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THE SECOND KENYA STRATEGY FOR DEVELOPMENT OF STATISTICS (FY 2023/24 – 2027/28)



“An Agenda for Transformation and Modernization of Data and Statistics”



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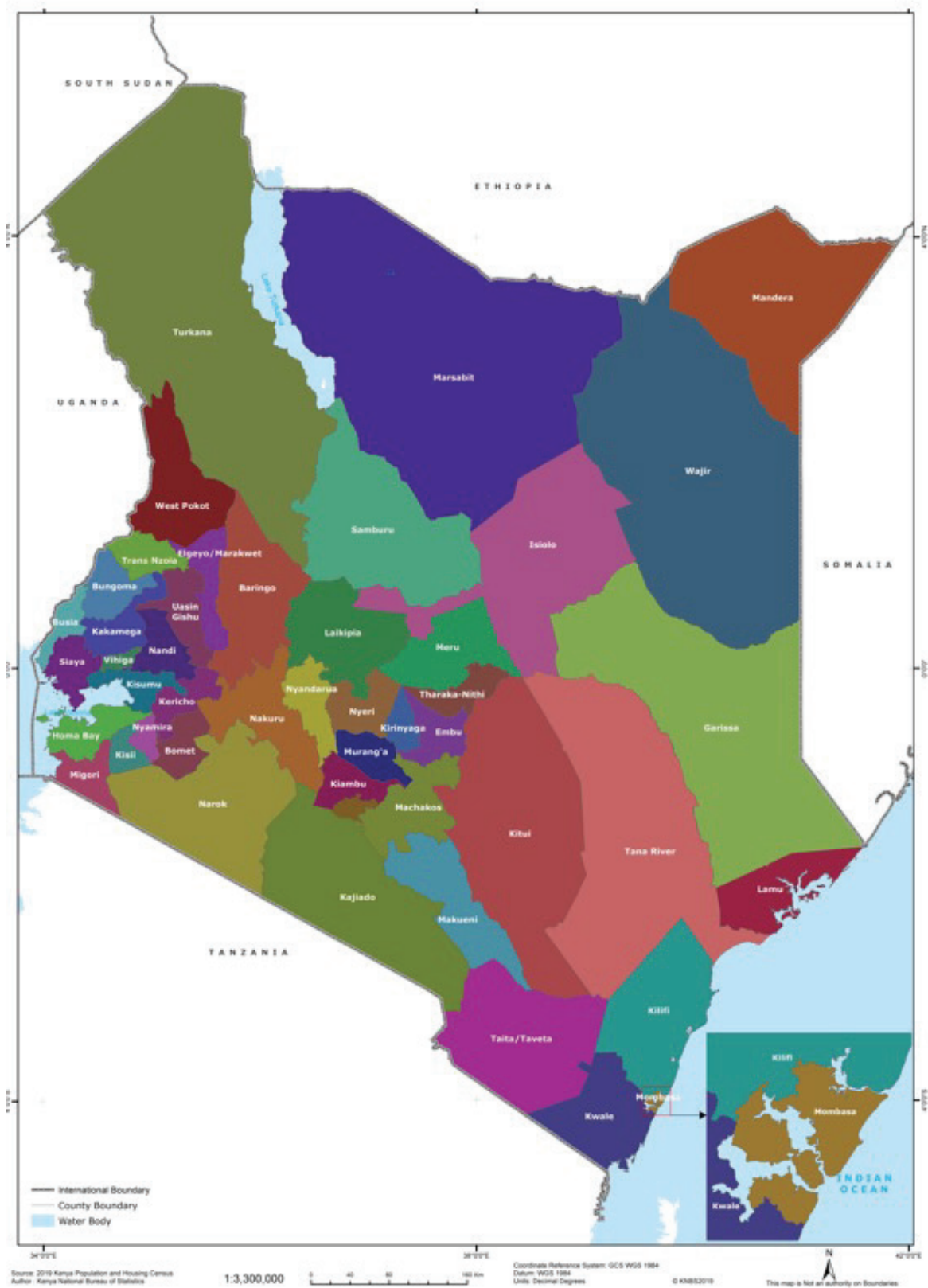
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Advocacy Messages on Statistics



Statistics is Power:

What steam was to the 19th century, and oil has been to the 20th century, data is to the 21st century. It's the driver of prosperity, the revolutionary resource that is transforming the nature of social and economic activity, the capability that differentiates successful from unsuccessful societies"

(Royal Statistical Society)



Business Case for Investment in Statistics:

Numbers are not only important because they are pervasive but also important. It is because numbers have both the power to influence and the power to inform that we need to educate citizens to attend to numbers, to understand them, and to think thoughtfully and critically about them" *(Lutsky, 2008)*

Investment in statistical capacity will pay for itself many times over by improving the efficiency with which governments allocate resources between public services" *(PARIS21)*

Recent research shows an average return of \$32 for every \$1 invested in strengthening data systems in low- and middle-income countries" *(Global Partnership for Sustainable Development Data)*



This strategy provides a robust and comprehensive framework for strengthening statistical capacity across the NSS, and addressing statistical challenges in the dynamic data landscape. It has been developed under the leadership of KNBS, in close consultation with key stakeholders and re-affirms the Government's continued dedication to advancing the production, management, and utilization of credible and impartial official statistics.

FOREWORD

The Government, through the State Department for Economic Planning (SDEP) and the Kenya National Bureau of Statistics (KNBS), coordinates the National Statistical System (NSS), and has remained steadfast in its mandate of producing and disseminating high-quality official statistics. Statistics is a fundamental public good that plays a pivotal role in: shaping policies through informed decision-making; facilitating effective resource allocation; and ensuring efficient public service delivery thus fostering inclusive growth.

The emergence of new data producers that transcend beyond the traditional public sector, has resulted in significant transformation in the Kenya's statistical landscape. Driven by contributions from the private sector players and civil society organizations that hold vast repositories of big data, citizen generated data, geospatial data and other non-traditional data sources, a dynamic and increasingly complex data ecosystem has emerged.

The underutilization of these emerging data sources, limitations in data disaggregation and inadequate investment in statistical infrastructure have underscored the urgency for a more transformative, agile, integrated and demand-driven statistical system.

The Second Kenya Strategy for Development of Statistics (KSDS II), therefore is a testament to the Government's unwavering commitment to harnessing the boundless potential of data and statistics, placing them at the very centre of national development. The KSDS II builds on the solid foundation laid by KSDS I, which saw notable progress made in statistical coordination, data quality enhancement, and institutional capacity development.

The KSDS II provides a robust and comprehensive framework for strengthening statistical capacity across the NSS, while addressing statistical challenges in the dynamic data landscape for the period (2023/24 – 2027/28). It accords priority to the integration of diverse data sets, recognizing their potential to enhancing quality and relevance of official statistics. In response to contemporary challenges, the Strategy embraces advanced methodologies and technological innovations, including Data Science, Artificial Intelligence (AI) and Machine Learning (ML).

The Strategy thus, seeks to ensure that all data actors within the NSS can collectively support a modern data ecosystem that is responsive to: national priorities as espoused in the Fourth Medium-Term Plan (MTP IV) which is aligned to the Bottom-Up Economic Transformation Agenda (BETA); regional obligations as articulated in the East African Community Vision 2050 and the Africa Agenda 2063; and international frameworks such as the Sustainable Development Goals (SDGs). These advancements will be instrumental in transforming and modernizing the NSS, supporting the monitoring and evaluation of national

development priorities, and reinforcing Kenya's position as a regional leader in harnessing data and technology for sustainable development.

As the Principal Secretary responsible for Economic Planning, I take great pride in presenting KSDS II, which charts an ambitious but necessary course, to modernize and strengthen Kenya's NSS and offer the foundational pillar for public governance and democratic accountability.

I express my deep appreciation to all institutions and individuals who contributed to the development of KSDS II. Particular gratitude is extended to KNBS for its stewardship in the development process, and to the national and international partners including representatives from line ministries, county governments, civil society organisations, academia, and development agencies, whose technical and financial support have been invaluable.

As we embark on the implementation of this Strategy, I urge all stakeholders to maintain their resolve and solidarity. Delivering on the promise of KSDS II will require sustained investment, coordinated action and collective ownership. The Government stands ready to provide the leadership and institutional support necessary to unlock the full potential of statistics in service of the Kenyan people.

Let us, together, build a data-driven future in which no policy is uninformed, no investment is blind, and no citizen is left behind.



Dr. Bonface B. Makokha.
Principal Secretary, State Department for Economic Planning



We appreciate all individuals and organizations that, in diverse ways, made contributions in this process. We are convinced that on the basis of this Strategy, production and dissemination of data and statistics is on a firm footing.

ACKNOWLEDGEMENT

The development of the second Kenya Strategy for Development of Statistics (KSDS II) was a success owing to the active participation of various stakeholders in the National Statistical System (NSS) and the entire data ecosystem. This Strategy was developed under the stewardship of the Kenya National Bureau of Statistics (KNBS), led by the Director General, Dr. Macdonald George Obudho.

On behalf of the Board of Directors, KNBS, I want to express sincere gratitude to those who have made noteworthy contributions to this endeavor. Special thanks go to the KNBS Board of Directors and top management for their input during the development process. I specifically applaud the Director, Statistical Coordination and Methods, Mr. Benjamin Avusevwa, for overseeing the function of coordination of the National Statistical System (NSS) and facilitating the design and development of the strategy.

Much appreciation goes to the KSDS II design team led by the KSDS Coordinator, Mr. John Bore and his deputy, Ms. Sarah Omache for their technical input in designing and developing KSDS II. Appreciation also goes to the representatives of various institutions in the NSS and the wider data ecosystem whose input enriched the document and was invaluable in the process, your contributions are greatly appreciated.

We also recognize and appreciate the development partners that supported the design and writing of this strategy. Special thanks go to the East African Community who provided technical support in development of KSDS II, through an international consultant, and PARIS21 for providing technical support through a national consultant. Appreciation goes to Statistics Sweden and Global Partnership for Sustainable Development Data for facilitating the stakeholder engagement workshops. Special thanks go to the African Development Bank for their technical support and review of the strategy to enhance its structure and accuracy.

Finally, we appreciate all individuals and organizations that, in diverse ways, made contributions in this process. We are convinced that on the basis of this Strategy, production and dissemination of data and statistics is on a firm footing. We count on the support of our stakeholders in ensuring the strategy drives the NSS and the data ecosystem towards our vision.

Dr. Daniel Mwirigi M'Amanja
Chairman of the Board of Directors, KNBS



KSDS II fosters enhanced utilization of administrative data across governments and businesses, integrates key advancements such as adopting a data maturity model, advancing innovation in data science, artificial intelligence (AI), and machine learning (ML) to align with Kenya's AI readiness.

PREFACE

The Kenya Strategy for Development of Statistics (KSDS) is an overarching framework that guides the coordination of the National Statistical System (NSS). The KSDS provides strategic guidance on the development of capacity to produce, disseminate and mainstream the use of statistics in the country. The strategy is aligned to the Medium-term Plans, and other international and regional data requirements and guided by the principles of inclusiveness, transparency, and accountability. It is both a process and a product built through the collective and coordinated work of the NSS reflecting owned strategies that are used for the benefit of the country.

This Kenya Strategy for the Development of Statistics is the second Strategy to be developed after the successful implementation of the first KSDS, 2019 - 2023. The development of KSDS I followed a bottom-up approach which involved participating institutions developing their statistics plans which were consolidated into the Strategy. Implementation of KSDS I led to several notable achievements, key among them being: the review of the Statistics Act; development of the Kenya Statistical Quality Assurance Framework; and establishment of a data science center.

The KSDS II comes at a pivotal moment when the global statistical landscape is undergoing rapid transformation. In order to keep pace, Kenya's Statistical System must evolve through modernization and reform. The development of KSDS II adopts a top-down approach where members of the NSS and stakeholders of the data ecosystem identify the high-level priority areas of the statistical system and how they will be achieved through KSDS II. In turn, all producers of data and statistics are expected to align their data and statistics plans to the priority areas of KSDS II. The KSDS II sets forth bold initiatives to strengthen the NSS, including: the establishment of a National Statistics Policy to leverage vast data repositories across government, private sector, and civil society sectors for enhanced social and economic development; the creation of a high-level National Statistics Council to provide guidance and advise on statistical matters; and a comprehensive review of the Statistics Act. Additionally, KSDS II fosters enhanced utilization of administrative data across governments and businesses, integrates key advancements such as adopting a data maturity model, advancing innovation in data science, artificial intelligence (AI), and machine learning (ML) to align with Kenya's AI readiness.

We recognize the extensive involvement and active participation of various stakeholders at all stages of development of KSDS II. We bank on the same synergy in the implementation of the strategy to achieve production and dissemination of quality data and statistics that will support development and improvement of livelihoods.

Dr. Macdonald G. Obudho, EBS, MBS
Director General, KNBS

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EXECUTIVE SUMMARY

The Government of Kenya (GoK) recognizes the vital role of data and statistics as a prerequisite for many government functions, including legislation, policymaking, resource allocation, and public service delivery. It is also cognizant of its role to produce quality official statistics as a national 'public good' and to use the data and statistics to inform decisions in the country as a modern and democratic state. Accordingly, the GoK has since the mid-1990s undertaken statistical reforms including establishment of the Kenya National Bureau of Statistics (KNBS) through the Statistics Act, CAP 112 Laws of Kenya [Rev. 2022] as the principal agency of government responsible for production and dissemination of official statistics in the country, and coordination of the NSS. The Statistics Act of 2006 was amended in 2019 to provide for the statistics function at County level. The overarching framework for coordination of the Kenya's statistical system is the Kenya Strategy for Development of Statistics (KSDS). The first Kenya Strategy for Development of Statistics (KSDS I) was developed and implemented for the period 2019/20 -2022/23.

Following the successful implementation of KSDS I and the value derived thereof, the government made a strategic decision to develop the second strategy (KSDS II) for the period 2023/24-2027/28. This was based on an evaluation of KSDS I in 2023 that included document and literature reviews, stakeholder consultations, stakeholder and risk analyses, identification of emerging priorities, and assessment of critical success factors—all of which informed the development of KSDS II.

The key achievements in KSDS I included; enhancement of the KNBS profile and brand, amendment of the 2006 Statistics Act, improved statistical coordination, and undertaking statistical advocacy activities, conducting of a digital Population and Housing Census in 2019. It also included undertaking of several household-based surveys to produce demographic and social statistics, establishment-based surveys to produce economic statistics, and various forms of KNBS technical support to government ministries, departments, agencies and counties to produce and disseminate their statistics, use of alternative sources of data, among others.

Despite the success, there were notable challenges that affected implementation of KSDS I. These were: low levels

of statistical literacy across society, inadequate statistical advocacy, inadequate resources for data and statistics function across government, inadequate administrative data, and lack of a comprehensive national database. The key lessons learnt included: The need to enhance government commitment to statistics through increased funding for statistics; the need to maintain the high profile and image of KNBS as the National Statistical System (NSS) coordinator and custodian of official statistics; scaling up statistical advocacy; enhancing the use of administrative data; importance of setting targets and timelines to enable accountability, monitoring and reporting on the strategy ; the need for better statistical coordination and capacity building; and the importance of enhanced dissemination of data and statistics. Emerging issues and strategic priorities, risk analysis and mitigation measures, and critical success factors for KSDS II were also identified.

The KSDS II envisions a trustworthy source of official statistics on Kenya, which will be realized by transforming and modernizing the NSS using innovative technologies to provide relevant, harmonized, and quality statistics. The document is structured into four (4) chapters, each addressing different aspects of the Strategy. The implementation of the Strategy will be hinged on three core values: Integrity, Trust and collaboration.

The strategic focus areas and strategic objectives include:

Goal 1: Data-Driven Culture for Sustainable Development

1. Enhance statistical advocacy, public awareness, and trust in statistics
2. Improve data production and dissemination by state and non-state actors
3. Enhance data use for evidence-based decision-making

Goal 2: Coordination of the Statistical System

1. Strengthen legal, policy, and institutional frameworks for statistics
2. Strengthen Statistical coordination and collaboration in the NSS and among stakeholders



Goal 3: Statistical Capacity Development

1. Enhance Data Systems and Infrastructure
2. Strengthen Statistical Processes and Standards
3. To enhance technical capacity to support the production and dissemination of statistics

Goal 4: Resource mobilization and sustainability for statistics

1. Enhance leadership for resource mobilization for NSS
2. Strengthen partnerships and collaboration
3. Establish a statistics training Institute

Chapter 1 provides background information about the country, the demand for data by various data users – both in and outside government; the structure of the NSS and its components, and how it supplies needed data, the emerging data ecosystem and how it should be regulated. It also provides background information about statistical planning in Kenya.

Chapter 2 provides information on key achievements, challenges and lessons learnt during the implementation of KSDS I. It also presents a SWOT and stakeholder analyses, emerging and evolving issues, and strategic priorities, risk

analysis and mitigation measures, and critical success factors that informed the design and development of KSDS II.

Chapter 3 presents the strategic framework for KSDS II, including mission, vision and core values. It outlines the strategic focus areas, goals and strategic objectives which are aligned to the Third EAC Regional Strategy for the Development of Statistics (RSDSIII), the Second Strategy for the Harmonization of Statistics in Africa (SHaSA2) and the Cape Town Global Implementation Plan for Sustainable Development Data (CTGAP). The Chapter also presents various initiatives under each strategic objective, including a theory of change for KSDS II.

Chapter 4 presents the Strategy implementation, monitoring and evaluation arrangements, highlighting the need to ensure delivery of quality outputs and outcomes, periodic monitoring and reporting, and final evaluation at the end of the Strategy. The chapter also presents a projected budget for the implementation of the Strategy as well as funding arrangements. An Implementation Plan that doubles up as an accountability and monitoring tool is presented in Annex I.

DEFINITION OF TERMS

Term	Definition
Collaborative	A new form of collaboration in which participants from different sectors including private companies, research institutions, and government agencies can exchange data to help solve public problems
Data	Individual pieces of factual information recorded and used for analysis. It is the raw information from which statistics are created.
Data culture	The societal mindset, practices, and behaviours that prioritize and leverage data in decision-making processes. It encompasses the way individuals and organizations within a society perceive, value, and use data to inform their actions and plans.
Data Ecosystem	The entire network of communities of data collectors, data producers, data analysts and other data users that directly or indirectly collect, process disseminate, analyze and/or otherwise consume data and associated services within a country or region.
Data integration	The process of combining and unifying data from different sources to provide a unified view or a comprehensive dataset. It provides the potential to augment existing datasets with new data sources, and produce timely, more disaggregated statistics at higher frequencies than traditional approaches alone.
Data maturity	The ability and readiness to effectively manage and utilize data across various development functions and processes in government, private sector, civil society, academia, and regional and international organizations.
Data quality	Refers to " <i>fit for purpose</i> " from the point of view of the user and covers a number of dimensions including data relevance, accuracy, completeness, consistency, timeliness and accessibility.
Innovation	The process of creating and implementing new ideas, products, services, or methods that bring about positive change and improvement
Interoperability	This is the use of the same set of definitions, classifications and methodology, as well as technologically compatible platforms that allow for full harmonization of interfaces and access protocols in an NSS.
Kenya Strategy for Development of Statistics	A framework to strengthen the entire National Statistical System, not just the KNBS. It is a medium to long-term vision for statistical capacity building to respond to key user needs.
Metadata	This is information about a dataset. It describes various aspects of the data, such as its format, structure, content, and other characteristics.
National Statistical System	The legal framework, institutional and organizational arrangements for collection, management and dissemination of official statistics in the country. Its main components are data users, data producers, data suppliers, and research and training institutions.

Term	Definition
National Strategy for the Development of Statistics	A robust, comprehensive, and coherent framework designed to strengthen statistical capacity across the National Statistical System.
Stakeholders	Individuals, social groups, organizations or communities which are affected by the impact of an activity, or which can influence an activity
Statistical Advocacy	Taking proactive measures to, among other things, create greater awareness about the role and importance of statistics to society and promote wide use of statistics, especially for policy, planning and decision-making.
Statistical coordination	An arrangement to avoid duplication of effort and production of conflicting data, achievement of synergy, better utilization of resources for statistics and production of higher quality data
Transformation and modernization	The process of adopting and updating systems, processes, technologies and organizations to keep pace with the changing demands of the modern world. It involves making significant changes and improvements to enhance efficiency, productivity, and competitiveness.

ACRONYMS AND ABBREVIATIONS

CoG	Council of Governors
CTGAP	Cape Town Global Action Plan for Sustainable Development Data
CPD	Continuing Professional Development
CPI	Consumer Price Index
DHS	Demographic and Health Survey
EAC	East African Community
GDP	Gross Domestic Product
GDDS	General Data Dissemination System
ICT	Information and Communication Technology
IMF	International Monetary Fund
IT	Information Technology
KPI	Key Performance Indicator
KIPPRA	Kenya Institute for Public Policy Research and Analysis
MDACs	Ministries, Departments, Agencies and Counties
MICS	Multi Indicator Cluster Survey
MIS	Management Information System
MOU	Memoranda of Understanding
MTP	Medium-Term Plan
NSDS	National Strategy for the Development of Statistics
NSO	National Statistics Office
NSS	National Statistical System
PARIS21	Partnership in Statistics for Development in the 21st Century
SDGs	Sustainable Development Goals
SDDS	Special Data Dissemination System
SHaSA	Strategy for the Harmonization of Statistics in Africa.
UN	United Nations
UNDP	United Nations Development Programme
UNFPA	United Nations Fund for Population Fund
UNICEF	United Nations Children's Fund
VUCA	Volatility, Uncertainty, Complexity and Ambiguity
WBSCI	World Bank Statistical Capacity Indicator
WBSPI	World Bank Statistical Performance Indicator



CHAPTER 1

Introduction

INTRODUCTION

The Kenya Strategy for the Development of Statistics (KSDS) is Kenya's adoption of the internationally endorsed National Strategy for the Development of Statistics (NSDS). This framework provides a robust, comprehensive, and cohesive approach to enhancing data and statistical capacity throughout Kenya's NSS. The KSDS provides a structured approach to development, production and dissemination of data and statistics; and coordination across various institutions that produce and disseminate data and statistics in the country. Additionally, it plays a critical role in ensuring that decisions at the sub-national, national, regional, and international levels are informed by reliable data and statistics. This is KSDS II which builds on the foundation laid by its predecessor KSDS I, and introduces new priorities and approaches to strengthen the entire NSS. Development of KSDS is led by KNBS in consultation with members of the NSS and in consultation with the stakeholders of the data ecosystem. The implementation of the Strategy is a shared responsibility. All producers of data and statistics- both state and non-state actors - are expected to develop statistics plans for their statistics units in line with the strategy to ensure coordinated and impactful data systems.

1.1 Country Context

The Republic of Kenya lies across the Equator in Eastern Africa and it is bordered to the North-East by Somalia, to the North by Ethiopia, and South Sudan, to the West by Uganda and to the South-East by Tanzania. At 580,367 square kilometers, Kenya is the world's 48th largest country by total area according to the Worldometer. The northern and north-eastern regions which comprise about 60% of the country's surface area are characterized by aridity, sparsity of population and scarcity of road transport links. The southern as well as the south-eastern regions consist of low-lying coastal plain which gradually rises to alternating plateau and mountain ranges. Further inland the plateau is relieved by the lower-lying Lake Victoria basin.

Kenya is a Parliamentary democracy with three (3) arms of government – Executive, Legislature and Judiciary. Administratively, Constitutional Reforms of 2010 created 47 Counties as new units of devolved governance,

replacing the previous provincial system. In essence, there is a central government and 47 County governments in Kenya – with elections held after every five (5) years to choose new governments.

According to the 2019 Kenya Population and Housing Census, Kenya had a population of 47,564,296 with an inter-censal growth rate of 2.3%—faster than the global average (1.1%). Of this population, 23,548,056 (49.5%) were males and 24,014,716 (50.5%) were females. A population of 1,524 were Intersex. The sex ratio (number of males per 100 females) was 98.1 and the population density (number per square km) was 82. The number of households was established as 12,143,000, with an average household size of 3.9. The census also recorded a high urbanization rate of 4.3% per annum while projections indicate that more than half of the population will be living in urban areas by 2050.

In 2014 Kenya transitioned from a Low-Income Country status to a Lower Middle-Income Country upon attaining a Gross Domestic Product (GDP) per Capita of US\$ 1,430.35, which has since improved to US\$ 2,240 in 2024. This achievement marked a significant milestone for Kenya on its path towards realizing the aspirations of the Kenya Vision 2030. GDP growth rate averaged 4.8%, while inflation rate averaged 7.7% between 2012 and 2024. Agriculture remains the backbone of the Kenyan economy, contributing one-third of the GDP. About 75% of Kenya's population work at least part-time in the agricultural sector, including livestock and pastoral activities. Over 75% of agricultural output is from small-scale, rain-fed farming or livestock production. Tourism also holds a significant place in Kenya's economy. Kenya is the economic, financial, and transport hub of East Africa.

1.2 Demand for data

The demand for high-quality, timely, and open data continues to grow, driven by the need for evidence-based policies, strategic planning, and innovation. However, inefficiencies in the data value chain have historically limited the full utilization of available data, reducing its impact. To address these challenges, Kenya's Statistical System—led by KNBS—is shifting towards a demand-responsive approach that aligns data production with user needs. Through the KSDS II, stakeholder engagement is

being strengthened to ensure accessibility and usability of data across multiple sectors. This is supported by the development and implementation of an integrated user engagement strategy.

Additionally, initiatives such as the Power of Data Initiative are fostering partnerships, promoting technological adoption, and encouraging inclusivity, allowing the private sector, academia, and civil society to leverage data for business growth, research, and social impact. By implementing targeted, needs-based data initiatives and fostering strong multi-stakeholder partnerships, Kenya is poised to harness the full potential of data as a catalytic force for inclusive development, evidence-based policy-making, and sustainable transformation across all sectors.

In parallel, the government is driving the implementation of Vision 2030, the country's long-term development blueprint, inspired by a collective aspiration for a better society by the year 2030. Vision 2030 is executed through successive five-year Medium-Term Plans (MTPs), with the current Fourth Medium-Term Plan (MTP IV) covering

the period 2023-2027, succeeding MTP III (2018-2022). Under the theme "Bottom-Up Economic Transformation Agenda for Inclusive Growth," MTP IV aims to uplift lives by targeting economic turnaround strategies focused on five key sectors: Finance and Production, Infrastructure, Social, Environment and Natural Resources, and Governance and Public Administration.

Furthermore, MTP IV is aligned with the Sixth East African Community Development Strategy (2021/22 – 2025/26), Africa Agenda 2063 ("The Africa We Want"), and the United Nations Agenda 2030 for Sustainable Development. These frameworks, alongside other development agendas, rely on data and statistics to inform public policies, guide resource allocation, enhance service delivery, and drive business growth. Beyond government use, data remains essential in shaping decisions for development practitioners, academia, researchers, private sector stakeholders, civil society organizations, media, and the general public. Table 1.1 summarizes the main data users and their data needs.

Table 1.1: Main Data Users and their data needs

Main Data User	Main Uses of Data
Government Ministries, Departments, Agencies and Counties (MDACs)	Policy formulation and analysis, decision-making, planning, budgeting, administration, monitoring, evaluation, governance, and accountability
Politicians/Legislators	Advocacy, debate, policy analysis, assessment of development needs, budget discussions and approval.
Private Sector	Advocacy, assess business opportunities, risk analysis, prospecting, planning, decision-making, monitoring, evaluation, and reporting
Civil Society Organizations	Advocacy, planning, needs assessment, programming, monitoring and evaluation of their activities, policy-making and analysis, accountability and reporting
Researchers and academia	Research, socio-economic analyses, teaching and instructions, establishing collaborations and partnerships
The media	Information, decision making, analyze and report on issues and events, story-telling and accountability.
International Organizations and Agencies	Advocacy, needs assessment - assess requirements for assistance and/or participation in development activities, evaluate effectiveness of assistance, provide a global picture of development, accountability and reporting
The General Public	Advocacy and petitions, make individual decisions, assess the performance of government and for public debate.

1.3 Data Supply

The members of the NSS, under the coordination of KNBS, routinely produce and disseminate official statistics for decision making in the country. Beyond government sources, private sector actors, Civil Society Organizations (CSOs), and research institutions contribute by offering big data, geospatial analytics, business administrative records, and Citizen Generated Data. The KNBS ensures that statistical standards and best practices are adhered to through mechanisms like the Kenya Statistical Code of Practice, Kenya Statistical Quality Assurance Framework (KeSQAF) and the thematic Data Quality Assessment Frameworks (DQAFs).

1.3.1 Evolution of the Kenya Statistical System

Kenya's statistical system and data ecosystem have evolved significantly over the years, shifting from a predominantly supply-driven model to a more demand-responsive framework that aligns with the country's growing need for high-quality data. Initially, statistical production was largely confined to government institutions, focusing on policy formulation, planning, and resource allocation. However, there exists demand for data and statistics for decision making beyond the government. To comprehensively address data demand, the NSS under the stewardship of KNBS, designed statistical programmes and initiatives geared towards producing and disseminating data and statistics to meet existing data gaps. Various co-ordination mechanisms have been developed to improve statistical governance, including the KSDS, specialized Statistics Committees/Technical Working Groups, partnerships with development agencies, and the implementation of the KeSQAF.

The increasing recognition of big data, business administrative records, geospatial analytics, and Citizen Generated Data has expanded Kenya's data ecosystem, fostering collaboration beyond traditional government institutions. The KSDS I played a key role in integrating Ministries, Departments, Agencies, and Counties (MDACs) into the statistical planning framework, strengthening statistical units within MDACs and improving their capacity for data collection, processing, and utilization. The launch of KSDS II represents a deeper commitment to modernization, technology adoption, and stakeholder engagement, ensuring that Kenya's statistical system supports Vision 2030, and regional,

continental and global development priorities.

1.3.2 Current Data supply Capacity in the Kenya Statistical System

Kenya's data supply capacity has grown steadily in recent years through the efforts of the KNBS and the broader NSS. Significant progress includes the adoption of digital data collection tools, conducting more frequent surveys, and enhancing data dissemination. The World Bank's Program-for-Results initiative and partnerships with Statistics Sweden and ONS-UK, have supported the KNBS to enhance quality assurance processes, introduce international data documentation standards, and build staff capacity, including through the "Young Statisticians" programme. However, continued investments in human resources, ICT systems, and institutional collaboration will be essential to fully meet Kenya's rising data needs and support evidence-based decision-making in an evolving landscape.

a) Statistical Legislation

The Statistics Act, CAP 112 Laws of Kenya [Rev. 2022] mandates the KNBS to produce and disseminate official statistics and coordinating the NSS. The Act defines the NSS as comprising data producers, suppliers, and users of official statistics, operating under the supervision of KNBS. The NSS includes Ministries, Departments, and Agencies (MDAs), independent constitutional bodies, and county governments, all working collaboratively to collect, process, and disseminate reliable data that informs decision-making and policy development across various sectors. According to the Constitution of Kenya, the National Government is responsible for producing national statistics and data related to the population, economy, and society. In contrast, County Governments are tasked with statistics pertinent to county planning and development. While the KNBS and MDAs are supported in producing statistics for their own use, they also generate data for other stakeholders. The Statistics Act provides authority to the Director General of KNBS to declare any statistics as official, provided they meet specified criteria. The 2019 revision of the Act expanded the KNBS's functions to include collaboration with County Governments in producing official statistics, as well as providing technical advice on statistics to other state entities.



b) Data Production and Management

The KNBS promotes the use of international statistical principles, standards, methods and practices to ensure that data and statistics produced and disseminated are internationally comparable, coherent and trustworthy. Primary data is collected through censuses and surveys. The main Censuses it undertaken include: The Population and Housing Census (universal) and the Economic Census (mainly covering large-scale establishments). These Censuses provide benchmark data required for socio-economic planning. Household and establishment sample surveys are also undertaken to provide socioeconomic indicators to inform decision making.

c) Data Dissemination

The KNBS dissemination policy provides a framework for availing statistical data and information to users, and provides a guideline for dissemination for other producers of data and statistics in the data ecosystem. The policy provides for dissemination of macro data, micro data, indicator data, geo-data and metadata¹. As much as possible, data visualization technologies are used to assist users appreciate the story the data is telling. Various data dissemination channels are used including; publications, workshops, media releases and electronic media such as websites, open data portals and social media. Mechanisms for feedback from data users are in place

and in addition, a data user Satisfaction Survey is periodically undertaken. An integrated data user engagement strategy has also been developed to guide producers of data and statistics in engagement of users at all stages of the data value chain.

d) Coordination of the statistical system

Statistical coordination aims to ensure that various data producers achieve mutual reinforcement and synergy, get out of their silos, avoid working at cross-purpose, identify and fill data gaps, minimize reporting burden, avoid production of conflicting data and improve data quality. Various methods and tools have been developed and implemented by KNBS to coordinate the NSS. These include among others:

- i. The Kenya Strategy for Development of Statistics (KSDS)
- ii. Kenya Statistical Code of Practice
- iii. Statistical Technical Working Committees/Groups
- iv. Partnerships, collaborations and programs
- v. Kenya Statistical Quality Assurance Framework
- vi. Criteria for assessing data produced by nonstate actors
- vii. An integrated data user engagement strategy

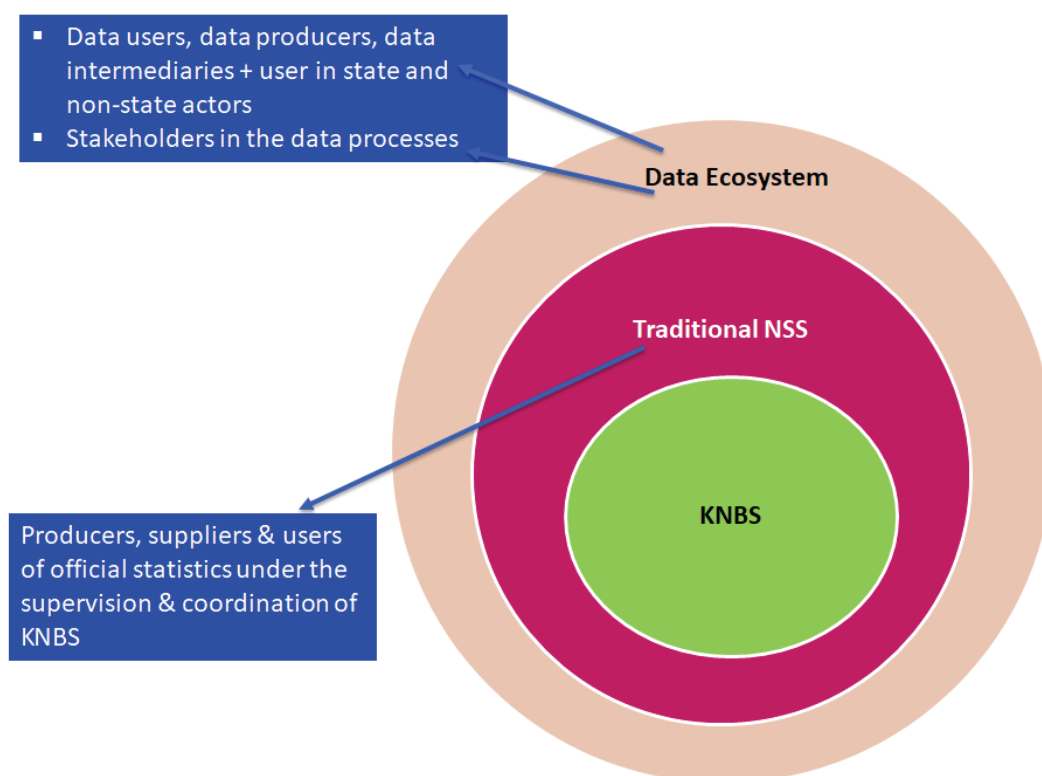
¹Metadata means "data about data". Metadata is defined as the data providing information about one or more aspects of the data; it is used to summarize basic information about data that can make tracking and working with specific data easier

e) The data ecosystem

The unprecedented widening, increasing and evolving data user needs have placed a lot of pressure on the NSS in Kenya just like in other countries and regions. In the advent of Covid - 19, statistical systems showed lack of adaptability and resilience, negatively impacting statistical production. These weaknesses have compelled the NSS to undertake major reviews aimed at transforming the traditional statistical systems into broader data ecosystems that are agile, resilient and more responsive to the needs of data users. In addition to the traditional NSS, the data ecosystems include; the private sector, civil society and individuals, academic and research in-

stitutions, and international organizations. These new players who might not be statisticians are coming into the data space, with tools and solutions such as data science tools, and some are basically 'data enthusiasts' who are trying to fill data gaps². These new players need to be identified, embraced, coordinated and regulated to create an enabling legal environment conducive to a data-driven economy and country. The Cape Town Global Implementation Plan for Sustainable Development Data (CTGAP) emphasizes the emerging role of the KNBS as the steward of the data ecosystem³. The data ecosystem is depicted in Figure 1-1.

Figure 1-1: The Data Ecosystem



² UN Economic Commission for Africa, Integrated Strategic Toolkit for Transformation and Modernization of Official Statistics in Africa, Addis Ababa, 2004.

³ UN Statistics Division, "Cape Town Global Action Plan", <https://unstats.un.org/sdgs/hlg/cape-town-global-action-plan/>, 2017

f) NSS Linkage with International Statistical Community

The NSS operates within a broader regional, continental, and international statistical framework, and its development is influenced by advancements at these levels. The NSS is aligned to international statistical frameworks so as to leverage opportunities for knowledge transfer, peer learning, and benchmarking against best practices. The KNBS adheres to, and promotes use of international standards, methodologies, and guidelines in the production of official statistics in the NSS and the wider data ecosystem, as endorsed by the UN Statistical Commission. This ensures the generation of high-quality, reliable, and internationally comparable statistics. Additionally, the NSS is represented in statutory meetings such as the EAC Statistics Committee, the Statistical Commission for Africa (StatCom Africa), and the UN Statistical Commission to keep abreast with the advancements in the global regional, continental and global statistical systems. The NSS is also represented in regional and global statistical events, including the Data Festival, World Data Forum, and Africa Statistics Day. Data and statistics on Kenya are also provided upon request by UN agencies for compiling international reports, including those related to the Sustainable Development Goals (SDGs)

1.3. 3 Gaps and Bottlenecks

Kenya's statistical system faces several challenges that hinder optimal data production, dissemination and utilization of data and statistics for evidence-based decision making. Historically, statistical development has been supply-driven, leading to a mismatch between data availability and actual user needs. Limited integration of private sector and civil society data reduces opportunities for harnessing big data, CGD, geospatial data and other alternative data sources to bridge data gaps. Capacity constraints, including skill and infrastructural gaps in data science, AI, and Machine Learning (ML), affect the efficiency of data production. Additionally, weaknesses in data governance frameworks impact transparency, security, and ethical standards. Fragmented stakeholder coordination also limits collaboration, resulting in duplication of efforts and inefficiencies across the NSS and the wider data ecosystem. Methodological innovation and research are not optimally up taken, affecting the

accuracy and relevance of statistical indicators. To address these issues, KSDS II aims to strengthen demand-driven data strategies, stakeholder engagement, and the integration of advanced technologies to create a resilient, agile, and impactful statistical system. The challenge of lack of understanding on the importance of data by stakeholders and wider public underscores all this, which influences the lack of prioritization and/or resourcing of data priorities.

1.4 Purpose of KSDS II

The purpose of KSDS is to provide a structured framework for collecting, processing, and dissemination, ensuring quality, consistency, and coordination across different agencies. Further, it guides in developing policies that are based on reliable sub-national, national, regional, and international data and statistics. The KSDS I was designed, developed and implemented for the period 2019/20 – 2022/23. The development of KSDS I followed a bottom-up approach which involved producers of statistics developing their statistics plans and priorities which were consolidated into the KSDS I. Implementation of KSDS I led to achievements, key among them being: the review of the statistics Act; development of the Kenya Statistical Quality Assurance Framework; and establishment of a data science centre. Following the evaluation of the KSDS I, a decision was made to have a second KSDS (KSDS II) designed and developed. The development of KSDS II on the converse adopts a top-down approach where members of the NSS and stakeholders of the data ecosystem identify the priorities of the statistical system and write the strategy. All producers of data and statistics are expected to align their data and statistics plans to the priority areas of KSDS II.

The KSDS II is:

(i) Anchored into MTP IV whose objectives will be actualized through five (5) sectors. A mapping of high level NSS statistical products against the five (5) sectors is presented in Table 1-2. The table shows the immediate relevance of statistics to national development planning.

Table 1-2: A Mapping of NSS High Level Products against MTPIV sectors

MTP Sectors	NSS High Level Products
1. Finance and Production Sector	Financial statistics Economic Statistics Industrial statistics Agricultural statistics
2. Infrastructure sector	Infrastructure statistics
3. Social sector	Social statistics
4. Environment and natural resources	Environment statistics
5. Governance and public administration	Governance statistics

(ii) Aligned to various statistical frameworks that follow below:

a) The Third Regional Strategy for the Development of Statistics (RSDSIII) at EAC level; The RSDS III (2022/23 – 2026/27) was formulated to support regional integration by compiling and making available relevant, timely and accurate regional statistical information. It was endorsed by the Council of Ministers, which is the policy-making organ of the Community. It supports statistical development in Partner States in many areas.

b) The Second Strategy for the Harmonization of Statistics in Africa (ShaSA2): ShaSA2 (2017-2026) was adopted by the African Statistical Community as the general framework for statistical development in the continent. It aims to provide harmonized and quality statistics for the design and implementation, as well as monitoring

and evaluation of integration and development policies in Africa. It was endorsed in 2010 by the Joint Conference of African Ministers for Finance and Economy.

c) Cape Town Global Action Plan for Sustainable Development Data (CTGAP): This is an international framework that provides direction for statistical development in the world with a special focus on strengthening NSSs so that they can be most responsive to statistical needs towards the achievement of the 2030 Agenda for Sustainable Development and beyond. The plan was adopted at the 48th Session of the UN Statistical Commission in March 2017.

These frameworks are implemented at national level through the KSDS, and hence the need to align the KSDS II to these frameworks.





CHAPTER 2

Situational Analysis

This Chapter presents an evaluation of KSDS I with a focus on its achievements, challenges faced during its implementation and lessons learnt. It also presents a scan of the environment, stakeholder analysis, emerging issues and strategic priorities, risk analysis and their mitigation measures, and critical success factors that informed the design of KSDS II.

2.1 KSDS I Evaluation

The design process of KSDS II was informed by the evaluation of KSDS I conducted in 2023, which adopted the following approach:

- a) Training for of KSDS I design team - Over 10 staff were trained on: the changing statistical landscape with respect to data demand, supply and management; dissemination and use; the global statistical system; governance and frameworks which helped to understand the linkages between the NSS and the global statistical system; the KSDS lifecycle; and what it takes to deliver a good KSDS.
- b) Relevant documents with information about data demand, the NSS, statistical legislation, statistical organization and management, and data supply related matters, were assembled and reviewed. The list of documents reviewed is provided in the references.
- c) In-depth consultations with various representatives from: KNBS; MDACs; University of Nairobi; Kenya Statis-

tical Society; Civil Society Organizations, and development partners among others were conducted

d) The following evaluation tools were administered:

- i. An assessment matrix was developed and used to evaluate achievements of the KSDS I.
- ii. A stakeholder engagement /consultation template with important items and issues to be covered in each stakeholder engagement was developed and administered.
- iii. A PARIS21 NSDS self-evaluation tool was used to establish: a quantitative indication of overall quality of KSDS I; extent of its implementation and impact; and the statistical development areas within the NSS that require more attention.
- iv. Open Data Index was used to assesses the coverage and openness of official statistics and the extent to which open data policies, access of data, and dialogue with users are promoted.
- v. The World Bank Statistical Performance Indicator (WBSPi) was used to measure the performance of the NSS against the pillars of; Data use, data services, data products, data sources, and data infrastructure.

The key achievements, challenges and lessons learnt in development and implementation of KSDS I are summarized in Table 2.1



Table 2.1: Summary of the Outcomes of the Kenya Statistical Development Strategy (KSDS 1) Review

Thematic Area	Key Achievements	Challenges	Lessons Learnt
Legal & Institutional Framework	Amended <i>Statistics Act (2019)</i> to include county statistics functions.	Only 1 county (Makueni) developed a statistics policy.	Strong legal frameworks enhance credibility but require enforcement at all levels.
	Developed guidelines for MDACs/ County statistical units.	Lack of a national database as mandated by law.	
Coordination & Governance	Operationalized KSDS I structure (Inter-agency Committee, Sector Committees).	Inadequate alignment with international frameworks (RSDS, SHaSA).	Inter-institutional coordination reduces duplication and improves data quality.
	Improved NSS coordination tools (Code of Practice, QA Framework).	Weak county-level coordination.	
Capacity Building	Established <i>Data Science Training Centre</i> at KNBS.	Gaps in skilled staff and budgets for statistical units.	Continuous capacity building is critical for sustainability.
	Supported MDACs with training and tablets.	Low statistical literacy.	Target KPIs for monitoring progress.
Data Production & Innovation	Successful 2019 digital census (results in 3 months).	No National Census of Agriculture conducted.	Digitalization reduces costs and improves timeliness.
	Adopted CAPI/phone surveys (e.g., COVID-19 impact surveys).	Slow adoption of alternative data sources (e.g., big data).	Demand for disaggregated data outstrips supply.
	Produced key indicators (CPI, PPI, County GDP).	Slow adoption of innovative approaches in routinely produced statistics	
Dissemination & Use	Improved online portals/social media for data access.	Limited data access from MDACs Administrative records and from private sector	Dissemination drives demand; public data fosters accountability.
	Published Statistics Abstracts with MDAC data.	Low data use in policymaking ("not in boardrooms").	Advocacy needs "statistics champions."
Advocacy & Partnerships	Hosting 2026 Data for Development Festival (first in Africa).	Weak statistical advocacy at policy levels.	Advocacy must target high-level policymakers for buy-in and funding.
	Regional leadership (EAC support, tablet loans for censuses).	Limited awareness of data's role in development.	
Resource Mobilization	World Bank SPI score improved (55.92% in 2016 □ 66.31% in 2022).	KNBS and MDACs under-resourced (staff, funding).	Partnerships (public/private) can bridge funding gaps.
		20–30% SDG indicators unreported due to data gaps.	Clear targets/timelines are essential.



2.2 Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

A Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis was used to summarize the above assessment by:

- Identifying and evaluating controllable activities in functional areas among stakeholder agencies in the NSS which are performed exceptionally well (strengths) or poorly (weaknesses).
- Identifying and evaluating trends and events which

are external to the system and largely beyond its control - Political, Economic, Social, Technological, Environmental and Legal (PESTEL) - but which could benefit (opportunities) or harm (threats) the system.

The idea was to build on identified strengths, eliminate weaknesses, take advantage of strengths and mitigate identified threats to the NSS. The analysis is summarized as shown in Table 2-2.

Table 2-2: SWOT Analysis

Internal trends/ events	<p>Strengths</p> <ol style="list-style-type: none"> 1. Strong and recognized KNBS leadership of the NSS 2. Existence of core competences in statistical production at KNBS and some MDAs 3. Existence of NSS coordination structures and tools 4. Existence of mechanisms for identifying data user needs 5. Existence of data quality standards 6. Awareness about gender mainstreaming in statistical programmes 7. Existence of a data science training centre 	<p>Weaknesses</p> <ol style="list-style-type: none"> 1. Weak statistics function in many MDACs 2. Inadequate NSS-wide advocacy to trigger support, sustain demand and use of statistics 3. Inadequate staffing at KNBS and in MDACs 4. Limited statistical capacity in some technical areas 5. Non-compliance with national and international data quality standards in some MDACs 6. Weak data management systems and databases in some MDACs 7. Limited exploitation of non-traditional data sources 8. Lack of statistics professional development programme for the NSS 9. Inadequate granular and micro level data
External trends/ events	<p>Opportunities</p> <ol style="list-style-type: none"> 1. Increased demand for data 2. Increasing commitment from policy makers to support evidence-based decision-making, planning, monitoring and evaluation 3. Existence of a supportive legal and policy frameworks 4. Existence of national and international standards, methodologies, classifications, guidelines and best practices 5. Existence of national ICT infrastructure 6. Emergence of new data producers in the 'data ecosystem' 7. Existence of multi-stakeholder partnerships, collaborations and collaboratives 8. Existence of supportive development partners 	<p>Threats</p> <ol style="list-style-type: none"> 1. Inadequate data uptake and use especially for policy, planning and decision-making 2. Conflict of interest in data production and dissemination 3. Pandemics/or epidemics such as Covid-19 which can present challenges in data collection and stakeholder engagement 4. Rapid changes in technology can create challenges of adaptability 5. Insufficient funding coupled with over-reliance on development partners to fund the statistics function 6. Over-burdening respondents with data collection activities (community fatigue) 7. Lack of critical mass of knowledge and skills base in new areas such as data science, Artificial Intelligence and machine learning may hamper data innovation 8. Production of poor-quality data by providers

2.3 Stakeholder Analysis

Stakeholders in data and statistics are diverse based on their political power, capacities, social status and public influence, attitudes, constraints, strengths, expectations and interests. They are important in the NSS and implementation of the KSDSII as their strategic position fosters credibility, relevance, and impact. Table 2.1 presents stakeholders of the NSS, their categories and interest.

Table 2.1: Stakeholder Analysis

Stakeholder	Role of stakeholder	Interest in NSS	Influence
Government Ministries, Departments, Agencies (MDAs)	<ul style="list-style-type: none"> – NSS members – Both data users and producers – Fund their statistical production – Collaborate with KNBS & Counties on statistics matters 	<ul style="list-style-type: none"> – Support to create statistical awareness – Need quality and timely statistics for policy and decision-making – Need to build statistical capacity – Need technical support in data production – Detailed criteria for admission of administrative data 	Main producers of data required to monitor national development
County Governments	<ul style="list-style-type: none"> – NSS members – Both data users and producers – Fund their statistical production 	<ul style="list-style-type: none"> – Support to create statistical awareness – Need quality and timely granular data for planning, decision-making and monitoring service delivery – Data sharing with national government and other Counties – Need to build statistical capacity – Need technical support in data production (including templates and guidelines) 	Largely influence the quality of administrative data generated by the NSS and primary data at grassroots level
Statistics employees	<ul style="list-style-type: none"> – Members of the NSS – Collect, manage and disseminate data 	<ul style="list-style-type: none"> – Motivation and incentives to produce quality data – Capacity and infrastructure for data production and management 	<ul style="list-style-type: none"> – Data systems and innovations – Data availability and accessibility – Quantity and quality of data – Ensure impact of data
Researchers and academia	<ul style="list-style-type: none"> – Members of NSS – Users of data – Producers of statistics 	<ul style="list-style-type: none"> – Need micro-data for own detailed data analyses, modeling and teaching purposes – Capacity building statistical personnel – Development of statistical methods and tools – Detailed criteria for admission of administrative data 	<ul style="list-style-type: none"> – Source of trained personnel – Improvement of data production by providing feedback to data producers – Support in development of data collection methodologies – Churn out innovations to support data collection
Private Sector	<ul style="list-style-type: none"> – Suppliers of statistical information – Users of data 	<ul style="list-style-type: none"> – Timely statistics to inform business and investment decision-making. 	<ul style="list-style-type: none"> – Production of better data by supplying needed information – Can finance production of data in their areas of interest – Can be a source of Big Data

Table 2.1: Stakeholder Analysis *Cont'd*

Stakeholder	Role of stakeholder	Interest in NSS	Influence
Civil Society Organizations (CSOs)	<ul style="list-style-type: none"> – Users of data – Suppliers of citizen generated data 	<ul style="list-style-type: none"> – Statistics related to government programmes (service delivery) and funding – Detailed criteria for admission of administrative data – Capacity building 	<ul style="list-style-type: none"> – Statistical advocacy – Promote use of data for accountability – A source of citizen generated data
Media	<ul style="list-style-type: none"> – Users of data – Sensitization – Data dissemination 	<ul style="list-style-type: none"> – Partnerships in public sensitization and data dissemination – Supply of statistical information – Training on interpretation and use of data 	<ul style="list-style-type: none"> – A major channel for statistical data dissemination. – Can influence stakeholder opinions and perceptions about the quality and reliability of data provided
Regional Economic Communities	<ul style="list-style-type: none"> – User of statistics – Building statistical capacity of Member States – Provides guidance 	<ul style="list-style-type: none"> – Provision of harmonized statistics to support regional integration – Contribution to production of regional statistics 	<ul style="list-style-type: none"> – Advocate for statistics – Share good practices and learning – Provision of technical support – Provision of financial support
International Community	<ul style="list-style-type: none"> – User of statistics – Provide global governance structures for statistics – Establish statistical standards – Platforms for networking, collaboration and learning – Provide financial and technical support in production and dissemination of statistics 	<ul style="list-style-type: none"> – Compliance with international statistical standards – Production of internationally comparable statistics – Contribution to production of global statistics 	<ul style="list-style-type: none"> – Advocate for statistics – Share good practices and learning – Provision of technical support – Provision of financial support
Public/ Citizens	<ul style="list-style-type: none"> – Users – Data providers 	Accurate representation in data and statistics	<ul style="list-style-type: none"> Provision of data Statistical advocacy Promote use of data for accountability A source of citizen data

2.4 Strategic Priorities

The evolving statistical landscape has shaped the strategic priorities and interventions outlined in KSDS II, ensuring the NSS remains responsive to emerging data needs and global best practices. These priorities are designed to strengthen the NSS's capacity to generate high-quality, accessible, and timely statistics to support evidence-based decision making policymaking and sustainable development, and ultimately realize the mission and vision of the strategy.

2.4.1 Emerging and Evolving Issues in the Data Ecosystem

In the Volatile, Uncertain, Complex, and Ambiguous (VUCA) times, statistics have become more important in driving informed decisions. In these times, the statistical landscape has significantly changed and KSDS II needs to address some emerging and evolving issues including the following:

Table 2.3: Evolving Issues in the Data Ecosystem

Emerging Issues: New issues that are coming up and are affecting the data landscape	Evolving Issues: Issues that have been in existence but are changing over time and affecting the data landscape
<ul style="list-style-type: none"> • Role of KNBS as steward of the data ecosystem - the call for extending the KNBS functions from the coordination of the NSS to also become a data steward for the wider data ecosystem. This can be achieved through intensive engagement of non-state actors and the private sector in production of data and statistics and statistical capacity development; • Existing Technology: Youthful population and its influence on national policies and budgets requires innovative approaches like digital tools and tailored engagement strategies. • Emerging Technologies: Capacity building is essential to equip staff with skills for utilizing machine learning, AI, and automation (e.g., Kilimani's robot cafe compared to traditional training at Utalii/Boma). – emergence of data science, Artificial Intelligence (AI) and Machine Learning (ML) which are defining the 4th industrial revolution. • Digitalization: Efforts should focus on digitizing and automating data production processes and developing centralized data banks for efficiency and accessibility. • Targeted Dissemination: Sharing data with diverse end users, such as MPs, fosters sustainability and ownership of programmes and projects. The approach includes simplifying data for individual relevance (e.g., how fertilizer distribution affects citizens) through "Mwananchi" versions. • User-Friendly Communication: Clear and relatable data packaging minimizes strategic contradictions and enhances public understanding. • Youth Involvement: Establishing youth statistical associations and engaging young people in data conversations builds future capacity and awareness. • Inclusivity and mainstreaming of disadvantaged Groups: Special attention is needed for integrating PWDs, youth, and children into statistical processes, along with gender mainstreaming in areas like climate change and environmental issues. 	<ul style="list-style-type: none"> • Growing Demand for data: The demand for data has grown exponentially in terms of quantity, quality, disaggregation and timeliness, and data supply can hardly cope with the demand – this includes demand for the newly launched Kenya Fourth Medium Term Plan (2023-2027) and County Integrated Development Plans (CIDPs). • GIS and Statistics Integration: Enhanced integration of GIS and statistical systems is enabling data-driven decision-making, particularly for resource allocation in sectors like agriculture. • National and County Advocacy: National-level advocacy and county-level awareness remain limited. Strengthening interaction between these levels is crucial for data harmonization. • Document Alignment: Aligning national documents (MTP) with county-level plans (CIDP) ensures cascading indicators for improved data collection and measurable outputs. • Operationalizing Statistics: The institutional framework must evolve to operationalize statistical work effectively. Key actions include; revising the Statistics Act, introducing County Statistics Bills, and developing model policies for statistical structures at the county level. • Legal Guidelines for Data Management: A comprehensive legal framework for data management and sharing is necessary to address issues like data hoarding, inconsistencies, and administrative data quality. • Bridging Data Gaps: Efforts are needed to address missing indicators, such as maternal mortality at the county level, and to bridge gaps between data inputs and outcome indicators. • Open Data Portals: Creating centralized open data portals at the county level offers a "one-stop shop" for accessible and consistent data sharing.

Table 2.3: Evolving Issues in the Data Ecosystem Cont'd

Emerging Issues: New issues that are coming up and are affecting the data landscape	Evolving Issues: Issues that have been in existence but are changing over time and affecting the data landscape
<ul style="list-style-type: none"> • Cross-Sector Collaboration: Coordination with private sector actors, NGOs, CSOs, and county governments strengthens the National Statistical System (NSS). • KNBS Support: KNBS faces inadequate staffing and resources. It must expand partnerships and implement Appropriation-in-Aid (A-in-A) models to charge for services like man-hours. • Policy Updates: Current data protection and confidentiality policies need enhancement to address emerging challenges effectively, ensuring collaboration with data protection offices and relevant agencies. • Granularity and Disaggregation: Increased data granularity and detailed disaggregation improve usability at all levels, particularly for monitoring and evaluation frameworks. • Sustainability: A framework for resource mobilization and sustainable data generation is essential for long-term effectiveness. • Non-Traditional Data Sources: Partnerships with non-traditional actors, such as the private sector, can address increasing data demands. • County Coordination: Stronger integration between national and county statistical offices is necessary for effective data management and dissemination at the grassroots. • Data Literacy: Addressing data illiteracy across counties and sectors is a cross-cutting priority. • Integrated Monitoring and Evaluation: Developing an integrated framework ensures streamlined evaluation and resource allocation. • Value Innovation: Technology adoption should align with frameworks for innovative, sustainable data practices. • New data players: There are new data entrants into the data space including; data suppliers, data producers, and data users. This is leading to the extension of the traditional NSS to the emerging data ecosystem of which the NSS is part – this requires review of the Statistics Act of 2006 (revised in 2019); 	<ul style="list-style-type: none"> • Non-Traditional Dissemination: Leveraging innovative dissemination methods ensures data reaches the grassroots, empowering communities and supporting local decision-making. • New Focus Areas: Mainstreaming climate change, gender, PWDs, youth, and children into statistical processes ensures inclusivity and addresses cross-cutting societal issues. • Youth Engagement: Initiatives like forming youth statistical associations can increase youth involvement in data discussions and foster future capacity. • Sustainability: Sustainable resource mobilization is critical for scaling up operations to all 47 counties and maintaining statistical activities over time. • Centralized Data Bank: A centralized data bank can facilitate collaboration between KNBS and other stakeholders, ensuring better data management and accessibility. • Non-Traditional Data Partnerships: Expanding partnerships to include non-traditional data sources supports the growing demand for diverse and innovative data inputs. • Administrative Data Quality: Improving the quality of administrative data ensures its reliability for decision-making and policymaking. • Risk Assessment Frameworks: Developing frameworks for risk assessment and management can enhance the robustness of statistical systems. • Grassroots Statistical Advocacy: Promoting statistical advocacy at the grassroots ensures the public understands and uses data effectively. • Policy Amendments: Actionable policy amendments for data acquisition and sharing are needed to address emerging challenges and create a supportive environment for data

Risk & Analysis

2.4.2 Critical Success factors

The following factors hold the prospect of successful implementation of KSDS II and its positive impact on the NSS:

1. Strengthen advocacy among policymakers, legislators, and decision-makers to secure sustained buy-in and support for statistical initiatives.
2. Ensure consistent government commitment to statistics, complemented by continued support from development partners to enhance statistical operations.
3. Develop a national statistics policy and regularly review and update the Statistics Act to provide an enabling legal framework for statistical governance, professional independence, and accountability.
4. Integration of Statistical Development Strategies (KSDS) into Policy & Planning: Mainstream KSDS implementation into policies and plans across MDACs to ensure institutional alignment and resource allocation.
5. Strengthen statistical capacity among data users and producers, improve knowledge management, and foster adoption of emerging technologies such as AI, Machine Learning, and Big Data analytics.

6. Harness new data sources, including administrative data, big data, blockchain, and geospatial technologies to modernize statistical production.
7. Strengthen KNBS leadership of the NSS, ensuring effective coordination across statistical institutions with a dedicated technical team for KSDS implementation.
8. Improve data governance mechanisms, ensuring transparency, security, and quality assurance across the data value chain
9. Promote adaptive culture management, fostering a more agile, resilient, and innovative statistical system aligned with global best practices.
10. Strengthen KSDS monitoring frameworks.

2.4.3 Risks Analysis and Mitigating Measures

Potential risks that may impede the successful implementation of KSDS II have been identified and analyzed, taking into account both their likelihood of occurrence and their potential impact. These risks are categorized based on their severity—High (H), Moderate (M), or Low (L)—to facilitate targeted mitigation strategies. Table 2 presents a detailed classification of these risks along with corresponding measures to minimize their effects and ensure the smooth execution of the Strategy.

Table 2.4: Risks and Mitigating Measures

Risk	Description	Likelihood (Level)	Impact	Priority	Risk Owner	Mitigation Measures
Limited awareness, uptake and use of statistics	<ul style="list-style-type: none"> Limited stakeholder awareness about available data and how to access it Inadequate data access Limited capacity to use data especially for policy, planning and decision-making 	M	H	M	KNBS, MDACs	<ul style="list-style-type: none"> Create stakeholder awareness about available data and how it can be accessed Promote development of open data initiatives and portals in MDACs Strengthen statistics user capacity to analyze, interpret and use data especially for policy, planning and decision-making
		M	M	L		
		L	L	L		
Reluctance by NSS players to be coordinated	Fear that efforts to coordinate them could result in relinquishing their roles	H	H	H	KNBS, Inter-agency Committee	<ul style="list-style-type: none"> Create effective awareness on the importance of statistical coordination Stakeholder sensitization on the coordination role of the KNBS and the role of other stakeholders as per the Statistics Act Strengthening coordination mechanisms
Weak statistical environment in MDACs, including the Quality Assurance	<ul style="list-style-type: none"> Current facilities in MDACs cannot support complete and robust administrative data production; Capacity to undertake quality assurance is limited. 	M	H	H	KNBS, MDACs, Planning Units	<ul style="list-style-type: none"> Advocate for increased investment in infrastructure in the NSS including physical, Information and Communication Technology, and Human Resources
		M	M	M		
Inadequate administrative data from MDACs	<ul style="list-style-type: none"> Inadequate, inaccurate, and incomplete data in MDACs Conflicting data from different sources 	H	H	H	MDACs, KNBS	<ul style="list-style-type: none"> Develop and promote standards for data collection and management across MDACs Build capacity of MDACs on statistical production
Data insecurity, inadequate data back-up and recovery	Inadequate data archiving and back-up	H	H	H	KNBS, ICT Units	<ul style="list-style-type: none"> Encourage preparation and implementation of Business Continuity Plans Promote archiving, back-up and recovery programmes in NSS including off-site data recovery centres Deploy appropriate ICT tools to prevent intrusion into data bank

Table 2.4: Risks and Mitigating Measures *Cont'd*

Risk	Description	Likelihood (Level)	Impact	Priority	Risk Owner	Mitigation Measures
Over-reliance on development partners to fund statistical programmes and activities	Funding for statistics from government is insufficient (<i>quantity</i>) and /or uncertain (<i>predictability</i>). Data producers rely on DPs to fund statistical activities	H	H	H	KNBS, National & County Government	<ul style="list-style-type: none"> • Make a business case for more resources for statistics from government • Encourage MDACs to budget for statistics activities • Advocate establishment of a Statistics Fund
Political interference	Political leaders interfering in data production and release which affects the credibility and integrity of official statistics.	M	H	M	National Government	<ul style="list-style-type: none"> • Highlight risks associated with political interference in data development and management • Sustained statistical advocacy about importance of data credibility and integrity
Production of low-quality statistics in NSS	Inaccurate, incomplete, untimely, inconsistent and inadequate disaggregated data	M	H	H	KNBS	<ul style="list-style-type: none"> • Promote national and international standards for data production, management and dissemination • Promote the Code of Practice among data producers in the NSS • Build capacity in statistical production across the NSS



CHAPTER 3

Strategic Framework

The strategic framework presents what it will take to transform and modernize official statistics with the aim of achieving data maturity and maximizing the impact of national development programmes and projects. The strategic intent is to unlock data potential by: building a data culture that values and uses statistics for informed policy, planning and decision-making in the country; and enhancing data processes and systems. It presents the agenda for transforming and modernizing the NSS, consistent with international statistical frameworks and guidelines.

3.1 Strategic Foundations

The vision, mission, core values and strategic direction of KSDS II are outlined as follows:

3.1.1 Vision

A source of quality and trusted statistics on Kenya

3.1.2 Mission

To transform and modernize the NSS using innovative technologies to provide quality statistics that meet user needs.

3.1.3 Core values

The following three core values will guide the conduct and behavior of staff and decision-makers as well as inspire

and galvanize efforts towards improved performance of the NSS.

Core Value	Description
Integrity	There will be adherence to moral principles by demonstrating honesty truthfulness and reliability while maintaining a high level of expertise and competency
Trust	The NSS institutions and people will demonstrate credibility, transparency and competence in the processes and systems of producing and disseminating official statistics.
Collaboration	There will be proactive building and maintaining of collaboration and partnerships within and outside the NSS and utilization of the synergy to enhance the value in data and statistics.

3.2 Strategic Focus Areas

This Strategy has adopted a strategic direction, which includes actions that will lead towards the realization of the vision and mission of the NSS. These actions are expected to enable the NSS to focus resources on prioritized programmes and activities to responding to identified emerging and evolving issues, and challenges. Four (4) Strategic Focus Areas aimed at transforming and modernizing the NSS were identified. These have been aligned with the international statistical frameworks – regional, continental and global. These focus areas, together with

Table 3.1: KSDS II Strategic Focus Area and expected outcomes

Strategic Focus Areas	Expected outcomes
Data-Driven Culture for Sustainable Development	Enhanced uptake of statistical products and services
Coordination of the Statistical System	Harmonized statistical programmes and synergy among players An enabling environment for statistical production and management.
Statistical Capacity Development	Enhanced human and physical infrastructure, data systems and processes to support data management.
Resource mobilization and sustainability for statistics	Sufficient, diversified and sustainable resources to support production and dissemination of data and statistics that meet user needs

Table 3.2 illustrates how the KSDS II Strategic Focus Areas align with key regional, continental, and international statistical development frameworks, namely the RSDSIII goals, SHaSA2 strategic themes, and CTGAP strategic

areas. It highlights the linkages and shows how KSDS II implementation will support effective realization of statistical development objectives.

Table 3.2: KSDS II Alignment with International and Regional Frameworks

KSDS II Strategic Focus Areas against RSDSIII Goals	
RSDSIII Goals	KSDSII Focus Areas
Enhanced institutional development of the Community Statistical System	Coordination of the Statistical System
Strengthened capacity for production and use of harmonized and quality community statistics	Statistical Capacity Development
	Resource mobilization and sustainability for statistics
Increased data uptake, use and impact in the region	Data-Driven Culture for Sustainable Development
KSDS II Strategic Focus Areas against SHaSA2 Strategic Themes	
SHaSA2 Strategic Themes	KSDSII Strategic Focus Areas
Produce quality statistics for Africa	Data-Driven Culture for Sustainable Development
	Statistical Capacity Development
Coordinate the production of quality statistics for Africa	Coordination of the Statistical System
Develop sustainable institutional capacities of the African statistical system	Statistical Capacity Development
Promote a culture of quality policy and decision-making	An entrenched data culture for national development
Coordination and strategic leadership on data for sustainable development	Coordination of the Statistical System
Innovation and modernization of the NSSs	Statistical Capacity Development
KSDS II Strategic Focus Areas against CTGP Strategic Areas	
CTGAP Strategic Areas	KSDS II Strategic Focus Areas
Coordination and strategic leadership on data for sustainable development	Coordination of the Statistical System
Innovation and modernization of the NSSs	Statistical Capacity Development
Strengthening of basic statistical activities and programmes with particular focus on addressing the monitoring of the 2030 Agenda	Statistical Capacity Development
	Data-Driven Culture for Sustainable Development
Dissemination and use of sustainable development data	Data-Driven Culture for Sustainable Development
Multi-stakeholder partnerships for sustainable data	Coordination of the Statistical System
	Resource mobilization and sustainability for statistics
Mobilize resources and coordinate efforts for statistical capacity building	Resource mobilization and sustainability for statistics

3.3 Strategic Objectives

Under the four (4) KSDSII Strategic Focus Areas, 10 Strategic Objectives (SOs) have been identified. The SOs are presented in Table 3.3:

Table 3.3: KSDS II Strategic Objectives

Strategic Focus Area 1: Data-Driven Culture for Sustainable Development
To enhance statistical advocacy, public awareness, and trust in statistics To improve data production and dissemination by state and non-state actors To enhance data use for evidence-based decision-making
Strategic Focus Area 2: Coordination of the Statistical System
2.1 To strengthen legal, policy, and institutional frameworks for statistics 2.2 To strengthen Statistical coordination and collaboration in the NSS and among stakeholders
Strategic Focus Area 3: Statistical Capacity Development
To enhance Data Systems and Infrastructure To strengthen Statistical Processes and Standards To enhance technical capacity to support the production and dissemination of statistics
Strategic Focus Area 4: Resource mobilization and sustainability for statistics
4.1. Enhance leadership for resource mobilization for data and statistics 4.2. Strengthen partnerships and collaboration 4.3. Establish a statistical training Institute

3.3.1 Description of the KSDS II Strategic Objectives

To enhance statistical advocacy, public awareness, and trust in statistics:

Statistical advocacy is a strategic issue in statistical development. It is about taking pro-active measures to: Create public awareness about the importance and role of statistics in the society and development; promote use of statistics in society as one of the essential life skills which every citizen should have; demonstrate the statistics-policy and decision-making chain and in particular, use of statistics for policy, planning and decision-making at all levels; drawing attention to a whole range of uses census data could be put to and highlighting the costs and benefits of the census compared to other statistical information sources; mobilize and effectively use national and international resources for statistics; promote statistical planning and coordinated investment in developing statistical capacity.

Effective statistical systems depend not only on the production of high-quality data but also on ensuring

that statistics are broadly understood, valued, and utilized in decision-making processes. This objective aims to strengthen the visibility, relevance, and credibility of official statistics through targeted advocacy and awareness initiatives. By enhancing communication and engagement with data users—including policymakers, the private sector, academia, civil society, and the general public—this objective seeks to build trust and promote a culture of evidence-based decision-making.

Key strategies will include the development and implementation of comprehensive communication and public engagement campaigns, targeted stakeholder engagement, the utilization of user-friendly data dissemination tools and platforms, and the establishment of structured feedback mechanisms to understand and respond to user needs. Partnerships with media and stakeholders will also be leveraged to amplify statistical messages and improve public statistical literacy.

Ultimately, this objective will contribute to increased

demand for and utilization of statistics, thereby reinforcing the role of data in driving national development and accountability.

To improve data production and dissemination by state and non-state actors:

Data production involves the design, collection, processing, and dissemination of information from various sources. The value of data is determined by how well it is understood and utilized. It is, therefore, important that users are satisfied with and value the data they are getting in terms of relevance, scope, quantity, consistency, quality, disaggregation and timeliness. To enhance the quality and availability of statistical data, it is essential to improve its accessibility and relevance in supporting development efforts. Once data is produced, it must be effectively disseminated to ensure it reaches its intended users. One key strategy to improve data accessibility is the establishment of a centralized data repository, allowing for easier access to statistics from producers. It is crucial to continuously adapt to the evolving needs for data to support evidence-based decisions and inform the public. This adaptation involves addressing data gaps based on user requirements, use of alternative data sources, providing granular and timely data, and ensuring that it is accessible to a wider audience.

To enhance data use for evidence-based decision-making:

The main purpose of producing statistics is to inform and guide decision-making processes. Promoting decisions based on reliable and relevant statistics ensures the effectiveness of policy formulation, analysis and implementation. By leveraging data, organizations can reduce uncertainty, optimize outcomes, and foster accountability. To achieve this, it is important to actively engage data users to ensure the production of statistics that are both meaningful and actionable. The successful implementation of Kenya's development goals such as the fourth Medium-Term Plan (MTP IV), the Bottom-Up Economic Transformation Agenda (BETA), County Integrated Development Plans (CIDPs), and the 2030 Agenda for Sustainable Development relies on the effective use of data. This requires implementing targeted activities to ensure that data is not only collected but also

analyzed, interpreted, and applied to drive progress by the private sector, civil society, academia, media, special interest groups, the general public, among others. In Kenya, the private sector and citizens increasingly rely on data for evidence-based decision-making to enhance efficiency, innovation, and development in businesses, make business projections and personal decisions. The private sector uses data for market analysis, risk management, operational optimization, strategic planning, and customer engagement. Citizens, on the other hand, utilize data to make informed decisions about their livelihoods. By harnessing the power of data, Kenya can advance informed, inclusive, and sustainable development, ensuring that no one is left behind in the pursuit of economic and social transformation.

To strengthen legal, policy and institutional frameworks for statistics:

This objective focuses on the laws, regulations, policies, and organizations governing statistical activities within a country. A robust framework is essential for ensuring the reliability, credibility, and usefulness of statistical information, which is vital for evidence-based decision-making in various development areas, including government, private sector, academia, and civil society. The current legal framework, primarily anchored in the Statistics Act (2006), established the Kenya National Bureau of Statistics (KNBS) as the Principal Agency responsible for collecting, analyzing, and disseminating official statistics. While this Act has served as a foundational pillar for Kenya's statistical system, there is a need to review and update it to address emerging statistical issues and align it with international best practices. Its review should focus on incorporating advancements in data collection methodologies, addressing data privacy concerns, and ensuring that it remains relevant in a rapidly evolving data landscape.

A coherent and comprehensive National Statistical Policy Framework is equally important to guide the development, coordination, and implementation of statistical activities across Kenya. The policy should address emerging issues such as the integration of non-traditional data sources, including big data, geospatial data, and citizen-generated data, to complement conventional data collection methods.



The current framework for sharing statistics in Kenya is characterized by a decentralized system, where various agencies independently produce and manage data. This fragmented approach often leads to inconsistencies, duplication of efforts, and inefficiencies. To address these challenges, the development of formal data-sharing agreements or Memoranda of Understanding (MoUs) among relevant institutions is important. Such agreements would establish a harmonized and standardized approach to data sharing, fostering collaboration and ensuring the seamless flow of information across the national data ecosystem.

Furthermore, Kenya's statistical system must align with international standards and best practices, such as the United Nations Fundamental Principles of Official Statistics and the African Charter on Statistics. Adherence to these standards will enhance the credibility, comparability, and usability of Kenya's data at both regional and global levels. Ratifying the African Charter on Statistics, in particular, would demonstrate Kenya's commitment to strengthening its statistical system and

promoting data-driven development across the continent. By addressing the existing gaps in the legal, policy, and institutional frameworks, Kenya can build a strong, resilient, and modern national statistical system. Such a system will not only support sustainable development and good governance but also position Kenya as a leader in statistical innovation and excellence within the region and beyond.

To strengthen coordination and collaboration in the NSS and among stakeholders: Statistical coordination and collaboration among stakeholders is the cornerstone of this strategy and is the 'golden thread' that binds national statistics together. It is essential to: Achieve mutual support and synergy among data producers; avoid production of conflicting data; avoid duplication of effort and resources for statistics; and achieve data quality through promotion of national and international standards, methodologies and frameworks. This principle recognizes that a robust statistical system is not built in isolation, but through a network of interconnected actors working together. Effective coordination ensures that

data collection, analysis, and dissemination are aligned with national priorities, fostering a cohesive information ecosystem. When stakeholders engage in collaborative efforts, they can leverage their diverse expertise, leading to more comprehensive and accurate insights.

To realize this objective, a series of strategic initiatives will be implemented. The establishment and strengthening of Statistics Units within all Ministries, Departments, Agencies, and Corporations (MDACs) is paramount. This ensures that each entity possesses the capacity to generate and manage data relevant to its specific mandate, contributing to a decentralized yet interconnected statistical landscape. By embedding statistical expertise within these institutions, data becomes an integral part of their operational fabric, facilitating evidence-based planning and monitoring. Also, the formation of national, sectoral, and technical committees on statistics will provide a platform for structured dialogue and coordination. These committees will bring together experts from various fields, enabling the harmonization of methodologies, the resolution of data discrepancies, and the promotion of best practices. This multi-tiered approach ensures that statistical

To enhance Data Systems and Infrastructure:

The essence of adequate infrastructure for statistics cannot be over-emphasized. And yet, the infrastructure for statistical production and management in Kenya is generally inadequate. This is because most resources for statistics are dedicated to data production to meet urgent data needs or fill data gaps with fewer resources directed towards infrastructure and capacity development for data production, now and in future. This objective focuses on strengthening data systems and infrastructure through establishing a robust, efficient, and interconnected framework for data management and dissemination. This will support evidence-based decision-making through strategic activities designed to build a modern, resilient, and future-ready data ecosystem.

As a baseline, an Infrastructure Assessment of the NSS will be undertaken to highlight the challenges faced by producers of statistics. This assessment is key in establishing developing appropriate recommendations and interventions to address these challenges. Kenya

governance is both comprehensive and responsive to the unique needs of different sectors.

The convening of fora and dialogues with stakeholders will foster a culture of open communication and collaboration. These platforms will facilitate the exchange of ideas, the identification of data gaps, data needs and the development of joint initiatives. By engaging with a broad spectrum of stakeholders, including academia, civil society, and the private sector, the national statistical system can tap into a wealth of knowledge and expertise. Collaboration with producers of alternative data sources is essential to broaden the scope of available information. In an era of rapid technological advancement, non-traditional data sources, such as geospatial data, citizen-generated data, and big data, complements official statistics. By integrating these diverse data streams, the national statistical system can provide a more nuanced and comprehensive understanding of the complex realities facing the nation. This multi-faceted approach to collaboration will ensure a robust and adaptable statistical system, capable of meeting the evolving needs of the country.

will develop an Integrated National Data Management Platform that will enable real-time collaboration and interoperability across sectors. In addition, a Centralized Platform for Disseminating Official Statistics to improve accessibility and transparency will be established in line with best practices. As a way of encouraging use of alternative data sources, a centralized platform for disseminating alternative data sources, integrating non-traditional data such as satellite imagery, social media analytics, and citizen-generated data.

To strengthen Statistical Processes and Standards:

Strengthening statistical processes and standards is crucial for Kenya's National Statistical System to produce high-quality data that supports evidence-based policymaking. Adopting global best practices will enhance the credibility and comparability of statistical outputs. To achieve this, strategic interventions will be undertaken aimed at enhancing compliance, standardization, and harmonization in statistical production. This will involve

an assessment of adherence to both the Kenya Statistical Code of Practice (KeSCOP) and the Kenya Statistical Quality Assurance Framework (KeSQAF). This assessment will ensure that all data-producing agencies are upholding the established principles and best practices. The development of a Metadata Handbook for Official Statistics will provide standardized documentation of datasets. This will improve their accessibility and usability for policymakers, researchers, and the public.

A statistical compendium will be created to define key concepts, classifications, and methodologies, fostering harmonization and comparability across various statistical outputs. This will enhance the standardization of data across multiple sectors. To further streamline statistical production, the Kenya Statistics Process Model (KSPM) will be developed and disseminated. This model will provide a structured framework for statistical operations, similar to the Generic Statistical Business Process Model (GSBPM) adopted by global statistical agencies, ensuring efficiency and alignment with international standards.

To enhance the awareness, capacity, and adoption of these statistical processes and standards, targeted sensitization and training initiatives will be conducted for data producers, users, and policymakers. Ensuring that all stakeholders understand and integrate these standards into their operations, strengthen the statistical ecosystem, improve data governance, and enhance the overall credibility of its statistical outputs. These initiatives will position the statistical system as a global leader in high-quality, standardized, and transparent data production, effectively supporting national development and international reporting obligations.

To enhance Technical Capacity to Support the Production and Dissemination of Statistics:

This objective seeks to ensure the statistical system remains robust and adaptable to emerging data needs in areas such as data production and dissemination, technology adoption among other for production of high-quality statistics that drive sustainable development, economic growth, and evidence-based policymaking. Specifically, training and professional development programs will be designed for statisticians, data analysts and other support areas by equipping them

with skills in data collection, analysis, interpretation, and dissemination. Specialized training focusing on alternative data sources, including big data, geospatial data, mobile data, website data, scanner data, and citizen-generated data (CGD), enhancing data innovation and integration within the Statistical System.

To empower non-statistical professionals, a Data Literacy Program will be launched to equip them with essential skills for understanding, interpreting, and effectively using statistical information. This initiative is inspired by successful programs such as Data Literacy for Policymakers (World Bank) and the Open Data Institute's training models, which have significantly enhanced data utilization in decision-making processes.

To nurture the next generation of statisticians, a Young Statisticians' Program will be introduced, fostering talent development, mentorship, and career progression in official statistics. As a best practice, leveraging peer-to-peer knowledge exchange and benchmarking programs will be implemented to learn from exemplary practices in statistical production and dissemination. This will also involve the promotion of continuous learning and collaboration through a Community of Practice (CoP) that will bring together data producers, analysts, and users to share knowledge, improve methodologies, and cultivate a culture of statistical excellence.

To Enhance leadership for Resource Mobilization for data and statistics

While the importance of statistics is well recognized, this has not translated into sufficient resource envelop for statistical production and development. This has put data producers under pressure to produce more and better data with even fewer resources. It is important to emphasize that statistical production and development does not simply require more funding. It requires adequate funding in terms of predictability. It has been observed that inadequate and unpredictable funding for statistics from government has been a constraint to statistical development. Increasing government commitment to statistics will send the right signal to development partners that it is worthy their support.

To ensure there sufficient and sustainable resources for data and statistics, it is important for the government



to Establishment of the Statistics Fund as recommended at highest policy level by the African Charter for Official Statistics which was adopted by African Heads of State and Government in 2009. It is also recommended by the Second Strategy for the Second Harmonization of Statistics in Africa (SHaSA2) that was adopted by the African Ministers of Finance and Development. In fact, SHaSA2 urges government to allocate 0.15% of their budgets to statistics.

To strengthen Partnerships and Collaboration with Partners: The existing multi-stakeholder partnerships will be strengthened and new collaborations for statistics will be fostered. This includes partnerships with multilateral and bilateral donors, as well as international organizations, to secure additional funding to supplement government resources. To maximize the effectiveness of these partnerships, mapping of key partners, enhancing their coordination, and developing joint statistics programs will be prioritized. Opportunities for collaboration with academic institutions, industry, various government agencies, and private sector, to identify shared funding opportunities and demonstrate the practical applications of statistical research in addressing real-world challenges will also be leveraged.

To establish a statistical training Institute

The establishment of a statistical training institute will attract funding from government allocations, development partners, and international organizations seeking to strengthen competencies in data and statistics. Additionally, it will generate revenue through training programs, consultancy services, and research collaborations with academia and private sector entities. By providing specialized training in data collection, analysis, and management, the institute will enhance statistical skills in Kenya, reducing reliance on external technical assistance. Furthermore, its role in standardizing methodologies and promoting best practices will enhance the credibility of the Kenya Statistical System, positioning it as a key player in regional and global statistical initiatives, thereby unlocking further financial and technical support.

3.4 Activities, Outputs and indicators

The strategic objectives of KSDS II will be achieved through various activities. The activities, outputs and indicators for KSDS II are presented in the result matrix in Table 3.4.

Table 3.4: KSDS II Result Matrix

Strategic Objective	Key Activity	Output	Output indicator
Strategic Focus Area 1: Data-Driven culture for Sustainable development			
1.1. Enhance statistical advocacy, public awareness and trust in statistics	Develop a national statistical advocacy programme	National Statistical Advocacy Programme	Number of advocacy programs developed
	Implement the national statistical advocacy programme	Annual Reports on Statistical Advocacy initiatives	Number of statistical advocacy reports
	Designate November as a statistics month	November Declared Statistics Month	Declaration of the statistical month
	Develop targeted statistical literacy programs	Statistical literacy training programs	Number of Statistical Literacy Programs developed
	Advocacy to alternative data sources	Increased participation of non-traditional data producers in official statistics	Number of advocacy sessions and Initiatives
	Convene Statistics Conferences	Conferences report	Number of conferences held
	Identify and engage champions/ambassadors of statistics.	Statistics champions/ ambassadors identified and documented	Number of champions/ ambassadors identified and engaged
	Engage parliament to Establish caucuses on statistics	Parliamentary caucus on statistics established	Number of Caucuses established
	Engage counties to establish committees on statistics	County committees established	Number of counties with committees
	Commemorate international and national days on statistics (World Statistics Day, African Statistics Day)	International and national days on statistics commemorated	Number of events held to commemorate statistics days
	Showcase KNBS products, services, innovations and impact in the Global data Festival	Raise the national, regional and global profile of KNBS as a powerhouse for NSS coordination, innovation and impact on sustainable development	Data for Development festival held
	Mobilize the NSS to demonstrate partnerships, progress and impact in the production and use of data and statistics in the Global Data Festival		

Strategic Objective	Key Activity	Output	Output indicator
	Cultivate new partnerships and collaborations that enhance data and statistics production and use during the Global Data Festival		
1.2. Improve data production and dissemination of statistics by state and non-state actors	Conduct a comprehensive data gap analysis	Comprehensive data gap report	Data gaps identified
	Conduct surveys, censuses and innovative analyses using datasets	Statistical reports, publication, releases	Number of indicators updated; new indicators generated
	Standardize the templates and guidelines for sharing administrative data	Institution-based Standardized data templates and guidelines	Number of Institutions adopting standardized data sharing templates and guidelines
	Develop Annual Statistical Work plan for the NSS	Annual Statistical Work Plan for the NSS	Statistical plan in place
	Engaging users in all stages of the statistical value chain	Enhanced engagements with users	User engagement reports in place
	Use of alternative data sources to complement official statistics	Increased uptake of Alternative data sources for official reporting	Number of indicators/ data points reported using alternative data source
	Develop and update an inventory of data sources	Data Sources Inventory developed	Updated Data Sources Inventory
	Integrate data from different sources to enhance the production of statistics	Data Repository/ Database	Number of integrated data sources
	Undertake targeted dissemination of statistical products	Targeted dissemination Reports	Proportion of targeted dissemination conducted for each survey/census
1.3. To enhance data use for evidence-based decision-making	Monitor data uptake and use	Data uptake, use report	Annual report on data uptake and use
	Undertake user satisfaction survey	User satisfaction survey report	Number of reports
	Convene targeted stakeholder engagements on data use	Stakeholder engagement forums and policy dialogues	Number of stakeholder engagements held

Strategic Objective	Key Activity	Output	Output indicator
	Develop a data user award and recognition program	Data user award program	Number of awards given to data users
	Develop and implement a data user engagement strategy	Integrated Data user engagement strategy	Number of user engagement Strategy
Strategic Focus Areas 2: Coordination of the Statistical System			
2.1. To strengthen legal, policy and institutional frameworks for statistics	Review the Statistics Act	Revised Statistics Act/ Amended Statistics Act	Enactment of revised Statistics Act
	Develop regulations to operationalize the Statistics Act	Statistics regulations Developed	Enactment of statistics regulation
	Develop a National Statistics policy	National Statistics Policy Developed	National Statistics Policy in Place
	Develop a model County Statistical policy	Model County Statistical Policy developed	Model County Statistical Policy in place
	Ratify the African Charter on Statistics	African Charter on Statistics ratified	Ratified African Charter on Statistics in place
	To develop data-sharing agreements across sectors	Data Sharing Agreements developed	Number of data operational agreements
	Develop sector statistics plans	Sector statistics plans developed	Number of statistics plans developed
2.2 To strengthen Statistical coordination and collaboration in the NSS and among stakeholders	Collaborate with producers of alternative data sources	Reports on support provided to Producers of Alternative data sources	Number of producers engaged
	Establish National, Statistics Committee	National Statistics committee established	National Statistics Committee established
	Establish Sectoral Statistics Committees	Sectoral committees on statistics established	Number of committees established
	Participate in Regional and international forums on statistics	Regional and international forums attended	Number of forums attended

Strategic Objective	Key Activity	Output	Output indicator
	Establish/revamp Technical Statistics Committee's	Strengthened committees	Number of technical Statistics Committee's revamped
	Convene fora and dialog with Stakeholders	Stakeholder engagement reports	Number of engagements held
	Establish and strengthen statistical units in all MDACs	Functional statistical units	Number of MDACs with operational units

Strategic Focus Area 3: Statistical Capacity Development

3.1 Enhance Data Systems and Infrastructure	Conduct an infrastructure assessment for data collection, analysis, storage and dissemination	Baseline infrastructure assessment report.	No. of reports
	Recommend to Partners on Best practices	Report based on recommendations	
	Develop a Centralized platform for the dissemination of alternative data sources	Centralized platform for dissemination of alternative data sources	No. of platforms
	Develop a data exchange platform for administrative data.	Data exchange platform, integrated data exchange system	Number of organizations using the platform
	Establish a centralized platform for disseminating official statistics	Centralized Data dissemination platform	No. of platform
	Develop an integrated national data management platform for real-time data sharing.	Integrated National Data Management System	No. of Platforms
	Develop guidelines for making data AI ready for data producers	Guidelines for making data AI ready for data producers developed	No. of Guidelines developed
	Procure up to date IT hardware and software to support production and dissemination of data and statistics	Up to date IT hardware and software procured	Number of IT Items Procured
3.2 To strengthen Statistical Processes and Standards	Assess Compliance with the Kenya Statistical Code of Practice (KeSCOP) and Kenya Statistical Quality Assurances Framework (KeSQAF)	Assessment reports	No. of reports

Strategic Objective	Key Activity	Output	Output indicator
	Assessment of skills of staff working in statistical units	Assessments conducted	Assessment reports
	Develop a metadata handbook for official statistics	Metadata handbook	Numbers of handbook(s)
	Develop a Statistical Compendium on concepts, definitions, classifications and methodologies	Statistical compendium	Number of compendia
	Develop and disseminate the Kenya Statistics Process Model (KSPM)	KSPM guidelines	KSPM in place
	Conduct sensitization on various statistical standards	Sensitization reports	Number of sensitization reports
3.3 To enhance technical capacity to support the production and dissemination of statistics	Conduct targeted training in data collection, analysis, interpretation and dissemination	Targeted training sessions	Number of training sessions
	Develop and implement a data literacy program for non-statistical professionals	Data literacy program	Number of sessions
	Establish young statisticians' program	Young statistician program	Number of statisticians enrolled
	Conduct training on the use of alternative data sources (big data including geospatial data, mobile data, website data, scanner data and CGD)	Training sessions	Number of people trained
	Undertake peer-to-peer knowledge exchange/ benchmarking programs on statistics	Knowledge exchange/ benchmarking program report	Number of exchange/ benchmarking programs
	Establish a community of practice (CoP) among data producers and users	communities of practice	Number of communities

Strategic Objective	Key Activity	Output	Output indicator
Strategic Focus Area 4: Resource mobilization and sustainability for statistics			
4.1 Enhance leadership for resource mobilization for NSS	Hold consultative forums on strategic funding with the parliamentary caucus (i.e. budgeting committee)	Consultative fora	No. of fora
	Establish a resource mobilization working group on statistics	Resource mobilization working Group	Working group in place
	Establish a committee for partners on statistics	Partners committee on statistics	Partners committee in place
	Lobby for increased funding in line with African Charter on statistics	Engagements with the National Treasury	Increased funding for data and statistics
	Establish a statistics fund for statistics in line with the African Charter for Statistics	Statistics fund	Statistics Fund
	Enhance engagement with the National Treasury for increased funding of Statistics	Engagement Sessions	Number of engagements, The proportion of the budget funded by the Exchequer for statistics
	Mapping of potential partners and their areas of interest	Database of donors and areas of interest	Number of partners documented, List of partners aligned to projects/programmes
4.2 Strengthen partnerships and collaboration	Develop and update a database of partners	Database of partners	Data base of partners in place.
	Hold regular consultative meetings with development partners	Meeting minutes and reports	Number of Meetings
	Establish strategic partnerships with the private sector	Support of the private sector partners in statistical programs	Number of programs/ partners
	Develop an action plan for the Power of Data (POD) national data partnerships.	Action plan for the POD national data partnership	Action plan in place
	Implement the action plan for the Power of Data (POD) national data partnerships.	High level coordination of statistical programs and activities	Report on POD national partnership meetings
	Hold bi-annual meetings for the POD national data partnership	Meeting minutes and reports	Number of meetings

Strategic Objective	Key Activity	Output	Output indicator
	Engage in agreements and MoUs with partners on statistics	Agreements and MoUs	Number of agreements and MoUs
	Develop and implement joint statistical programs on data with partners	Joint statistical programs developed with partners	Number of joint programs
	Develop a Partner recognition program	Partner Recognition program	Number of partners recognized.
4.3 Establish a statistical training Institute	Undertake peer-peer learning	Proposal based on best practices	Peer learning report
	Develop a concept paper	Concept paper on development of training institute on statistics	Concept paper developed
	Develop a cabinet memo	Cabinet memo developed	Cabinet memo submitted
	Develop a statistics training strategy	Training Strategy developed	Approved training Strategy

3.5 Implementation Plan

In order to effectively implement the KSDS II, an Implementation Plan has been developed to provide the basis for budgeting and allocation of resources; outline the priorities for the Strategy and its various components; and set standard to monitor and measure performance for the NSS. The detailed Implementation Plan which is presented in Annex I outlines the initiatives to be taken,

when and by whom in order to achieve the objectives of the Strategy within a budgetary and resource framework. It also provides milestones/targets to be met. One of the main challenges usually faced in development of an Implementation Plan is lack of baseline data (data gaps) for some indicators. These can be generated in the course of implementation of the Strategy.



CHAPTER 4

Implementation, Monitoring and Evaluation

The KSDS II implementation will focus on delivering results, achieving the Strategy's purpose and objectives, and managing available resources efficiently. Monitoring will track implementation progress and outputs, by verifying that planned activities occurred and there is regular reporting on their progress. Evaluation will assess the achievement of results, their effects and impacts over the specified implementation timelines.

4.1 Implementation

The KSDS II implementation will primarily be an operational process aiming to facilitate continuous improvement in the Strategy management practice and ensure that initiatives and activities in the statistical system are executed effectively. This will involve establishment of structures that will support implementation of the strategy and ensuring that they work efficiently; establishing a plan that will ensure that the strategy is effectively disseminated and that all stakeholders are aware of the strategy and their roles in its implementation; organizing activities; confirming resources; addressing issues; and documenting progress and setbacks.

4.1.1 Governance structure

A governance structure is critical to overseeing the implementation of KSDS II and to ensure delivery of impactful outcomes from the priorities identified in the Strategy. The following structure will be adopted for the implementation of KSDS II:

Cabinet Secretary (CS)

The Cabinet Secretary at the National Treasury and Economic Planning is responsible for statistics and provides political and high-level policy leadership and direction to statistical development in the country. It is important that the CS is well informed about the KSDS II and is able to table issues on data and statistics to the Cabinet for information and resolution as need arises. The Cabinet Secretary will, therefore, be briefed periodically by KNBS Board of Directors on progress in KSDS II implementation.

KNBS Board of Directors

The Board is responsible for setting policies, recruiting staff and approving KNBS's work programmes and budgets. It is a bridge between KNBS and the Cabinet Secretary responsible for statistics in the country.

National Statistics Committee (NSC)

This committee is recommended to provide high level advocacy and strategic advice on data and statistics.

Composition: The Committee will comprise members of KNBS senior management team and high-level representatives from key MDACs. The chair for the NSC will be the Director General of KNBS while the Alternate Chair will be drawn from the participating institutions. The committee will also incorporate representatives from academia, civil society, private sector, and development partners, and independent statistical experts. The KNBS will provide Secretarial services to the NSC with support from MDACs as required. In addition, technical advisors/consultants may be co-opted to provide special support if need arises.

Functions: The NSC reports to the Cabinet Secretary through the Board of Directors, whereas its members report to the respective Heads of MDACs. The functions of this committee are to:

- i. Ensure professional independence of official statistics
- ii. Approve national statistical priorities, policies, and standards (e.g KSDS annual workplans, etc)
- iii. Oversee compliance with international standards
- iv. Review NSS performance and annual reporting to Parliament
- v. Support KNBS in statistical advocacy and communication across the NSS.
- vi. Provide policy advice to KNBS on matters affecting collaborations with MDACs, and development and management of statistics.
- vii. Provide guidelines for the development of KSDS and MDACs' statistical plans.
- viii. Develop standards and guidelines for

- establishment of Statistics Units in MDACs.
- ix. Supervise Statistics Committees in the respective MDACs represented in the NSC.
- x. Ensure the MDACs carry out a comprehensive assessment of the statistics they produce, identifying the statistical needs and gaps.
- xi. Provide policy leadership and technical support in development of MDAs' Statistical Plans and subsequent mainstreaming them into MDAC's development strategies and County Integrated Development Plans (CIDPs).
- xii. Support mobilization of resources for statistical production and development including overseeing participation and consultative forums with development partners.
- xiii. Validate and approve various statistical outputs generated by the Strategy.

Meetings: For the implementation of KSDS II, the committee will meet every quarter.

Sector Statistics Committees (SSCs)

These committees are recommended to provide technical advice on data and statistics on the various sectors of the economy and society; and statistical domains

Composition: Each of the committees will comprise of representatives from KNBS, relevant MDACs, non-state producers of data and statistics, and other stakeholders, based on sectors/statistics domains. The committees will provide quarterly reports to the NSC.

Functions: The functions of these committees include the following:

- i. Advocate for the development and enhancement of statistical production in the sector and ensure the integration of key priorities, such as quality and infrastructure development, into sectoral statistical activities.
- ii. Develop the Sector Statistics Plans, covering the planned production of official statistics
- iii. Identify key players within the specific MDACs responsible for collecting and compiling

sectoral statistics.

- iv. Assess the status and quality of statistics within the sector.
- v. Prepare a formal inventory of different data systems managed by stakeholders.
- vi. Examine collected data, methodologies, coverage, availability, aggregation levels, quality, updating frequency, and overall utility.
- vii. Identify major data needs related to the MDAC for informing policies, national development, and regional/international goals.
- viii. Identify data gaps and prioritize solutions aligned with sectoral, national, and international objectives.
- ix. Identify emerging issues within the sector and leverage technological advancements to enhance data production, dissemination, and utilization.
- x. Provide oversight for the technical working committees within the sector, ensuring effective coordination and implementation of statistical initiatives.
- xi. Facilitate consultative and review meetings to integrate data and information across sectors and institutions.
- xii. Provide a platform for addressing capacity and statistical challenges within the sector, fostering collaboration and continuous improvement.
- xiii. Ensure regular engagement with key users of sector statistics to enhance relevance, accessibility, and impact.
- xiv. Present the sectoral statistics plan to stakeholders, building consensus and refining the final report.
- xv. Monitor and review the implementation of the sectoral statistics plan, ensuring adherence to objectives and continuous improvement.

Technical Working Committees (TWCs)

These Committees are aligned with the Sectoral Statistics Committees (SSCs) and are established as needed to address emerging statistical requirements and challenges. Their primary role is to standardize

and harmonize statistical methodologies, ensuring the production of high-quality and comparable data.

Functions of TWCs

- i. Coordinate the production, analysis, and dissemination of comprehensive, accurate, and timely data and statistics to support informed decision-making.
- ii. Sensitize leadership of member institutions on the importance of high-quality data and statistics and advocate for the strengthening of statistical units within their organizations.
- iii. Enhance collaboration among data producers and users to improve data accessibility, reliability, and utilization.
- iv. Promote capacity building by facilitating training and skill development in data and statistics for stakeholders.
- v. Monitor the production of timely reports and statistical handouts to ensure consistency and accuracy.
- vi. Harmonize the production of datasets across different institutions to maintain comparability and coherence.
- vii. Implement digital transformation within member institutions, ensuring statistical considerations are integrated into all levels of computerization.
- viii. Ensure compliance with international statistical standards, methodologies, and codes as endorsed by global bodies such as the UN Statistical Commission.
- ix. Facilitate stakeholder engagement through forums that bring together users and producers of data and statistics for dialogue, knowledge exchange, and policy discussions.
- x. Lead data reconciliation efforts and harmonization initiatives with regional, continental and global entities, while identifying priority areas for further research and statistical innovation.

4.1.2 Dissemination of KSDS II

To ensure that stakeholders at national and county

levels are aware of KSDS II, its importance and their roles in its implementation, a dissemination plan will be formulated and executed. The objective is to secure active buy-in and sustained support, particularly from high-level policymakers and decision-makers across government, the private sector, civil society organizations, research and academic institutions, international bodies, the media, and the international stakeholders.

4.1.3 Support MDACs to Design their Own Statistics Plans

The members of the NSS will be encouraged to develop statistics plans for their institutions, aligned to KSDS II. The KNBS will provide guidelines and technical support for agencies in development statistics plans. This will ensure a holistic approach in development of official statistics and that no sector and segment of the economy, population and society is left behind.

4.1.4 Annual Workplans

The SSCs will determine annual work priorities for the NSS in reference to the KSDS II Implementation Plan. The annual workplans will outline the specific actions to be taken, when and by whom in order to achieve the objectives of the KSDS II within a budgetary and resource framework. The annual workplans will be implemented upon approval of the NSC and their implementation will be monitored through quarterly progress reports to the NSC.

4.2 Monitoring and evaluation

The KSDS II will be monitored and evaluated through a structured framework guided by the implementation plan. The aim will be to track implementation progress, assesses effectiveness, and ensures alignment with strategic objectives, using performance indicators, regular reporting, and stakeholder engagement to drive continuous improvement.

4.2.1 Monitoring

Best practice requires that KSDS II implementation is closely monitored periodically, especially with regard to its deadlines and ensuring production of quality

deliverables. Implementation of KSDS II will be monitored to:

- i. Ensure that stated objectives are achieved.
- ii. Track inputs, activities and outputs as per the established feedback mechanisms determine if implementation is on course or not.
- iii. Alert the leadership of problems or potential problems before the situation becomes critical.
- iv. Take corrective actions to ensure that performance conforms to Strategy or that the Strategy is revised in light of new experience.

Output monitoring implementation of the Strategy will be conducted using performance indicators as per the Implementation Plan. Some indicators have baseline data and others do not. For those which do not, baseline data will be generated in the course of implementation of the Strategy.

At outcome level, overall performance will be measured using the following indicators:

- i. KSDS II should help to improve the country's score and ranking on the Global Open Data Index. In 2022, Kenya scored 46% on this index and was ranked 104th out of 195 countries covered.
- ii. The World Bank Statistical Performance Indicator (SPI), a new tool developed by the World Bank to measure the performance of NSS1. This is explained in Chapter 2. Kenya's overall score on this indicator was 55.92 % in 2016 and 66.31 % in 2022.
- iii. The country's data maturity level will be established in the first year of implementation of the Strategy and then it will be periodically monitored and reported thereafter.

Strategy monitoring reports will be prepared and submitted to the NSC.

¹ Measuring the Statistical Performance of Countries: An Overview of Updates to the World Bank Statistical Capacity Index Technical Note, World Bank SPI Team, March 2021

4.2.2 Evaluation

A mid-term review of KSDS II will be undertaken to assess implementation progress, effectiveness, and alignment with set objectives. Achievements, challenges, and emerging opportunities, will be identified and based on the mid-term review report, necessary adjustments will be made to ensure the strategy delivers the vision. Six (6) months before the end of the KSDS II implementation period, the Director General will initiate an end-term evaluation of the Strategy to be undertaken. The evaluation will assess the most significant constraints, the most successful activities and, generally, how well the strategy will have met the set goals and objectives. Implementation of KSDS I established that evaluation works best when the emphasis is on learning for the future. Evaluations of the KSDS II will therefore take this into account and provide inputs into the design of a successor KSDS (KSDS III).

4.2.3 Monitoring and Evaluation Mechanism

The monitoring of KSDS II will require that information is reported and acted upon by appropriate officials. A monitoring framework in line with the implementation plan will be used to provide for preparation and distribution of periodic progress reports, specifying who is to prepare, distribute and receive which report and when, and what actions are expected from recommendations in the reports. For meaningful evaluation, only a few indicators selected on each of the strategic objectives will be monitored. Performance indicators are given in the Implementation Plan. Where there is no baseline information, this will be generated in the course of Strategy implementation.

Table 4-1 presents the monitoring and reporting mechanisms for KSDS II:

Table 4.1: Monitoring and reporting mechanisms for KSDS II

Report	Narrative
Quarterly Progress Report	A Quarterly Progress Report (QPR) will be prepared by KNBS in consultation with stakeholders. The report will cover all statistical activities undertaken during the quarter, constraints and successes, and plans for the next quarter.
Annual Review Report	In addition to the QPR, there will be a need for an Annual Review Report (ARR) on monitoring the implementation of KSDS II, with mechanisms for changing activities and targets, if this proves necessary. The Annual Review Report (ARR) will be prepared by KNBS in consultation with stakeholders and presented to the NSC for information.
Mid-term Review report	The Mid-term Review (MTR) will be undertaken in 2026 as a more formal process that will ensure that the KSDS II is still relevant and on course in meeting the set objectives. The midterm review will also inform incorporate any emergent strategies, work programmes and budgets, if needed and justified. In addition, the mid-term review will inform reallocation of resources according to performance and needs. This review will be undertaken by an independent body e.g. a consulting firm or development partner. The report will be presented to the NSC for information.
Terminal Review (TR)	At the end of the KSDS II implementation period, there will be an external evaluation, which will also be undertaken by an independent body and presented to the NSC for information.

4.3 Budget and Funding

The effective implementation of KSDS II will depend on a well-structured budget and sustainable funding mechanisms to enhance efficiency, accountability, and optimal resource utilization. This section outlines the projected costs, funding sources, and allocation strategies essential for supporting the strategy's key initiatives. It also highlights potential partnerships, investment opportunities, and financial sustainability measures necessary for seamless execution and long-term impact.

4.3.1 Budget

The budget for KSDS II covers NSS-wide activities that are best implemented centrally with the coordination role of KNBS, and to take advantage of economies of scale. The estimated cost by strategic objectives is presented in Table 4.2. The detailed budget by activity is reflected in the KSDS II Implementation Plan presented in Annex 1.



Output monitoring implementation of the Strategy will be conducted using performance indicators as per the Implementation Plan. Some indicators have baseline data and others do not. For those which do not, baseline data will be generated in the course of implementation of the Strategy.

Table 4.2: KSDS II Costed Activities

Strategic Objective	Estimated Budget (Millions)					
Financial Year (FY)	2023/24	2024/25	2025/26	2026/27	2027/28	Total
Strategic Focus Area 1: Data-Driven culture for Sustainable development						
Enhance statistical advocacy, public awareness and trust in statistics	25	59	4,065	325	365	4,839
Improve data production and dissemination of statistics by state and non-state actors	116	332	505	505	405	1,863
To enhance data use for evidence-based decision-making	245	699	1,190	1,145	970	4,249
	Sub-Total					10,951
Strategic Focus Areas 2: Coordination of the Statistical System						
To strengthen legal, policy and institutional frameworks for statistics	21	95	245	245	225	831
To strengthen Statistical coordination and collaboration in the NSS and among stakeholders	82	105	335	330	290	1,142
	Sub-Total					1,973
Strategic Focus Area 3: Statistical Capacity Development						
Enhance Data Systems and Infrastructure	22	95	350	375	330	1,172
To strengthen Statistical Processes and Standards	28	45	130	165	180	548
To enhance technical capacity to support the production and dissemination of statistics	105	143	370	215	235	1,068
	Sub-Total					2,788
Strategic Focus Area 4: Resource mobilization and sustainability for statistics						
Enhance leadership for resource mobilization for NSS	15	85	290	245	285	920
Strengthen partnerships and collaboration	273	65	895	440	400	2,073
Establish a statistical training Institute	5	10	115	120	155	405
	Sub-Total					3,398
	GRAND TOTAL					19,110

Note: The amounts presented in the budget relate to crosscutting activities spearheaded by KNBS whilst undertaking its coordination function. Activities related to a particular institution in the NSS will be provided in the budget of the respective institution.

4.3.2 Resource Mobilization

Since statistics is a “public good”, the responsibility for statistical production and dissemination, and development lies upon the producers of data and statistics. It is expected that the KSDS II budget requirements will be met by government allocation and support from partners as appropriate. It is expected that MDACs will develop statistics plans in line with KSDS II and incorporate the cost of implementing the statistics plans in their institution budgetary provisions. Collaborations with Development Partners will be encouraged and strengthened to bridge funding

gaps. Further, the KNBS will take lead in resource mobilization for data and statistics across the NSS as prioritized in this strategy. Heads of MDACs will also be encouraged to allocate substantial resources to support the statistical work in their respective institutional budgets and work plans. It is important to note that the long-term solution for funding for data and statistics in the country will be the establishment of a National Statistics Fund as recommended in the Africa Charter for Statistics.



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Annex I: KSDS II Implementation Plan

Strategic Objective	Key Activity	Output	Output indicator	Estimated Budget (Millions)					Target (FY 2023/24 - 2027/28)					Respon- sibility	
Financial Year (FY)				2023/24	2024/25	2025/26	2026/27	2027/28	Total	Y1	Y2	Y3	Y4	Y5	
Strategic Focus Area 1: Data-Driven culture for Sustainable development															
1.1. Enhance statistical ad- vocacy, public awareness and trust in statistics	Develop a nation- al statistical advo- cacy programme	National Statistical Advocacy Programme	Number of advocacy programs developed	0	0	70	15	15	100	-	-	1	1	1	KNBS
	Implement the national statis- tical advocacy programme	Annual Reports on Statistical Advocacy initiatives	Number of statistical advocacy reports	0	0	15	10	10	35	-	-	1	1	1	
	Designate November as a statistics month	November Declared Statistics Month	Declaration of the statis- tical month	0	0	15	30	40	85	-	-	1	1	1	
	Develop targeted statistical literacy programs	Statistical literacy training programs	Number of Statistical Literacy Programs developed	3	5	40	25	30	103	1	1	1	1	1	
	Advocacy to alternative data sources	Increased participation of non-tra- ditional data producers in official statistics	Number of advocacy sessions and Initiatives	7	4	35	45	30	121	1	3	5	10	5	
	Convene Statistics Conferences	Conferences report	Number of conferences held	5	10	2,000	35	50	2,100	1	1	1	1	1	
	Identify and en- gage champions/ ambassadors of statistics.	Statistics champions/ ambassa- dors iden- tified and documented	Number of champions/ ambassa- dors iden- tified and engaged	0	0	20	25	30	75	-	-	5	5	5	
	Engage parlia- ment to Establish caucuses on statistics	Parliamen- tary caucus on statistics established	Number of Caucuses established	0	0	50	35	45	130	-	-	2	2	2	

Annex I: KSDS II Implementation Plan Cont'd

Strategic Objective	Key Activity	Output	Output Indicator	Estimated Budget (Millions)					Target (FY 2023/24 - 2027/28)					Responsibility	
Financial Year (FY)				2023/24	2024/25	2025/26	2026/27	2027/28	Total	Y1	Y2	Y3	Y4	Y5	
	Engage counties to establish committees on statistics	County committees established	Number of counties with committees	0	0	70	50	60	180	-	-	1	1	1	KNBS, COG
	Commemorate international and national days on statistics (World Statistics Day, African Statistics Day)	International and national days on statistics commemorated	Number of events held to commemorate statistics days	10	10	200	55	55	330	-	1	1	1	1	KNBS
	Showcase KNBS products, services, innovations and impact in the Global data Festival	Raise the national, regional and global profile of KNBS as a powerhouse for NSS coordination, innovation and impact on sustainable development	Data for Development festival held	0	0	250	0	0	250	-	-	1	-	-	KNBS
	Mobilize the NSS to demonstrate partnerships, progress and impact in the production and use of data and statistics in the Global Data Festival			0	10	1,000	0	0	1,010						GPSDD

Annex I: KSDS II Implementation Plan Cont'd

Strategic Objective	Key Activity	Output	Output indicator	Estimated Budget (Millions)						Target (FY 2023/24 - 2027/28)					Responsibility
				2023/24	2024/25	2025/26	2026/27	2027/28	Total	Y1	Y2	Y3	Y4	Y5	
	Cultivate new partnerships and collaborations that enhance data and statistics production and use during the Global Data Festival			0	20	300	0	0	320						MDACs
				25	59	4,065	325	365	4,839	-	-	-	-	-	-
1.2. Improve data production and dissemination of statistics by state and non-state actors	Conduct a comprehensive data gap analysis	Comprehensive data gap report	Data gaps identified	0	7	30	35	45	117	-	-	1	-	-	KNBS
	Conduct surveys, censuses and innovative analyses using datasets	Statistical reports, publication, releases	Number of indicators updated; new indicators generated	100	250	250	250	100	950	10	15	45	25	25	
	Standardize the templates and guidelines for sharing administrative data	Institution-based Standardized data templates and guidelines	Number of Institutions adopting standardized data sharing templates and guidelines	0	5	25	30	40	100	3	4	5	5	5	KNBS, and Sectors (State and Non-state actors)
	Develop Annual Statistical Work plan for the NSS	Annual Statistical Work Plan for the NSS	Statistical plan in place	0	10	25	30	30	95	1	1	1	1	1	KNBS/MDACs
	Engaging users in all stages of the statistical value chain	Enhanced engagements with users	User engagement reports in place	4	40	45	45	45	179	-	-	-	TBD	-	KNBS

Annex I: KSIDS II Implementation Plan Cont'd

Strategic Objective	Key Activity	Output	Output Indicator	Estimated Budget (Millions)						Target (FY 2023/24 - 2027/28)					Responsibility
				2023/24	2024/25	2025/26	2026/27	2027/28	Total	Y1	Y2	Y3	Y4	Y5	
1.3. To enhance data use for evidence-based decision-making	Financial Year (FY)														
	Use of alternative data sources to complement official statistics	Increased uptake of Alternative data sources for official reporting	Number of indicators/ data points reported using alternative data source	12	15	30	35	40	132		-	KNBS			
	Develop and update an inventory of data sources	Data Sources Inventory developed	Updated Data Sources Inventory	0	5	25	0	10	40	1	1	1	1	1	State and non-state actors
	Integrate data from different sources to enhance the production of statistics	Data Repository/ Database	Number of integrated data sources	0	0	30	30	35	95	-	-	1	1	-	-
	Undertake targeted dissemination of statistical products	Targeted dissemination Reports	Proportion of targeted dissemination conducted for each survey/ census	0	0	45	50	60	155	1	1	1	1	1	KNBS and Data Users
				116	332	505	505	405	1,863						
	Monitor data uptake and use	Data uptake, use report	Annual report on data uptake and use	0	0	20	25	30	75	1	1	1	1	1	Data Producers
	Undertake user satisfaction survey	User satisfaction survey report	Number of reports	0	5	25	30	40	100	1	1	1	1	1	Data Producers

Annex I: KSDS II Implementation Plan Cont'd

Strategic Objective	Key Activity	Output	Output Indicator	Estimated Budget (Millions)						Target (FY 2023/24 - 2027/28)					Responsibility
Financial Year (FY)				2023/24	2024/25	2025/26	2026/27	2027/28	Total	Y1	Y2	Y3	Y4	Y5	
	Convene targeted stakeholder engagements on data use	Stakeholder engagement forums and policy dialogues	Number of stakeholder engagements held	10	25	100	50	55	240	5	8	12	15	10	Data Producers and Users
	Develop a data user award and recognition program	Data user award program	Number of awards given to data users	0	0	20	15	20	55	-	-	1	-	1	Data producers
	Develop and implement a data user engagement strategy	Integrated Data user engagement strategy	Number of user engagement Strategy	3	5	15	15	15	53	-	-	11	-	-	KNBS
				245	699	1,190	1,145	970	4,249	-	-	-	-	-	-
				SUB-TOTAL	10,951	-	-	-	-	-	-				
Strategic Focus Areas 2: Coordination of the Statistical System															
2.1. To strengthen legal, policy and institutional frameworks for statistics	Review the Statistics Act	Revised Statistics Act/Amended Statistics Act	Enactment of revised Statistics Act	0	0	15	25	40	80	-	-	1	-	-	KNBS, NSS
	Develop regulations to operationalize the Statistics Act	Statistics regulations Developed	Enactment of statistics regulation	8	10	15	15	15	63	-	-	1	-	-	KNBS, NSS
	Develop a National Statistics policy	National Statistics Policy Developed	National Statistics Policy in Place	0	20	25	20	20	85	-	-	-	1	-	KNBS

Annex I: KSDS II Implementation Plan Cont'd

Strategic Objective	Key Activity	Output	Output indicator	Estimated Budget (Millions)						Target (FY 2023/24 - 2027/28)					Responsibility
				2023/24	2024/25	2025/26	2026/27	2027/28	Total	Y1	Y2	Y3	Y4	Y5	
2.2 To strengthen Statistical coordination and collaboration in the NSS and among stakeholders	Develop a model County Statistical policy	Model County Statistical Policy developed	Model County Statistical Policy in place	0	40	55	50	55	200	-	-	1	-	-	KNBS, CoG
	Ratify the African Charter on Statistics	African Charter on Statistics ratified	Ratified African Charter on Statistics in place	0	5	35	40	0	80	-	-	1	-	-	KNBS
	To develop data-sharing agreements across sectors	Data Sharing Agreements developed	Number of data operational agreements	10	15	50	45	45	165	1	1	1	1	-	KNBS
	Develop sector statistics plans	Sector statistics plans developed	Number of statistics plans developed	3	5	50	50	50	158	-	-	2	3	4	KNBS, MDACS, CSOs
				21	95	245	245	225	831	-	-	-	-	-	-
	Collaborate with producers of alternative data sources	Reports on support provided to Producers of Alternative data sources	Number of producers engaged	12	15	20	25	30	102	1	1	5	5	5	KNBS and Alternative data producers
	Establish National, Statistics Committee	National Statistics committee established	National Statistics Committee established	0	0	45	35	40	120	-	-	1	-	-	KNBS
	Establish Sectoral Statistics Committees	Sectoral committees on statistics established	Number of committees established	0	0	65	50	50	165	-	-	5	5	5	KNBS, MDACS

Annex I: KSDS II Implementation Plan Cont'd

Strategic Objective	Key Activity	Output	Output indicator	Estimated Budget (Millions)						Target (FY 2023/24 - 2027/28)					Responsibility
Financial Year (FY)				2023/24	2024/25	2025/26	2026/27	2027/28	Total	Y1	Y2	Y3	Y4	Y5	
	Participate in Regional and international forums on statistics	Regional and international forums attended	Number of forums attended	15	15	70	45	45	190	1	1	2	5	5	KNBS
	Establish/revamp Technical Statistics Committee's	Strengthened committees	Number of technical Statistics Committee's revamped	25	25	45	35	35	165	1	1	1	1	1	KNBS
	Convene fora and dialog with Stakeholders	Stakeholder engagement reports	Number of engagements held	25	40	50	100	50	265	1	1	1	1	1	Data Producers
	Establish and strengthen statistical units in all MDACs	Functional statistical units	Number of MDACs with operational units	5	10	40	40	40	135	1	1	1	1	2	KNBS and Representative MDACs
				82	105	335	330	290	1,142	-	-	-	-	-	-
				SUB-TOTAL	1,973	-	-	-	-	-	-				
Strategic Focus Area 3: Statistical Capacity Development															
3.1 Enhance Data Systems and Infrastructure	Conduct an infrastructure assessment for data collection, analysis, storage and dissemination	Baseline infrastructure assessment report.	No. of reports	5	10	10	5	5	35	-	-	-	1	-	KNBS, MDACs
	Recommend to Partners on Best practices	Report based on recommendations		5	15	15	10	10	55						

Annex I: KSDS II Implementation Plan Cont'd

Strategic Objective	Key Activity	Output	Output Indicator	Estimated Budget (Millions)						Target (FY 2023/24 - 2027/28)					Responsibility	
	Financial Year (FY)				2023/24	2024/25	2025/26	2026/27	2027/28	Total	Y1	Y2	Y3	Y4	Y5	
	Develop a Centralized platform for the dissemination of alternative data sources	Centralized platform for dissemination of alternative data sources	No. of platforms	0	10	20	20	20	70	-	-	1	-	-	-	KNBS
	Develop a data exchange platform for administrative data.	Data exchange platform, integrated data exchange system	Number of organizations using the platform	0	15	50	45	45	155	1	1	1	1	1	1	KNBS, and Sectors (State and Non-state actors)
	Establish a centralized platform for disseminating official statistics	Centralized Data dissemination platform	No. of platform	12	15	35	70	75	207	-	-	1	-	-	1	KNBS
	Develop an integrated national data management platform for real-time data sharing.	Integrated National Data Management System	No. of Platforms	0	0	20	75	75	170	-	-	1	-	-	-	KNBS
	Develop guidelines for making data AI ready for data producers	Guidelines for making data AI ready for data producers developed	No. of Guidelines developed	0	0	100	100	50	250	-	-	1	-	-	-	KNBS, MDACS
	Procure up to date IT hardware and software to support production and dissemination of data and statistics	Up to date IT hardware and software procured	Number of IT Items Procured	25	30	100	50	50	255	-	-	-	-	-	-	-
				22	95	350	375	330	1,172	-	-	-	-	-	-	-

Annex I: KSDS II Implementation Plan Cont'd

Strategic Objective	Key Activity	Output	Output indicator	Estimated Budget (Millions)						Target (FY 2023/24 - 2027/28)					Responsibility
				2023/24	2024/25	2025/26	2026/27	2027/28	Total	Y1	Y2	Y3	Y4	Y5	
3.2 To strengthen Statistical Processes and Standards	Assess Compliance with the Kenya Statistical Code of Practice (KeSCOP) and Kenya Statistical Quality Assurances Framework (KeSQAF)	Assessment reports	No. of reports	0	5	50	65	65	185	-	-	1	1	1	KNBS, MDACs
	Assessment of skills of staff working in statistical units	Assessments conducted	Assessment reports	0	5	10	15	20	50	-	1	-	-	-	KNBS, MDACs, Partners
	Develop a metadata handbook for official statistics	Metadata handbook	Numbers of handbook(s)	20	15	25	30	35	125	-	-	1	-	-	KNBS, MDACs, CSOs
	Develop a Statistical Compendium on concepts, definitions, classifications and methodologies	Statistical compendium	Number of compendia	5	10	20	25	30	90	-	-	1	-	-	KNBS
	Develop and disseminate the Kenya Statistics Process Model (KSPM)	KSPM guidelines	KSPM in place	0	5	15	15	15	50	-	-	1	-	-	
	Conduct sensitization on various statistical standards	Sensitization reports	Number of sensitization reports	3	5	10	15	15	48	5	5	5	5	5	
				28	45	130	165	180	548	-	-	-	-	-	

Annex I: KSDS II Implementation Plan Cont'd

Strategic Objective	Key Activity	Output	Output indicator	Estimated Budget (Millions)					Target (FY 2023/24 - 2027/28)					Responsibility	
				2023/24	2024/25	2025/26	2026/27	2027/28	Total	Y1	Y2	Y3	Y4		Y5
3.3 To enhance technical capacity to support the production and dissemination of statistics	Financial Year (FY)														
	Conduct targeted training in data collection, analysis, interpretation and dissemination	Targeted training sessions	Number of training sessions	15	10	100	50	50	225	5	5	5	5	5	
	Develop and implement a data literacy program for non-statistical professionals	Data literacy program	Number of sessions	5	5	15	20	25	70	-	-	1	1	1	
	Establish young statisticians' program	Young statistician program	Number of statisticians enrolled	65	75	100	70	75	385	-	-	30	30	30	KNBS, MDACs, CSOs
	Conduct training on the use of alternative data sources (big data including geospatial data, mobile data, website data, scanner data and CGD)	Training sessions	Number of people trained	7	20	40	30	35	132	-	-	20	20	20	KNBS, CSOs
	Undertake peer-to-peer knowledge exchange/benchmarking programs on statistics	Knowledge exchange/benchmarking program report	Number of exchange/benchmarking programs	10	30	100	30	35	205	-	-	5	5	5	KNBS, MDACs, CSOs
	Establish a community of practice (CoP) among data producers and users	communities of practice	Number of communities	3	3	15	15	15	51	-	-	2	2	2	KNBS, MDACs, CSO
				105	143	370	215	235	1,068	-	-	-	-	-	-
			SUBTOTAL		2,788	-	-	-	-	-	-	-	-	-	

Annex I: KSDS II Implementation Plan Cont'd

Strategic Objective	Key Activity	Output	Output Indicator	Estimated Budget (Millions)					Target (FY 2023/24 - 2027/28)					Responsibility	
Financial Year (FY)				2023/24	2024/25	2025/26	2026/27	2027/28	Total	Y1	Y2	Y3	Y4	Y5	
Strategic Focus Area 4: Resource mobilization and sustainability for statistics															
4.1 Enhance leadership for resource mobilization for NSS	Hold consultative forums on strategic funding with the parliamentary caucus (i.e. budgeting committee)	Consultative fora	No. of fora	0	15	60	70	85	230	-	-	4	4	4	KNBS, MDACs, CSOs
	Establish a resource mobilization working group on statistics	Resource mobilization working Group	Working group in place	0	20	55	30	30	135	-	-	1	-	-	KNBS, MDACs, CSOs
	Establish a committee for partners on statistics	Partners committee on statistics	Partners committee in place	0	15	75	40	40	170	-	-	1	-	-	KNBS, MDACs, CSOs
	Lobby for increased funding in line with African Charter on statistics	Engagements with the National Treasury	Increased funding for data and statistics	0	5	50	50	50	155	-	-	-	-	-	-
	Establish a statistics fund for statistics in line with the African Charter for Statistics	Statistics fund	Statistics Fund	0	0	0	10	35	45	-	-	1	-	-	KNBS, MDACs
	Enhance engagement with the National Treasury for increased funding of Statistics	Engagement Sessions	Number of engagements, The proportion of the budget funded by the Exchequer for statistics	5	15	30	25	25	100	2	2	2	2	2	-

Annex I: KSDS II Implementation Plan Cont'd

Strategic Objective	Key Activity	Output	Output indicator	Estimated Budget (Millions)					Target (FY 2023/24 - 2027/28)					Responsibility	
Financial Year (FY)				2023/24	2024/25	2025/26	2026/27	2027/28	Total	Y1	Y2	Y3	Y4	Y5	
	Mapping of potential partners and their areas of interest	Database of donors and areas of interest	Number of partners documented, List of partners aligned to projects/ programmes	10	15	20	20	20	85	-	-	1	-	-	KNBS, MDACs
-	-	-	-	15	85	290	245	285	920	-	-	-	-	-	-
4.2 Strengthen partnerships and collaboration	Develop and update a database of partners	Database of partners	Data base of partners in place.	3	5	15	15	15	53	-	-	1	1	1	KNBS, Development Partners
	Hold regular consultative meetings with development partners	Meeting minutes and reports	Number of Meetings	10	10	50	35	35	140	-	-	2	2	2	
	Establish strategic partnerships with the private sector	Support of the private sector partners in statistical programs	Number of programs/ partners	5	10	120	50	50	235	-	-	2	2	2	
	Develop an action plan for the Power of Data (POD) national data partnerships.	Action plan for the POD national data partnership	Action plan in place	5	5	55	0	0	65	-	-	-	1	-	
	Implement the action plan for the Power of Data (POD) national data partnerships.	High level coordination of statistical programs and activities	Report on POD national partnership meetings	5	5	30	30	30	100	-	-	2	2	2	
	Hold bi-annual meetings for the POD national data partnership	Meeting minutes and reports	Number of meetings	35	15	70	30	30	180	-	-	2	2	2	

Annex I: KSDS II Implementation Plan Cont'd

Strategic Objective	Key Activity	Output	Output indicator	Estimated Budget (Millions)					Target (FY 2023/24 - 2027/28)					Responsibility	
Financial Year (FY)				2023/24	2024/25	2025/26	2026/27	2027/28	Total	Y1	Y2	Y3	Y4	Y5	
	Engage in agreements and MoUs with partners on statistics	Agreements and MoUs	Number of agreements and MoUs	10	10	25	15	15	75	-	-	2	2	2	
	Develop and implement joint statistical programs on data with partners	Joint statistical programs developed with partners	Number of joint programs	200	5	500	250	200	1,155	-	-	5	5	5	
	Develop a Partner recognition program	Partner Recognition program	Number of partners recognized.	0	0	30	15	25	70	-	-	2	2	2	KNBS, Stakeholders of NSS
-	-	-	-	273	65	895	440	400	2,073	-	-	-	-	-	
4.3 Establish a statistical training Institute	Undertake peer-learning	Proposal based on best practices	Peer learning report	0	0	50	30	30	110	-	-	-	1	-	
	Develop a concept paper	Concept paper on development of training institute on statistics	Concept paper developed	0	0	15	15	0	30	-	-	1	1	-	
	Develop a cabinet memo	Cabinet memo developed	Cabinet memo submitted	0	0	0	25	25	50	-	-	-	1	-	
	Develop a statistics training strategy	Training Strategy developed	Approved training Strategy	5	10	50	50	100	215	-	-	-	-	1	
				5	10	115	120	155	405						
			SUB-TOTAL	3,398											
			GRAND TOTAL	19,110											

Annex 2: Collaborators

KSDS II Leadership

1. Dr. Macdonald George Obudho - Director General
2. Benjamin Avusevwa - Director Statistical Coordination and Methods
3. Robert Nderitu – Director, Production Statistics
4. Dr. Jane Weru – Director Corporate Services
5. Benjamin Muchiri – Ag. Director, Macroeconomic Statistics
6. Vivianne Nyarunda – Head of Price and Labour Statistics
7. Rosemary Bowen – Head of Social Statistics
8. Rose Awino – Head of Human Resource Development, KNBS
9. Katunge Kiilu – Head of Corporate Communication
10. John Bore – Coordinator, KSDS II Design
11. Sarah Omache – Deputy Coordinator, KSDS II Design

KSDS II Design Team

- | | |
|-------------------------------|-------------------------------|
| 1. Salome Kihara – Member | 16. Wesonga Emmanuel - Member |
| 2. George Owino - Member | 17. Kariuki Geoffrey - Member |
| 3. Medina Ibrahim – Member | 18. Lilian Onono - Member |
| 4. Zachary Ochola - Member | 19. Kevin Nyawade – Member |
| 5. Cruyff Matunde - Member | 20. Anthony Mwangi - Member |
| 6. Jacqueline Tundu - Member | 21. Lucas Sagire - Member |
| 7. Linda Olweny - Member | 22. Simon Maundu- Member |
| 8. Serah Ndunda - Member | 23. Michael Okero – Member |
| 9. Renice Bunde - Member | 24. Daniela Aburili – Member |
| 10. Leah Wambugu – Member | 25. Harrison Tekah - Member |
| 11. Prisca Mwangi - Member | 26. Ronald Kirui - Member |
| 12. Linah Ngumba - Member | 27. Esther Naipanoi - Member |
| 13. Beverly Mkamburi - Member | 28. Anthony Mwangi – Member |
| 14. Bashir Husein – Member | 29. Elizabeth Mukami - Member |
| 15. Ephantus Kuria - Member | 30. Bii Kipngetich - Member |

Technical Experts

1. Prof. Ben Kiregerya - International Consultant (East Africa Community)
2. Shadrack Lekura - National Consultant (PARIS21)
3. Davis Adieno – Engagements’ Moderator (Global Partnership for Sustainable Development Data)
4. Benjamin Charagu – Rapporteur (Open Institute)
5. Christine Ajulu – Open Institute Rapportuer (Open Institute)

Stakeholders from various Institutions

S/NO	Name	Organization
1	Stephanie Kanyingi	Groots Kenya
2	Benjamin Charagu	Open Institute
3	Karen Bett	Global Partnership for Sustainable Development Data
4	Daphnie Mwende	State Department of Economic Planning
5	Stephen Maende	Usawa Agenda
6	Josiah Nyando	SDGs Kenya Forum
7	Eliud Kiprop	Hennet
8	Hellen Apila	SDGs Kenya Forum
9	Mary Thiongo	International Centre for Reproductive Health, Kenya (ICRHK)
10	Bernadette Nzomo	Public Benefit Organisations Regulatory Authority
11	Josiah Otieno	National Police Service
12	Amos Orumi	Directorate of Social Development
13	Joyce Onyango	Ministry of Health
14	Maureen Nyagah	Un Women
15	Jennipher Atieno Patta	County Government of Mombasa
16	Harriet Atieno	County Government of Homa Bay
17	Eric Muthomi Mutua	Public Benefit Organisations Regulatory Authority
18	Elizabeth Katam	Kenyatta University
19	Ruth Nyambura Kimiti	County Government of Nyeri
20	Doris Gakii Nairobi	County Government of Meru
21	Shadrack Kuliembi	Communications Authority of Kenya
22	Jackson Kinyanjui Koimbori	Kenya Private Sector Alliance
23	Rosy Njiri	Ministry Of Education - State Department for Basic Education
24	Eliecen Gomez	Statistics Sweden
25	Steve Biko Ogacho	National Police Service
26	Gituro Wainaina	University Of Nairobi
27	Dorothy Chaniko Wobenjo	Kenya Revenue Authority
28	Maureen Chepngetich Koech	Communications Authority of Kenya
29	Michel Macharia	Office of the National Statistics Office - UK
30	Julius Chokerah	Resident Coordinator Office
31	Gideon Nyakundi	The Kenya Institute for Public Policy Research and Analysis (KIPPRA)
32	Isaac Chelimo Kiprop	Kenya Revenue Authority
33	Steve Mugambi Njue	National Council for Persons with Disabilities (NCPWD)
34	Robina Kwamboka	State Department for Environment and Climate Change
35	Davies Barasa Mwasame	Kenya Association of Manufacturers
36	Immaculate K. Ndeti	National Registration Bureau (NRB)
37	Alex Munene Nzau	County Government of Laikipia
38	Vivian Nyakangi	UNICEF
39	Festus Wangwe Muchanji	State Department for Economic Planning
40	Justus Mutuku Mutunga	Makueni County Government

S/NO	Name	Organization
41	Dennis M. Njunge	GROOTS Kenya
42	Dr. Nelson Kiprono Bii	Strathmore University
43	Davies Barasa	Kenya Association of Manufacturers
44	Benjamin Makai	Safaricom Plc
45	Benjamin Sasimwa	Intergovernmental Relations Technical Committee
46	Kepha Oseur	State Department for Devolution
47	Zilpah Kwamboka Angwenyi	Public Benefit Organisations Regulatory Authority
48	Mary Mildred Wanyonyi	African Development Bank (AfDB)
49	Florence Syevuo	SDGs Kenya Forum
50	Joseph Kariuki	State Department for Economic Planning
51	Janet Lunayo	National Council for Population and Development
52	Michael Gitau	East African Community
53	Christine Ajulu	Open Institute
54	Loise Mathenge	Civil Registration Services
55	Brian Akatsa	Council Of Governors
56	Komolkori Frankline	Kenya Meteorological Department
57	Clement Kemboi	Kenya National Commission on Human Rights
58	Emily Njeru	Kenya National Commission for UNESCO
59	Theodore Joloza	Office For National Statistics
60	Ondari Cyrus Nyansera	County Government of Kakamega
61	Eric Amadi	Kenya Association of Manufacturers
62	Festus Odingo	PARIS21
63	Isaac Okoth Origa	Office Of Data Protection Commissioner
64	Wesley Ooga Oghera	Ministry Of Health
65	Joshua Lodungokiok	The National Treasury
66	Moffat Adika	State Department for Gender and Affirmative Action
67	Baldwin Anyinga	State Department for Gender and Affirmative Action
68	James Cierra	Twaweza
69	Jane Jerop	State Department for Economic Planning
70	Winnie Karandu	Microsoft, Kenya
71	William Komu	State Department for Economic Planning
72	Caneble Oganga	UN Women
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