inflows. Management of resources will be guided by operational rationalization, while appropriate resource mobilization strategies, will be pursued to strengthen the Bureau's financial resource base.

The Strategic Plan recognizes the importance of Monitoring, Evaluation and Reporting in the achievement of intended results. Progressive monitoring will be carried out based on the expected outputs and measurable indicators set out in the Implementation Matrix; and envisaged outputs and annual targets in the Results Matrix.

In conclusion, the Strategic Plan sets out a coherent, systematic and sustainable road-map on which to anchor the Bureau's Programmes and operational initiatives for the 2018-2022 period. However, the Plan also acknowledges that the environment is dynamic and the Bureau will have to be adaptive to changing circumstances. With an effective M&E underpinning the proposed activities and continuous refocusing and re-orientation of the strategies, the Plan will provide effective guidance to the Bureau's operations in the Plan period.

CHAPTER ONE

1. INTRODUCTION

1.1   Background Information

The Kenya National Bureau of Statistics (KNBS) is established by an Act of Parliament, the Statistics Act No. 4 of 2006, as a State Corporation. The KNBS is a successor to the Central Bureau of Statistics, (CBS) which was created by the repealed Statistics Act Cap 112. The KNBS, and by extension, the CBS has had a long history of growth dating back to 1963 when a Statistical Unit was created in the Ministry of Economic Planning and Development. The Statistical Unit expanded its operations in the Ministry headquarters and the field, a situation which has been sustained to date.

The Bureau plays a critical role in national development by providing credible statistical information for evidence-based policy decision making and to guide allocation of national resources to the devolved system of governments. In addition, the statistical information generated and released by the Bureau enables the Government to monitor and evaluate implementation of programmes under the Kenya Vision 2030, its Medium-Term Plans and other relevant Policy Documents at the Global, Continental, Regional and National levels.

In this regard, KNBS as the custodian of official statistics is expected to provide statistical information to the Government with which to monitor and evaluate its ability to provide basic economic, social and other rights to its citizenry. In order to deliver key statistical information based on its mandate, the Bureau is guided by the Statistics Act.

1.2   The Legal Framework

The Kenya National Bureau of Statistics is established by the Statistics Act No.4, 2006 and its mandate is anchored on the Constitution of Kenya, 2010. In the Fourth Schedule of the Constitution, statistics on population, the economy and society generally is the responsibility of the National Government. The Bureau is therefore central in the development of statistics in the country.

The Bureau is the principle agency of the Government for collecting, analysing and disseminating statistical data in Kenya and is the custodian of official statistical information as provided by the Statistics Act 2006.

1.3   Mandate and Core Functions of the Bureau

The KNBS is the principal agency of the government for collecting, compiling, analysing, and disseminating statistical information needed for planning and policy formulation. The Bureau is also responsible for co-ordination of the National Statistical System (NSS) in the country.

Specific functions of KNBS as defined in the Statistics Act 2006 are:
- Planning, authorizing, coordinating and supervising all official statistical programmes undertaken within the NSS;

- Establishing standards and promoting use of best practices and methods in the production and dissemination of statistical information across the NSS;

- Collecting, compiling analyzing, abstracting and disseminating statistical information on the matters specified in the First Schedule of the Statistics Act;

- Conducting Population and Housing Census every ten years, and such other censuses and surveys as the Board may determine; and

- Maintaining a comprehensive and reliable national socio-economic database.

1.4   Role of Statistics in the National Development Agenda

The main objective of statistics is to provide relevant, timely and reliable data for evidence-based policy decision making in support of the Government's Development Agenda. This is to ensure efficiency and effectiveness in service delivery. Statistics is imperative in effective realization of the Kenya Vision 2030 through the implementation of medium-term plans.

The government requires quality statistical information for evidence-based policy frameworks at all levels.   Monitoring, evaluation and reporting on the extent of implementation of the national development agenda also requires relevant and credible statistics. It is therefore essential to strengthen capacities within the NSS.

The KNBS endeavors to address the increasing demand for data by modifying its key business processes, including identification of data to be collected, the design and administration of statistical surveys, and data dissemination.

1.5   Rationale for developing the 2018-2022 Strategic Plan

During the implementation of the 2013-2017 Strategic Plan, the Bureau achieved key milestones and learnt lessons. The issues that emerged during the implementation require the Bureau to re-align its operations accordingly for effectiveness and efficiency. As best practice, institutions are usually guided by a roadmap that clearly defines programmes and actions to be undertaken in the medium term in pursuit of fulfilling their mandate. Following the elapse of the 2013-2017 Strategic Plan, it is necessary to develop a new roadmap to steer the Bureau's activities in the next five years.

The 2018-2022 Strategic plan will therefore enable the Bureau to position itself strategically by exploiting its competitive advantage in production, management and dissemination of statistics, while mitigating against risks. The Strategic Plan also depicts the Bureau's response to the Global, Continental, Regional; and Kenya's Macro-level Development Agenda.

CHAPTER TWO

2. ROLE OF THE BUREAU IN THE DEVELOPMENT AGENDA

This Chapter aligns the Bureau's programmes and operations to the Global, Continental, Regional and National Development Agenda as espoused in the global Sustainable Development Goals (SDGs); African Union Agenda 2063; The Strategy for Harmonization of Statistics in Africa (SHaSA); EAC Vision 2050; The East African Community Regional Statistics Development Plan (RSDP II) 2018-2022; The Constitution of Kenya, 2010, the Medium- Term Plan III(2018-2022) of Kenya Vision 2030, focusing on the "Big Four" Agenda and State Department of Planning 2018-2022 Strategic Plan.

2.1 Global Level Policy Framework

2.1.1 *The Agenda 2030 for Sustainable Development*

At the 70th session of the United Nations General Assembly (UNGA), Sustainable Development Summit, member states adopted 17 Sustainable Development Goals (SDGs) and 169 targets. The SDGs are a universal set of goals and indicators that the UN member states are expected to implement to further their development agenda and policies by 2030.
The SDGs have enormous data requirements, including comprehensively disaggregated data, for assessment of the 232 global SDG indicators. The Bureau will therefore endeavor to integrate and actualize the aspirations of the SDGs in its operations.

2.2 Continental Level Policy Framework

2.2.1 *The African Union's Agenda 2063*

The African Union's Agenda 2063 is a strategic framework for the socio-economic transformation of Africa by 2063. The priority areas for first Ten-Year Plan for Agenda 2063 include: Sustainable and inclusive economic growth, Human Capital Development, Agriculture/value addition and agro-businesses development, Employment generation, especially the youth and females, Social Protection; Gender / Women development and youth empowerment, Good governance including capable institutions, Infrastructural development, Science, Technology, Innovation; Manufacturing -based industrialization; Peace and Security; Culture, Arts and Sports. The framework provides for monitoring and evaluation to ensure that planned activities, outputs, outcomes are on track for attainment.

2.2.2 *Strategy for the Harmonization of Statistics in Africa*

The Strategy for the Harmonization of Statistics in Africa (SHaSA) is a continental-wide effort that directly responds to the statistics development challenges facing Africa. The overall objective of the Strategy for Harmonization of Statistics in Africa (SHaSA) is to enable the African Statistical System to generate timely, reliable and harmonized statistical information covering all aspects of inclusive and sustainable development. The SHaSA 2 (2017-2026) which is a follow up to the SHaSA 1 (2009-2016), emphasizes on the importance of statistical leadership, the over-arching role of statistics in state systems. It puts the notion of statistics for transparency, accountability, results and transformation at the center of decision making.

The KNBS will during this Strategic Plan period take cognizance and respond to the importance of harmonization of statistics and production of quality statistical information to facilitate continental initiatives.

2.3   Regional Level Policy Framework

2.3.1   *The East African Community (EAC) Vision 2050*

The EAC Vision 2050 is a long term development strategy for the East African Community that aims to guide the region achieve full development potential; to enhance transformation for growth and development; and to steer the Community to an upper-middle income region, within a secure and politically united East Africa. The Vision is based on the principles of inclusiveness and accountability.

2.3.2   *The East African Community Regional Statistics Development Plan (RSDP)*

The EAC has developed two statistics plans, the Regional Statistics Development Plan (RSDP). The overall strategic goal of RSDP II (2018-2022), a predecessor of RSDP I (2013-2017), is to support regional integration and development with high quality and harmonised community statistics. It endeavours to harmonise the production of quality statistics and promote use of evidence-based policy, planning and decision-making in support of development agendas of partner states, regional and continental integration and the international development agenda 2030 on sustainable development.

The RSDP II will therefore be crucial in facilitating harmonization of Community statistics within the set timelines in preparation for the EAC Monetary Union. New and emerging industry trends and developments (e.g. data revolution, Transformative Agenda for Official Statistics, etc.) in statistical organization and management (e.g. big data, open data initiative, data visualization, etc.) in support of new policy and development agendas including Sustainable Development Goals are also considered.

2.4   National Level Policy Framework

2.4.1   *Kenya's Macro-Level Development Agenda*

Kenya's long-term development agenda is guided by the Constitution of Kenya 2010 and Kenya Vision 2030. The Constitution provides the fundamental principles upon which the country's development, in all its forms, is carried out. It recognizes the importance of statistics in all spheres of development. KNBS endeavors to align the Statistics Act to the Constitution as it continues to fulfil its mandate.

The Kenya Vision 2030 is the Government's development blueprint that guides the Country's Economic, Social and Political developments for the long term up to the 2030. The Vision is being implemented through five-year medium-term rolling plans. The KNBS 2018-2022 Strategic Plan is aligned to the Third Medium Term Plan (MTP III, 2018-2022). The MTP III provides for an enabling environment required to attain a 7 per cent annual economic growth rate at the end of the plan period. The Government has identified four priority areas the "Big Four" Agenda, under the MTP III. These are food and nutrition security, affordable housing, manufacturing and, universal health coverage.

The Bureau will provide comprehensive and relevant statistical information to enable the government in monitoring and evaluation of the implementation of programmes of Vision

2030 under the MTP III and the "Big Four" Agenda during the 2018-2022 Strategic Plan period. The KNBS is also committed to enhancing the capacity of the National Statistical System and its field offices to facilitate coordination of statistical programmes.

CHAPTER THREE

3. SITUATIONAL ANALYSIS

An assessment of the environment in which the Bureau operates is critical in understanding its strategic positioning to inform the determination of short and medium-term strategies for improved performance. The chapter focuses on key milestones, challenges encountered, gaps and lessons learnt in implementation of the 2013-2017 Strategic Plan. The chapter also focuses on SWOT analysis, PESTEL, risk analysis, stakeholder analysis and key success factors.

3.1 Key Milestones

A number of fundamental achievements were realized by the KNBS during the 2013-2017 Strategic Plan period.

3.1.1 Internal Key Milestones

a) Designed and implemented various surveys to provide baseline data, update key indicators and address data gaps;
b) Successfully designed and developed an expanded household-based Master Sampling frame (fifth National Sample Survey and Evaluation Programme – NASSEP V) and revamped the business register;
c) Ensured timely production and dissemination of statistical information;
d) Adopted current standards and methods in some areas and the use of best practices in compilation of statistics and development of Data Quality Assessment Framework (DQAF) in the areas of National Accounts, Balance of Payments and Government Finance Statistics;
e) Award of ISO 9001:2015 Standard Certification for implementing the Quality Management System (QMS);
f) Adopted technology in data production and management processes e.g. use of Computer Assisted Personal Interview (CAPI);
g) Adopted key management systems such as financial management system, e-procurement system as well as expansion of Wide Area Network (WAN) in some counties to improve on efficiency;
h) Adopted a new organizational and salary structure, and reviewed HR policies and aligned them to the Constitution of Kenya 2010;
i) Developed a national indicator framework for monitoring the Sustainable Development Goals (SDGs);
j) Improved the physical infrastructure through renovation of KNBS field offices and acquiring new motor vehicles and motor cycles;
k) Reviewed and proposed amendments to the Statistics Act for approval by Parliament;
l) Enhanced National Statistical System (NSS) coordination through technical assistance to Ministries, Counties, Departments and Agencies (MCDAs). Fourteen Sector Plans have been developed that will provide the requisite foundation for development of NSDS;
m) Developed various audit policies including Risk Management and Corruption Policies; and

n) Increased human resource capacity through trainings, recruitment of additional staff and hiring of interns.

3.1.2 External Key Milestones

a) Developed and operationalized a dynamic website/data dissemination portal, which enhanced access to statistical information;
b) Enhanced mobilization of financial resources from both the government and other stakeholders, including World Bank;
c) Increased awareness and advocacy on the use of statistics;
d) Increased stakeholder engagement and collaboration (meeting commitments of the Bureau and improving the quality of statistics); and
e) Increased provision of disaggregated data at the county level e.g. generation of county statistical abstract.

3.2 Challenges and Recommendations

The Bureau faced several challenges that hindered full achievement of targets during implementation of the (2013-2017) Strategic Plan. The challenges and the corresponding remedial measures for the 2018-2022 Strategic Plan period are as enumerated:

Table 3.1: Challenges Encountered

CHALLENGES	RECOMMENDATIONS WITH A VIEW TO OVERCOMING THE CHALLENGES
a) Inadequate staff	a) Implement the approved organisational structure and staff establishment levels; b) Implement the succession plan; c) Enhance internship programme; and d) Outsource some services to specialised service providers based on value proposition.
b) Inadequate office space and unfavourable work environment in some stations	a) Acquire enough office space for the Bureau (Both at the Headquarters and the counties); and b) Improve the work environment.
c) Erroneous interpretation and misuse of statistics by some end-users.	Enhance dissemination, advocacy and sensitisation
d) Delayed disbursement of funds by the exchequer and over-reliance on limited sources of funding.	a) Develop and implement an appropriate resource mobilisation strategy; b) High level representation duting MTEF hearings
e) Delay in procurement of goods and services.	Compliance to the procurement plan.

CHALLENGES	RECOMMENDATIONS WITH A VIEW TO OVERCOMING THE CHALLENGES
f) Occasional delays in constitution of the Board of Directors necessary for provision of policy direction.	Effective engagement of the relevant offices.
g) Updating of the KNBS statistical frames.	Ensure comprehensiveness of the update.
h) Inadequate statistical capacity within the National Statistical System.	a) Establish new and strengthen existing Statistics Technical Working Groups; b) Finalization and implementation of the National Strategy for Development of Statistics (NSDS); c) Build structures for effective stakeholder engagement forums (data providers); d) Enhance sensitization and awareness campaigns on the importance of provision of quality statistics; and e) Develop regulations to operationalize the Statistics Act.
i) Data gaps	a) Engage and collaborate with relevant stakeholders to increase availability and frequency of data; and b) Use of alternative sources of data.
j) Skills Gap	a) Strengthen the capacity of staff through training, mentorship, coaching and benchmarking. b) Recruitment of staff with necessary skills
k) Slow uptake of alternative data sources due to restriction in access and limited capacity.	a) Enhance partnerships with the private sector; and b) Build capacity to handle the alternative data sources.
l) Synchronizing data collection and compilation with the interest of various stakeholders	c) Undertake a data user needs analysis; and d) Align statistical production and management with with user requirements.
m) Low levels of visibility and limited public awareness on the mandate and programmes of the KNBS.	a) Development and implementation of a comprehensive communication strategy. b) Branding
n) Low response rate in surveys and censuses.	a) Embrace alternating samples to reduce response fatigue; b) Use of alternative sources of data; c) Enhance publicity and advocacy; d) Regularly update the statistical frames; and e) Harmonize data collection instruments.
o) Delayed implementation of career progression guidelines.	a) Fast-track implementation of recommendations of the job evaluation report.

3.3 Gaps in Implementation of the 2013-2017 Strategic Plan

Some of the activities, projects and programmes scheduled in the 2013-2017 Strategic Plan were not fully realized due to various reasons. An analysis of these gaps, reasons for non-achievement and, proposed strategies are presented in Table 3.2.

Table 3.2: Gap Analysis

WHAT WAS PLANNED BUT NOT ACHIEVED	REASON FOR THE GAP	PROPOSED WAY FORWARD TO ELIMINATE PERFORMANCE GAPS
Relocation to new offices	Bureaucracies in procurement process	Advance planning
Delay/failure to undertake the following planned surveys and censuses: -Time Use Survey; -Governance Survey; -Trade in Services Survey; - Census on Agriculture; -Manpower Survey; -Disability Survey; -Continuous Household Survey; -Integrated Labour force Survey; -Survey on Mining and quarrying; and -Crop Forecast Survey -Exporters/importers survey -Census of industrial production	i. Inadequate staff capacity. ii. Inadequate finances	a) Implement the new structure and establishment levels; and b) Collaborate with relevant stakeholders. c) Conduct capacity building d) Sequencing and prioritisation of activities e) Technical Assistance
Development of an efficient, stable, sustainable and diverse KNBS Workforce.	i. Delay in implementing recommendations of the Job evaluation report. ii. Inadequate finances	a) Implement the action plan arising from the job evaluation exercise. b) Resource Mobilization
Development and institutionalization of the KNBS succession plan.	i. Lack of prioritization ii. Delay in the constitution of full KNBS Board of directors	a) Finalize the succession plan; and b) Seek the necessary approvals and implement the succession plan.
Implementation of a robust performance appraisal system.	Slow pace in enforcement of the appraisal system.	a) Automate Performance appraisal system; b) Undertake adequate

WHAT WAS PLANNED BUT NOT ACHIEVED	REASON FOR THE GAP	PROPOSED WAY FORWARD TO ELIMINATE PERFORMANCE GAPS
		sensitization of staff on the system; c) Operationalize the performance management committee; and d) Enforce the appraisal system.
Institutionalization of appropriate organizational culture.	Baseline survey on culture not undertaken due to inadequate capacity.	a) Identify aspects of the Bureau culture b) Undertake culture audit; c) Implement recommendations arising from the culture audit to close the culture gap; d) Sensitize staff on identified culture.
Construction of a modern data centre	Delay in relocation to the new office premises	Establish a modern server room and data processing centre in the new premises
Full Automation of the procurement processes	Slow pace in enforcement.	a) Fast-track enforcement; and b) Undertake refresher training for relevant staff.
Delay in production of critical statistical information which are output of surveys.	i. Inadequate capacity; and ii. Lack of release calendar for some surveys and censuses.	a) Implement the new structure and establishment levels; b) Develop and implement release calendars for surveys and censuses.
Limited communication and awareness creation.	Lack of a communication strategy.	Develop and implement a communication strategy.
Dissemination of statistical information.	i. Weak dissemination mechanisms. ii. Inadequate funding	a) Strengthen dissemination mechanisms; and b) Allocate adequate funds for dissemination.
Comprehension of methodology deployed and interpretation of statistical information for public consumption.	i. Use of technical language in reports ii. Lack of metadata in some reports	a) Simplification of the language in methodology and terminologies; and b) Inclusion of metadata in the reports.

WHAT WAS PLANNED BUT NOT ACHIEVED	REASON FOR THE GAP	PROPOSED WAY FORWARD TO ELIMINATE PERFORMANCE GAPS
Consistency in the data series released for public use.	Lack of data revision policy.	Develop and implement data revision policy.

3.4 SWOT Analysis

Analysis of the Bureau's Strengths, Weaknesses, Opportunities and Threats (SWOT) is critical in understanding its immediate operational environment. The analysis has been carried out by assessing areas of excellence or good performance in the Bureau which can provide a competitive advantage (Strengths), controllable internal disadvantages (Weaknesses), external possibilities for success (Opportunities) and uncontrollable external negative factors (Threats).

3.4.1   *Strengths*

a) Existence of a comprehensive Statistical Infrastructure for undertaking data collection and analysis;
b) Presence in all Counties;
c) Commitment of the Board and top management;
d) Highly qualified and competent staff with specialized skills; and
e) The Existence of a legal framework that gives a clear mandate to the Bureau.

3.4.2   *Weaknesses*

WEAKNESS	PROPOSED REMEDIAL MEASURES TO ADDRESS THE WEAKNESSES
a) Inadequate staffing.	Implementation of the KNBS approved structure and staffing levels.
b) Inadequate office space/ unfavourable work environment.	a) Fast track relocation to new offices; b) Improve work environment.
c) Low visibility levels.	a) Development and implementation of an appropriate communication strategy; b) Branding.
d) Weak succession planning and management.	Implement the succession plan.
e) Lack of data security framework.	Develop data management security policies (ISMS)

f)	Lack of a Data Quality Assurance Framework	Development and implementation of a Data Quality Assurance Framework.
g)	Weak coordination of the National Statistical System (NSS).	a) Fast track the revision of Statistics Act 2006; b) Finalization and implementation of a NSDS.
h)	Stand-alone systems that work in isolation.	Integration of the various systems.
i)	Resistance to change	Develop and implement appropriate change management programmes.

3.4.3 Opportunities

OPPORTUNITY	PROPOSED ACTION TO HARNESS THE OPPORTUNITY.
a) Political goodwill	a) Continuous engagement of the political leadership on advocacy and awareness on the use of statistics; b) Enhance resource mobilization; and c) Pursue enactment of relevant legislation to support statistical activities.
b) Goodwill from the government, development partners and other stakeholders.	Statistical collaboration between the KNBS and the various stakeholders to facilitate effective realization of the Bureau's mandate.
c) High demand for statistics at all levels (International, national and county).	a) Explore alternative sources of data; and b) Forge strong partnerships with stakeholders in the National Statistical System (NSS) to facilitate provision of data.
d) Technological advancement.	Continuously evaluate, adopt and utilize emerging technology.
e) Emerging technology in data collection, analysis and dissemination.	Continuously scan the industry to determine and adopt latest trends in data collection, analysis and dissemination.
f) Existence, accessibility and application of international standards and methodologies.	Adopt and domesticate the international standards and methodologies.
g) A talented pool of well-educated human resources reservoir.	Explore aattachments and internships.

3.4.4 Threats

THREAT	PROPOSED ACTION TO WARD-OFF THE THREATS
a) Alternative sources of data.	a) Strengthen partnership with data providers; and b) Ensure timely release of the KNBS data.
b) Financial constraints.	Develop and implement a comprehensive resource mobilization strategy.
c) Insecurity in some Counties.	Collaborate with security agencies
d) Falsification of data by respondents.	Undertake sensitization on the objectivity of statistics.
e) Respondent fatigue leading to low response rates.	a) Create alternative samples; and b) Harmonize data collection tools for various surveys.
f) Political interference.	Advocacy on the importance and objectivity of statistics.
g) Dynamism of technology and increasingly sophisticated security risks.	Adoption of emerging technologies.
h) Fake and mis-interpretation of statistics.	Advocacy and sensitization on objectivity of statistics.
i) Inadequate legal framework	Pursue enactment of the revised Statistics Act.

The SWOT Analysis has been used in this Strategic Plan to determine strategies that will ensure that the Bureau effectively implements its programmes and achieves its Objectives. The Bureau will seek to build on the strengths outlined and thus improve on its operations in implementation of its programs. The weaknesses will be addressed to ensure positive performance through deployment of the strategies enumerated in clause **3.4.2**.

Opportunities will be exploited to gain a competitive advantage in the operational environment, build on internal positives and gain support from stakeholders. The Bureau will strive to continuously scan the operational environment and take full advantage of the opportunities by taking the actions articulated in clause **3.4.3.** Threats are external and thus not directly managed by the Bureau. However, appropriate strategies as outlined in clause **3.4.4** will be deployed to manage the effects of these threats.

3.5 PESTEL Analysis (External Environment)

The Bureau's external environment plays a big role in defining its operations. There are factors that exist in the external environment which influence the activities and programs of the Bureau. These can be grouped as Political, Economic, Social, Technological, Environmental and Legal (PESTEL) factors.

3.5.1 Political Factors

The Bureau requires conducive political environment for its operations and sustainability. Politics influences policy direction and the public sector reform agenda which is relevant to

the Bureau's mandate. Changes in political leadership at the national level often lead to restructuring of ministries, which may impact on the Bureau's mandate and operations. The high level of political awareness amongst Kenyans translates to increased demand for quality statistics. In this case, the Bureau will produce statistics that are responsive to market needs. Specifically, the political environment will affect operations of the Bureau both positively and negatively as follows:

Positive factors
    a) Support of statistical programmes through appropriation of requisite resources. The Bureau will exploit the existing political goodwill in order to deliver its mandate.
    b) Increased demand for disaggregated data at national and devolved levels. The Bureau needs to take advantage of the demand for statistics and collaborate with MCDAs in the production of official statistics.
    c) A stable political environment is necessary for implementation of statistical programmes including field data collection. This provides a conducive environment for the Bureau to conduct its activities in a comprehensive and timely manner.

Negative factors
    Political interests and negative political pronouncements affect the data collection process and acceptability of statistics. The Bureau will therefore ensure effective engagement of relevant stakeholders and adequate sensitization in all its statistical activities.

3.5.2 Economic Factors

The performance of the economy may affect the budgetary allocation to the Bureau. As a mitigation measure, the Bureau will pursue alternative sources of funding to cushion the instances of budget cuts. For example, the Bureau will pursue support from development partners, collaboration with MCDAs and private sector.

3.5.3 Social Factors

A wide range of social issues will impact on the programmes and activities of the Bureau as follows:

    a) Diverse cultural taboos and beliefs complicate the collection of data for various socio-economic indicators. For example, some socio-cultural beliefs may cause some households not to divulge required information during data collection. This therefore, will require adequate prior sensitization.

    b) The expectations and anticipation of rewards by respondents complicate the data collection activities. The respondents expect a lot from the government which cannot be instantly realized. Respondents therefore need to be adequately sensitized on the benefits of progressive statistics to enable them readily provide data as and when required.

    c) Emerging social challenges will require statistical attention to facilitate policy formulation and decisions. This includes challenges emanating from changes in lifestyle e.g. Alcohol and drug abuse, diabetes, and hypertension which have brought

about health conditions that negatively affect the workforce thereby hindering the achievement of the Bureau's mandate. The Bureau will therefore undertake adequate sensitization of the workforce about the need for healthy lifestyle, counselling and rehabilitation, frequent medical check-ups, and physical fitness.

d) Corporate culture will impact on organizational performance. The Bureau will institutionalize the corporate values to inform an appropriate culture that supports implementation of its programmes and activities.

e) The Bureau will undertake affirmative action to comply with the constitution and government circulars. The Bureau will equally enforce implementation of the relevant policies to ensure compliance.

f) Insecurity in some Counties hinder data collection, cartographic field work or other surveys operations. This is because the sampled units are inaccessible. This in turn affects the quality of data collected. The Bureau will therefore enhance collaborating with the relevant government agencies to facilitate effective data collection in all parts of the country.
.

g) There is need to enhance credibility of information sources in the eyes of the general public. As the coordinator and supervisor of the National Statistical System, the Bureau will continuously assess and advice the public on the credibility of information from various sources.

h) The public will continue to demand effective communication of statistical information. The Bureau will therefore conform with the changing trends in packaging of statistical information in a format that is appropriate to various users. The Bureau will also expand use of various dissemination channels to reach the wider and diverse audience.

i) There is need for enhanced publicity and advocacy. The Bureau will therefore embark on stronger publicity and advocacy to enhance public awareness and acceptability of statistical products and results.

3.5.4 *Technological Factors*

The Bureau will continuously embrace the advancement of Information Communication Technology (ICT) to improve on its operations as follows:

a) Automation: The Bureau will continue to take advantage of technological innovations to enhance the production and dissemination of statistical information to enhance efficiency and effectiveness.

b) Hardware/Software failures: Malfunctioning of devices and software failures can interfere with normal operations. The Bureau will continue deploying the best practices in the sector.

c) Lack of network coverage: The Bureau will implement systems with ability to work offline.

d) Use of Social Media: The Bureau will embrace the utilization of social media in dissemination of information, publicity and value-addition in communication.

e) Rapid advancement in technology making it hard to catch-up: The Bureau will continue to keep pace with changes in technology.

f) Cyber Security Threats: The Bureau will continue deploying the best practices to ensure the security of information and systems.

3.5.5 *Environmental Factors*

The Bureau will conform to statutory environmental requirements as stipulated by the NEMA Act and minimum standards of work environment in conformity with the statutory Occupational Health and Safety requirements. Specifically, therefore, the Bureau will undertake the following environmental initiatives:

a) Waste disposal: The Bureau will continue to adhere to relevant laws and regulations on waste management.

b) Work Environment: The Bureau will provide a conducive working environment through provision of adequate space and infrastructure.

c) Natural Calamities: The Bureau in collaboration with relevant agencies will prepare for and mitigate the impact of calamities such as floods and fire.

d) Terrain: The Bureau will institute measures to improve efficiency in collection of data in harsh terrain through provision of resources to enable accessibility.

3.5.6 *Legal Factors*

The Constitution of Kenya 2010 brought in the system of devolved government made up of geo-political units that has subsequently informed resource allocation and distribution. The Bureau therefore, is expected to provide statistical information to assist various stakeholders in planning, monitoring and evaluation. The Bureau will also align its operational policies with the Constitution. Some of the legal initiatives that the Bureau will pursue during the period of this Strategic Plan include:

a) Enactment of the County Statistics Bill: There will be need for enactment and operationalization of the County Statistics Bill. This will ensure that the Bureau works harmoniously with Counties on matters statistics and other operational aspects .

b) Amendment of the Statistics Act No 4 of 2006: With enactment of the Act, the Bureau will be empowered with an enhanced mandate to be an agency for provision of statistics for both the National and County Governments.

c) Laws and Regulations: The Bureau will comply with all laws and regulations that are relevant to its operations e.g. Public Procurement and Asset Disposal Act (PPADA, 2015); the labour laws; regulations on occupational health and safety (OHSA); and

regulations set by the National Environmental Management Authority (NEMA) and other statutory legal requirements.

d) Disputes: The Bureau will endeavor to settle any disputes or suits out of Court as lawsuits may sometimes interfere with the day-to-day management of operations.

For all the PESTEL factors outlined above, the Bureau will exploit the opportunities arising therefrom and put in place strategies for mitigating the effects of the threats.

3.6 Risk Analysis

A risk is the probability or chance of a loss or negative effect on the operations or performance of the Bureau. Risks are, in the context of this Strategic Plan, factors which have a likelihood of negatively influencing the implementation of projects and programs. The Bureau has little influence over these risks but can proactively mitigate against them.

The Bureau therefore identified the risks it can possibly encounter while implementing its programmes and activities and determined mitigation measures for managing any negative effects that may result from the occurrence of the risks. The Bureau's Risk Analysis is outlined in **Table 3.3**. The analysis was undertaken at corporate level and across the Bureau's integral operational functions. The Risk Analysis informed the Strategic Model outlined in **Chapter 4** and the development of a comprehensive Risk Management Strategy during the Strategic Plan period.

Table 3.3: Risk Analysis and Mitigation

TYPE OF RISK	RISKS ANTICIPATED	PROPOSED MITIGATION MEASURES
	Delay in constituting and operationalizing a full board of Directors.	Effective engagement of the relevant stakeholders.
	External interference with professional independence of the Bureau.	Strengthen and enforce the corporate governance framework.
	Delayed alignment of KNBS mandate to the new constitution in order to meet expanded requirements for statistics at both national and county level.	a) Review of the Statistics Act 2006 in Liaison with State law office. b) Undertake adequate sensitization and education of all stakeholders on the mandate, existing laws / policies and regulations.
	Limited engagement with county governments.	a) Create opportunities to engage with all key stakeholders. b) Enhance engagement with county governments.
	Freeze in new employment.	Outsource services to specialized service providers.
Strategic Risks	Low visibility of the Bureau	a) Enhance collaboration with stakeholders b) Develop and implement a comprehensive communication strategy; c) Rebranding.
	Emerging data needs not being met	Use of alternative data sources
	Erroneous interpretation and misuse of statistics	a) Undertake adequate sensitization of all key stakeholders on the need for objectivity in statistical data and results. b) Develop and implement an effective communication and data advocacy strategy.
	Emerging data needs not being met	Deploy utilization of alternative data sources
	Insecurity.	a). Collaboration with government agencies b). Advocacy with communities
	Lack of data security.	Develop and implement an ICT data security policy.

TYPE OF RISK	RISKS ANTICIPATED	PROPOSED MITIGATION MEASURES
Technological Risks	Inadequate ICT infrastructure.	Review and implementation of ICT strategy and policy.
	Failure to implement information security management system.	Implement information security management system.
	Resistance to new technology.	a) Undertake adequate sensitization on acceptance of change. b) Staff capacity building. c) Adequate involvement of end-users
	Technological innovations that outpace security.	Continuous monitoring of security threats and putting in place mitigation measures that prevent intrusions.
Organizational Risks	Wastage of resources due to uncoordinated activities.	Harmonize the implementation programme for activities to eliminate duplicity of effort.
	Inadequate vendor management in the procurement processes.	a) Develop and continuously update list of pre-qualified suppliers. b) Undertake periodic monitoring, evaluation and reporting on the performance of suppliers.
	Inadequate human resource capacity.	a) Enhance staff numbers informed by the optimal establishment levels. b) Build technical capacity of the existing staff.
	Lack of comprehensive and updated sampling frames	Develop new sampling frames. Update the existing sampling frames.
Financial Risks	Inadequate budgetary provisions to finance the Bureau's operations.	Formulate and implement an appropriate resource mobilization strategy.
	Over reliance on donor funding	Formulate and implement an appropriate resource mobilization strategy.

TYPE OF RISK	RISKS ANTICIPATED	PROPOSED MITIGATION MEASURES
	Inadequate fleet	a) Purchase of additional fleet b) Outsource transport
	Insecurity	a) Enhance collaboration with the relevant government agencies. b) Enhance advocacy among communities.
	Theft of ICT equipment	c) Install CCTV to facilitate tracking of equipment. d) Undertake physical control and surveillance. e) Outsource security services to enhance efficiency and effectiveness. f) Obtain insurance policies with reputable underwriters.
Operational Risks	Equipment failure	Develop and enforce an appropriate maintenance schedule.
	Use of unlicensed software	Capacity building of staff.
	Use of obsolete hardware	Procure software licenses and undertake regular equipment upgrades.
	Lengthy procurement procedures.	Develop and adhere to procurement plans.
	Inadequate integrated enterprise risk management and monitoring framework.	a) Develop and implement a Risk Management Strategy. b) Strengthen the Monitoring, Evaluation and Reporting framework.
	Lack a centralized and compressive social economic database.	Develop a centralized and comprehensive socio economic database.
	Lack of a succession plan.	Develop and implement a succession plan.

3.7   Stakeholder Analysis

Stakeholders are individuals or organizations who are influenced by the operations of the Bureau or those whose activities have the potential to influence its own operations. Analysis of the Bureau's stakeholders is important mainly to develop a common understanding of the mutual expectations. The stakeholder analysis allows the Bureau to gain insights into what stakeholders expect and the roles it needs to play in meeting these expectations. In effect, the Bureau is outlining its commitments to its stakeholders. The Stakeholder Analysis is presented in **Table 3.4.**

Table 3.4: Stakeholder Analysis

STAKEHOLDER	ROLE/FUNCTIONS OF THE STAKEHOLDER	STAKEHOLDER'S EXPECTATIONS FROM KNBS	WHAT THE KNBS SHOULD DO TO MEET STAKEHOLDER'S EXPECTATIONS	WHAT THE STAKEHOLDER SHOULD DO TO ASSIST THE KNBS IN REALIZING ITS MANDATE
1. The Executive and Constitution Bodies	• Provision of policy guidelines and enabling environment. • Provision of resources.	• Timely and accurate data for decision-making, policy formulation, monitoring and evaluation. • Good Corporate Governance.	• Provision of quality statistics. • Conform to Good Corporate Governance principles and practices.	• Create an enabling environment. • Ensure appropriate policy formulation. • Facilitate provision of adequate resources.
2. Parliament	• Legislation	• Timely and accurate data for decision making, policy formulation, monitoring and evaluation.	• Provision of quality statistics.	• Enact appropriate laws. • Appropriation of resources.

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STAKEHOLDER	ROLE/FUNCTIONS OF THE STAKEHOLDER	STAKEHOLDER'S EXPECTATIONS FROM KNBS	WHAT THE KNBS SHOULD DO TO MEET STAKEHOLDER'S EXPECTATIONS	WHAT THE STAKEHOLDER SHOULD DO TO ASSIST THE KNBS IN REALIZING ITS MANDATE
3. Judiciary	• Adjudication	• Timely and accurate data for decision making, policy formulation, monitoring and evaluation.	• Provision of quality statistics.	• Ensure expeditious resolution of disputes.
4. Constitutional Commissions and independent offices (CRA,OCOB, IEBC)	• Provision of Data.	• Disaggregated quality data for decision making, policy formulation, monitoring and evaluation.	• Provision of disaggregated quality statistics.	• Provide relevant data based on their functional mandates.
5. County Governments	• Data producers and users.	• Disaggregated quality data for decision making, policy formulation, monitoring and evaluation • Provision of technical support	• Provision of disaggregated quality statistics and required technical support. • Close corroboration with the County Governments under the NSS.	• Provide relevant Data. • Close corroboration with the KNBS under the NSS.
6. Development Partners (ADB, World Bank, UN, Statistics Sweden)	• Provision of technical and financial support.	• Adherence to international standards. • Quality data for decision making, policy formulation,	• Provision of quality statistics and adherence to international standards • Conform to Good	• Integrate their statistical programmes into the NSS activities.

STAKEHOLDER	ROLE/FUNCTIONS OF THE STAKEHOLDER	STAKEHOLDER'S EXPECTATIONS FROM KNBS	WHAT THE KNBS SHOULD DO TO MEET STAKEHOLDER'S EXPECTATIONS	WHAT THE STAKEHOLDER SHOULD DO TO ASSIST THE KNBS IN REALIZING ITS MANDATE
		• monitoring and evaluation. • Good Corporate Governance.	• Corporate Governance principles and practices.	
7. General Public	• Provision and utilization of KNBS data.	• Quality and disaggregated statistics • Effective dissemination of statistical information in a user- friendly manner.	• Ensure provision of Quality and disaggregated statistics. • Undertake effective dissemination of statistical information in a user- friendly manner.	• Provide accurate data. • Provide timely and comprehensive Feedback.
8. Learning and research Institutions /Independent researchers,	• Suppliers and users of data. • Research and Capacity building.	• Provision of quality data. • Provision of attachment opportunities to their students.	• Strengthen the collaboration framework.	• Provide timely and accurate data. • Close corroboration
9. Regional and International Bodies (EAC, COMESA, AUC, AU, UN)	• Harmonization of statistics. • Capacity building. • Financial support.	• Harmonized quality statistics for decision-making. • Effective Collaboration.	• Ensure provision of quality and harmonized statistics. • Enforce prudent utilization of resources.	• Facilitate funding of statistical programmes. • Provide technical support and capacity building.

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STAKEHOLDER	ROLE/FUNCTIONS OF THE STAKEHOLDER	STAKEHOLDER'S EXPECTATIONS FROM KNBS	WHAT THE KNBS SHOULD DO TO MEET STAKEHOLDER'S EXPECTATIONS	WHAT THE STAKEHOLDER SHOULD DO TO ASSIST THE KNBS IN REALIZING ITS MANDATE
		• Sharing of statistical knowledge.	• Facilitate collaboration with other regional and international statistical players.	• Standardize the data sharing framework. • Facilitate Benchmarking. • Provide feedback on the Bureau's programmes and activities.
10. Other data producers (Private sector, Civil Societies, Religious Organization).	• Provision of data. • Consumers of data.	• Quality statistics • Confidentiality • Professionalism • Collaboration • Feedback	• Provide Quality statistics • Uphold professionalism • Enhance collaboration • Open data sharing • Provide feedback	• Collaboration • Feedback • Provision of data • Capacity building
11. Data suppliers (Households and establishments)	• Provision of accurate data.	• Confidentiality of the information given. • Quality statistics. • Minimum reporting burden. • Feedback.	• Provide quality statistics. • Demonstrate professionalism. • Continuous engagement. • Feedback.	• Provide quality data. • Exercise professionalism • Provide timely feedback.
12. Media	• Dissemination and Publicity.	• Objective Statistics. • Timely Release of	• Provide objective statistics.	• Objective reporting. • Increased

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STAKEHOLDER	ROLE/FUNCTIONS OF THE STAKEHOLDER	STAKEHOLDER'S EXPECTATIONS FROM KNBS	WHAT THE KNBS SHOULD DO TO MEET STAKEHOLDER'S EXPECTATIONS	WHAT THE STAKEHOLDER SHOULD DO TO ASSIST THE KNBS IN REALIZING ITS MANDATE
		• statistical information. • Continuous engagement. • Data disseminated in a user friendly manner.	• Ensure timely release of statistical information. • Facilitate continuous engagement. • Facilitate increased access to KNBS datasets. • Provide prompt response to feedback.	dissemination and publicity of KNBS programmes and activities.
13. Statutory bodies (KRA, NSSF, NHIF)	• Provision of policy guidelines. • Registration and provision of identification numbers to staff. • Processing and payments of benefits. • Arbitration and settlement of disputes (courts).	• Timely statutory returns. • Provision of accurate data/ information. • Timely remittances. • Effective representation (courts). • Enforcement of court orders.	• Submit timely statutory returns. • Provide accurate data/ information. • Timely remit monthly dues. • Ensure effective representation in Courts. • Enforce court orders.	• Fully settle all claims in time • Provide membership cards in time • Appropriately and impartially settle disputes
14. Suppliers of goods and services.	• Provision of goods and services.	• Clear Terms of Reference and	• Provide clear terms of reference and	• Ensure timely supply of quality goods and

STAKEHOLDER	ROLE/FUNCTIONS OF THE STAKEHOLDER	STAKEHOLDER'S EXPECTATIONS FROM KNBS	WHAT THE KNBS SHOULD DO TO MEET STAKEHOLDER'S EXPECTATIONS	WHAT THE STAKEHOLDER SHOULD DO TO ASSIST THE KNBS IN REALIZING ITS MANDATE
		• Technical Specifications. • Conformity to the contractual terms.	technical specifications. • Adhere to the terms and conditions of the contract.	services as per the technical specifications provided. • Conform to the terms and conditions of the contract. • Provide timely feedback to the Bureau.
15. Kenya National Audit Office (KENAO)	• Conduct of statutory and specific audits.	• Provision of factual information. • Co-operation and facilitation.	• Provide comprehensive responses to issues raised. • Provide factual information. • Co-operate and facilitate the work of KENAO.	• Promptly provide expert opinion during audit exercise. • Be objective and impartial in the audit process.
16. KNBS staff.	• Implementation of the mandate of the Bureau.	• Conducive work environment. • Timely, equitable and commensurate remuneration. • Timely remittance of monthly deductions to	• Provide conducive work environment. • Ensure timely, equitable and commensurate remuneration. • Ensure timely	• Enhance productivity levels to achieve the set targets. • Be team-players. • Accept and readily embrace change.

STAKEHOLDER	ROLE/FUNCTIONS OF THE STAKEHOLDER	STAKEHOLDER'S EXPECTATIONS FROM KNBS	WHAT THE KNBS SHOULD DO TO MEET STAKEHOLDER'S EXPECTATIONS	WHAT THE STAKEHOLDER SHOULD DO TO ASSIST THE KNBS IN REALIZING ITS MANDATE
		3rd parties.	remittance of monthly staff deductions to 3rd parties. • Maintain proper staff database and other necessary records.	

The Bureau will utilize the information in the Stakeholder Analysis to improve service delivery. Appropriate strategies will be deployed to ensure that the needs and expectations of the various stakeholders are met.

3.8.   Lessons Learnt

During the 2013-2017 Strategic Plan period, key lessons were learned that will be utilized in informing development and implementation of appropriate strategies and activities in the future. These key lessons are, that:

a) Production of dis-aggregated data and dissemination of geo-spatial data is a better mechanism for informed decision making and guidance in policy formulation at all levels;

b) Adequate stakeholder engagement in the planning process as well as implementation of statistical programmes and activities is imperative for identification of their needs, ownership and acceptance of results;

c) Integration and adoption of new technologies improves efficiency and effectiveness in statistical production, management and dissemination;

d) Consistency in undertaking statistical programmes and adequate sensitization is critical in provision of quality statistics and raising the profile of the KNBS;

e) Continuous capacity building within the National Statistical System (NSS) is critical for generation of quality statistics;

f) Development and conformity to realistic annual work plans is important in generation of timely statistics;

g) Harmonization, prioritization and effective coordination of activities being implemented by various Directorates of the Bureau is necessary for successful implementation of planned programmes and activities;

h) Availability of adequate financial and human resources would determine the extent of implementation of planned programmes and activities;

i) Compliance with ISO 9001:2015 standard and deployment of international methodologies improves the quality of statistics and other service delivery mechanisms;

j) Joint funding and undertaking of survey activities with collaborating institutions will ensure sustainability of such activities;

k) Participatory approach, effective communication and adequate sensitization of staff on integral policy initiatives such as Strategic Plan review, development of Customer Service

Charter, and ISO certification will ensures ownership of the same and subsequently facilitate ease of implementation;

l) Development and continuous updating of comprehensive and reliable statistical frames is necessary for improvement of the quality of statistics;

m) Effective succession planning and management is key to consistency in performance and business continuity as desired;

n) Adequate financial planning and prudent budgetary control is necessary for sustainable implementation of programmes and activities;

o) Development and implementation of comprehensive monitoring and evaluation frameworks is necessary for effective service delivery;

p) Staff capacity enhancement is crucial in effectively addressing the prevailing and emerging policy issues;

q) A sound performance management framework is imperative for effective implementation of the Strategic Plan;

r) Outsourcing of some services to specialized service providers will improve service delivery;

s) Good corporate governance is integral in ensuring prudent utilization of resources;

t) Uptake of technology (eg WAN) will enhance efficiency and effectiveness in delivery of services;

u) Use of framework agreements as a procurement mechanism facilitates realization of economies of scale; and

v) Effective advocacy and engagement in cooperate social responsibility will enhance the profile of the Bureau.

3.9.   Key Success Factors

The Bureau exists in an operational environment defined mainly by the stakeholders it serves in various forms. The success of the Bureau in implementing this Strategic Plan will therefore depend on several critical factors which are relevant to the interests and needs of the stakeholders. Arising from the contextual analysis, the following have been identified as the key success factors for the Bureau:

a) Production of quality data;
b) Capacity building;
c) Effective communication;
d) Effective financial resource mobilization;
e) Effective collaboration;
f) Strategic alliances and partnerships
g) Business process automation;
h) Innovation and creativity;
i) Effective performance management;
j) Effective risk management; and
k) Conducive work environment.

3.10.   Critical assumptions

Several critical assumptions have been made in developing this Strategic Plan. These are:

a) The Legal framework will be strengthened in a manner favorable to the Mandate and core business of the Bureau;
b) Goodwill and support from stakeholders will be realized and sustained during the Strategic Plan period;
c) Support from the National Government will be enhanced and sustained; and
d) The Bureau will mobilize adequate resources to finance its programmes and activities.

3.11.   Key Result Areas

The Bureau will focus on the following thematic areas in the implementation of the Strategic Plan:

a) Production of quality Statistics;
b) Coordination of the National Statistical System (NSS);
c) Capacity Building;
d) Financial resource mobilization and management; and
e) Enhance Corporate Image.

Details of the Strategies to be deployed in each of the thematic areas, are outlined in the Strategic Model presented in Chapter Four.

CHAPTER FOUR

4 STRATEGIC MODEL

The Bureau recognizes that its operations have to be anchored on certain principles and values. The implementation of its objectives, strategies and activities will be guided by the Vision, Mission and Core Values.

4.1. Vision

Our vision

"To be a global leader in the provision of quality statistical services".

4.2. Mission

Our Mission

"To provide, manage and promote quality statistical services through utilization of best practices for evidence-based decision making".

4.3.   Core Values

The Bureau is committed to upholding the Core Values as the guiding principles for its operations. These are as follows:

P-Professionalism →

The Bureau will strictly abide by professional considerations, including scientific principles and ethics on methods, standards and procedures for provision of quality statistical services.

I-Integrity →

The Bureau will adhere to the principles of good governance to ensure transparency and accountability in undertaking it's programmes and activities.

C-Confidentiality →

The Bureau will treat all information provided by stakeholders with strict confidentiality and use it exclusively for statistical purposes.

C-Customer Focus →

The Bureau commits itself to align its programmes to the expectations of its stakeholders and attaining the highest standards in service delivery.

I-Innovation

The Bureau will continuously embrace creativity and innovation for value-addition in its business processes.

T-Teamwork

The Bureau will embrace teamwork in pursuing timely attainment of targeted results at all levels, through coordination and networking.
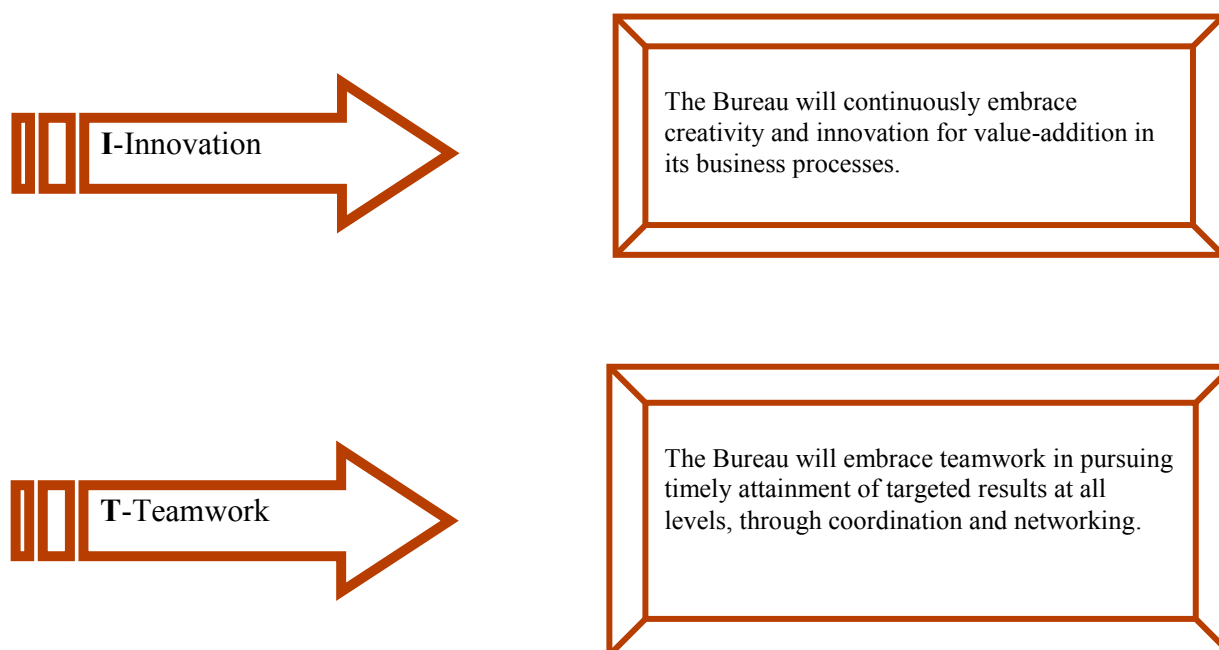
The core values are abbreviated as PICCIT.

4.4.   Strategic Themes/Key Result Areas (KRAs)

The Bureau identified five (5) areas of focus/key result areas, which will enable it to deliver benefits to the stakeholders and effectively realize its mandate:

   a) Production of quality statistics;

   b) Coordination of the National Statistical System (NSS);

   c) Capacity Building;

   d) Financial resource mobilization and management; and

   e) Enhance Corporate Image.

4.5.   Strategic Themes, Issues, Objectives, Strategies and Activities

Focusing on the five key result areas/strategic themes, the Bureau will endeavor to achieve results through implementation of the objectives, strategies and activities in the Plan period:

4.5.1. STRATEGIC THEME1: PRODUCTION OF QUALITY STATISTICS

Strategic Issue 1: Addressing Statistical Data Gaps.
Objective 1: To produce quality statistics that meet user requirements.

Strategy 1.1: Design and implement relevant censuses and surveys.
Strategy 1.2: Enhance availability and usage of administrative data.
Strategy 1.3: Enhance statistical research and development.
Strategy 1.4: Usage of non-traditional/alternative data sources.
Strategy 1.5: Enhance technical collaborations and assistance.

Strategic Issue 2: Enhance data quality assessment and assurance.
Objective 2: To develop and implement relevant data quality assessment and assurance frameworks.

Strategy 2.1: Develop and implement data quality frameworks.
Strategy 2.2: Adopt and mainstream applicable methods and standards
Strategy 2.3: Develop and implement a framework for designating statistics as official

Strategic Issue 3: Address low censuses and surveys response rate.
Objective 3: To improve censuses and surveys response rates.

Strategy 3.1: Enhance statistical publicity and advocacy.
Strategy 3.2: Enhance statistical infrastructure.
Strategy 3.3: Harmonization of survey *questionnaires*
Strategy 3.4: Modernisation of data collection methods

4.5.2. STRATEGIC THEME 2: STRENGTHEN THE NATIONAL STATISTICAL SYSTEM (NSS)

Strategic Issue 4: Effective Coordination of the National Statistical System.
Objective 4: To establish a well-coordinated National Statistical System.

Strategy 4.1: Review and implement the National Strategy for Development of Statistics(NSDS).
Strategy 4.2: Enhance user/producer statistical forums.

Strategic Issue 5: Build adequate technical capacity across the National Statistical System (NSS).
Objective 5: **To enhance statistical skills within the National Statistical System**.

Strategy 5.1: Provide statistical Technical Assistance across the NSS.

4.5.3. STRATEGIC THEME 3: CAPACITY BUILDING

Strategic Issue 6: Inadequate capacity to facilitate provision of quality, efficient and effective services.
Objective 6: To build adequate capacity to provide quality, efficient and effective services.

Strategy 6.1: Review and implement the organisation structure.
Strategy 6.2: Equip staff with appropriate skills.
Strategy 6.3: Review and implement the performance management framework.
Strategy 6.4: Ensure compliance to statutory obligations to support corporate services
Strategy 6.5: Improving the infrastructure and systems
Strategy 6.6: Enhance Monitoring and evaluation of programs

Strategic Issue 7: Staff Empowerment
Objective 7: To Improve Staff Welfare

Strategy 7.1: Establish and implement staff welfare schemes
Strategy 7.2: Facilitate a conducive work environment

4.5.4. STRATEGIC THEME 4: FINANCIAL RESOURCE MOBILIZATION AND MANAGEMENT.

Strategic Issue 8: Mobilize adequate resources to fund Bureau's statistical programmes.
Objective 8: To increase the financial base for the Bureau.

Strategy 8.1: Develop and implement a resource mobilization strategy.

4.5.5. STRATEGIC THEME 5: ENHANCE CORPORATE IMAGE

Strategic Issue 9: Low visibility of the Bureau.
Objective 9: To improve the visibility of the Bureau.

Strategy 9.1: Develop and implement a branding policy
Strategy 9.2: Enhance customer care

Strategic Issue 10: Effective communication and advocacy.
Objective 10: To have a highly recognized and reputable statistical institution.

Strategy 10.1: Develop and implement a Communication Strategy.
Strategy 10.2: Enhance the Bureau's communication capacity
Strategy 10.3 Review and implement the data dissemination policy.

CHAPTER FIVE

5. IMPLEMENTATION OF THE STRATEGIC PLAN

5.1. Introduction

The implementation of the Strategic Plan is based on a sound performance management at all levels, ranging from the Board to staff level. The execution of the Plan will involve stakeholder engagement for participation and good-will. Activities within the Plan will be sequenced through annual work plans and, monitoring and communication undertaken to enhance effective implementation.

5.2. Organizational Structure

The Bureau's organizational structure will play an important role in facilitating achievement of the set goals and targets anchored on the five thematic areas in the Strategic Plan. The organizational structure is aligned to the mandate and core business of the Bureau. The structure will be reviewed from time to time to ensure efficiency and effectiveness of the Bureau's operations. Figure 5.1 presents the current organizational structure.

The Board of Directors is responsible for formulating and overseeing the strategic direction of the Bureau. The Director General is the Chief Executive Officer and Secretary to the Board, responsible for the day-to-day management of the Bureau. Below the Director General's office in the hierarchy of the structure, are five directorates, namely:

  i. Population & Social Statistics,
 ii. Macroeconomic Statistics,
iii. Production Statistics,
 iv. Statistical Coordination and Methods, and
  v. Corporate Services.

The directorates are further divided into divisions, sections and units.

Figure 5.1: Approved KNBS Organizational Structure
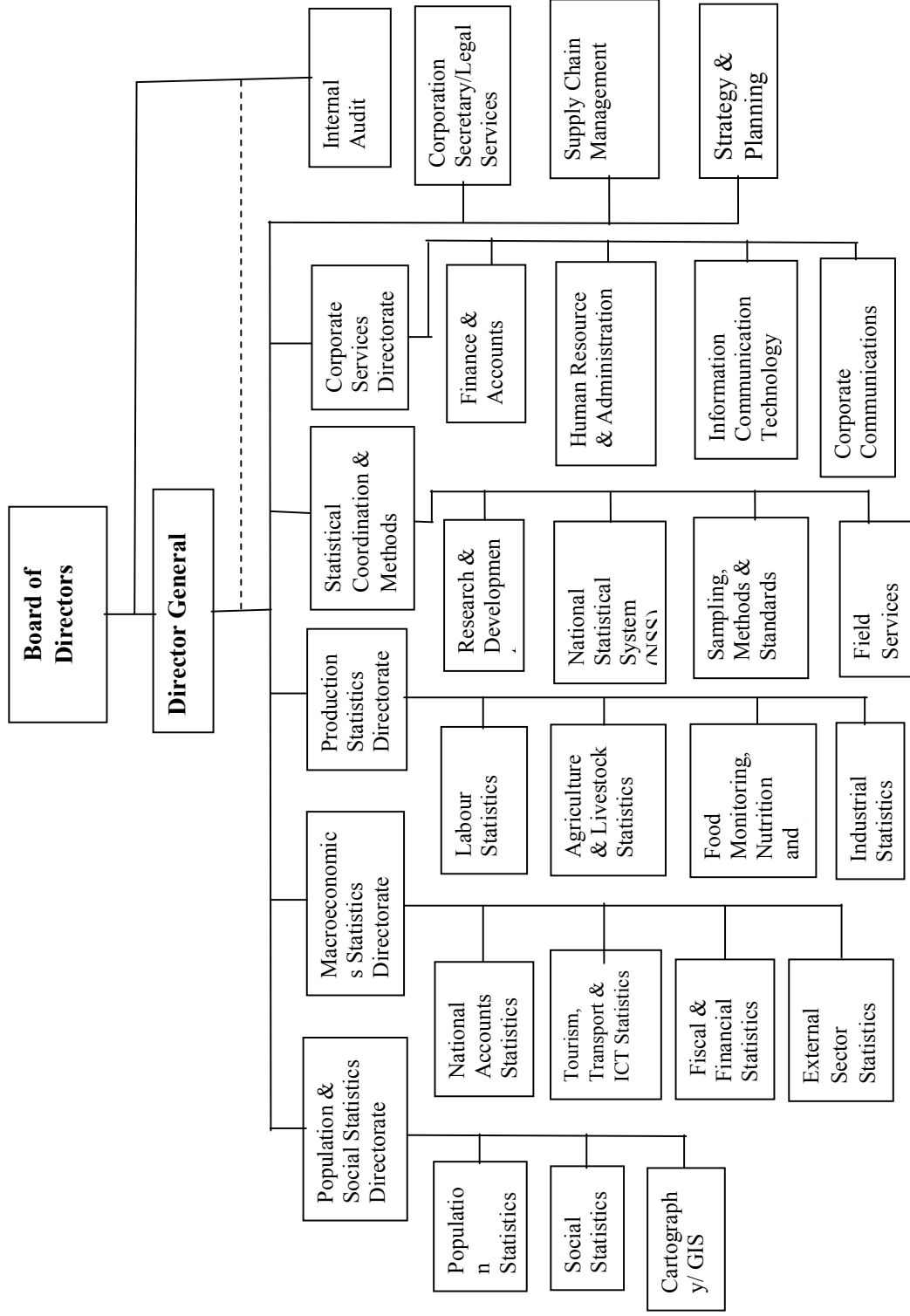
5.3.   Staff Establishment Levels

The staff complement of the Bureau is about 470, as opposed to an approved staff establishment of 701. The significant difference impacts negatively on effective service delivery, especially in terms of technical skills for core business of the Bureau. Table 5.1 shows the Bureau's staff establishment levels.

Table 5.1: Summary of Staff Establishment

S/No.	Directorate/Office	Approved Establishment	In-Post	Difference
1	Director General's Office	22	18	+4
2	Population and Social Statistics Directorate	83	32	+51
3	Macroeconomics Statistics Directorate	80	25	+55
4	Production Statistics Directorate	76	43	+33
5	Statistical Coordination & Methods Directorate	344	234	+110
6	Corporate Services Directorate	91	118	-27
7.	Internal Audit Division	5	4	+1
	Grand-Total	**701**	**474**	**+227**

As shown in Table 5.1, the Bureau requires an additional 227 personnel, for effective implementation of this Strategic Plan. To address the shortage, the Bureau will undertake progressive staff recruitment in line with the approved Organization Structure, Staffing levels and Salary Structure.

CHAPTER SIX

6. SOURCES OF FUNDING

6.1. Projected Sources of Finance

The programmes and activities contained in this Strategic Plan will be mainly be funded from the Exchequer and complemented by Bureau's internally generated sources and external support.

6.1.1. Appropriation in Aid (A-I-A)

    i.   Library usage;
   ii.   AIA from surveys;
  iii.   Sale of maps and publications;
   iv.   Sale of tenders;
    v.   Commissions; and
   vi.   Disposal of unserviceable items.

6.1.2. External Sources

    i.   Grants from Development Partners;
   ii.   Technical assistance from development partners.

6.2. Projected Financial Requirements

The financial resources required for implementing the strategies and activities, are outlined in the implementation matrix. Over the five-year period, the Bureau will require Ksh. 45,711 Million (Ksh.45.7 Billion).

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Kenya National Bureau of Statistics 2018-2022 Strategic Plan

Table 6.1: Financial Resource Requirements for Implementation of the Strategic Plan

	Strategic Theme	Objective	Resource Requirements (Million KSh)					Total (KSh)
			2018/19	2019/20	2020/21	2021/22	2022/23	
1.	Production of quality Statistics.	Objective 1: To produce quality statistics that meet user requirements	7,983.72	10,460.03	4,378.73	3,604.65	3,387.40	29,814.53
		Objective 2: Develop and implement relevant data quality assessment and assurance frameworks.	43.00	138.20	139.20	103.40	114.80	538.60
		Objective 3: Improve the censuses and surveys response rates.	144.30	218.10	787.70	2,224.30	1,796.40	5,170.80
2.	Coordination of the National Statistical System (NSS).	Objective 4: Establish a well-coordinated National Statistical System.	103.30	153.50	164.20	171.50	183.90	776.40
		Objective 5: To enhance statistical skills within the National Statistical System (NSS).	12.00	18.40	27.90	40.40	38.00	136.70
3	Capacity Building	Objective 6: To build adequate capacity to provide quality, efficient and effective services.	1,099.50	1,051.00	1,062.50	1,057.60	1,091.20	5,361.80
		Objective 7: Improve staff welfare	805.00	620.00	606.00	617.00	606.00	3,254.00
4	Financial resource mobilization and management.	Objective 8: To increase the financial base of the Bureau	-	14.50	11.00	11.00	8.00	44.50
5	Enhance Corporate Image	Objective 9: To Improve the visibility of the Bureau	26.00	3.00	8.00	3.00	3.00	43.00
		Objective 10: To have a highly recognized and reputable statistical institution.	117.00	119.00	113.00	113.00	109.00	571.00
		Total	**10,333.82**	**12,795.73**	**7,298.23**	**7,945.85**	**7,337.70**	**45,711.33**

Table 6.2: Projected Resource Inflows for the Bureau

	Source	Expected Resources (In Million Ksh.)					Total (In Million Ksh.)
		2018/19	2019/20	2020/21	2021/22	2022/23	
1	**Government Kenya Grants**						
a	Recurrent Grants	8,341.00	10,626.70	2,983.20	2,600.00	2,800.00	27,350.90
b	Development Grants	1,435.00	1,600.57	1,786.50	1,890.00	1,980.00	8,692.07
	SUBTOTAL	9,776.00	12,227.27	4,769.70	4,490.00	4,780.00	36,042.97
2	**Grants from Development Partners**	40.00	100.00	100.00	90.00	90.00	420.00
	SUBTOTAL	40.00	100.00	100.00	90.00	90.00	420.00
3	**Appropriation in Aid**						
a	Library usage	0.07	0.08	0.09	0.09	0.09	0.42
b	AIA from surveys	1.10	1.20	1.50	2.00	2.20	8.00
c	Sale of maps and publications	2.10	2.50	3.00	3.00	3.50	14.10
d	Disposal of unserviceable items	2.50	3.50	3.75	4.00	4.20	17.95
e	Commissions -Administrative	0.20	0.25	0.30	0.35	0.35	1.45
f	Interest on Deposits	285.00	270.00	265.00	200.00	200.00	1,220.00
	SUBTOTAL	290.97	277.53	273.64	209.44	210.34	1,261.92
	TOTAL	10,106.97	12,604.80	5,143.34	4,789.44	5,080.34	37,724.89

CHAPTER SEVEN

7. MONITORING, EVALUATION AND REPORTING

This Chapter outlines the Bureau's framework for carrying out Monitoring, Evaluation and Reporting (ME&R) which is a critical component in the successful implementation of Strategic Plan.

7.1. Monitoring Mechanisms

Quarterly review meetings will be held between the Management and the Board to review progress on the implementation of the Strategic Plan. The reviews will focus on:

(a) Progress made in implementation against what was planned;
(b) Causes of deviation from Plan, if any;
(c) Areas of difficulties and suggested solutions to challenges that may adversely affect implementation; and
(d) Proposed corrective measures.

Monitoring will involve routine data collection and analysis on the progress in implementation of the Strategic Plan. The results from the analysis will then be used to inform decision-making, including taking corrective action where deviations in implementation have been noted.

7.2. Evaluation and Reporting

The Strategy and Planning function will coordinate collection of M&E data, analysis and reporting. The reporting on progress of the implementation of the Strategic Plan will be done on a quarterly basis. Mid-term review will be undertaken to gauge the success of the implementation while the end term review will provide critical input for preparation of the next Strategic plan. The evaluation will be carried out to measure the relevance, efficiency, effectiveness and the sustainability of planned activities. The ME&R tool will be used to track and monitor the implementation progress of the Plan.

7.3. Indicators for Monitoring of the Strategic Plan

The indicators will be used to monitor the Strategic Plan will cover the finances, human resource, physical and IT infrastructure, processes and statistical products. Some of the performance indicators include:

7.3.1. *Financial Indicators*

a) Level of funding by source
b) Absorption rate of allocated funds
c) Number of monthly, quarterly and annual financial reports prepared

d) Timeliness in disbursement of AIE to field offices

7.3.2. Human Resource Indicators

a) Work environment satisfaction index
b) Employee satisfaction index
c) Staff complement *vis-a-vis* approved establishment
d) Number of staff trained at Masters, Degree, Diploma and Certificate level

7.3.3. Process Indicators

a) Number of stakeholders engagement and sensitization fora held;
b) Performance Contract (PC) score
c) Updated service delivery charter
d) Strategic Plan Mid-term review report
e) Strategic Plan End-term review report

7.3.4. Physical and IT Infrastructure Indicators

a) Proportion of processes automated
b) Desktop Computer to staff ratio
c) Standard color code adopted
d) Modern data centre in place

7.3.5. Statistical Products Indicators

a) Updated sampling frames
b) Proportion of the planned surveys undertaken
c) Proportion of the planned censuses undertaken
d) Proportion of monthly, quarterly and annual statistical reports published
e) Proportion of published statistical reports available online
f) Number of Data Quality Assessment Frameworks (DQAF) developed
g) Number of Statistics Technical Working Committees established
h) Number of Statistics Technical Working Committees that meet on a quarterly basis

APPENDIX 1: IMPLEMENTATION MATRIX

STRATEGIC THEME 1: PRODUCTION OF QUALITY STATISTICS

Strategic Issue 1: Adressing Statistical Data Gaps

Objective 1: To produce quality statistics that meet user requirements

Strategies	Activities	Responsibility Centre/Actors	Time Frame	Expected Output	Output Indicators	Budgetary Requirements (In Million Ksh.)					Performance Targets				
						2018/19	2019/20	2020/21	2021/22	2022/23	2018/19	2019/20	2020/21	2021/22	2022/23
Strategy 1.1: Design and implement relevant censuses and surveys.	Integrated Survey of Services (ISS)	DMES	2020/21	ISS report	report	-	-	200.00	-	-			ISS report		
	Survey of Non-Profit Institutions Serving Households	DMES	2019/20	NPIs report	report	-	100.00	-	-	-		NPIs report			
	County economic activities survey for GCP	DMES	Annual	GCP Report	report	30.00	31.00	32.00	33.00	34.00	GCP Report	GCP Report	GCP Report	GCP Report	GCP Report
	Study of trade margins – 5 years	DMES	2021/22	NA deflators	NA deflators	-	-	-	20.00	-				Updated trade margins	
	Study of Non-Observed Economy – prostitution, narcotics	DMES	2021/22	GDP expanded	NA deflators	-	-	-	30.00	-				Non-Observed Economy – prostitution, narcotics report	
	Survey of road transport (passenger and freight)	DMES	2021/22	Road transports passenger and freight statistics report	report	-	-	50.00	-	-			Survey of road transport report		
	Study of air and water transport	DMES	2019/20 ; 2021/22	survey report	report	-	15.00	-	17.00	-		air and water transport study report		air and water transport study report	
	Storage and warehousing survey	DMES	2019/20; 2021/22	survey report	report	-	20.00	-	22.00	-		Storage and warehousing survey report		Storage and warehousing survey report	
	Household ICT survey – 3 years	DMES	2019/20 ; 2021/22	Household ICT survey report	report	-	20.00	-	30.00	-		Household ICT survey report		Household ICT survey report	
	Survey on use and access of ICT by businesses and public – 3 years	DMES	2020/21 and 2022/23	Business ICT survey report	report	40.00	-	50.00	-	60.00			Business ICT survey report		Business ICT survey report
	Survey on use and access of ICT by schools – 3 years	DMES	2020/21 and 2022/23	ICT use survey report	report	-	-	30.00	-	35.00			ICT use survey report		ICT use survey report
	Child Online Protection Survey – 3 years	DMES	2020/21 and 2022/23	survey report	report	-	-	25.00	-	30.00		Child Online Protection Survey report		Child Online Protection Survey report	
	Survey of villas, cottages, apartments and camping sites – 5 years	DMES	2022/23	survey report	report	-	-	-	-	45.00					Survey of villas, cottages, apartments and camping sites report

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Strategies	Activities	Responsibility Centre/Actors	Time Frame	Expected Output	Output Indicators	Budgetary Requirements (In Million Ksh)					Performance Targets				
Strategy 1.1: Design and implement relevant censuses and surveys.	Inbound Output Tourism Survey – half yearly	DMES	Annual	Inbound outbound tourism expenditure estimates report	report	15.00	16.00	17.00	18.00	19.00	Inbound Output Tourism Survey report	Inbound Output Tourism Survey report	Inbound Output Tourism Survey report	Inbound Output Tourism Survey report	Inbound Output Tourism Survey report
	Survey of tour operators	DMES	2019/20	survey report	report	20.00	-	-	-	-	Survey of tour operators report				
	Domestic tourism survey (within CHSP)	DMES	2020/21	Domestic tourism survey report	report	-	-	20.00	-	-		Domestic tourism survey report			
	Development of Tourism Satellite Account (TSA)	DMES	Annual	TSA	report	-	5.00	5.00	5.00	5.00	TSA report	TSA report	TSA report	TSA report	TSA report
	Financial access household survey – 2 years	DMES	2018/19, 2020/21 and 2022/23	Timely administrative data	report	20.00		50.00		55.00	Financial access household survey report	Financial access household survey report	Financial access household survey report		Financial access household survey report
	Survey of Co-operative Societies – 3 years	DMES	2020/21	Timely administrative data	report			100.00					Timely co-operative Societies		
	Benchmark real estate survey 5 years	DMES	2018/19 and 2022/23	Timely administrative data	report	20.50					Benchmark real estate survey report	Benchmark real estate survey report		Benchmark real estate survey report	
	Occupation pension scheme survey 2 years	DMES	2020/21 and 2022/23	Timely administrative data	report			20.00		20.00			Occupation pension scheme survey report		Occupation pension scheme survey report
	Real estate survey- quarterly	DMES	Annual	Real Estate Property Index	report			20.00	20.00	20.00	Real estate survey report	Real estate survey report	Real estate survey report	Real estate survey report	Real estate survey report
	Survey of exporters and importers – quarterly	DMES	Annual	Timely administrative data	report			6.00	6.00	6.00	Survey of exporters and importers report	Survey of exporters and importers report	Survey of exporters and importers report	Survey of exporters and importers report	Survey of exporters and importers report
	Informal cross border survey - quarterly	DMES	Annual	Timely administrative data	report	15.00		20.00	20.00	20.00	Informal cross border survey report	Informal cross border survey report	Informal cross border survey report	Informal cross border survey report	Informal cross border survey report
	Foreign Investment Survey	DMES	Annual	Timely administrative data	report	57.30		60.00	70.00	70.00	Foreign Investment Survey report	Foreign Investment Survey report	Foreign Investment Survey report	Foreign Investment Survey report	Foreign Investment Survey report
	International trade in services survey – annual	DMES	Annual	Timely administrative data	report			20.00			International trade in services survey report	International trade in services survey report	International trade in services survey report	International trade in services survey report	International trade in services survey report
	External Remittances survey	DMES	2018/19, 2020/21, 2022/23	Timely administrative data	report	100.00		50.00		55.00	External remittances survey report	External remittances survey report	External remittances survey report		External remittances survey report
	Airline and Shipping survey	DMES	Annual	Timely administrative data	report			4.00	4.00	4.00	Airline and Shipping survey report	Airline and Shipping survey report	Airline and Shipping survey report	Airline and Shipping survey report	Airline and Shipping survey report
	Securities market perception surveys	DMES	2020/21	Timely administrative data	report			20.00					Securities market perception surveys report		

X 1: IMPLEMENTATION MATRIX

Strategies	Activities	Responsibility Centre/ Actors	Time Frame	Expected Output	Output Indicators	Budgetary Requirements (In Million Ksh.)					Performance Targets				
	Welfare, clubs and charitable organisation survey	DMES	Annual	Timely administrative data	report	-	5.00	5.00	5.00	5.00	welfare, clubs and charitable organisation survey report	welfare, clubs and charitable organisation survey report	welfare, clubs and charitable organisation survey report	welfare, clubs and charitable organisation survey report	welfare, clubs and charitable organisation survey report
Strategy 1.1: Design and implement relevant censuses and surveys.	Conduct Business indicators baseline survey	DPS	2018/19	Baseline Business Statistics	Baseline survey report	5.00	-	-	-	-	Conduct business indicators baseline survey report				
	Conduct quarterly business indicator periodic survey	DPS	Annual	Economic Indicators for expected quarters	Quarterly report	-	2.00	3.00	3.00	3.00		Conduct quarterly business indicator periodic survey report	Conduct quarterly business indicator periodic survey report	Conduct quarterly business indicator periodic survey report	Conduct quarterly business indicator periodic survey report
	Conduct annual energy household survey- CHSP	DPS/DSCM	Annual	Informal Energy Consumption Estimates by County and by type	Annual Informal Energy Consumption Report	-	20.00	20.00	20.00	20.00		Conduct annual energy household survey report	Conduct annual energy household survey report	Conduct annual energy household survey report	Conduct annual energy household survey report
	Conduct an in depth analysis on household consumption of energy, water and waste based on the Kenya Integrated Household Budget Survey (KIHBS) 2015/16 data set	DPS	2019/20	Updated Informal Energy, Water and Waste indicators	Analytical Report on Household consumption of Energy, Water and Waste	-	-	-	-	-	Conduct an in depth analysis	Conduct an in depth analysis	Conduct an in depth analysis	Conduct an in depth analysis	Conduct an in depth analysis
	Buildings Completed Survey	DPS	2018/19	Harmonized and Validated Building Completed Statistics by County	Baseline reports for building completed (bench marking)	10.00	5.00	5.50	6.00	6.50	Field data collection completed	Harmonized and Validated Building Completed Statistics by County	Harmonized and Validated Building Completed Statistics by County	Harmonized and Validated Building Completed Statistics by County	Harmonized and Validated Building Completed Statistics by County
	Collection of construction input prices and compilation of quarterly Construction Cost Indices	DPS	Annual	New Construction Input Price Index (base period 2017)	Construction Input price index with 4 input prices(Material, Labour, Equipment and Transport)	15.00	10.00	10.20	10.30	10.40	New Construction Input Price Index (base period 2017)	New Construction Input Price Index (base period 2017)	New Construction Input Price Index (base period 2017)	New Construction Input Price Index (base period 2017)	New Construction Input Price Index (base period 2017)
	Conduct Monthly Survey of Industrial Production (MSIP)	DPS	Annual	Industrial Indicators	Monthly update of industrial statistics database	-	1.00	1.00	1.00	1.00	Industrial Production (MSIP) survey report	Industrial Production (MSIP) survey report	Industrial Production (MSIP) survey report	Industrial Production (MSIP) survey report	Industrial Production (MSIP) survey report
	Conduct Survey of Industrial Production (SIP)	DPS	Annual	Industrial statistics report	Annual industrial statistics reports	65.00	75.00	80.00	-	-	Survey of Industrial Production (SIP) report	Survey of Industrial Production (SIP) report	Survey of Industrial Production (SIP) report	Survey of Industrial Production (SIP) report	Survey of Industrial Production (SIP) report
	Conduct Census of Industrial Production (CIP)	DPS	2022/23	Industrial production statistics	CIP report	-	-	-	-	250.00					CIP report
	Rebasing Producer Price Indices, quarterly PPI data collection	DPS	Annual	New PPI, Quarterly PPI	Rebased PPI Report, Quarterly reports	8.00	5.00	5.00	5.00	5.00	Quarterly PPI report	Quarterly PPI report	Quarterly PPI report	Quarterly PPI report	Quarterly PPI report

X 1: IMPLEMENTATION MATRIX

Strategy 1.1: Design and implement relevant censuses and surveys.

Activities	Responsibility Centre/Actors	Time Frame	Expected Output	Output Indicators	Budgetary Requirements (In Million Ksh.)					Performance Targets				
Quarterly Labour Force Survey-CHSP	DPS/DSCM	Annual	Quarterly and annual reports	Quarterly labour force statistics	-	-	-	-	-	Quarterly Labour Force Survey report	Quarterly Labour Force Survey report	Quarterly Labour Force Survey report	Quarterly Labour Force Survey report	Quarterly Labour Force Survey report
Conduct Micro Small and Medium Enterprises (MSME) survey	DPS	2020/21	Informal and formal sector statistics, statistics on persons engaged in small-scale agriculture	MSME Report	-	-	450.00	-	-			MSME report		
Conduct Manpower Survey	DPS	2019/20	Manpower survey report	Manpower survey report published	-	300.00	-	-	-		Manpower survey report			
Conduct Labour Force Survey	DPS	2021/22	Labour Force Statistics	Labour Force Report	-	-	350.00	-	-					Integrated Labour Force Survey report
Employment and earnings survey (annual and quarterly)	DPS	Annual	Employment and earnings statistics	Annual Employment and Earning Statistics in the Modern Sector Report	10.00	4.60	5.00	6.00	7.00	Employment and earnings survey report	Employment and earnings survey report	Employment and earnings survey report	Employment and earnings survey report	Employment and earnings survey report
Conduct monthly retail price survey	DPS	Annual	Consumer Price Index and inflation	Monthly CPI report	2.00	2.00	5.00	6.00	7.00	Monthly CPI report	Monthly CPI report	Monthly CPI report	Monthly CPI report	Monthly CPI report
Conduct monthly harmonized CPI (HCPI) survey	DPS	Annual	HCPI statistics	Monthly HCPI reports	0.50	0.50	0.50	0.60	0.60	monthly harmonized CPI (HCPI) report	monthly harmonized CPI (HCPI) report	monthly harmonized CPI (HCPI) report	monthly harmonized CPI (HCPI) report	monthly harmonized CPI (HCPI) report
Point of Purchase and retail market Survey	DPS	2018/19	New CPI outlets, retail market frame	Rebased CPI, updated retail market frame report	100.00	-	-	-	-	New CPI outlets, retail market frame				
Conduct Quarterly market Price Index survey (PPRA)	DPS	Annual	Market Price Index	Quarterly reports	25.00	25.00	26.00	27.00	28.00	Quarterly Market Price Index report	Quarterly Market Price Index report	Quarterly Market Price Index report	Quarterly Market Price Index report	Quarterly Market Price Index report
Informal Sector Survey	DPS	2022/23	Informal sector statistics	Informal sector report	-	-	-	-	300.00					Informal sector report
Rent and Housing Survey	DPS	2021/22	Rent and housing statistics	Rent and Housing report	-	-	-	300.00	-				Rent and Housing survey report	
Analytical Labour report from KIHBS 2015/16	DPS	2018/19	Labour Report	Labour Report	8.00	-	-	-	-	Indepth Labour Force Report				
International Comparison program (ICP)	DPS	2018/19 - 2022/23	ICP report	ICP report	6.00	7.00	8.00	9.00	10.00	ICP report	ICP report	ICP report	ICP report	ICP report
Conduct Quarterly Wholesale Price Index Survey	DPS	2018/19 - 2022/23	Quarterly Wholesale Price Index	Quarterly Wholesale Price Index report	5.00	6.00	7.00	8.00	10.00	Quarterly Wholesale Price Index report	Quarterly Wholesale Price Index report	Quarterly Wholesale Price Index report	Quarterly Wholesale Price Index report	Quarterly Wholesale Price Index report
Seasonal Agricultural Surveys (SAS)	DPS	Seasonal	Actual Agriculture Production estimates	Baseline survey report	20.00	201.40	213.50	226.30	239.90	Pilot SAS report	SAS reports produced	SAS reports produced	SAS reports produced	SAS reports produced
Survey of livestock Abbottoirs	DPS	Annual	Livestock offtake	Census report	-	50.00	50.00	10.00	10.00		Livestock slaughter stastics report			

X 1: IMPLEMENTATION MATRIX

Strategies	Activities	Responsibility Centre/Actors	Time Frame	Expected Output	Output Indicators	Budgetary Requirements (In Million Ksh.)				Performance Targets			
	Census of horticulture production	DPS	2021/22	Horticulture indicators	Horticulture report	-	-	-	350.00				Horticulture report
	Agriculture Analytical Report from Kenya integrated household budget survey	DPS	2019/20	Agriculture indicators	Agriculture report	30.00	-	-	-	KIHBS Agriculture report			
Strategy 1.1: Design and implement relevant censuses and surveys.	Agricultural and livestock production (household and large farms) survey	DPS	2020/21,2021/22	Agriculture Production Statistics	APS Report	-	107.50	-	110.00		APS Report	APS Report	
	Cost of Agricultural Production Survey (CAPS)	DPS	2020/21,2021/22/23	Farm level productivity	CAPS report	-	14.30	-	15.20	CAPS report	CAPS report		
	Crop Forecast Survey (CFS)	DPS	2020/21,2021/22/23	Crop forecasts	CFS report	-	21.20	-	22.50	CFS report	CFS report		
	Agriculture Producer Price Index Survey (Ag PPI)	DPS	2020/21,2021/22, 2022/23	Agriculture Producer Price Index	Agriculture Producer Price Index	-	10.00	10.60	11.20	Ag PPI reports	Ag PPI reports	Ag PPI reports	Ag PPI reports
	Livestock and product market prices survey	DPS	Annual	Livestock and Products Market Prices	Livestock and Products Market Price Report	8.00	8.50	9.00	9.50	Livestock and livestock product market reports	Livestock and livestock product market reports	Livestock and livestock product market reports	Livestock and livestock product market reports
	Census of Agriculture	DPS	2020/21,2021/22, 2022/23	Agriculture indicators	Agriculture report	-	200.00	800.00	300.00		CA progress reports	CA basic statistics report	CA statistics report
	Conduct survey of fisheries	DPS	2021/22	Estimates of inputs and outputs	Annual Fisheries Survey Report	-	-	50.00	-	Annual Fisheries Survey Report		Annual Fisheries Survey Report	
	Conduct survey of mining and quarrying-informal	DPS	2019/20,2021/22/23	estimates of inputs and outputs	Annual Mining & Quarrying Report	-	50.00	-	50.00	Annual Mining & Quarrying Report	Annual Mining & Quarrying Report		Annual Mining & Quarrying Report
	Conduct survey of forestry farming	DPS	2019/20	estimates of inputs and outputs	Annual Forestry Report	40.00	-	-	-	Annual Forestry survey Report			
	Conduct Solid Waste Survey	DPS	2018/19	estimates of volume of solid waste	Annual solid waste report	5.00	-	-	-	Annual solid waste report			
	Conduct retail market price survey	DPS	Annual	Retail Market Price statistics	market price statistics	5.00	50.00	5.00	5.00		market price report		
	Indepth Analysis of KIHBS 2015/16 on Food Consumption	DPS	2018/19	Updated food insecurity statistics	Food insecurity report	5.00	-	-	-	Food insecurity report			
	Conduct nutrition survey	DPS	2021/22	Updated nutrition statistics	Nutrition report	-	-	60.00	-				Nutrition report
	Continous Household survey programme (CHSP)	DSCM	Annual	Updated household consumption patterns, poverty, labour statistics and other socioeconomic indicators	Reports of the CHSP	350.00	350.00	450.00	350.00	Reports of the CHSP	Reports of the CHSP	Reports of the CHSP	Reports of the KIHBS
	Conduct Kenya Demographic and Health Survey (KDHS)	DPSS	96.19 Indicators	Demographic and Health Indicators	KDHS Report	-	900.00	-	-	KDHS Report			

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Strategies	Activities	Responsibility Centre/Actors	Time Frame	Expected Output	Output Indicators	Budgetary Requirements (In Million Ksh.)					Performance Targets				
	Conduct Kenya Malaria Indicator Survey (KMIS)	DPSS	2021/22	Malaria Indicators	KMIS Report	-	-	220.00	-	-			KMIS Report		
	Conduct STEPS on Non-Communicable Diseases (NCDs) risk factors	DPSS	2020/21	Indicators on NCDs	NCDs Risk factors survey Report	-	-	150.00	-	-				NCDs Risk factors survey Report	
Strategy 1.1: Design and implement relevant censuses and surveys.	Conduct time-use survey	DPSS	2020/21	Time use indicators	Time Use survey reports for 10 counties	-	38.47	-	-	-		Time Use survey reports for 10 counties			
	Conduct Governance Survey	DPSS	2020/21-2022/23	Governance, Peace and Security indicators	Governance Survey report	-	-	100.00	50.00	2.00		Survey Datasets	Survey Datasets	Governance Survey report	Dissemination of report
	National Survey for Persons with Disability	DPSS	2020/21-2022/23	Disability indicators	Person with Disability Survey Reports	-	-	5.00	100.00	80.00	Instruments developed	Survey Datasets		Person with Disability Survey Report	
	2019 Kenya Population and Housing Census (KPHC)	DPSS	2018/19-2020/21	Demographic and Socio-economic indicators	KPHC Basic and Analytical reports	6,713.42	8,590.43	109.46	-	-	KPHC Basic and Analytical reports	KPHC Basic and Analytical reports	KPHC Basic and Analytical reports		
	Conduct Census of Schools	DPSS	Annual	Basic Education and school indicators	Basic Education Statistics Report	1.00	3.50	3.80	4.00	4.50	Basic Education Statistics Report	Basic Education Statistics Report	Basic Education Statistics Report	Basic Education Statistics Report	Basic Education Statistics Report
	Conduct Kenya Household Health Expenditure and Utilization Survey (KHHEUS)	DPSS	2021/22	Health Expenditure and Utilization Indicators	KHHEUS Report	-	-	-	350.00	-			KHHEUS Report		
	Undertake the Kenya National Literacy Survey (KNLS)	DPSS	2022/23	Literacy indicators	KNLS Report	-	-	-	-	350.00					KNLS Report
	Enhance data users feedback mechanisms through conduct a statistics producer/user satisfaction survey	DSCM	2020/21, 2021/22, 2022/23	Data users feedback mechanism in place	frameworks for establishing user feedback	-	10.00	12.00	14.00	16.00	frameworks for establishing user feedback	frameworks for establishing user feedback	frameworks for establishing user feedback	frameworks for establishing user feedback	
	TOTAL (STRATEGY 1.1)					7,711.72	10,103.43	4,037.93	3,290.80	3,122.30					
Strategy 1.2: Enhance availability and usage of administrative data.	Survey of extra-budgetary units and counties	DMES	2019/20 and 2021/22	survey report	report	-	-	-	22.00	-		Survey of extra budgetary units and counties report		Survey of extra budgetary units and counties report	
	Prepare health fact sheet	DPSS	2018/19, 2020/21, 2022/23	Demographic and Health Indicators	Health Fact Sheet	2.00	5.00	5.00				Health Fact Sheet			Health Fact Sheet
	Production of Gender Data Sheet	DPSS	2018/19, 2020/21, 2022/23	Demographic and Socio-economic Indicators	Gender Data Sheet	2.00	5.00	5.00		6.10		Gender Data Sheet			Gender Data Sheet
	Mapping of TVET and students' enrolment	DPSS	2019/20-2022/23	number of TVET institution, students and Lecturers	TVET Mapping Report	2.00	2.50	3.00	3.50		TVET Mapping Report	TVET Mapping Report	TVET Mapping Report	TVET Mapping Report	TVET Mapping Report

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Strategies	Activities	Responsibility Centre/ Actors	Time Frame	Expected Output	Output Indicators	Budgetary Requirements (In Million Ksh.)					Performance Targets		
	Women and Men in Kenya booklet	DPSS	2020/21	Women and Men statistics	Women and Men in Kenya booklet	-	-	5.00	-	6.00		Women and Men in Kenya booklet	Women and Men in Kenya booklet
	GPSS Administrative Data collection	DPSS	2018/19-22/23	GPSS indicators	GPSS Report	2.00	3.00	4.00	5.00	5.00	GPSS Report	GPSS Report	GPSS Report
	Preparation of the annual civil registration report	DPSS	2019/20-2022/23	Births and Deaths registration indicators	Annual Civil Registration Report	-	0.50	0.70	0.75	1.00	Annual Civil Registration Report	Annual Civil Registration Report	Annual Civil Registration Report
	GPSS Administrative Data collection	DPSS	2018/19 - 2022/23	GPSS Statistics	GPSS indicators	2.00	3.00	4.00	5.00	5.00	GPSS indicators	GPSS indicators	GPSS indicators

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Strategies	Activities	Responsibility Centre/Actors	Time Frame	Expected Output	Output Indicators	Budgetary Requirements (In Million Ksh.)					Performance Targets				
	Develop County Statistical Abstracts	DSCM	2019/20-2022/23	Demographic and Socio-economic County Statistical Abstract containing	County Statistical Abstract containing	2.00	50.00	55.00	60.00	65.00	Annual County Statistical Abstract	Annual County Statistical Abstract	Annual County Statistical Abstract	Annual County Statistical Abstract	Annual County Statistical Abstract
	TOTAL (STRATEGY 1.2)					**10.00**	**78.50**	**81.20**	**95.75**	**96.60**					
Strategy 1.3: Enhance statistical research and development.	Develop 3-D Financial statistics (flow of funds and balance sheet)	DMFS	Annual	New financial statistics indicators	report	-	4.00	4.00	4.00	4.00	Financial statistics Report	Financial statistics Report	Financial statistics Report	Financial statistics Report	Financial statistics Report
	Revision and rebasing of national accounts	DMFS	Annual	expanded coverage and improved GDP estimates	revised and rebased NA	12.00	15.00	20.00	25.00	25.00					
	Domestication of new statistical methods, classifications and standards	DSCM	2020/21, 2022/24	Domesticated Statistical methods and guidelines	Number of statistical methodologies domesticated	-	-	5.00	-	5.40			Number of statistical methodologies on emerging issues	Number of statistical methodologies on emerging issues	Number of statistical methodologies on emerging issues
	Conduct a gap analysis with regard to statistical methods and Scope	DSCM	2020/21, 2022/23	Gaps on statistical methods and scope identified	Report of the gap analysis	-	-	5.00	-	5.40			Report of the gap analysis	Report of the gap analysis	Report of the gap analysis
	Integrate 2015/2016 Household survey with mobile service providers data for further analysis	DSCM	2019/20	Dissagregated indicators on household consumption	Report on consumption based on big data analysis	-	10.00	10.00	-	-	Report on consumption based on big data analysis				
	Development of socioeconomic Atlas	DSCM	2020/21	Socioeconomic Atlas developed	Socioeconomic Atlases developed	-	-	25.00	-	-		Socioeconomic Atlases developed			
	National Information Platform for Food and Nutrition	DPS	Annual	Updated food and nutrition statistics	Food and nutrition report	163.80	81.90	81.90	81.90	-	Set up the infrastructure for compiling nutrition statistics	Updated food and nutrition statistics	Updated food and nutrition statistics	Updated food and nutrition statistics	
	Further analysis on 2015/16 Kenya Integrated Household Budget Survey Dataset/	DSCM	2018/19/	Poverty Mapping (Subcounty poverty-Constituency and wards report)	Number of reports of indepth analysis	22.00	23.00	-	-	-	Socioeconomic Dimensions, Constituency Poverty Report (SAE)				
	Indepth analysis of Kenya Continous Household Survey Programme 2019 (KCHSP) and 2019 KPHC	DSCM	2019/20	Poverty Mapping (Subcounty poverty-Constituency and wards report)	Number of reports of indepth analysis	-	23.00	-	-	-	(Subcounty poverty-Constituency and wards report)				
	Computation of Multi Dimensional Poverty Index (MPI)	DSCM	2018/19	Indicators on multidimensions of poverty developed	Report on multidimensional poverty index	11.00	-	-	-	-	Report on multidimensional poverty index				
	TOTAL (STRATEGY 1.3)					**208.80**	**156.90**	**150.90**	**110.90**	**39.80**					

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Strategies	Activities	Responsibility Centre/ Actors	Time Frame	Expected Output	Output Indicators	Budgetary Requirements (In Million Ksh.)					Performance Targets				
Strategy 1.4: Usage of non-traditional/alternative data sources.	Identify the alternative data sources;	DPS/DSCM /DMES/DP SS	Annual	Report(s) on new data sources	report	-	-	-	-					Number of new data sources	Number of new data sources	Number of new data sources
Strategy 1.4: Usage of non-traditional/alternative data sources.	Training on data mining from big data	DPS/DSCM /DMES/DP SS	2019/20, 2020/21, 2021/22, 2022/22	Analysts trained on data mining from big data	Number of analysts/ data miners trained	30.00	33.00	36.00	40.00		Number of analysts/ data miners trained	Number of analysts/ data miners trained	Number of analysts/ data miners trained	Number of analysts/ data miners trained	Number of analysts/ data miners trained
	Convene forums with various data producers for effective engagement	DSCM	2019/20, 2020/21, 2021/22, 2022/23	Various data producers engaged	Reports of engagement sessions with producers	15.00	10.00	10.00	15.00		Reports of engagement sessions with producers	Reports of engagement sessions with producers	Reports of engagement sessions with produces	Reports of engagement sessions with producers	Reports of engagement sessions with producers
	TOTAL (STRATEGY 1.4)					-	45.00	43.00	46.00	55.00					
Strategy 1.5: Enhance technical collaborations and assistance.	Develop Memoranda of Understanding with the identified collaborators; and	CS	Annual	MoU	MoU	1.00	1.00	1.00	1.00		Signed MoU	Signed MoU	Signed MoU	Signed MoU	Signed MoU
	Enforce agreements contained in the MOUs.	CS	Annual	Collaboration	Agreements Implemented	0.20	0.20	0.20	0.20		Agreements Implemented	Agreements Implemented	Agreements Implemented	Agreements Implemented	Agreements Implemented
	Mainstreaming and Updating the National Indicator Framework for monitoring SDG indicators (Annual)	DSCM	2018/19	SDG Indicators mainstreamed into Bureau activities	National indicator framework	10.00	21.00	23.00	26.00	30.00	Updated Data/National indicator framework	Updated Data/National indicator framework	Updated Data/National indicator framework	Updated Data/National indicator framework	Updated Data/National indicator framework
	Sector Based Data Collection - Sustainable Development Goals	DSCM	Annual	SDGs updated indicators	SDGs annual report	-	1.00	1.00	1.00	1.00	SDGs indicators updated	SDGs indicators updated	SDGs indicators updated	SDGs indicators updated	SDGs indicators updated
	Source TA for BOP in developing IIP	DMES	Annual	IIP statement	report	4.00	4.00	4.00	4.00	4.00	Up to-date IIP Statement	Up to-date IIP Statement	Up to-date IIP Statement	Up to-date IIP Statement	Up to-date IIP Statement

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Strategies	Activities	Responsibility Centre/ Actors	Time Frame	Expected Output	Output Indicators	Budgetary Requirements (In Million Ksh.)					Performance Targets				
Strategy 1.5: Enhance technical collaborations and assistance.	Source TA for NA revision and rebasing	DMES	Annual	Revised NA	report	4.00	4.00	4.00	4.00	4.00	Revised and Rebased NA	Revised and Rebased NA	Revised and Rebased NA	Revised and Rebased NA	Revised and Rebased NA
	Source for TAs Tourism satelite accounts development, Real estate	DMES	Annual	TSA	report	-	4.00	4.00	4.00	4.00	TAs for Tourism satelite accounts development, Real estate	TAs for Tourism satelite accounts development, Real estate	TAs for Tourism satelite accounts development, Real estate	TAs for Tourism satelite accounts development, Real estate	TAs for Tourism satelite accounts development, Real estate
	Source for Real estate index development TA	DMES	Annual	Real estate index	report	4.00	4.00	4.00	4.00	index development	index development	index development	index development	index development
	TA on Competitive Index	DMES	2019/20	Competitive Index	Competitive Index	-	-	-	10.00	-	TA on Competitive Index				
	Monitoring Developments in the Labour Market	DPS	Annual	Labour Market report	Labour Market Indicators	10.00	11.50	11.00	-	12.50	Monitoring Developments in the Labour Market				
	Compute Human development Indices and Establish labour productivity Index	DPS	2019/20 and 2021/22	Human Development report	Human Development Indices	2.00	-	3.00	4.00	-	Compute Human development Indices	Establish labour productivity Index	Establish labour productivity Index	Establish labour productivity Index	
	Operationalize National Action Plan (NAP) Environment Statistics	DPS	Annual	Status National Action Plan (NAP) environment statistics	National Action Plan report	8.00	5.00	5.00	5.00	5.00	Develop National Action Plan report	Operationalize Develop National Action Plan report	Operationalize Develop National Action Plan report	Operationalize Develop National Action Plan report	Operationalize Develop National Action Plan report
	Framework For Development Of Environment Statistics (FDES) -Data Mining	DPS	Annual	Updated basic environment statistics indicators	FDES Report	10.00	8.00	8.00	8.00	8.00	Framework For Development Of Environment Statistics (FDES) -Data Mining	Updated basic environment statistics indicators	Updated basic environment statistics indicators	Updated basic environment statistics indicators	Updated basic environment statistics indicators
	TOTAL (STRATEGY 1.5)					**53.20**	**65.70**	**76.20**	**61.20**	**73.70**					
	TOTAL (STRATEGIC ISSUE 1)					**7,983.72**	**4,378.73**	**10,460.03**	**3,604.65**	**3,387.40**					

STRATEGIC THEME 1: PRODUCTION OF QUALITY STATISTICS

Strategic Issue 2: Enhance data quality assessment and assurance.

Objective 2: Develop and implement relevant data quality assessment and assurance frameworks.

| Strategy 2.1: Develop and implement data quality frameworks. | Develop and implement an advance release calendar | DSCM | 2019/20, 2020/21, 2021/22, 2022/23 | Advance release calendar developed | Advance release calendar Number of products complying with the relase calendar | - | - | - | - | - | Advance release calendar Number of products complying with the relase calendar | Advance release calendar Number of products complying with the relase calendar | Advance release calendar Number of products complying with the relase calendar | Advance release calendar Number of products complying with the relase calendar | Advance release calendar Number of products complying with the relase calendar |

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Strategies	Activities	Responsibility Centre/Actors	Time Frame	Expected Output	Output Indicators	Budgetary Requirements (In Million Ksh.)					Performance Targets				
Strategy 2.1: Develop and implement data quality frameworks.	Develop and implement a data revision policy	DSCM	2019/20, 2020/21	Data revision policy developed	the KNBS Data revision strategy/policy	-	10.00	14.00	-	-		the KNBS Data revision strategy/policy	the KNBS Data revision strategy/policy	the KNBS Data revision strategy/policy	the KNBS Data revision strategy/policy
	Develop and implement data quality assessment and assurance frameworks	DSCM	Annual	Quality assessment frameworks (quality declarations) developed	Number of products with quality declarations	8.00	10.20	12.00	15.00	18.00		Number of products with quality declarations	Number of products with quality declarations	Number of products with quality declarations	Number of products with quality declarations
	Develop a statistical code of practice	DSCM	2019/20, 2020/21	Code of practice for statistics developed	Code of practice	-	5.00	10.00	-	-			Code of practice		
	Quarterly CPI audit	DPS	Annual	CPI audit reports	Quarterly audit	10.00	11.00	11.50	12.00	12.50	CPI audit reports	CPI audit reports	CPI audit reports	CPI audit reports	CPI audit reports
	Review and development of CPI data capture and compilation systems including user manuals, and training	DPS	2018/19 - 2019/20	CPI compilation system	CPI compilation system	5.00	5.00	-	-	-	CPI compilation system	CPI compilation system			
	Identify and procure appropriate statistical software's, hardware's, and technologies for the BR	DSCM	2018/19	BR Statistical software's and hardware procured	New business register system	10.00	-	-	-	-	Business register system				
	Training of BR personnel on Maintenance of the Business Register	DSCM	2018/19	BR personnel trained	Number of BR personnel trained	2.00	-	-	-	-	Training report				
	Quarterly CPI Data validation Workshops	DPS	Annual	CPI data validation forums	CPI data validation reports	-	25.00	26.00	27.00	28.00	Quarterly CPI Data validation Workshops held	Quarterly CPI Data validation Workshops held	Quarterly CPI Data validation Workshops held	Quarterly CPI Data validation Workshops held	Quarterly CPI Data validation Workshops held
	TOTAL (STRATEGY 2.1)					**35.00**	**66.20**	**73.50**	**54.00**	**58.50**					
Strategy 2.2: Adopt and mainstream applicable methods and standards	Capacity building on methods and standards	DSCM	Annual	Methods and standards engaged	Reports of training sessions	-	5.00	5.20	5.50	5.90		Reports of training sessions	Reports of training sessions	Reports of training sessions	Reports of training sessions
	Prepare a metadata handbook for official statistics	DSCM	2019/20, 2020/21	Metadata of indicators developed	Indicator metadata	-	12.00	14.00	-	-		Handbook of metadata of indicators	Handbook of metadata of indicators		
	Prepare Statistical Compendium on concepts, definitions, classifications and methodologies	DSCM	2018/19, 2019/20, 2020/21	Methods and standards documented in a compendium	Compendium of methods and standards	6.00	8.00	9.00	-	-	Compendium of methods and standards	Compendium of methods and standards	Compendium of methods and standards		
	Implementation of International Classification of Crime for Statistical purposes (ICCS)	DPSS	Annual	ICCS Statistics	ICCS indicators	2.00	5.00	7.00	9.00	11.00	ICCS Indicators	ICCS Indicators	ICCS Indicators	ICCS Indicators	ICCS Indicators
	Conduct Peer reviews	DSCM	Annual	Peer reviews conducted	Peer Reviews Reports	-	5.00	5.30	5.60	6.00	Peer Reviews Reports	Peer Reviews Reports	Peer Reviews Reports	Peer Reviews Reports	Peer Reviews Reports
Strategy 2.2: Adopt and mainstream applicable methods and standards	Implementation of international definitions, classification, concept, methodologies and procedures	DSCM	Annual	International definitions, classifications adopted for compilation of statistics	Report on the number of international definition, classifications, methods and procedures adopted	-	2.00	2.20	2.30	2.40		Report on the number of international definition, classifications, methods and procedures adopted	Report on the number of international definition, classifications, methods and procedures adopted	Report on the number of international definition, classifications, methods and procedures adopted	Report on the number of international definition, classifications, methods and procedures adopted

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Strategies	Activities	Responsibility Centre/ Actors	Time Frame	Expected Output	Output Indicators	Budgetary Requirements (In Million Ksh.)					Performance Targets			
	TOTAL (STRATEGY 2.2)					**8.00**	**37.00**	**42.70**	**22.40**	**25.30**				
Strategy 2.3: Develop and implement a framework for designating statistics as official statistics	Establish a framework for designating statistics as official	DSCM	2019/20	Framework for designating statistics as official	Report of the framework		15.00				Report on the framework for designating statistics as official			
	Conduct statistical quality assessment	DSCM	Annual	Reports of statistical data quality assessment	Report on the number of statistics assessed		10.00	12.00	14.00	16.00	Reports of statistical data quality assessment	Reports of statistical data quality assessment	Reports of statistical data quality assessment	Reports of statistical data quality assessment
	Certification of statistics as official	DSCM	Annual	Certified official statistics	Report on the certified official statistics		10.00	11.00	13.00	15.00	Certified official statistics	Certified official statistics	Certified official statistics	Certified official statistics
	TOTAL (STRATEGY 2.3)					**-**	**35.00**	**23.00**	**27.00**	**31.00**				

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Strategies	Activities	Responsibility Centre/ Actors	Time Frame	Expected Output	Output Indicators	Budgetary Requirements (In Million Ksh.)					Performance Targets				
	TOTAL (STRATEGIC ISSUE 2)					43.00	138.20	139.20	103.40	114.80					
STRATEGIC THEME 1: PRODUCTION OF QUALITY STATISTICS															
Strategic Issue 3: Address low censuses and surveys response rate.															
Objective 3: Improve the censuses and surveys response rates.															
Strategy 3.1: Enhance statistical publicity and advocacy	Undertake public launch of the Strategic Plan;	DCS	2018/19	Launch of the strategic plan	report of the launch of the strategic plan	15.00	-	-	-	report of the launch of the strategic plan					
	Review the service delivery charter and align it to the Strategic Plan;	DCS	Annual	Service Charter reviewd	Report on review of service charter	5.00	5.00	5.00	5.00	Report on review of service charter	Report on review of service charter	Report on review of service charter	Report on review of service charter	Report on review of service charter	
	Enhance stakeholder engagement	DCS	2018/19,2019/20	Sensitization conducted	Report on the stakeholders sensitised	5.00	5.00	-		Bi annual stakeholders sensitization workshops	Bi annaul stakeholders sensitization workshops				
	Hold Public Barazas;	DCS	2018/19,2019/20	Public Barazas held	List of those who attended the Barazas	3.00	3.00	-	-	Quarterly Public Barazas held	Quarterly Public Barazas held				
	Intensify timely publicity in print, electronic and social media	DCS	2018/19,2019/20	timely dissemination in print, electronic and social media	Report on where the publicity forum	7.00	-	-	-	timely publicity in print, electronic and social media	timely publicity in print, electronic and social media	timely publicity in print, electronic and social media	timely publicity in print, electronic and social media	timely publicity in print, electronic and social media	
	Hold strategic road shows.	DCS	2018/19	Road shows held	Number of roadshows	10.00	-	-	-	Road show in every county					
	Conduct stakeholders' forums Data producer and user open week (Week Preceding African Statistics day)	DSCM	Annual	Stake holder forums conducted	Number of stakeholder forums/ Reports of the stakeholder forums	5.30	20.00	20.50	21.00	22.00	Number of stakeholder forums/ Reports of the stakeholder forums	Number of stakeholder forums/ Reports of the stakeholder forums	Number of stakeholder forums/ Reports of the stakeholder forums	Number of stakeholder forums/ Reports of the stakeholder forums	Number of stakeholder forums/ Reports of the stakeholder forums
	TOTAL (STRATEGY 3.1)					50.30	40.00	25.50	26.00	27.00					
Strategy 3.2: Enhance statistical infrastructure	Updating 5th National Sample Survey and Evaluation Programme (NASSEP V)	DSCM	2018/19,2019/20,2020/21	Updated sampling frames	Number of clusters updated	40.00	90.00	90.00	-	Number of clusters updated	Number of clusters updated	Number of clusters updated			
	Development of a new Business Register-Conduct census of establishments (COE)	DSCM	2020/21	Business register	New business register	-	-	300.00	-	Updated Business register					
	Quarterly maintenance of the Business Register(BR) through survey of new firms	DSCM	Annual	Business Register(BR)	Updated business register / Qtr. report	2.00	2.10	2.20	2.30	2.40	Updated business register / Qtr. report	Updated business register / Qtr. report	Updated business register / Qtr. report	Updated business register / Qtr. report	Updated business register / Qtr. report
	Updating Business register	DSCM	Annual	Updated sampling frames	Number of and firms updated	5.00	10.00	10.00	10.00	Number of firms updated	Number of firms updated	Number of firms updated	Number of firms updated	Number of firms updated	
	Develop the sixth National Sample Survey and Evaluation Programme (NASSEP VI)	DSCM	2020/21 - 2021/22	New House-hold based Sampling frame	Number of clusters developed	-	280.00	500.00	-	Number of clusters developed	Number of clusters developed				

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Strategies	Activities	Responsibility Centre/Actors	Time Frame	Expected Output	Output Indicators	Budgetary Requirements (In Million Ksh.)					Performance Targets				
Strategy 3.2: Enhance statistical infrastructure	Develop master sampling frame for farmers	DSCM	2021/22 - 2022/23	New Sampling frame for farmers	Number of farmers in the sampling frame	-	-	-	100.00	150.00				Number of farmers in the sampling frame	Number of farmers in the sampling frame
	Develop area sampling frame for agricultural surveys	DSCM	2021/22 - 222/23	agricultural area sampling frame	PSUs and SSUs developed	-	-	-	1,500.00	1,500.00				Number of PSUs and SSUs	Number of PSUs and SSUs
	Enhance field services infrastructure	DSCM	Annual	Enhanced field infrastructure	Number of field offices with enhanced infrastructure	10.00	11.00	12.00	14.00	15.00	Number of field offices with enhanced infrastructure	Number of field offices with enhanced infrastructure	Number of field offices with enhanced infrastructure	Number of field offices with enhanced infrastructure	Number of field offices with enhanced infrastructure
	Creation of retail market frame for farm produce and livestock	DSCM	2019/20	New Retail Market frame	New Retail Market frame	-	15.00	-	-	-		Retail market survey frame Report			collection methods
	TOTAL (STRATEGY 3.2)					**57.00**	**128.10**	**694.20**	**2,126.30**	**1,677.40**					
Strategy 3.3: Harmonization of survey questionnaires	Harmonization of data collection instruments	DMES,DPS	2019/20,2022/23			-	-	-	8.00	10.00		Harmonized data collection instruments			Harmonized data collection instruments
	TOTAL (STRATEGY 3.3)					**-**	**8.00**	**-**	**-**	**10.00**					
Strategy 3.4:Modernisation of data collection methods	Develop and adopt data capture system	DPS, DMES, DPSS, DSCM	Annual	Socioeconomic statistics	Facts and Figures, Economic Survey, Statistical Abstract	17.00	20.00	23.00	25.00	30.00	Socioeconomic Statistics	Socioeconomic Statistics	Socioeconomic Statistics	Socioeconomic Statistics	Socioeconomic Statistics
	Maintaining data capture CAPI) and processing application	DCS	Annual		Automated data capture	3.00	2.00	2.00	2.00	2.00	Automated data capture	Automated data capture	Automated data capture	Automated data capture	Automated data capture
	Annual Socioeconomic Statistics follows ups	DPS, DMES, DPSS, DSCM	Annual	Socioeconomic statistics	Facts and Figures, Economic Survey, Statistical Abstract	17.00	20.00	23.00	25.00	30.00	Socioeconomic Statistics	Socioeconomic Statistics	Socioeconomic Statistics	Socioeconomic Statistics	Socioeconomic Statistics
	Enhance management of automated sampling systems	DSCM	2020/21 - 2022/2023	Automated Sampling Frames	Number of Automated Sampling Frames	0.00	-	20.00	20.00	20.00			Number of sampling frames automated	Number of sampling frames automated	Number of sampling frames automated
	TOTAL (STRATEGY 3.4)					**37.00**	**42.00**	**68.00**	**72.00**	**82.00**					
	TOTAL (STRATEGIC ISSUE 3)					**144.30**	**218.10**	**787.70**	**2,224.30**	**1,796.40**					
	TOTAL (STRATEGIC THEME1)					**8,171.02**	**10,816.33**	**5,305.63**	**5,932.35**	**5,298.60**					

STRATEGIC THEME 2: STRENGTHEN THE NATIONAL STATISTICAL SYSTEM (NSS)

Strategic Issue 4: Effective Coordination of the National Statistical System (NSS).

Objective 4: Establish a well-coordinated National Statistical System.

X 1: IMPLEMENTATION MATRIX

Strategies	Activities	Responsibility Centre/Actors	Time Frame	Expected Output	Output Indicators	Budgetary Requirements (In Million Ksh.)					Performance Targets				
Strategy 4.1: Review and implement the National Strategy for Development of Statistics(NSDS)	Finalization of the sector Statistics plans and NSDS	DSCM	2019/20, 2020/22	Sector plans and NSDS finalized	Sector Reports; NSDS	0.00	3.50	-	-		Sector Reports; NSDS	Sector Reports; NSDS	updated matrix of implemetation of the NSDS	updated matrix of implemetation of the NSDS	updated matrix of implemetation of the NSDS
	Review Implementation of the NSDS	DSCM	Annual	NSDS implemented timely	updated matrix of implementation of the NSDS	15.00	16.00	17.20	18.50		implementation of the NSDS	implementation of the NSDS	implemetation of the NSDS	implemetation of the NSDS	committee meetings
	TOTAL (STRATEGY 4.1)					**15.00**	**19.50**	**17.20**	**18.50**						
Strategy 4.2: Enhance user/producer statistical forums	Establish/Strengthen the existing Statistical Technical Working committees	DSCM	Annual	Existing statistical technical working committees strengthened	Reports of the statistical committee meetings	75.00	80.00	85.00	90.00	95.00	Reports of the statistical committee meetings	Reports of the statistical committee meetings	Reports of the statistical committee meetings	Reports of the statistical committee meetings	Reports of the statistical committee meetings
	Establish new Statistical Technical Working committees	DSCM	Annual	new technical working committees established	new committees established; Reports of the statistical	-	20.00	24.00	22.00	27.00	new committees established; Reports of the	new committees established; Reports of the			
	Develop and publish a Quarterly thematic NSS communication bulletin	DSCM	2019/20, 2020/21, 2021/22, 2022/24	Quarterly thematic communication bulletin developed	Number of quarterly bulletins	8.00	5.00	5.20	5.30	5.40	Number of quarterly bulletins	Number of quarterly bulletins	Number of quarterly bulletins	Number of quarterly bulletins	Number of quarterly bulletins
	Enhance data users feedback mechanisms through conduct a statistics producer/user satisfaction survey- (To go to surveys)	DSCM	Annual	Data users feedback mechanism in place	frameworks for establishing user feedback	-	10.00	12.00	14.00	16.00	frameworks for establishing user feedback	frameworks for establishing user feedback	frameworks for establishing user feedback	frameworks for establishing user feedback	frameworks for establishing user feedback
	Conduct stakeholders' forums Data producer and user open week (Week Preceding African Statistics day) (take it to publicity and advocacy section 3.1)	DSCM	Annual	Stake holder forums conducted	Number of stakeholder forums/ Reports of the stakeholder forums	5.30	20.00	20.50	21.00	22.00	Number of stakeholder forums/ Reports of the stakeholder forums	Number of stakeholder forums/ Reports of the stakeholder forums	Number of stakeholder forums/ Reports of the stakeholder forums	Number of stakeholder forums/ Reports of the stakeholder forums	Number of stakeholder forums/ Reports of the stakeholder forums
	TOTAL (STRATEGY 4.2)					**88.30**	**135.00**	**144.70**	**154.30**	**165.40**					
	TOTAL (STRATEGIC ISSUE 4)					**103.30**	**153.50**	**164.20**	**171.50**	**183.90**					

STRATEGIC THEME 2: COORDINATION OF THE NATIONAL STATISTICAL SYSTEM (NSS)

Strategic Issue 5: Build adequate technical capacity accross the National statistical System (NSS)

Objective 5: To enhance statistical skills within the National Statistical System (NSS).

X 1: IMPLEMENTATION MATRIX

Strategies	Activities	Responsibility Centre/Actors	Time Frame	Expected Output	Output Indicators	Budgetary Requirements (In Million Ksh.)					Performance Targets			
Strategy 5.1: Provide Statistical Technical Assistance across the NSS.	Carry out capacity needs assessment	DSCM	2019/20, 2021/22	Needs assessment conducted	Report on needs assessment	-	-	5.00	-	5.00	Report on needs assessment	Report on needs assessment		
Strategy 5.1: Provide Statistical Technical Assistance across the NSS.	Build the capacity of statistics units in MDAs, Counties and KNBS technical Working Groups (Committees)	DSCM	2019/20, 2020/21	Statistical units in MDAs established	Number of statistical units established	10.00	10.00	-	-	-	Number of statistical units established	Number of statistical units established		
	Conduct technical missions in various statistics sectors	DSCM	2020/21, 2021/22, 2022/23	Statistical technical missions conducted in the NSS	Reports of the missions conducted	-	2.00	2.20	2.40		Reports of the missions conducted	Reports of the missions conducted		
	Budget to go to technical assistance 5.1	DSCM	Annual	Statistical Capacity of NSS sectors enhanced	Report on capacity building for statistical sectors	1.00	1.45	1.60	1.80	Report on capacity building for statistical sectors	Report on capacity building for statistical sectors	Report on capacity building for statistical sectors	
	Budget to go to technical assistance	DSCM	Annual	Statistical Capacity of NSS sectors enhanced	Report on capacity building for statistical sectors	1.00	1.45	1.60	1.80	Report on capacity building for statistical sectors	Report on capacity building for statistical sectors	Report on capacity building for statistical sectors	
	Training in production and management of official statistics	DSCM	Annual	Training on statistics conducted for the NSS	Number of persons trained	-	10.00	12.00	14.00	16.00	Number of persons trained	Number of persons trained	
	Establish partnerships with training institutions to design tailor made courses	DSCM	Annual	Partnerships established with training institutions	Number of partnerships established	-	1.00	1.00	1.00	Number of partnerships established	Number of partnerships established	Number of partnerships established	
	Establish a training Institute for official statistics	DSCM	2121/22, 2022/23	Process of establishing a training institute initiated; Negotiations with stakeholders	Documentation on establishishement of the institute; Resources mobilised	-	15.00	15.00	15.00		Documentation on establishishement of the institute; Resources mobilised	Documentation on establishishement of the institute; Resources mobilised	
	TOTAL (STRATEGY 5.1)					**12.00**	**18.40**	**27.90**	**40.40**	**38.00**				
	TOTAL (STRATEGIC ISSUE 5)													
	TOTAL (STRATEGIC THEME 2)					**12.00**	**18.40**	**27.90**	**40.40**	**38.00**				
						115.30	**171.90**	**192.10**	**211.90**	**221.90**				

STRATEGIC THEME 3: CAPACITY BUILDING

Strategic Issue 6: Inadequate capacity to facilitate provision of quality, efficient and effective services.

Objective 6: To build adequate capacity to provide quality, efficient and effective services.

X 1: IMPLEMENTATION MATRIX

Strategies	Activities	Responsibility Centre/ Actors	Time Frame	Expected Output	Output Indicators	Budgetary Requirements (In Million Ksh.)					Performance Targets				
Strategy 6.1: Review and implement the organization structure.	Implementing the plan for approved Organizational Structure	DCS	Annual	Rationalize staff deployment	Report on deployment of staff according to their qualifications and experience.	3.00	3.00	3.00	3.00	3.00	Implementation plan for approved Organizational Structure in place	Implementation of the plan for approved Organizational Structure in place	Implementation of the plan for approved Organizational Structure in place	Implementation of the plan for approved Organizational Structure in place	Implementation of the plan for approved Organizational Structure in place
				Competitive Filling of newly created positions	A new staff establishment in place	5.00	5.00	5.00	5.00	5.00	Senior Officers Positions filled	Vacant positions filled	Vacant positions filled	Vacant positions filled	Vacant positions filled
Strategy 6.1: Review and implement the organization structure.	Implement the Human Resource plan	DCS	Annual	Adoption of the career guidelines	Relevant indents developed	1.00	1.00	1.00	1.00	1.00	Career progression guidelines in place	Implementation of Career progression guidelines	Implementation of Career progression guidelines	Implementation of Career progression guidelines	Implementation of Career progression guidelines
				Timely delivery of planned HR activities	Evaluation report on the respective activities	1.00	1.00	1.00	1.00	1.00	Delivery of planned HR activities	Delivery of planned HR activities	Delivery of planned HR activities	Delivery of planned HR activities	Delivery of planned HR activities
	Develop and implement the approved succession plan.	DCS	Annual	Retention of institutional memory / Continuity in	Records on institutional memory / Number of	4.00	4.00	4.00	4.00	4.00	Career progression guidelines in place	Career progression guidelines in place	Career progression guidelines in place	Career progression guidelines in place	Career progression guidelines in place
TOTAL (STRATEGY 6.1)						14.00	14.00	14.00	14.00	14.00					
Strategy 6.2: Equip staff with appropriate skills.	Develop and implement a knowledge management policy;	DCS	Annual	Sensitization of staff on the importance of Knowledge management policy	Number of staff sensitized on Knowledge Management	4.00	4.00	4.00	4.00	4.00	All staff to be sensitized on Knowledge Management	All staff to be sensitized on Knowledge Management	All staff to be sensitized on Knowledge Management	All staff to be sensitized on Knowledge Management	All staff to be sensitized on Knowledge Management
				Coordination of knowledge sharing sessions	A programme and report of knowledge sharing	4.00	4.00	4.00	4.00	4.00	All staff trained to share Knowledge Acquired	All staff trained to share Knowledge Acquired	All staff trained to share Knowledge Acquired	All staff trained to share Knowledge Acquired	All staff trained to share Knowledge Acquired
	Undertake training needs assessment;	DCS	Annual	Completed questionnaires on training gaps	Report on training needs assessment	4.00	4.00	4.00	4.00	4.00	Analyse of all received Training Needs Assessment	Analyse of all received Training Needs Assessment	Analyse of all received Training Needs Assessment	Analyse of all received Training Needs Assessment	Analyse of all received Training Needs Assessment
	Develop and implement the training plan; and	DCS	Annual	Better coordination of training activities	Report on the training plan achievements	70.00	80.00	80.00	80.00	80.00	To train all staff as per their training needs	To train all staff as per their training needs	To train all staff as per their training needs	To train all staff as per their training needs	To train all staff as per their training needs
	Evaluate the training impact.	DCS	Annual	Completed Training impact assessment from respective supervisors	Report on the analysed training impact assessment	4.00	4.00	4.00	4.00	4.00	Training Impact to be done on all trainings attended	Training Impact to be done on all trainings attended	Training Impact to be done on all trainings attended	Training Impact to be done on all trainings attended	Training Impact to be done on all trainings attended
	Implement induction policy	DCS	Annual	Ensure new staff adjust to the social and performance aspect of their jobs.	Documented feedback on the effectiveness of the induction	-	-	-	-	-	All new staff to be inducted as per the policy	All new staff to be inducted as per the policy	All new staff to be inducted as per the policy	All new staff to be inducted as per the policy	All new staff to be inducted as per the policy

X 1: IMPLEMENTATION MATRIX

Strategies	Activities	Responsibility Centre/Actors	Time Frame	Expected Output	Output Indicators	Budgetary Requirements (In Million Ksh.)					Performance Targets				
	Developing and implementing guidelines on staff coaching and mentorship	DCS	Annual	Coaching and mentorship policy	% implementation	1.00	1.00	1.00	1.00	1.00	Appoint Mentors and Coaches	Trainin them	Identify Mentees and Implement the coaching guidelines		
	Institutionalize change management	DCS	Annual	Inculcate change management programmes in the Bureau	Number of sensitizations held on change management	-	-	-	-	-	All staff to be trained on Change management	All staff to be trained on Change management	All staff to be trained on Change management	All staff to be trained on Change management	All staff to be trained on Change management
Strategy 6.2: Equip staff with appropriate skills.	Institutionalize change management	DCS	Annual	Conduct a survey on the impact on change management programmes	Report on the change of attitude amongst staff.	5.00	5.50	6.00	6.60	7.20	Train all staff	Train all staff	Train all staff	Train all staff	Train all staff
	TOTAL (STRATEGY 6.2)					**92.00**	**102.50**	**103.00**	**103.60**	**104.20**					
Strategy 6.3: Review and implement the performance management framework.	Train staff on performance appraisal;	DCS	2018/19,2019/20	Inculcate the culture of performance appraisal	Number of staff trained	-	0.50	0.50	-	-	Appoint the Performance Management Champions	Train them	Train all staff on Performance Management	Train all staff on Performance Management	Train all staff on Performance Management
	Implementation of performance management cycle	DCS	Annual	Undertake biannual and annual performance appraisal	Report of Analysed performance appraisal tools	1.00	1.00	1.00	1.00	1.00	All staff in the Bureau to be Appraised	All staff in the Bureau to be Appraised	All staff in the Bureau to be Appraised	All staff in the Bureau to be Appraised	All staff in the Bureau to be Appraised
		DCS	Annual	Implementation of the performance appraisal report	% implementation	1.00	1.00	1.00	1.00	1.00	Report on the Perfomance Appraisal to be analysed	Report on the Perfomance Appraisal to be analysed	Report on the Perfomance Appraisal to be analysed	Report on the Perfomance Appraisal to be analysed	Report on the Perfomance Appraisal to be analysed
	Developing and implementing reward policy	DCS	Annual	Appoint reward and incentives committee	Number of staff rewarded for excellent performance or those given sanctions for not meeting their targets.	4.00	4.00	4.00	4.00	4.00	Excellent Performance rewarded, laggers to be sancion	Excellent Performance rewarded, laggers to be sancion	Excellent Performance rewarded, laggers to be sancion	Excellent Performance rewarded, laggers to be sancion	Excellent Performance rewarded, laggers to be sancion
			Annual	Develop implementation plan	% implementation	-	-	-	-	-					
	TOTAL (STRATEGY 6.3)					**6.00**	**6.50**	**6.50**	**6.00**	**6.00**					
Strategy 6.4: Ensure compliance to support corporate services	Consolidate and implement the Annual Procurement and Asset Disposal plans;	SMP	Annual	Procurement Plan and Disposal Plan developed	Procurement Plan, Disposal Plan	6.00	6.00	6.00	6.00	6.00	Procurement Plan, Disposal of obsolete/obsolescene/unservicable/surplus items	Procurement Plan, Disposal of obsolete/obsolescene/unservicable/surplus items	Procurement Plan, Disposal of obsolete/obsolescene/unservicable/surplus items	Procurement Plan, Disposal of obsolete/obsolescene/unservicable/surplus items	Procurement Plan, Disposal of obsolete/obsolescene/unservicable/surplus items

X 1: IMPLEMENTATION MATRIX

Strategies	Activities	Responsibility Centre/Actors	Time Frame	Expected Output	Output Indicators	Budgetary Requirements (In Million Ksh.)					Performance Targets				
	Deploy appropriate procurement methods;	SMP	Continuous	Necessary goods and services procured	Procurement report	-	-	-	-	-	Procurement report	Procurement report	Procurement report	Procurement report	Procurement report
	Strengthen management of the tender/quotation closing, opening and evaluation processes;	SMP	Annual	Evaluation reports, Tender/Quotation close/opening minutes	Evaluation reports, Tender/Quotation close/opening minutes	6.00	6.00	6.00	6.00	6.00	Evaluation reports, Tender/Quotation close/opening minutes	Evaluation reports, Tender/Quotation close/opening minutes	Evaluation reports, Tender/Quotation close/opening minutes	Evaluation reports, Tender/Quotation close/opening minutes	Evaluation reports, Tender/Quotation close/opening minutes
Strategy 6.4: Ensure compliance to support corporate services	Sensitize/train key staff members on supply chain management;	SMP	Annual	Trained Personnel on Supply Chain Management	Trained Personnel on Supply Chain Management	5.00	5.00	5.00	5.00	5.00	Improved performance on supply chain Activities	Improved performance on supply chain Activities	Improved performance on supply chain Activities	Improved performance on supply chain Activities	Improved performance on supply chain Activities
	Regularly update and effectively maintain the supplier registration list;	SMP	Continuous	Updated Supplier Database	Updated Supplier Database	-	-	-	-	-	Suppliers Database	Suppliers Database	Suppliers Database	Suppliers Database	Suppliers Database
	Undertake supplier sensitization for reserved groups;	SMP	Annual	Responsive Suppliers	Responsive Suppliers	1.50	1.50	1.50	1.50	1.50	Responsive Suppliers	Responsive Suppliers	Startegic partnership with suppliers	Startegic partnership with suppliers	Startegic partnership with suppliers
	Revise and implement the Supply Chain Manual in line with PPADA, 2015;	SMP	2018/2019,2019/20	Revised and updated Supply Chain Manual	Revised and updated Supply Chain Manual	2.00	2.00	-	-	-	Implementation of the updated Supply Chain Manual	Implementation of the updated Supply Chain Manual	Implementation of the updated Supply Chain Manual	Implementation of the updated Supply Chain Manual	Implementation of the updated Supply Chain Manual
	Replenishment of stock items (Common user items/Fast moving items)	SMP	Annual	Zero Stockouts	Zero Stockouts	16.00	16.00	16.00	16.00	16.00	Replenished stock levels	Replenished stock levels	Replenished stock levels	Replenished stock levels	Replenished stock levels
	Strengthen the contract management process.	SMP	Continuous	Effective Contract Management systems	Effective Contract Management systems	-	-	-	-	-	Reminders on expiry of contracts	Reminders on expiry of contracts	Reminders on expiry of contracts	Reminders on expiry of contracts	Reminders on expiry of contracts
	Implement the annual audit plan and budgets as approved, including and as appropriate, any special tasks or projects requested by the appropriate levels of Management and approved by the BARMC;	SMIA	Annual	Audit Reports	Level of Compliance with Internal Audit Work Plan	20.00	22.00	25.00	30.00	35.00	Audit Reports	Audit Reports	Audit Reports	Audit Reports	Audit Reports
	Review the finance policies and procedures manual	DCS	Annual	Reviewed finance and procedures manual	Copy of reviewed finance policies and procedures manual	-	-	3.50	-	-			Review the finance policies and procedures manual		
	Facilitate the conduct of Governance survey	SMIA	2021/22	Governance survey report	Governance survey report	-	-	-	5.00	-				Conduct Governance Survey	
	TOTAL (STRATEGY 6.4)					56.50	58.50	63.00	69.50	69.50					
Strategy 6.5: Improving ICT infrastructure and systems	Installing and maintaining ICT equipment	DCS	Annual	Well functioning equipments	Minimal equipment failure	100.00	100.00	100.00	100.00	100.00	Minimal service disruption	Minimal service disruption	Minimal service disruption	Minimal service disruption	Minimal service disruption

X 1: IMPLEMENTATION MATRIX

Strategies	Activities	Responsibility Centre/Actors	Time Frame	Expected Output	Output Indicators	Budgetary Requirements (In Million Ksh.)					Performance Targets				
	Expanding and enhancing Internet and communication Network	DCS	Annual	Functional WAN	KNBS fully internetworked	80.00	40.00	40.00	40.00	40.00	Functional WAN	Functional WAN	Functional WAN	Functional WAN	Functional WAN
	Establishing, equipping and maintaining of a Modern Data Center	DCS	Annual	Functional Data Center	Functional Data Center	80.00	70.00	70.00	70.00	70.00	Functional Data Center	Functional Data Center	Functional Data Center	Functional Data Center	Functional Data Center
	Installing and maintaining Storage Area Network (SAN)	DCS	Annual	Functional SAN	SAN installed	25.00	25.00	30.00	35.00	35.00	Functional Storage Area Network (SAN)	Functional Storage Area Network (SAN)	Functional Storage Area Network (SAN)	Functional Storage Area Network (SAN)	Functional Storage Area Network (SAN)
Strategy 6.5: Improving ICT infrastructure and systems	Integrating and Maintaining a comprehensive and reliable national socio-economic database	DCS	Annual	Integrated socio-economic database in place	Integrated comprehensive and reliable national socio-economic database	6.00	6.00	7.00	8.00	9.00	Integrated socio-economic database	Integrated socio-economic database	Integrated socio-economic database	Integrated socio-economic database	Integrated socio-economic database
	Installing and maintaining ICT equipment	DCS	Annual	Well functioning equipments	Minimal equipment failure	100.00	100.00	100.00	100.00	100.00	Minimal service disruption	Minimal service disruption	Minimal service disruption	Minimal service disruption	Minimal service disruption
	Expanding and enhancing Internet and communication Network	DCS	Annual	Functional WAN	KNBS fully internetworked	80.00	40.00	40.00	40.00	40.00	Functional WAN	Functional WAN	Functional WAN	Functional WAN	Functional WAN
	Establishing, equipping and maintaining of a Modern Data Center	DCS	Annual	Functional Data Center	Functional Data Center	80.00	70.00	70.00	70.00	70.00	Functional Data Center	Functional Data Center	Functional Data Center	Functional Data Center	Functional Data Center
	Installing and maintaining Storage Area Network (SAN)	DCS	Annual	Functional SAN	SAN installed	25.00	25.00	30.00	35.00	35.00	Functional Storage Area Network (SAN)	Functional Storage Area Network (SAN)	Functional Storage Area Network (SAN)	Functional Storage Area Network (SAN)	Functional Storage Area Network (SAN)
	Integrating and Maintaining a comprehensive and reliable national socio-economic database	DCS	Annual	Integrated socio-economic database in place	Integrated comprehensive and reliable national socio-economic database	6.00	6.00	7.00	8.00	9.00	Integrated socio-economic database	Integrated socio-economic database	Integrated socio-economic database	Integrated socio-economic database	Integrated socio-economic database
	Automating of management systems (QMS, ISMS, Appraisal, Performance contracting)	DCS	2019/20,2020/21	Automation of management systems done	Automated management systems	-	10.00	-				Automated management systems (QMS, ISMS, Appraisal, Performance contracting)	Automated management systems (QMS, ISMS, Appraisal, Performance contracting)		
	Installing and maintaining of Human Resource Management System (HRMS)	DCS	Annual	HRMS installed	Number Automated HR processes	12.00	4.00	4.00	4.00		Electronic Human Resource Management System (HRMS) Installed	Maintenance of Electronic Human Resource Management System (HRMS)	Maintenance of Electronic Human Resource Management System (HRMS)	Maintenance of Electronic Human Resource Management System (HRMS)	Maintenance of Electronic Human Resource Management System (HRMS)
	Review and implement ICT strategies and policies	DCS	Annual	Enforced ICT strategies and policies	Updated strategies policies	10.00	10.00	10.00	10.00		Quarterly ICT Strategy implementation report	Quarterly ICT Strategy implementation report	Quarterly ICT Strategy implementation report	Quarterly ICT Strategy implementation report	Quarterly ICT Strategy implementation report
	Provide backup and recovery systems	DCS	Annual	Functional backup systems	Backup report	15.00	15.00	15.00	15.00		Functional backup systems	Functional backup systems	Functional backup systems	Functional backup systems	Functional backup systems
	Maintaining Antivirus	DCS	Annual	Updated antivirus	Annual license	5.00	5.00	5.00	5.00		Updated antivirus	Updated antivirus	Updated antivirus	Updated antivirus	Updated antivirus

X 1: IMPLEMENTATION MATRIX

Strategies	Activities	Responsibility Centre/Actors	Time Frame	Expected Output	Output Indicators	Budgetary Requirements (In Million Ksh.)					Performance Targets				
	Integration of management systems	DCS	Annual	Integrated MIS	MIS Interation report	-	3.00	3.00	1.00	-	Quarterly Software integration status report	Quarterly Software integration status report	Quarterly Software integration status report	Quarterly Software integration status report	Quarterly Software integration status report
	Implementing and maintaining Quality Management System based on ISO 9001:2015 Standard	MSP	Annual	Quality Management System based on ISO 9001:2015 Standard	Certification on ISO 9001:2015 Standard	18.00	23.00	25.00	28.00	30.00	Certification on ISO 9001:2015 Standard	Certification on ISO 9001:2015 Standard	Certification on ISO 9001:2015 Standard	Certification on ISO 9001:2015 Standard	Certification on ISO 9001:2015 Standard
	Adopt and implement Record Management System based on ISO 15489 Standard	DCS	Annual	Record Management System based on ISO 15489 Standard	Certification based on ISO 15489 Standard	15.00	30.00	20.00	15.00	15.00	Certification based on ISO 15489 Standard	Certification based on ISO 15489 Standard	Certification based on ISO 15489 Standard	Certification based on ISO 15489 Standard	Certification based on ISO 15489 Standard
Strategy 6.5: Improving ICT infrastructure and systems	Implementing Information Security System based on ISO 27000 Standard.	DCS	Annual	Enhances Information assets security	ISO 27000 certified	20.00	10.00	10.00	10.00	10.00	Certification based on ISO 27000 Standard	Certification based on ISO 27000 Standard	Certification based on ISO 27000 Standard	Certification based on ISO 27000 Standard	Certification based on ISO 27000 Standard
	Quarterly Carrying out annual ICT security assessment	DCS	Annual	ICT assessment done	ICT security status report	5.00	5.00	5.00	5.00	5.00	Quarterly ICT security status report	Quarterly ICT security status report	Quarterly ICT security status report	Quarterly ICT security status report	Quarterly ICT security status report
	Upgrading and maintaining data backup services	DCS	Annual	Functional cloud service	Backup reports	15.00	15.00	15.00	15.00	15.00	Functional cloud service	Functional cloud service	Functional cloud service	Functional cloud service	Functional cloud service
	Facilitate enterprise-risk Assessment and Evaluate adequacy and effectiveness of risk management and governance processes.	SMIA	Annual	Risk Matrix	Updated Risk management flamework	1.00	1.00	1.00	1.00	1.00	Quarterly Reports on Risk Assessment to Board Audit and Risk Management Committee	Quarterly Reports on Risk Assessment to Board Audit and Risk Management Committee	Quarterly Reports on Risk Assessment to Board Audit and Risk Management Committee	Quarterly Reports on Risk Assessment to Board Audit and Risk Management Committee	Quarterly Reports on Risk Assessment to Board Audit and Risk Management Committee
	Insure all Bureau assets		Annual	Insured assets	Insurance contract	20.00	20.00	20.00	20.00	20.00	Insured Bureau assets	Insured Bureau assets	Insured Bureau assets	Insured Bureau assets	Insured Bureau assets
	TOTAL (STRATEGY 6.5)					**718.00**	**641.00**	**637.00**	**635.00**	**648.00**					
Strategy 6.6: Enhance Monitoring and evaluation of programs;	Undertake continuous evaluation and prepare quarterly and annual reports on the Bureau's performance;	MSP	Annual	Performance evaluation	Evaluation Report	7.50	10.00	15.00	15.00	15.00	Performance Quarterly/Annual Report	Performance Quarterly/Annual Report	Performance Quarterly/Annual Report	Performance Quarterly/Annual Report	Performance Quarterly/Annual Report
	Cascading strategic plan, service delivery charter, and performance contract	MSP	2019/2020,2020/21,2021/22			-	15.00	15.00	12.00	-		Cascaded strategic plan, service delivery charter, and performance contract	Cascaded strategic plan, service delivery charter, and performance contract	Cascaded strategic plan, service delivery charter, and performance contract	Cascaded performance contract
	Undertaking mid-term and end-term review of the 2018-2022 Strategic Plan;	MSP	2020/21 and 2022/23	Midterm and end term review	Midterm and end term review report	-	-	5.00	-	7.00			Midterm review report		End term review report
	Utilize review of the 2018-2022 SP implementation status to inform development of the next strategic plan 2023-2027;	MSP	2022/23	Developed Strategic Plan	2023/27 Strategic Plan	-	-	-	-	25.00					2023/27 Strategic Plan
	Train staff on monitoring and evaluation.	DCS	Annual	Trained Staff	Monitoring and evaluation training report	10.00	10.00	15.00	20.00	20.00	Monitoring and evaluation training report	Monitoring and evaluation training report	Monitoring and evaluation training report	Monitoring and evaluation training report	Monitoring and evaluation training report
TOTAL (STRATEGY 6.6)						**17.50**	**35.00**	**50.00**	**47.00**	**67.00**					

X 1: IMPLEMENTATION MATRIX

Strategies	Activities	Responsibility Centre/ Actors	Time Frame	Expected Output	Output Indicators	Budgetary Requirements (In Million Ksh.)					Performance Targets				
TAL (STRATEGIC ISSUE 6)						1099.50	1051.00	1062.50	1057.60	1091.20					
Strategic Issue 7: Staff Empowerment															
Objective 7: To Improve staff welfare															
Strategy 7.1: Establish and implement staff welfare schemes	Improve and effectively manage staff insurance scheme welfare and benevolent programmes	DCS			Having an effective insurance providers in place										
				Motivated healthy workforce		60.00	80.00	80.00	80.00	80.00	All staff to join the welfare and Benevolent programmes	All staff to join the welfare and Benevolent programmes	All staff to join the welfare and Benevolent programmes	All staff to join the welfare and Benevolent programmes	All staff to join the welfare and Benevolent programmes
				Number of absentees recorded		-	-	-	-	-					
Strategy 7.1: Establish and implement staff welfare schemes	Effectively manage the Retirement Benefit Schemes;	DCS	Annual	To encourage savings to cushion staff on retirement	A report from the Administrator on pension contribution	10.00	10.00	10.00	10.00	10.00	All staff to be insured	All staff to be insured	All staff to be insured	All staff to be insured	All staff to be insured
	Strengthen employee relations;	DCS	Annual	To ensure a more efficient, motivated and productive workforce	Number of reported conflicts	-	-	-	-	-	All staff to be trained on complaints mechanism and grievance handling procedures in place	All staff to be trained on complaints mechanism and grievance handling procedures in place	All staff to be trained on complaints mechanism and grievance handling procedures in place	All staff to be trained on complaints mechanism and grievance handling procedures in place	All staff to be trained on complaints mechanism and grievance handling procedures in place
		DCS	Annual	To ensure a more efficient, motivated and productive workforce	complaint resolution mechanism and grievance handling procedure in place	-	-	-	-	-	Trained on complaints mechanism and grievance handling procedures in place	Trained on complaints mechanism and grievance handling procedures in place	Trained on complaints mechanism and grievance handling procedures in place	Trained on complaints mechanism and grievance handling procedures in place	Trained on complaints mechanism and grievance handling procedures in place
	Mainstream ADA, HIV /AIDS issues, Disability, Gender and National Cohesion and National Values;	DCS	Annual	Sensitize staff on the policies	Number of staff sensitized	8.00	8.00	8.00	8.00	8.00	Staff and stakeholders be sensitized on the mainstreaming issues	Staff and stakeholders be sensitized on the mainstreaming issues	Staff and stakeholders be sensitized on the mainstreaming issues	Staff and stakeholders be sensitized on the mainstreaming issues	Staff and stakeholders be sensitized on the mainstreaming issues
	Carrying out comprehensive audit of KNBS offices	DCS	Annual	Audit reports	Number of offices audited		2.00	2.00	2.00	2.00		conduct a comprehensive audit	Implement the report of the audit	Implement the report of the audit	Implement the report of the audit
	Erecting disability friendly facilities in the offices		Annual	Disability friendly facilities in the offices	ramps, disability friendly washrooms, signage,	5.00	5.00	5.00	5.00	5.00	Disability friendly facilities in the offices	Disability friendly facilities in the offices	Disability friendly facilities in the offices	Disability friendly facilities in the offices	Disability friendly facilities in the offices
	Undertake team building activities;	DCS	Annual	Carry out annual staff team building	Number of teambuilding held annually.	20.00	20.00	20.00	20.00	20.00	Annual Team building activities	Annual Team building activities	Annual Team building activities	Annual Team building activities	Annual Team building activities

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X 1: IMPLEMENTATION MATRIX

Strategies	Activities	Responsibility Centre/Actors	Time Frame	Expected Output	Output Indicators	Budgetary Requirements (In Million Ksh.)					Performance Targets				
	Introduce staff loan/ car loan and mortgage scheme; and	DCS	Annual	Approved car loan and mortgage schemes.	Number of staff granted loan and mortgage	50.00	50.00	50.00	50.00	50.00	Proposal done	Implementation of the proposal	Implementation of the proposal	Implementation of the proposal	Implementation of the proposal
	TOTAL (STRATEGY 7.1)					153.00	173.00	175.00	175.00	175.00					
Strategy 7.2: Facilitate a conducive work environment; Establish and implement staff welfare schemes	Relocation of headquarter offices to new premises, leasing and furnishing of HQ offices	DG/DCS/S MA	Annual	Staff relocate from Nyayo, Bima and Herufi house to Real Towers offices	All HQ staff housed in one building	300.00	200.00	200.00	200.00	200.00	Relocation of Headquarter offices	Furnished Offices	Furnished Offices	Furnished Offices	
Strategy 7.2: Facilitate a conducive work environment; Establish and implement staff welfare schemes	Acquire adequate office space for Field offices and furnish the offices	DG/DCS/S MA	Annually	Well furnished and habitable county offices	Well furnished and habitable county offices	48.00	60.00	60.00	60.00	60.00	Acquire adequate office space for Field offices	Furnish the offices	Furnish the offices	Furnish the offices	Furnish the offices
	Review and implement policy on Occupational Health and Safety	DCS	Annual	SHE policy is reviewed and implemented	SHE policy is reviewed and implemented	3.00	10.00	10.00	10.00	10.00	Review policy on Occupational Health and Safety	Implement policy on Occupational Health and Safety	Implement policy on Occupational Health and Safety	Implement policy on Occupational Health and Safety	Implement policy on Occupational Health and Safety
	Develop and Implement Environmental policy	DCS	Annual	A policy to guide on environmental issues is developed and implemented	A policy to guide on environmental issues is developed and implemented	15.00	10.00	10.00	10.00		Develop Environmental policy	Implement Environmental policy	Implement Environmental policy	Implement Environmental policy	Implement Environmental policy
	Acquire and maintain equipment	DCS	Annual	Modern equipment are procured for the offices	Well maintained equipment	1.00	10.00	10.00	10.00	10.00	Acquire and maintain equipment	Acquire and maintain equipment	Acquire and maintain equipment	Acquire and maintain equipment	Acquire and maintain equipment
	Undertake work environment survey;	DCS	2019/20,20/21	Survey report	Survey report recommendations implemented	-	5.00	-	5.00	-		Undertake work environment survey;		Undertake work environment survey;	
	Undertake employee satisfaction survey;	DCS	2019/20,20/21	Survey report	Survey report recommendations implemented	-	6.00	-	6.00	-		Undertake employee satisfaction survey;		Undertake employee satisfaction survey;	
	Procurement and maintenance of fleet	DCS	Annual	Well maintained and serviced fleet	Well maintained and serviced fleet	300.00	141.00	141.00	141.00	141.00	Procurement and maintenance of fleet	Procurement and maintenance of fleet	Procurement and maintenance of fleet	Procurement and maintenance of fleet	Procurement and maintenance of fleet
	TOTAL (STRATEGY 7.2)					652.00	447.00	431.00	442.00	431.00					
	TOTAL (STRATEGIC ISSUE 7)					805.00	620.00	606.00	617.00	606.00					

X 1: IMPLEMENTATION MATRIX

Strategies	Activities	Responsibility Centre/ Actors	Time Frame	Expected Output	Output Indicators	Budgetary Requirements (In Million Ksh.)					Performance Targets			
	TOTAL (STRATEGIC THEME 3)					1904.50	1671.00	1668.50	1674.60	1697.20				

STRATEGIC THEME 4: FINANCIAL RESOURCE MOBILIZATION AND MANAGEMENT

Strategic Issue 8: To raise adequate financial resources to fund bureau's statistical programmes

Objective 8: To increase the financial base of the Bureau

Strategies	Activities	Responsibility Centre/ Actors	Time Frame	Expected Output	Output Indicators	Budgetary Requirements (In Million Ksh.)					Performance Targets			
Strategy 8.1: Develop and implement a resource mobilization strategy	Enhance receipts from the Government	DCS	2019/20	Resource mobilization strategy	Developed and implemented resource mobilization strategy	-	5.50	-	-	-	Developed resource mobilization strategy	Resource mobilization strategy implemented	Resource mobilization strategy implemented	Resource mobilization strategy implemented
	Diversify the sources of funds	DCS	Annual	Resources mobilized, timeliness of disbursement	Amount of resources mobilized Disbursement dates	-	7.50	9.00	10.00	7.00	Amount of resources mobilized Disbursement dates	Amount of resources mobilized Disbursement dates	Amount of resources mobilized Disbursement dates	Amount of resources mobilized Disbursement dates
	Effective representation of statistical needs in the MTEF sector hearings.	DCS	Annual	AIA generation	Amount of AIA generated	-	0.50	0.50	0.50	0.50	Amount of AIA generated	Amount of AIA generated	Amount of AIA generated	Amount of AIA generated
	Ensure prudent and optimal utilization of resources	DCS	Annual	Negotiated Financial agreements	Number of Memorandum of understanding, Protocols and Agreements and ...	-	1.00	1.50	0.50	0.50	Number of negotiated financing agreements	Number of negotiated financing agreements	Number of negotiated financing agreements	Number of negotiated financing agreements
	TOTAL (STRATEGY 8.1)					-	14.50	11.00	11.00	8.00				
	TOTAL (STRATEGIC ISSUE 8)					-	14.50	11.00	11.00	8.00				
	TOTAL (STRATEGIC THEME 4)					-	14.50	11.00	11.00	8.00				

STRATEGIC THEME 5: ENHANCE CORPORATE IMAGE

Strategic Issue 9: Low visibility of the Bureau

Objective 9: To improve the visibility of the Bureau

Strategies	Activities	Responsibility Centre/ Actors	Time Frame	Expected Output	Output Indicators	Budgetary Requirements (In Million Ksh.)					Performance Targets			
Strategy 9.1: Develop and implement a branding policy	Establish and adopt a standard color code	DCS	2018/19	Standard colour	New KNBS colour	5.00	-	-	-	-				
	Review the KNBS Name;	DCS	2018/19	Reviewed name	New KNBS Name	5.00	-	-	-	-	New Name for the Bureau			

X 1: IMPLEMENTATION MATRIX

Strategies	Activities	Responsibility Centre/Actors	Time Frame	Expected Output	Output Indicators	Budgetary Requirements (In Million Ksh.)						Performance Targets					
	Review the corporate colours, logo and slogan; and	DCS	2018/19	Reviewed corporate colors, logo and slogan	Reviewed corporate colors, logo and slogan	5.00	-	-	-	-	-	Reviewed corporate colors, logo and slogan					
Strategy 9.1: Develop and implement a branding policy	Brand the Bureau's vehicles and merchandise.	DCS	Annual	Branding of vehicles	Number of Branded vehicles and Merchandise	3.00	3.00	3.00	3.00	3.00	Brand of all Bureau's vehicles and merchandise.	Brand of all Bureau's vehicles and merchandise.	Brand of all Bureau's vehicles and merchandise.	Brand of all Bureau's vehicles and merchandise.	Brand of all Bureau's vehicles and merchandise.	Brand of all Bureau's vehicles and merchandise.
	TOTAL (STRATEGY 9.1)					18.00	3.00	3.00	3.00	3.00						
Strategy 9.2: Enhance customer care	Establish a customer care desk and a waiting lounge for guests;	DCS	2018/19	Satified customers	number of customers complaints and increaded	8.00	-	-	-	-	Operational Customer Care desk	Operational Customer Care desk	Operational Customer Care desk	Operational Customer Care desk	Operational Customer Care desk	Operational Customer Care desk
	Undertake user needs analysis	DCS	2020/21	report on user needs analysis	report on user needs analysis	-	-	5.00	-	-	conduct user needs analysis	conduct user needs analysis	conduct user needs analysis	conduct user needs analysis	conduct user needs analysis	conduct user needs analysis
	Modernize the switch board to include on-hold voice messages and direct channeling to the relevant office;	DCS	2018/19	Smooth phone connectivity to offices		-	-	-	-	-	Operational switch board with on-hold voice messages and direct channeling to the relevant office	Operational switch board with on-hold voice messages and direct channeling to the relevant office	Operational switch board with on-hold voice messages and direct channeling to the relevant office	Operational switch board with on-hold voice messages and direct channeling to the relevant office	Operational switch board with on-hold voice messages and direct channeling to the relevant office	Operational switch board with on-hold voice messages and direct channeling to the relevant office
	TOTAL (STRATEGY 9.2)					8.00	-	5.00	-	-						
	TOTAL (STRATEGIC ISSUE 9)					26.00	3.00	8.00	3.00	3.00						

Strategic Issue 10: Effective communication and advocacy.

Objective 10: To have a highly recognized and reputable statistical institution.

Strategy 10.1: Develop and implement a Communication Strategy.	Market the statistical products.	DCS	Annual			21.00	21.00	21.00	21.00	21.00						
	Manage misinterpretations and misuse of statistics	DCS	Annual			16.00	17.00	13.00	13.00	15.00	13.00					
	Undertake regular review of the communication strategy;	DCS	2019/20 & 2021/22	Updated communication strategy	Report on the review of the communication strategy	-	1.00	-	1.00	-	Updated communication strategy	Updated communication strategy	Updated communication strategy	Updated communication strategy	Updated communication strategy	Updated communication strategy

X 1: IMPLEMENTATION MATRIX

Strategies	Activities	Responsibility Centre/Actors	Time Frame	Expected Output	Output Indicators	Budgetary Requirements (In Million Ksh.)					Performance Targets				
	Produce quarterly KNBS magazine/bulletin; and	DCS	Annual	Well designed factual KNBS magazine/bulletin published	Number and frequecy of quarterly magazines/bulletins published	2.00	3.00	3.00	3.00	3.00	quarterly magazines/bulletins published	quarterly magazines/bulletins published	quarterly magazines/bulletins published	quarterly magazines/bulletins published	quarterly magazines/bulletins published
	TOTAL (STRATEGY 10.1)					39.00	42.00	37.00	40.00	37.00					
Strategy 10.2: Enhance the Bureau's communication capacity	Enhance staff capacity in the communication function;	DCS	2018/2019	Communication staff trained	Increased number of staff	1.00	-	-	-	-	Communication staff trained on Customer Care	Communication staff trained on Effective presentation skills	Communication staff trained on report writing		
	Undertake communication benchmarking initiatives;	DCS	Annual	Enhanced working standards	Number of benchmarking activities	1.00	1.00	1.00	1.00	1.00	Two benchmarking activities	Two benchmarking activities	Two benchmarking activities	Two benchmarking activities	Two benchmarking activities
	Undertake exchange programs with other statistical organizations;	DCS	Annual	Enhanced working standards	Number of exchange programs undertaken	2.00	2.00	2.00	2.00	2.00	undertake one of exchange programs	undertake one of exchange programs	undertake one of exchange programs	undertake one of exchange programs	undertake one of exchange programs
	Simplify the presentation of statistics.	DCS	Annual	Simplified Statistics	Number of statistics simplified	5.00	9.00	12.00	9.00	8.00	Simplify the presentation of statistics	Simplify the presentation of statistics	Simplify the presentation of statistics	Simplify the presentation of statistics	Simplify the presentation of statistics
	Enhance partnership with other MDAs on communication issues	DCS	Annual	Increased visibility	Enhanced publicity	8.00	8.00	8.00	8.00	8.00	bi annual sensitization workshops	bi annual sensitization workshops	bi annual sensitization workshops	bi annual sensitization workshops	bi annual sensitization workshops
	Outsource some communication services to specialized service providers.	DCS	Annual	Maximum use of communication strategies	Enhanced publicity	15.00	15.00	15.00	15.00	15.00	engage event manager in all KNBS product launches	engage event manager in all KNBS product launches	engage event manager in all KNBS product launches	engage event manager in all KNBS product launches	engage event manager in all KNBS product launches
	TOTAL (STRATEGY 10.2)					32.00	35.00	38.00	35.00	34.00					
Strategy 10.3 Review and implement the data dissemination policy.	Promote utilization of KNBS data.	DCS	Annual	KNBS data utilized	Increased use of data	34.50	32.50	28.50	28.50	28.50	Promote utilization of KNBS data	Promote utilization of KNBS data	Promote utilization of KNBS data	Promote utilization of KNBS data	Promote utilization of KNBS data
	Embracing technology and innovation to disseminate statistical information	DCS	Annual	Enhanced technology and innovation	Enhanced technology and innovation	11.50	9.50	9.50	9.50	9.50	Embracing technology and innovation	Embracing technology and innovation	Embracing technology and innovation	Embracing technology and innovation	Embracing technology and innovation
	TOTAL (STRATEGY 10.3)					46.00	42.00	38.00	38.00	38.00					
	TOTAL (STRATEGIC ISSUE 10)					117.00	119.00	113.00	113.00	109.00					
	TOTAL (STRATEGIC THEME 5)					143.00	122.00	121.00	116.00	112.00					

X 1: IMPLEMENTATION MATRIX

Strategies	Activities	Responsibili ty Centre/ Actors	Time Frame	Expected Output	Output Indicators	Budgetary Requirements (In Million Ksh.)				Performance Targets		
	GRAND TOTAL (BY FY)					10,333.82	12,795.73	7,298.23	7,945.85	7,337.70		
	OVERALL FIVE YEAR BUDGET					45,711.33						