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Sida Decentralised Evaluation

FCG Sweden

# Evaluation of Cooperation between Kenya National Bureau of Statistics and Statistics Sweden since 2014

Final Report



# Evaluation of Cooperation between Kenya National Bureau of Statistics and Statistics Sweden since 2014

**Final Report  
June 2020**

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The views and interpretations expressed in this report are the authors' and do not necessarily reflect those of the Swedish International Development Cooperation Agency, Sida.

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# Abbreviations and Acronyms

|          |   |
|----------|---|
| 5-C      | Five Capabilities (An Organisational Capacity Assessment approach)    |
| BEE      | Business Expectations Enquiry   |
| BOD      | Board of Directors  |
| BOP      | Balance of Payments   |
| BR       | Business Register   |
| CBS      | Central Bureau of Statistics  |
| COVID-19 | Coronavirus disease 2019  |
| CPI      | Consumer Price Index  |
| CV       | Curriculum Vitae  |
| DFID     | Department for International Development (UK)                         |
| DG       | Director General  |
| DFRD     | District Focus for Rural Development                                  |
| DQAF     | Data Quality Assessment Framework                                     |
| EAC      | East African Community  |
| EASD     | East African Statistical Department                                   |
| ECDPM    | European Centre for Development Policies and Management (Netherlands) |
| FCG/Tana | Finnish Consultancy Group (Sweden) / Tana (Denmark)                   |
| GDP      | Gross Domestic Product  |
| GIS      | Geographical Information Systems                                      |
| GoK      | Government of Kenya   |
| ICT      | Information and Communication Technology                              |
| IMF      | International Monetary Fund   |
| ISIC     | International Standard Industrial Classification                      |
| KIHBS    | Kenya Integrated Household Budget Survey                              |
| KII      | key Informant Interview   |
| KNBS     | Kenya National Bureau of Statistics                                   |
| LTA      | Long-Term Advisor   |
| M        | Million   |
| MDA      | Ministries, Departments and Agencies                                  |
| MDGs     | Millennium Development Goals  |
| MEL      | Monitoring, Evaluation and Learning                                   |
| MSEK     | Million Swedish Kroner  |
| MTR      | Mid-Term Review   |
| NA       | National Accounts   |
| NGO      | Non-Governmental Organisation   |
| NIMES    | National Integrated Monitoring and Evaluation System                  |
| NORAD    | Norwegian Agency for Development Cooperation                          |

## ABBREVIATIONS AND ACRONYMS

|          |   |
|----------|---|
| NSDS     | National Strategy for the Development of Statistics                                       |
| NSS      | National Statistical System   |
| OECD-DAC | Organisation for Economic Co-operation and Development - Development Assistance Committee |
| ONS      | Office for National Statistics (UK)   |
| PPI      | Producer Price Index  |
| QBI      | Quarterly Business Indicator  |
| SCB      | Statistics Sweden (Statistiska Centralbyrån)  |
| SDG      | Sustainable Development Goal  |
| SEK      | Swedish Kroner  |
| Sida     | Swedish International Development Agency  |
| SN       | Statistics Norway   |
| STA      | Short Term Advisor  |
| STAC     | Statistics in Action (SCB course concept for basic statistical methodology)               |
| STATCAP  | Statistical Capacity project (of World Bank)  |
| STEP     | STEPwise survey on non-communicable diseases  |
| SWOT     | Strengths, Weaknesses, Opportunities and Threats  |
| TA       | Technical Assistance  |
| ToR      | Terms of Reference  |
| TUS      | Time Use Survey   |
| UNFPA    | United Nations Populations Fund   |
| UNICEF   | United Nations Children's' Fund   |
| UNSD     | United Nations Statistical Division   |
| USD      | United States Dollar  |
| WB       | World Bank  |

# Preface

This evaluation was contracted by the Swedish Embassy in Nairobi through the Framework Agreement for Evaluation Services, and conducted by FCG Sweden/Tana Copenhagen.

The Evaluation Team consisted of Frans van Gerwen (Team Leader and capacity development expert) and Norah Madaya (Statistics expert). The Final Report was quality assured by Derek Poate, whose work was independent of the team.

Due to COVID-19 international travel restrictions in place, this evaluation was conducted using entirely on-line and digital research methods. The authors are confident that the application of this on-line and digital research methodology has not had major influences on the quality and validity of the research findings. Despite the remote nature of the evaluation, the process has remained highly participatory and with a focus on utilisation of findings and recommendations.



# Executive Summary

Worldwide, the Swedish Government is supporting capacity development of National Statistics Bureaus and National Statistics Systems, including on the African continent. Swedish International Development Agency (Sida) is supporting technical cooperation between the Kenya National Bureau of Statistics (KNBS) and Statistics Sweden (SCB) since 2014. After a preparatory phase in 2014, this was done through two subsequent project contracts from 2015-2018 and from 2019-2021. Now that the second project period is in the middle of its implementation period and that the Swedish Embassy in Kenya is preparing for its next planning cycle starting in 2021, an external evaluation of the technical cooperation between KNBS and SCB during 2014-2020 was considered timely to allow lessons learned and recommendations to feed into the next planning cycle. This is also the case for KNBS who will embark on a new strategic planning period in 2022/23. This evaluation was carried out by a team of two experts contracted by Tana Copenhagen and was realised in the period February to June 2020.

## **Review objectives and scope**

The objectives of this evaluation are to:

- Document what has been done and accomplished with Sida funds;
- Contribute to reflections and to improve Kenya's cooperation with Sweden and others;
- Contribute to reflections and to improve Sweden's cooperation in Kenya and elsewhere;
- Provide inputs for decisions on possible future cooperation with KNBS, Sweden, and SCB.

This evaluation covers the following OECD-DAC evaluation criteria of Relevance; Efficiency; Effectiveness; Impact; and Sustainability. Additional criteria were added on cross-cutting issues namely: promotion of democracy, gender equality, human rights and environmental sustainability.

The evaluation considers the period of cooperation between KNBS and SCB since its identification in 2014 and start of implementation in March 2015 until the end of March 2020. Its scope is the national level of Kenya, particularly the capacity development aspects at the KNBS central office in Nairobi. Focus areas in the technical assistance and this review are: Economic, Agricultural, Environmental and Gender Statistics; methodological and organisational capacity development; management and strategic planning; and Information and Communication Technology (ICT) development.

## **Evaluation methodology**

This evaluation, due to COVID-19 travel restrictions, was conducted entirely on-line and from a distance and is likely one of the first evaluations of this kind of COVID-19 proof evaluations. The following key methods and tools were used:

- During a desk-review, all project specific planning and reporting documents as well as contextual and policy and strategy documents were reviewed;
- Analysis of key KNBS statistics products: A longitudinal comparative analysis was made of a selection of specific statistical reports generated by KNBS;
- Semi-structured Key Informant Interviews: Open and semi-structured interviews were conducted with 46 key informants;
- Participatory organisational capacity Self-Assessment exercise involving over 70 staff members of KNBS;
- Email questionnaire to Sida and Embassy staff and external partners involved in identification of projects in Kenya and East Africa to gain knowledge on statistics data users' perspective;
- Debriefing and validation workshop at the end of the data collection phase with the key stakeholders, Swedish Embassy, KNBS and SCB representatives;
- Draft and final report writing was done in two stages, in the middle of which a workshop was organised on the draft report with KNBS' senior management representatives, SCB and the Swedish Embassy.

### **Main Findings and Conclusions**

The technical cooperation between SCB and KNBS, in the period 2015 until present, has been highly relevant for and effective in the strengthening and consolidation of the position of KNBS and its performance in producing statistics data and analysis for social economic development of Kenya. The model of peer-to-peer Technical Assistance has enabled ownership and collegial collaboration between the two professional international institutions. The Swedish Technical Assistance has served as a leverage stick for optimal use of other technical and financial support provided to KNBS by the Government of Kenya (GoK) and other international development partners, particularly the World Bank, Norway and the United Kingdom.

Effects of the technical cooperation between KNBS and SCB are evidenced in the form of improved technological and methodological tools in KNBS, as was observed in new sampling frameworks, business register, data collection and analysis techniques. Effects can also be clearly seen in improved statistics products, such as the rebased National Accounts, Consumer Price Index and Producer Price Index and specific publications, such as the Women and Men in Kenya booklet. Finally, effects are also noticeable in the form of improved organisational performance in planning and communication, for example in the form of the advance release calendar and the improved KNBS website. Also, several staff-members and young statisticians were trained and absorbed in the KNBS organisation. These capacity changes were also widely recognised and appreciated among external stakeholders, users and development partners. Some possibilities for further improvement identified by external users refer to: frequency and timeliness of statistics productions; provision of granular and disaggregated data at the county and sub-county level; quality and reliability of primary sources of statistical and administrative data in Kenya's National Statistics System.

Organisational change and capacity development are long-term processes and the partnership between KNBS and SCB provides excellent perspectives for reaching

more and deeper results and effects in the future, not only at the level of KNBS as an institution but also for Kenya's National Statistical System and possibly even beyond in the East African Region, extending the North-South exchange of technical expertise to a triangle of South-North-South exchange.

Weaker areas of performance in the project implementation were Environmental Statistics, where the statistics compendium has been delayed and also Agricultural Statistics, where due to lack of funding no envisaged statistics productions could be realised. Some other areas were not (yet) covered in the SCB-KNBS cooperation or still only to a limited extent. Priorities for further capacity development have been consistently identified by KNBS and direct stakeholders and users in the fields of service sector statistics; informal sector statistics and the development of appropriate indicators to measure progress in reaching Sustainable Development Goals (SDGs).

The technical cooperation between KNBS and SCB has focused mainly on the national level and on the national office of KNBS as a specific institution. While this focused support has certainly contributed to increased effectiveness of the technical assistance at this level, a consequence of this focus is that effects have only to limited extent reached out to other actors in the National Statistics System (NSS) level and to the county-level operations of KNBS.

There were also bottlenecks in reaching the anticipated results in the cooperation project, the most important ones in the following areas:

- Understaffing of KNBS reaching 38% in 2020 in relation to the new organisation structure. While competencies of staff members are good, diversity in terms of gender and age (many staff members are close to retirement) was noted;
- The organisational structure of KNBS has undergone significant changes in 2018 and these changes have caused a certain degree of organisational stress and challenges in internal communication and coordination between different sections and directorates
- The capacity of KNBS to absorb technical assistance by SCB was limited due to limited availability of staff members in the office. Incentive and per-diem policies of the Kenyan Government reward spending time in the field more than quality and results of performance;
- Outcome orientation in planning, reporting and monitoring of the KNBS-SCB cooperation has been weak and outcome indicators were focusing more on outputs than on outcomes;
- While some crosscutting issues, such as gender, are quite well integrated in KNBS methods and products, particularly environmental sustainability is not yet sufficiently addressed.

### **Recommendations**

KNBS, SCB and the Swedish Embassy in Nairobi are recommended to explore possibilities to continue the current peer-to-peer technical cooperation between KNBS and SCB, building on key strengths and overcoming key challenges, as identified in this evaluation report. A new, expanded, focus could be considered to strengthen Kenya's National Statistical System by strengthening linkages to harness synergies and leverage support of the GoK and national and international partners,

particularly in the agriculture sector and in environmental statistics which are also priorities in the Swedish Development Cooperation with Kenya. When continued support is considered feasible, the following operational recommendations should be considered:

- Increase focus and efforts in agricultural and environmental statistics to build stronger synergies with the support provided by Sweden to Kenya's agricultural sector and to develop a systems approach on statistics capacity development in the agricultural sector. This will also require leveraging support from the GoK. This approach could also serve as a pilot for further capacity enhancement at the level of Kenya's National Statistics System. Depending on available budget and time for a new project period, SCB and KNBS could also consider dedicating specific attention to key statistical capacity challenges in the informal sector, services sector, and generation of selected priority SDG statistics;
- Review the result matrix of the current project and possible new follow-up projects to ensure that these result matrixes contain more suitable outcome-level indicators at the level of effects of capacity development on the performance of KNBS in product and service delivery as perceived by external stakeholders. This will also enhance KNBS capacity for quality improvement by consistently using client feedback;
- Explore possibilities for more outreach and inclusion of county-level KNBS offices in capacity development and technical assistance activities, considering the specific demands that exist at the county and sub-county level for statistical data to support local and regional social-economic development;
- Continue the combined approach of technical and methodological statistics capacity development with organisational and managerial capacity development. Specific technical support could be given to KNBS to address organisational challenges including shortage of staff, recruitment and selection, improve staff availability at the office, internal communication and coordination, that were identified as key constraints for capacity development absorption of KNBS;
- Secure and strengthen ownership of technical assistance by KNBS by establishing a direct line of accountability between KNBS and SCB experts, through feedback and performance evaluation;
- Continue the current attention the crosscutting issue of gender and strengthen the focus on human rights and governance and environmental sustainability. Increased attention to monitoring of the SDG's will strengthen further integration of these crosscutting issues.
- Continue to identify possibilities for synergies and leveraging of resources in the future, as is currently done within the Statistics for Results project of World Bank and with Statistics Norway;
- A possible next phase of the peer-to-peer technical assistance cooperation, should build in a clear replication and exit strategy right from the start of the programme period;
- Investigate possibilities to organise a broader exchange of experiences in capacity development in the statistics sector in Africa, by mobilising the Sida and SCB and

KNBS networks and by engaging in an exercise of meta-level review of existing recent evaluations in this field;

- Extend and expand peer-to-peer cooperation between KNBS and SCB to other countries in the region, allowing for more exchange and south-south cooperation in technical assistance.

# 1 Introduction

The Swedish Government, in its international development assistance, gives high priority to strengthening of national statistics data provision for social economic policies and strategy development. This has become more important with the introduction of the Millennium and Sustainable Development Goals (SDGs) and indicators that require good national level monitoring. Worldwide, the Swedish International Development Agency (Sida) is supporting capacity development of National Statistics Bureaus and National Statistical Systems, including on the African continent. Sida has a cooperation agreement with the Swedish Statistics Bureau (SCB) to provide technical assistance to Statistics Bureaus in developing countries in a peer-to-peer technical cooperation model. Sida is supporting the technical cooperation between the Kenya National Bureau of Statistics (KNBS) and SCB since 2014. This was done through two subsequent project contract periods from 2014-2018 and from 2019-2021.

The technical cooperation has addressed the development of technical and technological capacities of KNBS in a variety of areas and it has also supported organisational development of KNBS. Now that the second project period is in its semi-final year and now that the Swedish Embassy in Kenya is preparing for its next planning cycle starting in 2021, an external review of the technical cooperation between KNBS and SCB under the two project contract periods was considered timely to allow lessons learned and recommendations to feed into the next planning cycle. And this is also the case for KNBS who will embark on a new strategic planning period in 2022.

The external review was commissioned by Sida to an evaluation team of Tana Copenhagen/FCG, consisting of a capacity development and a statistics expert. The evaluation was realised in the period February to June 2020.

Due to the COVID-19 international travel restrictions, in place during the first Semester of 2020, this evaluation ended up being conducted using entirely on-line and digital research methods. This has in itself been a learning exercise that required flexibility of all stakeholders involved in the evaluation process. The authors are confident that the application of this on-line and digital research methodology has not had major influences on the quality and validity of the research findings, as it was possible to speak with around 50 stakeholders in on-line interviews and as on-line workshops were organised with 80 participants (a list of people consulted during the evaluation is found in Annex 2). This means that in spite of the remote nature of the evaluation, the process has remained highly participatory and with a focus on utilisation of findings and recommendations.

This report is organised in 6 sections and a set of annexes provides additional data and evidence to the findings, conclusions and recommendations of this report. The next section, 2, introduces the evaluation objectives, scope and methodology. Section

3 contains an introduction of KNBS and the technical cooperation project between KNBS and SCB and the key activities that were realised in the two cooperation projects. Section 4 presents a systematic overview of the key findings of the evaluation research, based on the evaluation criteria and questions in the evaluation matrix (annex 4). Section 5 revisits these findings and summarises them in conclusions and section 6 contains the recommendations to KNBS, SCB and the Swedish Embassy in Nairobi as the key stakeholders in this evaluation exercise.

## 2 Objective, scope and methodology

### 2.1 EVALUATION PURPOSE AND OBJECTIVE

Sida has commissioned an independent evaluation to document what has happened in the two KNBS-SCB cooperation projects in Kenya, implemented from 2014 until the first Semester of 2020 (until the time of this evaluation). The second project contract period is still ongoing until 2021. This evaluation is considered timely as it aims to assess process and effects of the cooperation between KNBS and SCB in the area of statistics strengthening in Kenya thus far and to learn from the experience for possible future cooperation between the different partners in the area of statistics in Kenya beyond 2021.

The objectives of this evaluation, as stated in the Terms of Reference (ToR), see Annex 1, are to:

- To document what has been done and accomplished with Sida funds;
- To reflect upon and improve Kenya's development cooperation with Sweden and others;
- To reflect upon and improve Sweden's cooperation in Kenya and elsewhere;
- To make decisions about possible future cooperation with KNBS, Sweden, and SCB.

### 2.2 EVALUATION SCOPE AND USERS

The evaluation period includes the initial preparations for cooperation in 2013 for the first cooperation project (51110063 Statistics Support-KNBS), in which implementation on the ground started in 2015. It also includes a second phase of follow-up cooperation (11333 Extension cooperation KNBS & Statistics Sweden) for the period 2019-2021. All activities implemented until the month of starting this evaluation are considered and this includes the draft version of the latest project activity report on the period August 2019 until March 2020, just prior to the current evaluation process.

The scope of this evaluation is the national level of Kenya, particularly the capacity development aspects at the KNBS central office in Nairobi. Specific attention is given to the sectoral statistics that were prioritised under the technical assistance activities in both project periods, namely: Economic, Agricultural, Environmental and Gender Statistics, as well as methodological and organisational capacity development support in management and strategic planning, statistical methodology, staff development to produce and disseminate statistics and ICT development.

The primary users of this evaluation are:

- Kenya National Bureau of Statistics (KNBS);



- The National Treasury and Planning (the Ministry under which KNBS resorts as a semi-autonomous institution);
- Statistics Sweden (SCB);
- The Embassy of Sweden in Nairobi;
- Sida.

Other secondary stakeholders in this evaluation are external user groups of statistical information provided by KNBS:

- Government of Kenya and relevant sectoral ministries (agriculture, labour, environment, gender, etc.);
- National and international development partners;
- NGO's;
- Academia.

## 2.3 EVALUATION CRITERIA AND RESEARCH QUESTIONS

The ToR for this review contained the following evaluation criteria to be addressed in the evaluation process. 1) Relevance; 2) Efficiency; 3) Effectiveness; 4) Impact; 5) Sustainability; and cross cutting issues 6) Promotion of democracy and gender equality, and greater respect for human rights, with a focus on women and girls, as well as a better environment, limited climate impact and greater resilience to environmental impacts, climate change and natural disasters.

Furthermore, the evaluators are requested to develop specific conclusions and recommendations on:

- What has been done and accomplished with Sida funds;
- Improvements in development cooperation between Kenya, Sweden and others;
- Possible future cooperation between Kenya, Sweden and others in statistics.

During and evaluation kick-off meeting on 18 February 2020 and a follow-up inception meeting on April 1 2020, some further final adaptations and focuses were agreed upon, that have been included in the evaluation design and process namely:

- Revision of methodology to ensure that it is COVID-19 proof allowing for on-line and on-distance evaluation research activities;
- A focus on capacity development effects primarily at the central level of KNBS;
- Additional attention to relevance and uses of KNBS project results and statistics data productions for the design and development of other Sida-supported projects in Kenya.

During the inception phase, the evaluation criteria and questions were further developed into an evaluation matrix (see annex 4) with specific sub-questions, sources of verification and data collection methods. The evaluation matrix has guided the development of chapter 4 of this report with the presentation of the key evaluation findings.

## 2.4 APPROACH AND METHODOLOGY

During the inception phase in March 2020, the approach and methodology of this evaluation were thoroughly revised, in the light of the COVID-19 travel restrictions.

The entire evaluation exercise was thus reworked into an on-line and remote exercise. However, with the application of these changes the evaluation has retained its formative and utilisation-focus and at the same time looking at accountability aspects. This was done by securing participation of ownership of findings in online briefings, capacity assessment workshops, and discussion of key issues and findings with the evaluation stakeholders. Furthermore, the evaluation has used mixed methods approach to allow cross-checking of research findings. The team has combined in-depth statistics and capacity development expertise and the team was gender-balanced and combined Northern and Southern viewpoints on the KNBS-SCB cooperation.

The evaluation used the following key methods and tools for data collection:

**Desk-review:** All project specific planning and reporting documents as well as contextual and policy and strategy documents were reviewed. The documents consulted are presented in Annex 3.

**Analysis of key KNBS statistics products:** A longitudinal comparative analysis was made of a selection of specific statistical reports generated by KNBS. The results of this analysis are presented in section 4.1. and in Annex 5.

**Semi-structured Key Informant Interviews (KII):** Open and semi-structured interviews were conducted with 46 key informants. A small number of these interviews were done as group interviews. For the list of key informants interviewed, see Annex 2.

**Organisational Capacity Guided Self-Assessment Questionnaire and Workshop:** In a series of two workshops a comprehensive organisational capacity self-assessment exercise was conducted, involving over 70 staff members of KNBS. The results of this assessment exercise are presented in section 4.2 and in Annex 6.

**Email questionnaire:** A small email questionnaire was distributed to Sida and Embassy staff and external partners involved in identification of projects in Kenya and East Africa to gain knowledge to what extent project identification and development takes place based on availability and analysis of statistical information produced by KNBS and other providers of statistics information. The results of this questionnaire are included in the analysis of KII's and respondents are included in the list of key informants in Annex 2.

**On-line Zoom debriefing and validation workshop at the end of the data collection phase:** A participatory on-line (Zoom) meeting was organised on June 4, 2020 with the key stakeholders (Sida, KNBS, SCB representatives) at the end of the fieldwork. Final comments and feedback on the initial research findings were gathered to identify gaps in the research. After this workshop the evaluators proceeded with the analysis of findings and final report writing.

**Draft and final report writing:** After the development of the draft evaluation report submitted on 16 June 2020, a second discussion workshop was organised with representatives of senior management of KNBS, SCB and the Swedish Embassy. This workshop was realised (around 15-18 June). The key stakeholders after this presentation provided feedback on the draft report, after which the final report was prepared and submitted on 26 June 2020.

In the analysis and synthesis of findings, data from at least two different sources were combined to allow for proper cross-checking and triangulation of findings.

The evaluation methodology, tools and instruments were introduced and presented in detail in the inception report of this evaluation that was submitted on 17 April 2020 and approved by the Embassy.

### 2.5 RISKS, LIMITATIONS AND MITIGATION

As explained above, the COVID-19 travel restrictions have posed limitations to this evaluation exercise. They were mitigated as follows:

- **Utilisation focus** was guaranteed by allowing for an additional round of comments on the inception report (and a second revised version) to deal with COVID-19 challenges. Two final workshops were realised with key stakeholders and senior management of KNBS, SCB and the Swedish Embassy to discuss preliminary findings, conclusions and recommendations;
- **Selection of key informants, respondents and workshop participants** was done by identifying different stakeholder groups and specify a minimum number of respondents in each group. The capacity assessment survey was sent to all KNBS staff members and the 5-C workshops were open for all staff-members and reached around 75 participants on average;
- **Time frame for implementation of the evaluation:** planning of actions and availability of persons, during the COVID-19 crisis, was an additional challenge for a timely implementation of this evaluation. Strict adherence to planning allowed delays to remain within two weeks.

## 3 Background of the KNBS and SCB cooperation

### 3.1 HISTORY AND BACKGROUND OF KNBS

The history of organized statistical activities in Kenya goes back to the 1920's. The Colonial Government appointed its first Official Statistician in 1925. In 1926, the statistician was assigned to work for the Conference of Governors of the three East African territories of Kenya, Uganda and Tanganyika and this foreshadowed the creation of the East African Statistical Department (EASD). The EASD was formally established in 1948. The EASD collected, processed and published statistical data for the three territories. The department published, on a regular basis, the East African Economic and Statistical Bulletin. In 1948, the first population census in Kenya was undertaken but the results were published in 1952.

In 1956, the EASD was decentralized into three separate Statistical Units to serve Kenya, Uganda and Tanganyika at the territorial level while retaining the EASD to deal with statistical needs common to the three territories. This was the first time that a fully-fledged Statistical Unit was set up in Kenya. The enactment of the Statistics Act on 4th July 1961 fully integrated the Kenya Statistical Unit within the government machinery as the government Statistical Office. The Statistics Unit was formally established as the Economics and Statistics Division of the Treasury. In 1962, the Division undertook the second Population Census in Kenya prior to attainment of Independence.

In 1963, the Ministry of Economic Planning and Development was established, and the Division was transferred from the Treasury to the new Ministry. Subsequently, the Division was split into two units that were elevated to departments namely the Planning Department headed by a Chief Economist and the Statistics Department headed by a Chief Statistician. However, Agricultural Statistics Section of the former Economics Planning and Development was physically located in the Ministry of Agriculture, an arrangement which continued up to 1972. During this year, the Statistics Department of the Ministry of Planning and Development was renamed the Central Bureau of Statistics (CBS).

CBS expanded its operations in the 1960's and 1970's both at the headquarters in Nairobi and at the field level. During this period, it undertook a wide range of data collection activities and kept a healthy publication programme. This impetus continued up to the mid 1980's when CBS greatly expanded its field survey programme to respond to the need for district-level statistical data following the adoption of the District Focus for Rural Development (DFRD) strategy in 1983. However, a deteriorating trend started around mid 1980's and continued to the 1990's. This period was characterized by low level data collection efforts, minimal

processing and analysis of collected data and discontinuation of issuance of publications which, in the past, used to be regular features of CBS activities. The factors responsible for the downward trend include inadequate budgetary allocation due to reduction in government expenditure and inadequate number of professional staff-members, particularly at senior levels in CBS.

It was therefore axiomatic that effective measures were needed to reverse this negative trend and prepare CBS for the statistics related challenge of the 21st century. To this end, the Kenya National Bureau of Statistics (KNBS) was established by the Statistics Act of 2006 to replace CBS. The Act establishes KNBS as a Semi-Autonomous Government Agency incorporated under the Ministry of State for Planning, National Development and Vision 2030. Its core mandate is collection, compilation, analysis, publication and dissemination of statistical information for public use, with an additional role of coordinating, monitoring and supervising the National Statistical System (NSS).<sup>1</sup>

Kenya's current long-term development strategy is guided by the Kenya Vision 2030, which outlines a wide range of milestones that the country will strive to achieve before the year 2030. Specifically, a number of flagship projects have been earmarked to form the backbone of the realisation of this development plan. There is no doubt that reliable and timely statistics are expected to play a pivotal role in the Monitoring and evaluation of the activities spelt out in the strategy. For instance, establishment of the National Integrated Monitoring and Evaluation System (NIMES) has created an additional demand for data necessary for monitoring and evaluation across government. Recognising the ever-increasing demand for quality statistical data, KNBS is expected to provide the requisite data necessary for evidence-based decision making and policy development.

## 3.2 CURRENT MANDATE AND GOVERNANCE STRUCTURE OF KNBS

KNBS is a semi-autonomous government agency in the National Treasury and Planning Ministry. Its governance body consists of a Board of Directors (BOD) with nine members (currently 7 men and 2 women). The board directly supervises the internal audit function in the organisation and oversees the performance of the Director General (DG, male). The DG is also a Board member and acts as its secretary. The Director General's office is responsible for strategy and planning, corporate and legal affairs, and supply chain management.

The mandate of KNBS in the Statistical Act 2006 (and revised in 2019) was assigned the following tasks:

1. Act as the principal agency of the government for collecting, analysing and disseminating statistical data in Kenya

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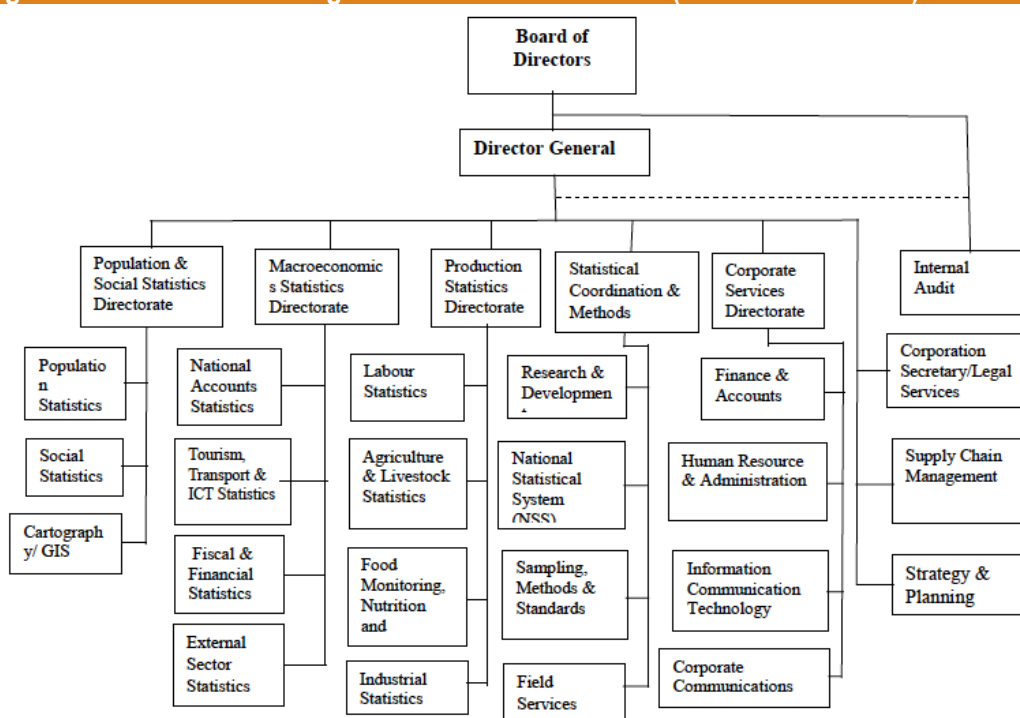
<sup>1</sup> This introductory section is taken from: [https://www.knbs.or.ke/?page\\_id=86](https://www.knbs.or.ke/?page_id=86)

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

### 3.3 STRUCTURE AND STAFFING OF KNBS

The structure of KNBS was extensively reviewed and revised in 2016 and 2017 by an external expert team of Management Consultancy Services of the Directorate of Public Service Management. In the report, published in January 2017, a proposal for a new structure of KNBS was included and this proposal was integrally followed and implemented in the KNBS strategic plan of 2018-2022. The new organisational structure is depicted in figure 1 below:

**Figure 1 - KNBS new organisational Structure (revised in 2017)**



Source: KNBS Strategic Plan 2018-2022, p. 37

The new organisational structure presents significant changes in relation to the previous structure. The most important changes in the new structure are listed below:

- The Strategy and Planning division is now placed directly under DG's office, ensuring that strategy development is now done with a clearer view on the entire organisation;

- Some functions of the former Strategy and Development directorate are now shifted to a Statistical Coordination and Methods Directorate. This new directorate also took over Field Services and Sampling from the Population and Social Statistics and Statistical Business Register from Production Statistics, making this directorate by far the largest of the organisation;
- The Macro economics and production statistics directorates have redistributed tasks from three sub-division to four more specific sub-divisions;
- Finance and Administration Directorate is now reformed into a broader Corporate Services Directorate, which also incorporates the previous ICT directorate as a division, while distributing some of the ICT staff under the specific thematic statistics directorates, thus introducing a matrix -coordination model for ICT in the organisation. Corporate communication was shifted from the DG's office to Corporate Services.

The three sectoral/thematic directorates in KNBS are responsible for the data collection and analysis in different areas:

- Production Statistics, organised in four divisions: Labour and Price Statistics; Agriculture and Livestock Statistics; Food Monitoring, Nutrition and Environment; and Industrial Statistics.
- Macroeconomic Statistics, organised in four divisions: National Accounts Statistics; External Sector Statistics; Fiscal and Financial Statistics; and Tourism, Transport and ICT Statistics.
- Population and Social Statistics organised in three divisions: Population Statistics; Social Statistics; and Cartography/GIS Statistics.

The changes in the organisational structure were implemented in 2018 and thus are recent. It should be recognised that changes in structure were implemented in a situation where moving into a new and amplified office structure was delayed until the end of 2019 and the rearrangements of staff in the new organisational structure was done in a situation of serious staff shortages. The staffing shortages were analysed in the SWOT analysis of the new 2018-2022 strategy. At that time, overall staffing was 474 at an overall approved establishment of 701 staff members, indicating a staff-shortage of 32%. The number of staffing, since then further decreased until 436 staff members in the beginning of 2020. Details are provided in table 1 below.



**Table 1 - Available staffing compared to required staffing of KNBS in 2020**

| Directorate/ Office                            | Approved Establishment | In-Post | Deficit |
|--|------------------------|---------|---------|
| Director General's Office                      | 22                     | 10      | -12     |
| Population and Social Statistics Directorate   | 83                     | 32      | -51     |
| Macroeconomics Statistics Directorate          | 80                     | 29      | -51     |
| Production Statistics Directorate              | 76                     | 37      | -39     |
| Statistical Coordination & Methods Directorate | 297                    | 178     | -119    |
| Corporate Services Directorate                 | 138                    | 146     | 8       |
| Internal Audit Division                        | 5                      | 4       | -1      |
| Grand-Total                                    | 701                    | 436     | -265    |

Source: Strategic Plan 2018-2022, 2018. And 2020 update from June 2020.

The current staffing of KNBS of 436 employee includes staff employed at 47 county representations, which resort under the Statistical Coordination and Methods Directorate. It is here, where the biggest staff shortages are faced, around 40%. While at overall staffing the shortage of staff has increased to 38% in the beginning of 2020.

In the KNBS staffing in the beginning of 2020, there are 140 women accounting for 32% of total staff and the percentage of women in senior management positions is still very low. These data show that there are still considerable diversity and gender-equality challenges in the organisation, as was also identified in the organisational self-assessment exercise, conducted during this evaluation exercise (see section 4.2).

#### **Key Products and Services provided by KNBS**

KNBS, on its website, regularly publishes statistical data on the following subjects:

|  |   |
|--|---|
| <ul style="list-style-type: none"> <li>- Leading Economic Indicators;</li> <li>- CPI and inflation rates;</li> <li>- Producer Price Indices;</li> <li>- Quarterly GDP reports</li> </ul> | <ul style="list-style-type: none"> <li>- Quarterly BOP reports;</li> <li>- Gross country Product;</li> <li>- Fuel Index.</li> </ul> |
|--|---|

Furthermore, KNBS realises periodic surveys and census reports, among which:

|   |  |  |
|---|--|--|
| <ul style="list-style-type: none"> <li>- Population and Housing</li> <li>- Food Balance</li> <li>- Integrated Household Budget</li> <li>- Women and Men in Kenya;</li> <li>- Establishment census</li> <li>- Gender Data Sheet</li> </ul> | <ul style="list-style-type: none"> <li>- STEP survey</li> <li>- Census of industrial production</li> <li>- Inequality</li> <li>- Foreign investment</li> <li>- Economic surveys</li> </ul> | <ul style="list-style-type: none"> <li>- ICT use</li> <li>- Demographic &amp; Health</li> <li>- Malaria Indicator Survey</li> <li>- Micro, Small and Medium Enterprises</li> <li>- Manpower (labour-market)</li> <li>- Kenya Household Health Expenditure and Utilization Survey (KHHEUS)</li> </ul> |
|---|--|--|



### 3.4 THE TECHNICAL COOPERATION BETWEEN KNBS AND SCB

Sida has supported the technical assistance from SCB to KNBS through two project contracts. The first contract was from 2014-2019 (Sida contribution 51110063 Statistics Support-KNBS) with an overall value of more than 34 Million Swedish Kroner (MSEK) (3.5 M USD). The second contract (Sida contribution 11333 Extension cooperation KNBS and Statistics Sweden) covered the period 2019-2021 (July) with an overall value of more than 18 MSEK (1.85 M USD). Disbursements for the contract periods can be seen in Table 2 below.

**Table 2 - Swedish disbursements to cooperation KNBS and SCB – SEK**

|                         |      | <i>Project 1 (2014-2019)</i> | <i>Project 2 (2019-2021)</i> |
|-------------------------|------|------------------------------|------------------------------|
| Disbursed               | 2015 | 4 514 870                    |                              |
| Disbursed               | 2016 | 10 371 485                   |                              |
| Disbursed               | 2017 | 8 861 713                    |                              |
| Disbursed               | 2018 | 7 370 326                    |                              |
| Disbursed to date       | 2019 | 1 666 997                    |                              |
| Forecast                | 2019 | 3 265 551                    | 1 000 000                    |
| Forecast                | 2020 |                              | 10 402 000                   |
| Forecast                | 2021 |                              | 6 781 000                    |
| Total disbursed to date |      | 32 785 391                   | 0                            |
| Total forecasted (SEK)  |      | 34 383 945                   | 18 183 000                   |

*Source: ToR Evaluation, 2019*

Both projects focused on the provision of technical assistance by SCB to KNBS in a number of thematic statistical areas and organisational capacity development. The main components of both projects, according to the semi-annual and annual reports of both projects and the final report of project 1 (see Annex 2 for documents consulted)) are summarised below:

**Thematic Statistics Support:**

- **Economic Statistics:** Coverage and quality of structural and short-term statistics (developing the Business Expectations Enquiry (BEE) to the Quarterly Business Indicator (QBI) survey); the Business Register; Scope and compilation of price statistics (Consumer Price Index (CPI) and Producer Price Index (PPI)); National Accounts in line with international standards; and Labour statistics. In the second project period, additional attention was given to: Survey methodology training (using SCB's STAC (Statistics in Action) courses);
- **Agricultural Statistics:** Quality of agricultural statistics; development of a sampling frame for agriculture statistics with the intention to expand the range of agricultural indicators, although the intention could not be achieved due to lack of funding. And in the second project period additional attention was envisioned for national seasonal survey (as an alternative to a full-scale agricultural census), but due to lack of funding this activity also did not materialise;

- Environmental Statistics support was only provided during the first project period and did not feature anymore in the new project phase. In this area for the first period, the following actions were planned: increase range and timeliness in environment statistics produced; increased collaboration in area of environment statistics and awareness among stakeholders;
- Gender Statistics: Improve dissemination of gender statistics (prepare the ‘women and men in Kenya’ publication); increase awareness of gender statistics and use of gender aspects in decision-making (support to the Gender Statistics Technical Committee). And in the second project period additional attention was given to: Time Use Survey (TUS) to measure differences in time spent by men and women on unpaid care and domestic work.

#### **Organisational development support:**

At the level of organisational capacity development of KNBS, plans and reports present the following main areas of support in both project period:

- Management and strategic planning: develop a clear and defined communications function at KNBS; user-friendly dissemination practices; coordination and donor coordination mechanisms; human resources planning;
- Methodology, staff development and trainees (particularly during the first project contract): Increase capacity of staff in basic and advanced statistical methodology; improve quality of published official statistics; improve quality and security of geo-databases;
- ICT and systems development (particularly during the second project contract): Setting up a domain network; Setting up a structured storage solution; Introduction of a Web-based dissemination tool; Training of KNBS ICT staff.

#### **Donor coordination and collaboration within KNBS and the NSS**

Over the years KNBS has received assistance through a number of donor funded projects, most of which were short-term. KNBS has also had a long-term project, the Statistical Capacity project (STATCAP), a World Bank (WB) initiative with the main goal to create an efficient and effective NSS. That project focused on: implementing a new Statistics Act; improving management information systems; improving NSS coordination, encouraging collaboration; networking and information sharing among stakeholders; and improving technical coordination among data producers. This programme was followed up by a new long-term programme, Statistics for results, in this phase the WB and SCB have developed a close form of cooperation, with SCB presence in the project steering committee and with a clear recognition of SCB’s capacity in Technical Assistance (TA). The TA provided by SCB complemented financial support of the WB for implementation of surveys and statistics productions. A similar form of coordination is in place with the Norwegian support to statistics in the energy sector. The SCB LTA resides within the KNBS building and currently office facilities are shared with the ONS in a DFID supported support project.

KNBS organises and leads two donor-coordination meeting per year to coordinate the support provided to KNBS.

All other non-Sida donor supported ongoing projects at KNBS are presented in table 3 below:

**Table 3 - Support of International Development Partners to KNSB 2015-2020**

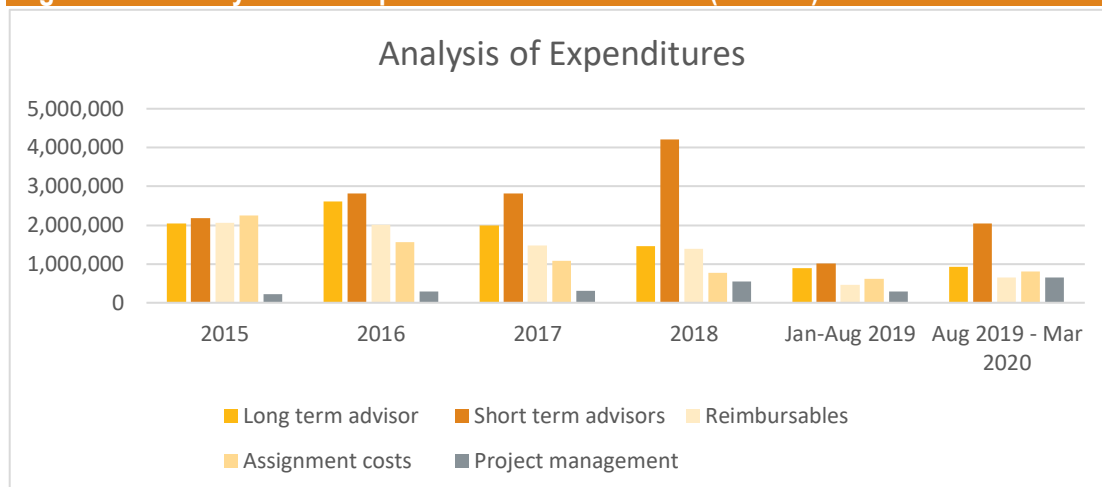
| Partner                 | Statistical fields covered   | Implementation Period |
|-------------------------|--|-----------------------|
| World Bank              | Programme for Results  | 2015-2020             |
| US Census Bureau        | Training in statistical tools (SPSS, CPro)                         | Annual programme      |
| Norad/Statistics Norway | Statistics on energy/oil (also with other Ministries)              | 2017-2022             |
| UNICEF/UNFPA            | Support on census preparations                                     | 2017-2019             |
| UNSD                    | FDES 2013 and Development of environmental accounts                | Continuous            |
| DFID/ONS                | Statistical programme focused on new data sources/new technologies | 2019-2020             |
| UN Women                | Time use survey (TUS)  | 2020-2021             |
| IMF                     | National Accounts and price statistics                             | 2019-2020             |

*Source: KNBS and SCB cooperation project annual report 2019-2020, 2020*

#### **3.4.1 Analysis of budget and expenditures in the KNBS-SCB projects**

Of the total forecasted budget amount of 52.5 MSEK, until March 2020 an amount of 42.4 MSEK has been disbursed, with still 1.5 years to go. At this point in time, the budget-depletion rate stands at 85%, which shows that the implementation of the project is well on track and likely to lead to a high implementation at the end of the project period. However, the current COVID-19 crisis might have a negative influence on the implementation rate, as it is unlikely that many international expert missions can be realised during 2020. This is likely to lead to significant savings under the reimbursables budget. A lower implementation rate towards the end of the project-period should therefore not be seen as inefficiency in budget-implementation, on the contrary they are likely to indicate cost-savings, due to realisation of missions on-line.

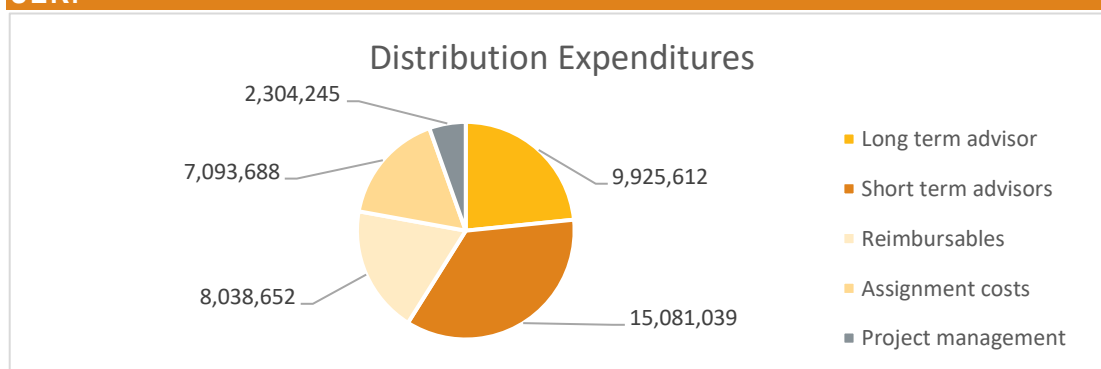
An analysis of expenditures during both project periods is presented in figure 2 below:

**Figure 2 - Analysis of expenditures 2015-2020 (March) in SEK.**

Source: Budget Follow-Up statements of phase I and II KNBS-SCB projects.

The figure below shows that in the expenditures on the Long-Term Advisor (LTA) were highest in 2016 when two LTA's were stationed at KNBS throughout the year. This double LTA arrangement also existed for the bigger parts of the years 2015 and 2017. From September 2017 onwards only one LTA remained. Expenditures on the LTA in 2018 were significantly lower than in other years, while expenditures on Short Term Advisors (STAs) in this year were highest. Reimbursables related to missions have been decreasing over time, indicating costs savings over time. Assignments costs are related with missions and training activities also show a decrease over time, also showing improved efficiency over time and some initial investment costs in the first year of activities. Project management costs over time have slightly increased, particularly in the year of 2019.

Figure 3 below shows the distribution of expenditures throughout the entire project period (two phases).

**Figure 3 - Analysis of distribution of expenditures 2015-2020 (March) in SEK.**

Source: Budget Follow-Up statements of phase I and II KNBS-SCB projects.

Short Term Adviser fees have consumed most of the budgets reaching 36% of total expenditures. The LTA fees have consumed 23%. Mission related reimbursables amounted to 19%. Assignment costs absorbed 17%. And finally, management and

administration of the project has remained modest amounting to 5% of the total disbursements.

### 3.5 KEY ACTIVITIES OF KNBS-SCB TECHNICAL COOPERATION FROM 2014-2020

The technical cooperation project between KNBS and SCB is essentially a capacity development trajectory, with only very minor investment or other forms of support. 78% of all expenditures were allocated to costs directly related with fees and reimbursables of the Long- and Short-Term Technical Advisors of SCB and most of the other costs were related to the realisation of workshops and training activities and materials and therefore are also directly related to the process of provision of Technical Assistance.

In the first phase of the project, two LTAs were stationed at KNBS. The tasks of these LTA's were to provide technical assistance in key areas of statistics and to coordinate the expert mission of STAs. In the second phase, the number of LTA's was reduced to one LTA.

In the entire project period until March 2020, a total of 80 expert-missions and exchange visits were realised. Table 4 below provides an overview of these missions.

**Table 4 - Short-term missions and study visits realized in SCB-KNBS project 2015-2020**

| Year             | Economics | Agriculture | Environment | Gender   | Organisational, methodological & ICT capacity | Total     |
|------------------|-----------|-------------|-------------|----------|---|-----------|
| 2015             | 2         | 2           | 1           | 1        | 6   | 12        |
| 2016             | 4         | 2           | 1           | 2        | 8   | 17        |
| 2017             | 5         | 1           | 2           | 1        | 5   | 14        |
| 2018             | 9         | 0           | 1           | 0        | 7   | 17        |
| 2019             | 9         | 0           | 0           | 1        | 7   | 17        |
| 2020 until March | 3         | 0           | 0           | 0        | 0   | 3         |
| <b>Total</b>     | <b>32</b> | <b>5</b>    | <b>5</b>    | <b>5</b> | <b>33</b>                                     | <b>80</b> |

*Source: KNBS-SCB cooperation project final report 2015-2019, draft annual report 2019-2020.*

Most of the STA missions were realised in a sequence of two or more follow-up missions and sometimes also with exchange visits of KNBS staff members to SCB in Sweden. A large number of in total 73 different experts were deployed in missions, since 2015. Of these, 69 were from Statistics Sweden and 4 experts were "external" (Swedish) consultants, 2 from the private sector and 2 from the Swedish University of Agricultural Sciences.

Most technical support has been provided to organisational, methodological and ICT support (33 missions) and in the area of economic statistics. Agriculture,

Environment and Gender missions (each 5 missions) have received less attention in the process.

Several TA missions contained training services for KNBS staff members. During the first project phase, until the end of 2018 the following staff of KNBS was trained in the Statistics in Action (STAC) of SCB. Table 5 below provides an overview.

**Table 5 - Participants of STAC training courses provided by SCB 2015-2018**

| <b>Year</b>  | <b>Male</b> | <b>Female</b> | <b>HQ</b> | <b>County office</b> | <b>Total</b> |
|--------------|-------------|---------------|-----------|----------------------|--------------|
| 2015         | 14          | 6             | 9         | 11                   | 20           |
| 2016         | 6           | 5             | 7         | 4                    | 11           |
| 2017         | 16          | 2             | 9         | 9                    | 18           |
| 2018         | 13          | 6             | 1         | 18                   | 19           |
| <b>Total</b> | <b>49</b>   | <b>19</b>     | <b>26</b> | <b>42</b>            | <b>68</b>    |

*Source: KNBS and SCB cooperation project final report 2015-2019, 2019*

The STAC training courses for household/individual statistics were discontinued in 2019. In 2020, new STAC training was introduced for business statistics and a first course was conducted in February 2020.

Another area of training support was to provide training and internship opportunities of young statisticians in the KNBS organisation. An overview is provided below in Table 6:

**Table 6 - Young staff participants in Young Statisticians Training by KNBS 2016-2019**

| <b>Year</b>    | <b>Male</b> | <b>Female</b> | <b>Total</b> |
|----------------|-------------|---------------|--------------|
| 2016-17 intake | 5           | 3             | 8            |
| 2017-18 intake | 5           | 3             | 8            |
| 2018-19 intake | 4           | 4             | 8            |
| 2019-20 intake | 4           | 4             | 8            |
| <b>Total</b>   | <b>18</b>   | <b>14</b>     | <b>32</b>    |

*Source: KNBS and SCB cooperation project final report 2015-2019, 2019*

The young statisticians programme continued in phase two of cooperation period (2019 and 2020). During phase 1 and 2, a total of 24 interns were placed in KNBS. In the first place, this has been helpful for building the capacities of a new generation of statisticians in Kenya and on the one hand the programme has been helpful for KNBS to alleviate staff-shortages and to recruit and select new staff members. According to the most recent activity report of the project 8 interns (4 men and 4 women) were absorbed in the KNBS labour force, corresponding to 25% of the participants in the internship programme.

## 4 Key Findings

### 4.1 KEY RESULTS OF THE TECHNICAL COOPERATION BETWEEN KNBS AND SCB

The activities described in section 3.2 of this report have resulted in a range of outputs and outcomes over the past years. The following outputs and outcomes that could be confirmed by multiple sources in this evaluation are presented in table 7 below:

**Table 7 - Key outputs and outcomes of the KNBS-SCB cooperation (2014 - March 2020)**

| Area                       | Outputs   | Outcomes  |
|----------------------------|---|---|
| <b>Economic Statistics</b> | <ul style="list-style-type: none"> <li>- Revamp Business Expectation Enquiry in A Quarterly Business Indicator (still in process)</li> <li>- Rebasing of the National Accounts in compliance with international SNA 2008</li> <li>- New (Temporary) Business Register on new server (with Statistics Norway)</li> <li>- Rebasing of CPI and PPI (2020, see analysis in section below)</li> <li>- New mobile CPI price collection system developed</li> <li>- New prototype computation model and ISIC sectors for PPI</li> <li>- 20 KNBS staff trained in STAC for Business</li> <li>- Labour statistics improvement and development labour force survey design (discontinued)</li> </ul> | <ul style="list-style-type: none"> <li>- Slow progress in QBI due to lack of staff in KNBS</li> <li>- New Business register is used for sampling in economic statistics</li> <li>- Technical working group on price statistics uses new CPI and PPI data and knowledge-sharing takes place</li> <li>- CPI mobile not used yet in practice (due to lack of access to server room, during and after census of 2019, by security measures by the Ministry of Interior))</li> </ul> |
| <b>Gender Statistics</b>   | <ul style="list-style-type: none"> <li>- Support and training of members of the Gender Statistics technical Committee</li> <li>- Booklet Women and Men in Kenya (2018) and new booklet in preparation</li> <li>- Design of a new Time Use Survey (TUS) and staff trained</li> </ul>   | <ul style="list-style-type: none"> <li>- Gender Statistics Committee is functioning and meeting regularly</li> <li>- Booklet has become flagship and is widely known and used among external users</li> <li>- TUS is planned for second quarter of 2020</li> </ul>  |

|   |   |   |
|---|---|---|
| <b>Training of statisticians (STAC) and young statisticians</b> | <ul style="list-style-type: none"> <li>- 68 KNBS staff trained in STAC</li> <li>- 32 Young Statisticians trained</li> <li>- 24 interns have gone through training and some of them were placed in internships</li> </ul>  | <ul style="list-style-type: none"> <li>- STAC insights applied and integrated in the KIHBS)</li> <li>- 8 interns (4 men and 4 women) are absorbed in the KNBS labour force and others employed temporarily or in private sector</li> </ul>  |
| <b>ICT (second project phase only)</b>                          | <ul style="list-style-type: none"> <li>- Set up of new databases and training of staff (linked to CPI Mobile)</li> </ul>  | <ul style="list-style-type: none"> <li>- No outcomes reported and delays are likely (due to restricted access to KNBS servers)</li> </ul>   |
| <b>Organisation, planning and management</b>                    | <ul style="list-style-type: none"> <li>- Implementation of new communications strategy</li> <li>- User friendly publications and website are produced</li> <li>- Regular donor coordination, twice yearly</li> <li>- Establishment of product register at KNBS as base for planning (85% complete)</li> <li>- Advanced release calendar on website</li> <li>- Improved quality and security of geo-databases and staff trained</li> <li>- Improve quality of survey publications</li> <li>- Draft template for quality declarations prepared, though integration to UN-NQAF is a yet to be finalized</li> </ul> | <ul style="list-style-type: none"> <li>- External stakeholders recognised improved external communication and user-friendliness of publications and website, though internal staff members don't recognise improvements in internal communication</li> <li>- 5 surveys are recognised in accordance with IMF-DQAF and quality declarations shared with users</li> <li>- Donors confirm good donor-coordination, and this can be seen in different projects (particularly with WB, UNWomen, Statistics Norway and ONS)</li> <li>- Advance release calendar for 2020 is not on site/not accessible to public</li> </ul> |

*Source: KNBS-SCB cooperation project final report 2015-2019, draft annual report 2019-2020, interviews with key informants during the evaluation process in March-May 2020.*

In some areas outputs and outcomes were not as expected:

- **Environmental statistics:** A lot of effort was put in the development of a draft compendium for environmental statistics, based largely on data from the KIHBS and this compendium is now near publication-quality. However, publication is still delayed. A new technical committee was established to focus on environmental statistics was established in phase 1, though no follow up actions were taken in phase 2, when assistance of SCB only focused on the preparation of the compendium;
- **Agricultural statistics:** Design of the National Seasonal Survey was done in phase I, but it was not implemented due to lack of funding. Some work in phase 1 was done on extracting relevant agriculture statistics data from the Kenya Integrated Household Budget Survey (KIHBS) to enrich and improve availability



of agriculture statistics. During phase 2, the activities in this area were discontinued and put on hold until funding becomes available to implement survey activities, but KNBS still would like to attend to the existing demand for agricultural statistics data.

#### 4.1.1 Changes and quality improvement in selected KNBS statistics productions over time

The evaluators have conducted a detailed analysis of the development and characteristics of different statistical productions of KNBS over the past years in four selected key thematic areas of SCB technical assistance: macro-economic statistics (CPI and PPI), gender and environment. The following key findings can be reported from this analysis (see also Annex 5 for the full analysis):

- In Consumer Price Index (CPI) statistics, the data-collection methods are in a process of change from paper-based tool to CAPI methods of data collection. More commodity groups have been added in later years and the data collection zones were significantly expanded in later years. A key achievement is the CPI rebasing in 2019, in which more commodity groups were added and data collection zones were significantly expanded;
- In Producer Price Index (PPI) statistics, the way of presentation of data has undergone significant changes and percentage changes and inflation rates were introduced in the past years. More sector (ISIC codes) were added in the rebased PPI of 2020;
- Environmental and Natural Resource Statistics: The environmental compendium (still in draft) is a fundamentally new production. In the past, environmental indicators were to a limited extent integrated in the KIHBS. Weather and rainfall were monitored as well as fisheries and wildlife for longer periods of time. Though in the past environmental statistics were highly fragmented;
- Gender statistics: Gender-disaggregated data are a long-term practice in KNBS with specific information on education, health, employment and income and governance. In later years vital statistics and information on peace and security were added. A gender and empowerment section was included in economic survey of 2019. The ‘Women and Men in Kenya’ booklet is a new production that was published in 2018 and is planned to be repeated in 2020. In household budget and time use surveys, gender is an important dimension.

These changes in statistics methods and productions can, to a considerable extent, be attributed to the SCB technical assistance that has addressed these specific areas of statistics. For more detailed results of the longitudinal and comparative analysis of selected key KNBS statistics productions, see Annex 5.

## 4.2 KEY FINDINGS ON KNBS’ ORGANISATIONAL CAPACITY DEVELOPMENT

During the evaluation exercise, a participatory organisational capacity self-assessment was realised. This assessment exercise was based on the ‘five capabilities

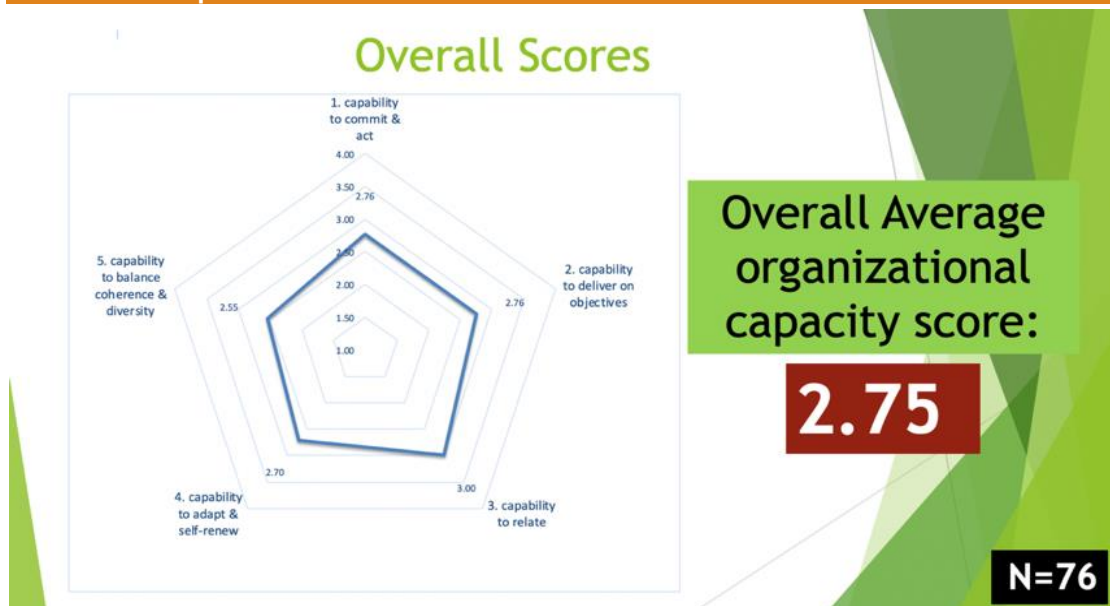
approach” developed by the European Centre for Development Policy and Management.<sup>2</sup>

Two workshops were organised with a large number of KNBS staff members to introduce and explain the methodology and to present and discuss the findings.

In total, 76 survey forms were submitted by staff, which was far more than expected, as the survey had focused only on KNBS technical staff members.

Figure 4 below presents a very quick and generic overview of the results of this analysis. For more details of the analysis, the reader is referred to Annex 6.

**Figure 4 - Main results of the KNBS organizational capacity self-assessment process**



*Source: survey administered in May 2020 to KNBS technical staff members and management*

The overall average assessment of organisational capacity was 2.75 on a 4-point scale. This means that 2.5 is the middle of the scale. Staff of KNBS appreciates the performance of KNBS 0.25 point higher than this average, which indicates that the overall assessment of capacity and performance is corresponding to a maturing organisation that is well-established and structured, and its performance is generally considered above that of other comparable organisations. This overall image and score are confirmed by internal and external interviews and desk-review.

The strongest area of performance and capacity is related with external relations and networking, with a score of 3.0. The weakest area is that of balancing coherence and diversity in the organisation with a score of 2.55. Other capacity areas such as the capacity to commit and engage and the capacity to deliver upon objectives score

<sup>2</sup> For more information, see: <https://ecdpm.org/publications/5cs-framework-plan-monitor-evaluate-capacity-development-processes/>

almost exactly in the middle with a score of 2.76 while the capacity to adapt and self-renew is slightly below that score with 2.70. In the assessment methodology, scores above and below the middle score of 2.75 are clear indicators for strengths and weaknesses in the organisation.

This analysis was further unpacked in a workshop (see Annex 6) and key findings that were confirmed by the audience of the second workshop are listed and explained below:

Key strengths of KNBS are mainly under the capacity to relate, commit and engage and deliver upon objectives:

- The transparency and accountability of KNBS towards external stakeholders;
- The relevance of products and services to external user groups; and
- Information dissemination and external communication (publications, website, etc.);
- Task descriptions and responsibilities of different staff members in the organisation. And;
- The capacity to acquire support of external partners is considered good by most staff, although some staff members show concern that this capacity is not sufficient.

Areas of organisational capacity development challenges identified by the respondents are:

- The quality of internal communication and coordination, and silo-type of organisation with clearly distinct divisions;
- Diversity of staffing and also staffing shortages in the organisation;
- Democratic governance and leadership and good communication of decision-making;
- Conflict management and resolution in the organisation;
- Orientation for organisational change and growth is considered limited by most staff, though there are also some staff that considers this a strength. And;
- On staff capacity development and career development most staff members have a more negative opinion though some staff believe there are sufficient opportunities for development

These areas of challenges show room for improvement in future organisational capacity development and could be considered in a possible follow-up project.

Furthermore, it is an interesting and relevant finding that women are more critical in their capacity assessment than men. Women are still a minority in the organisation. 30% of the respondents to the survey were women and this is roughly in line with their overall representation in staff. This finding shows that diversity (and gender) is still an area for capacity improvement in the organisation.

Older staff members and also staff employed by KNBS for a longer period of time are generally more critical on organisational capacities of KNBS than younger staff.

### 4.3 FOLLOW-UP ON MTR OF 2017

In the beginning of 2017, an external Mid-Term review was conducted, and the report was published in March 2017. It contained three key recommendations for the joint consideration by KNBS and SCB, summarised as follows:

- Streamline and revise the project components to maintain relevance and increase the focus on organisational and systemic change within KNBS, reassessing the agriculture and environment components, more attention to SDG's and to capacity in ICT;
- Base the support modalities within the project on realistic assumptions about the actual availability of capacity and resources within KNBS, considering availability of KNBS staff and a process approach to training and capacity development;
- Revise the results matrix to strengthen monitoring and results reporting within the project

These recommendations were considered in the design and implementation of the next phase of the project. The balance between organisational and technical capacity development was addressed and mission activities were clearly sequenced with follow-up missions. ICT was included as a component in the new project phase. However, environmental statistics continued to move more slowly while agricultural statistics work remained limited to preparatory actions. Attention to Sustainable Development Goals (SDGs) was included, though still to a limited extent. The availability of staff at KNBS to absorb the technical assistance support, remained a challenge throughout the second project phase, because the staffing shortages within the organisation were not solved and the fact that per-diem policies that favour staff to be regularly on mission or in the field (common to the public sector in Kenya) limited even more the availability of staff at the KNBS office to absorb capacity development support in the organisation. The result matrix for the new project-phase was revised as suggested during the MTR, though some shortcomings have remained in the new matrix, particularly with respect to the outcome level indicators that are still not sufficiently referring to capacity development outcomes but more to outputs.

## 4.4 KEY FINDINGS ON EVALUATION CRITERIA

The evaluation matrix (see Annex 4) contains a number of evaluation criteria that correspond to the usual OECD-DAC evaluation criteria. Under each criterion, more specific evaluation questions were asked. In this section, the evaluators organise the key findings of the evaluation research. Some of these findings sometimes show overlap, due to the fact that findings bear relevance to two or more evaluation findings. To allow for cross-tracking of findings some findings will be presented under different criteria and questions, or a reference is made to a previous finding.

### 4.4.1 Relevance

The project's relevance was secured through establishing a close link with KNBS's strategic plans for 2013-2017 and 2018-2020 and through KNBS's position and mandate in the National Statistics Systems (NSS) and role in the development of Kenya's National Statistics Development Strategy the relevance of the projects is also anchored at the level of the Government of Kenya's policies. Support to national statistics development is an important feature of Sida's development policies and statistics development projects are implemented in a variety of countries and particularly on the African continent, including in Kenya. This relevance is not yet

sufficiently optimised by both Sida and SCB, as different statistics development projects in different countries are not strongly linked, although occasional exchange and cooperation happens, as for example in joint activities for the Kenyan and Somalian Bureaus of Statistics. In this light it is relevant. To note that recent evaluations of statistics projects supported by Sida will be available at the time of publishing of this report in at least three different countries (Mozambique, Burkina Faso and Kenya), allowing for exchange and learning to further improve relevance and quality of these interventions. Long and short-term technical assistance missions and trajectories were based on Terms of References prepared jointly by KNBS and the LTA based on priorities in KNBS' strategic plans.

While the development of the ToRs was done with active involvement of KNBS, the recruitment and selection of specific experts was not. This was organised internally within the SCB organisation, where a pool of experienced international experts in a variety of areas exists. It is SCB that does the matching of the CV's of experts with the demands and requirements expressed in ToRs. This was done to the satisfaction of KNBS and no complaints were raised on selection procedures nor on the quality of expertise and performance of SCB experts during and after missions.

At the end of expert missions, reports were produced by the STA's that were submitted for feedback by KNBS and also at the end of missions, evaluative meetings were organised, though no formal and systematic feedback on performance of experts was organised. Also, with the LTA both KNBS and the STA's regularly exchange evaluations, though also not as systematic feature. Short Term Advisers are assessed at SCB in regular performance reviews of their overall job-descriptions.

In this evaluation, no complaints and concerns were raised on this practice, though it was observed that a stronger involvement of KNBS staff members in selecting and recruiting and particularly in providing feedback might have a positive effect on ownership and with this also relevance can be further strengthened. Therefore, most respondents agreed that while there have not been particular weaknesses there might be room for improvement in KNBS' involvement that can increase the relevance of quality of SCB support.

SCB has been responsive to specific needs of KNBS and changes over time, depending on the changing context in Kenya and the urgency of specific statistic productions. This also included good and intensive coordination with other development partners to ensure complementarity of different support interventions.

KNBS is very clear in indicating that the Swedish Statistics expertise has been relevant to its organisation for a variety of reasons:

- SCB has a long-term experience in statistics development and it has good and relevant knowledge that is applicable worldwide;
- SCB is knowledgeable about state-of-the-art technological developments in statistics and, even while this technology might not always be financially affordable for KNBS, it provides a route for future development and innovation at KNBS;
- SCB has wide international experience in capacity development in developing countries and is able to engage in real exchange and joint learning to enrich technical assistance as a process tool in organisational learning;

- SCB combines technological and methodological expertise in statistics with organisational and management expertise and this combination helps building sustainability and embedding of learning in new organisational practices;
- SCB, finally provides, international network support and linkages with statistics actors internationally that is beneficial for the independent and professional image of KNBS at national level and in the African region.

A critical note on relevance of expertise was sometimes made with respect to including more regional and South-South deployment of experts and more exchange and cooperation within the region. This can further increase the relevance of SCB support as it also pools upon regionally available knowledge. This could be an element to further explore in the future and also in the wider of the SCB and Sida statistics projects portfolios. This approach will empower local partners and it can also have a positive effect on cost-effectiveness rates of provision of international technical assistance.

#### 4.4.2 Efficiency

The budget of the cooperation projects between KNBS and SCB can be considered modest in the light of the number of Long and Short-Term missions (80 missions with 73 STA's and 2 LTA's.) and the amount of training and exposure activities. The combined approach of organisational and technical assistance missions and the sequencing of missions has contributed in impressive results, as summarised in section 4.1.

A point of critical attention here is the large number of different persons involved in missions. Most missions were realised by a team of two consultants. While this is beneficial for teamwork and effectiveness of missions it also increases costs of missions and thus not beneficial for efficiency. And involving a high number of different persons, requires larger investments in preparation and accompaniment of these experts. As mentioned above, over the entire period of the project no Southern and Africa-based experts have been recruited as STA's in the project, while this could have had a cost-saving effect as amount of mission costs is likely to be lower and additionally it could have increased interaction and exposure between statistics bureaus and experts in the region, with additional positive effects on relevance and effectiveness.

Project implementation and budget-depletion has always been well on track, showing good planning and coordination of activities. As briefly indicated in section 3.4.1, it is possible that the current COVID-19 crisis will result in lower budget depletion, because it is likely that many missions during 2020 will occur as on-line missions and thus will consume less mission related out-of-pocket costs. If towards the end of the project leads to lower budget implementation rates, this should not be seen as poor efficiency. On the contrary it will point to high efficiency because project activities will continue without traveling. It is relevant to evaluate this change of practice in TA delivery after a while to identify lessons learned and do's and don'ts in the provision of TA from a distance as well as the efficiency of this vis-à-vis physical visits.



Management costs are at 5% and thus well in the acceptable range for implementing a project that includes a high number of experts and activities. The management costs are increasing in the last year and this is a reason for some caution, particularly when considering that expenditures in the remaining period of the project might decrease when mission costs will be significantly lower in the on-line modus.

The SCB-KNBS cooperation has been closely aligned with the WB support to KNBS over the past years. SCB has provided valuable technical assistance to the implementation of the WB project activities and thus leveraging of resources has happened. This is also the case in coordination and cooperation with Statistics Norway and more recently also with ONS of the UK in the implementation of a DFID funded project. SCB and ONS share office facilities in the KNBS office and thus can both achieve cost-savings. These cooperation and implementation arrangement have enabled Sida and KNBS and SCB to achieve significant results against a relatively modest budget.

Within the KNBS organisations two constraints are identified that have limited both project effectiveness as well as efficiency:

- KNBS in the past years has suffered from serious staffing limitations, particularly in terms of quantity. At the time of the start of the new strategic plan in 2018, staffing shortages amounted to 30%. These constraints have caused considerable organisational stress, particularly in a situation of quite substantial organisational restructuring. Shortage of staff is regularly mentioned as a cause for delays in delivery of specific statistic productions and also is mentioned as a limiting factor in absorbing technical assistance. It was also regularly observed that a considerable number of KNBS staff members is close to retirement or already retiring, causing additional pressure on staff and the need to recruit new staff. The Young Statisticians programme in this respect has been very instrumental in bringing some relief and also to facilitate the entry of a new generation of statisticians in KNBS. In the light of the significant staffing constraints at KNBS the young statisticians project was rather small.
- Per-diem arrangements are very common in the Kenyan public sector. These arrangements favour staff spending time in the field or on mission. While these policies might be beneficial for individual staff members and for many of them also needed to complement the fixed salary, at the same time these policies have an adverse effect on the availability and dedication of staff members at the KNBS office to ensure that proper follow up is given to tasks in the field and also to ensure good absorption of technical assistance provided to the organisation. Incentives can be functional for improving staff performance and thus the quality of products and services but should be directed correctly on these performance and quality aspects. The current policies are mainly based on the location where people work and not on the quality and value they contribute to the organisation. It can also increase inequality between staff members that have access to incentives because they can travel while others are not. If incentive policies and arrangements will reward performance this can also be more inclusive to the whole staff in the organisation. Buy-in of some international development partners in these incentive policies further complicate the matter and thus also

require a coordinated approach among the different partners. It should be stressed that this is not a specific challenge of KNBS, it is a much more structural feature of human resources and awarding policies in the Kenyan Government and thus might need a solution at a higher level.

#### 4.4.3 Effectiveness

As is illustrated in section 4.1 the cooperation between KNBS and SCB in the two project phases has largely contributed to its intended outcomes. This has been particularly the case in the areas of Economic and Gender Statistics and to a lesser extent also in Environmental statistics. However, the planned outcomes in Agriculture were not reached, mainly due to lack of resources to implement agricultural surveys and prepare productions. At the organisational capacity level most outcomes were reached, particularly in the area of planning, methodology development, training of staff, and communication and publications.

However, as capacity development is an ongoing and long-term process, continuous improvements are still possible and relevant. Key priorities in capacity development, some new and some already addressed in the current project, for the near future that were consistently identified by the key respondents are listed below:

- Agricultural statistics is identified as a priority for Kenya's economic development, and it needs more attention. Statistics in this area require attention for environmental data and spatial approaches and also information at the county and sub-county level;
- Environmental statistics still can be further developed to include more attention to issues of deforestation and climate change;
- Statistics for the informal and service sectors are very much needed as these sectors cover a large extent of Kenya's economic activities. In these areas it was suggested that partnerships and increased participation of relevant civil society and private sector actors in technical committees can enhance relevance and usability of statistics in these sectors;
- At the generic level, many of these statistics feed into the monitoring of SDG implementation and this is an area in which a more systemic approach for statistical data production is relevant;
- At the organisation capacity level, some aspects were frequently mentioned as priorities for further capacity development, such as staff recruitment and selection, staff and career development with a clear gender and diversity approach, renewal of staff and insertion of young statisticians, communication and coordination within KNBS and within the National Statistics System;
- A specific organisational capacity development need is related to the need for a more inclusive approach towards the county KNBS offices and an increased attention to demands and needs that exist for quality disaggregated statistical data at the county and sub-county level.

The performance of KNBS in overall planning and management of statistical productions and timeliness of publications has improved over time, though bottlenecks are still faced:



- Staff shortages in the organisation were mentioned already under efficiency and these also are constraint for improving effectiveness of the organisation;
- During the Population Census, the Server Room of KNBS has been subject to security measures by the Ministry of Interior to ensure that data are stored and managed safely. However, the security measures limit access of KNBS staff to server capacity and this is slowing down the implementation of other productions;
- The organisational restructuring that was introduced in 2018 with the new strategic plan, is still recent and together with staff shortages and coordination and communication challenges cause a certain degree of organisational stress. It is recommendable to conduct a systematic review to see if the changes applied are functional and contributing to improved effectiveness and efficiency.

These challenges are unlikely to be solved by the provision of technical assistance and require strong and proactive actions of the KNBS management and leadership. However, SCB can possibly help with conducting research on some of these challenges to support KNBS in preparing and taking actions.

An unexpected development with a high impact on KNBS is the emergence of the COVID-19 pandemic and related social and economic challenges. This impact is many-fold and two elements are already clearly emerging as new realities with new challenges to the organisation:

- COVID-19 is rapidly changing the demand for statistical data and KNBS is already providing new statistical data and more demand is likely to come in the coming months;
- COVID-19 is changing work approaches in KNBS office. Data collection is done with more mobile and on-line means and also meetings are organised differently with more work from home and more meetings on digital platforms. This can potentially improve efficiency in the organisation.

Monitoring and Evaluation of activities and results in the project implementation is done at different levels:

- Mission reports;
- Semi Annual progress reports;
- Final report phase 1;

The project planning documents have result frameworks, with output and outcome level indications. In the final report on phase 1, a comprehensive overview and analysis was done of achievement of outputs and outcomes. Whereas the reporting is of high quality, the result-frameworks and particularly the outcome indicators show room for improvement. Most of the outcome indicators in the framework should not be considered outcomes but outputs. For outcome achievement the changes in performance of KNBS and the actual perceived quality, timeliness and usability of statistics productions by external users should be considered. And in organisational capacity development it is possible to apply a more rigorous and comprehensive capacity development planning and monitoring system that allows better to analyse changes and development. In this evaluation the model of '5 Capabilities' (See section 4.2) was used. The evaluator has handed over the methodology and tools for this exercise to KNBS and this could be used in future occasions. If that is done, the current 5-C results could serve as a baseline for future activities.

A Mid-Term review of the first project period was conducted in 2017 and the recommendations of this review were taken up to a large extent in the next project period. Therefore, both KNBS and SCB show a keen interest in learning and improvement.

#### 4.4.4 Impact

The image and credibility of KNBS over the past years has greatly improved and external stakeholders consulted in this evaluation process consistently report that KNBS is a reliable and quality source of statistical data for development. Stakeholders also observe that capacities of KNBS have increased in improved user- and client orientation and KNBS statistics data are regularly used in programme design and development. KNBS publications and its website have become more user-friendly, often cited is the Women and Men Booklet and also the CPI and PPI statistics productions are much appreciated. Ministries, NGO's, Swedish Embassy project holders and International Development Partners all indicate that they make regular use of KNBS statistics productions in the development of policies, strategic plans and programme and project proposals.

There are major achievements of KNBS in the past years that are widely recognised among external stakeholders in Kenya and among international development partners. The following achieved are most often mentioned:

- The population census of 2019. Although SCB did not provide direct support to the census, indirectly it has contributed with methodological and technical assistance;
- The publication of the booklet 'Women and Men in Kenya' in 2017, and there is much anticipation for the publishing of the new booklet in 2020;
- Rebasing of National Accounts, CPI and PPI in 2019 and 2020;
- A more user-friendly Website with access to many statistics productions and documents, including the advanced release calendar.

External stakeholders also indicate some critical notes and points for improvement:

- More inclusive partnerships and participation in technical committees of surveys are needed to prepare relevant and usable surveys particularly in SDG related areas and in informal sector;
- Availability of sub-county and county level statistical data should be increased and possibilities to conduct specific data quarries at the local level should be facilitated.

The performance changes of KNBS are noted in the WB statistical performance indicators (see Annex 6), although progress is slow. Though the performance of Kenya has been slowly improving (with the exception of 2018), other countries show a consistent decline in performance. The overall performance of KNBS is rated average on the WB indicator website. The Statistics Performance indicators of the WB, however, are very generic and also relate to the performance of the Statistics Systems as a whole and not only the performance of statistics bureaus. Therefore, the statistics performance indicators should be used with some caution and

complemented with assessments of direct stakeholders and users, as was done in this section.

Overall, the impression of partners and stakeholders that work closely with KNBS are significantly more positive than the WB performance indicators show, and they consistently rate KNBS as one of the better performing statistics bureaus on the continent.

#### **4.4.5 Sustainability**

KNBS institutional semi-autonomous status is secured under the Kenyan statistics act. It receives its budget and also external funding through the National Treasury to which it is sub-ordinate. The semi-autonomous status and independence of KNBS is considered generally strong by internal and external stakeholders, though at some moments of large surveys and particularly the national population census, external security control is exercised. This was clearly noticeable during the 2019 population, when the Ministry of Interior exercised strong security measures to protect valuable data on Kenya's entire population. According to stakeholders, this has not compromised KNBS' autonomy and integrity, though it has slowed down operations of the organisation, due to difficult access to server room. The autonomy and government funding, as secured through the Statistics and the National Strategy for Development of Statistics, are strong guarantees for institutional autonomy of the organisation.

Financial autonomy is a bigger challenge, as Government funding to KNBS is limited and KNBS' capacity to invest and attract new staff is limited. This is to a large extent solved by the long list of international development partners that provide long-term support and also specific support for large survey or census exercises. Many of the development partners interviewed in this evaluation exercise showed interest and commitment to continue the support to KNBS in the future and this includes Sida and SCB.

KNBS has a leadership role in the NSS and in the development of Kenya's National Strategy for Development of Statistics and its role is widely recognised. However, the NSS shows some flaws in structure and relations and in capacity of different partners in the Systems to collect, generate and process administrative and statistical data. These flaws also influence capacity of KNBS to process and analyse data and produce quality and timely statistics information. Strengthening the National System, by fast tracking the NSS Strategic Plan for Statistics will help to improve source data through a holistic approach and will also be beneficial for the future institutional sustainability of KNBS and sector statistics development.

Future support should also focus on increasing the demand side of statistics to entice utilisation, reprocessing of existing data. University grants may be introduced to attract potential data analysis to mine existing data. KNBS is spread over all 47 counties of Kenya, though it is spread thinly as in most of the county offices its staff is very limited. This limits the visibility and outreach of KNBS at the county level, while the demand for statistical data and analysis at this level among local governments, civil society and private sector actors is huge. Strengthening the county level offices will therefore also be beneficial for the institutional sustainability of

KNBS. Rolling out a larger structure across the country requires significant resources, but possibly some of these costs could be recovered by providing certain services to external users against a cost-recovery fee. It could be investigated what are possibilities to do so within the mandate of the organisation.

The returning issue of limited staff inflow and limited staff development opportunities in KNBS are also a constraint for organisational sustainability, because continuity of staffing and sufficient staffing will allow the organisation to deliver timely and quality services, which is a requirement for survival of the organisation.

The previous and current cooperation projects do not contain a clear exit or hand-over strategy. In the light of the long-term nature of capacity development processes, this might also have been too premature. However, in a possible next phase it becomes timely to include an exit and replication and hand-over strategy. In such a strategy, capacity development efforts could shift more to the National Statistics System, where KNBS becomes a partner of SCB to provide capacity development support to others in the systems. And on the longer-term KNBS and SCB could also consider extending such a partnership in providing Technical Assistance to Statistics Bureaus and Systems elsewhere on the African continent.

#### **4.4.6 Cross-Cutting Issues**

KNBS already has a long-standing practice of producing gender-disaggregated data and in the past years has also developed more specific publications on gender equality and women, such as the Women and Men in Kenya booklet at the Women and empowerment section in the economic survey. Gender is also included in integrated household budget and time-use surveys. The gender awareness of KNBS therefore cannot be primarily attributed to SCB support. On the contrary, it provided an opportunity to develop new statistics productions, such as the Women and Men booklet that was done in the framework of the SCB-KNBS project. More capacity for gender-analysis within the KNBS organisation can increase the scope and integration of gender in more products. This is particularly relevant for monitoring of SDG's, where there is scope for development and implementation of relevant statistics productions. Under SDG's also the human rights and governance and environment and climate change perspective can be strengthened. This will also require a bigger investment in dedicated staff in these area and attention to capacity development of these staff members.

# 5 Conclusions

## 5.1 OVERALL CONCLUSION

The technical cooperation between SCB and KNBS, in the period 2014 until present, has been highly relevant for and effective in the strengthening and consolidation of the position of KNBS and its performance in producing statistics data and analysis for social economic development of Kenya. The model of peer-to-peer Technical Assistance has enabled ownership and collegial collaboration between the two professional international institutions. The Swedish Technical Assistance has served as a leverage stick for optimal use of other technical and financial support provided to KNBS by the GoK and other international development partners, particularly the World Bank, Norway and the UK. The technical cooperation between KNBS and SCB has addressed technological and methodological, as well as managerial and organisational aspects.

Effects of the cooperation were evident in the form of improved technological and methodological tools in KNBS, as was observed in new sampling frameworks, statistical business register, data collection and analysis techniques. Effects can also be clearly seen in improved statistics productions, such as the rebased National Accounts, Consumer Price Index and Producer Price Index and specific publications, such as the Women and Men in Kenya booklet. And finally, effects are also noticeable in the form of improved organisational performance in planning and communication, for example in the form of the advance release calendar and the improved KNBS Website. Organisational change and development are long-term processes and the partnership between KNBS and SCB provides excellent perspectives for reaching more and deeper results and effects in the future, not only at the level of KNBS as an institution but also for Kenya's National Statistical System and possibly even beyond in the East African Region.

## 5.2 SPECIFIC CONCLUSIONS

The following conclusions are grouped according to specific evaluation criteria presented in the evaluation matrix (see Annex 4).

### **On relevance:**

1. KNBS has shown a strong ownership of the Technical Assistance provided by SCB. This can be seen in the fact that the areas of technical support were aligned to the Strategic Plans of KNBS in the period 2013-2017 and 2018-2022 and specific technical inputs were given to key priorities in these plans. Although no problems nor dissatisfaction was reported, the involvement of KNBS in recruitment and selection and performance assessment of the SCB experts has remained limited and this has possibly weakened a direct line of accountability between SCB experts and KNBS;

2. The peer-to-peer model of technical cooperation between KNBS and SCB has been highly appreciated by both partners and the exposure off KNBS to a well-renowned international Statistics Institute has not only contributed to KNBS technical and managerial performance but also to an improved image as a well-connected international institution. The experience of SCB in providing Technical Assistance in the developing world, increases the relevance of SCB as its experts have a broad experience in capacity development support. South-South and tri-partite cooperation have been explored, e.g. with Somalia, though only to a limited extent and the potential of KNBS at this level has not yet been tapped upon.

**On effectiveness:**

3. Direct effects that can to a significant extent be attributed to the SCB technical assistance provided to KNBS can be seen in multiple areas and these are widely confirmed by internal and external stakeholders. The main results and effects have been highlighted in section 4.1 of this report. Particularly in the areas of Macro-Economic and Production Statistics (National Accounts, CPI and PPI, Business register), in Gender statistics (Women and Men in Kenya booklet) and in management and planning (advanced release calendar, improved KNBS Website, user-oriented publications). Weaker areas of performance were Environmental Statistics, where the statistics compendium has been delayed and particularly Agricultural Statistics, where due to lack of funding no envisaged statistics productions could be realised.
4. Some other areas were not (yet) covered in the SCB-KNBS cooperation or still only to a limited extent. Priorities for further capacity development have been consistently identified by KNBS and direct stakeholders and users in the following fields:
  - Services sector statistics, as this sector is important in economic development, but its development cannot always sufficiently well be captured in statistical analysis;
  - Informal sector statistics, as this sector is huge in Kenya and accounts for the bigger part of the national production. However, this sector can be difficult to capture in registers and surveys as it is informal. SCB does not have specific expertise in this area and thus addressing this challenge could require developing new partnerships and south-south exchange;
  - Agricultural statistics: Improvements are needed in a variety of areas, among others the provision and use of water-resources and more refined methods of geo-spatial analysis of land-use, which also require stronger attention to environmental analysis;
  - Indicator development for better SDG monitoring: Indicator development and data collection on the SDG's in Kenya, still need more work and this also includes the above-mentioned informal economy and agricultural statistics.
5. The technical cooperation between KNBS and SCB has focused mainly on the national level and on the national office of KNBS as a specific institution. While this focused support has certainly contributed to increased effectiveness off the



technical assistance at this level, a consequence of this focus is that effects have only to limited extent reached out to other actors in the National Statistical System (NSS) level and to the county-level operations of KNBS. It now might be timely to expand the current focus of capacity development actions to include:

- County-level offices of KNBS to address the challenge of disaggregated and granular data provision and analysis for local (county and sub-county level) and regional development policies and projects;
  - Other key actors in the National Statistics Systems, such as the Ministry of Agriculture, Livestock and Fisheries. A more inclusive approach of capacity development can strengthen links and cooperation between different key actors. Considering the fact that the Swedish Government is providing substantial support to the Ministry of Agriculture, specifically synergies in this sector could be explored and subsequently through a more inclusive approach later serve as an example for other sectors in the NSS.
6. The SCB-KNBS technical cooperation has achieved the right balance between technical and methodological capacity development and organisational development and management capacity. This combined approach has been crucial for obtaining structural and sustainable changes and embedding new approaches and practices in the organisation. This project has achieved generally very good results, particularly in the area of planning and administration and external communication. Some challenges, identified in KNBS's strategic plan 2018-2022 and in the capacity self-assessment exercise conducted in this evaluation exercise, still exist, such as: staffing, staff development and diversity of staffing in the organisation, as several departments and units still face serious understaffing; mechanisms and practices for internal communication and consultation in decision-making to avoid that KNBS remains a compartmentalised institution, with statistics sections as silos. A long-term approach to facilitate organisational change processes has been clearly applied in the project, e.g. in the Long-Term Advisor positions. Inter-mission support by Short-Term Advisers was done but to a limited extent, as can be seen by the fact project activities showed considerable speed before, during and after missions, but also considerable slow-down in periods in-between. The current COVID-19 crisis provides a learning experience on how more continuous support, though 'digital missions' could be provided in between missions.
  7. The approach of SCB in its technical cooperation projects is focusing on bilateral support, although occasionally also south-south exchanges and cooperation have occurred, such as for example joined training events for the Kenyan and Somalian Statistics Bureaus. As SCB has supported several other statistics Bureaus in Africa, there is a potential for more exchange and cooperation that can be also beneficial for strengthening the network and cooperation between African Statistics Bureaus at the continental level. KNBS has potential to also provide technical assistance to other Bureaus in Africa and this could be a significant enrichment of the capacity development repertoire followed thus far.
  8. Outcome orientation in planning, reporting and monitoring of the KNBS-SCB cooperation is weak. The results frameworks of both projects show an important

weakness: outcome level indicators are not real outcome indicators but in fact related more to immediate outputs of the project activities. Outcome monitoring would require looking at effects of improved performance in the external environment of stakeholders and users. Developing a system that would include this ‘users’ perspective’ would not only be beneficial for improved outcome level planning and reporting in capacity development projects, and more importantly it would be beneficial for KNBS’s quality assurance and improvement by including regular external feedback on the quality of its products and services. The importance of this, is recognised by KNBS and SCB and currently taken up in a new document on Monitoring, Evaluation and Learning (MEL)

### **On Efficiency:**

9. The SCB-KNBS cooperation was well-coordinated with other international development partners and the notion of a resident long-term consultant was applauded by staff and other partners. The technical assistance support of SCB has enabled KNBS to implement a large number of actions in the Statistics for Results Project of the World Bank and similar synergies are noted with Norway and the UK that also provide technical and material assistance to KNBS through their National Statistics Bureaus. This has created synergies and possibilities for leveraging of resources. With a relatively modest contribution of the Swedish government, SCB and KNBS have been able to achieve significant and far-stretching results. In this respect, the Swedish Government has achieved ‘good value for money’;
10. Project implementation has been generally smooth, with the exception of the Agricultural and Environmental Statistics under which activities have not been fully implemented as planned. Challenges were encountered in the planning and realisation of specific expert missions and during these missions, relevant staff were not always sufficiently available. The existence of per-diem policies has not only hampered efficiency in the implementation of the KNBS-SCB cooperation project but also the efficiency of KNBS as a whole, where availability of staff in the office is required to ensure proper and timely data-processing, analysis and preparation of productions. Changing the per-diem culture is a challenge that goes beyond KNBS as a specific institution, because it requires a policy change at Government level as a whole. It is possible that the current COVID-19 crisis might contribute to this change, as it is drastically changing data-collection methods from the field to on-line and telephone means, allowing staff to work more from the office or even from home.
11. A structural constraint faced by KNBS in the implementation of the projects is the shortage of staffing of the organisation in the light of its new organisational structure. Shortage of staffing at the beginning of 2020 has increased to 38%. Gender-balance, with 32% of women in the organisation is also still a challenge. Completion and renewal of staffing is urgent and currently not yet sufficiently achieved. The shortage of staff in KNBS is causing a considerable degree of organisational stress, which can also be seen in the timeliness and frequency of specific statistics productions and publications and also in updating the Website



and other communication channels. It has also limited the capacity for absorption of the technical assistance provided by SCB and other development partners.

12. Internal communication and coordination are posing a constraint in efficient operations of the KNBS organisation. This is partly due to a recent restructuring and reallocation of staffing in a new organisational set up. These changes require some time to settle and possibly structural changes might cause some new structural bottlenecks. In this respect, the recent reshuffling of the ICT Directorate into a Division under Corporate Services while allocating ICT staff to the different statistics departments is a major change that will require to be evaluated and reviewed in terms of functionality, as it brings in some matrix-features in a previously very much compartmentalised silo-structure.

**On impact:**

13. The rather generic WB Statistics Indicators database does not single out the KNBS as one of the better performing statistics Bureaus in Africa, though it shows that KNBS is one of the few Statistics Bureaus with a slowly though generally improving trend in its performance over the years. Interviews with external stakeholders and development partners confirm this improving trend and regularly indicate that KNBS is one of the better performing Statistics Bureaus on the continent. For several other countries, KNBS serves as an example and reference point for organisational performance;
14. External stakeholders in Kenya generally show a high appreciation of the quality of the products provided by KNBS and indicate that they make frequent use of statistics productions of KNBS in developing policies and programmes. Particularly strong feature that are frequently mentioned by external actors are national accounts and price (CPI and PPI) statistics and gender-disaggregation of data. Some needs and demands are not yet sufficiently catered for by KNBS, for example in:
  - Frequency and timeliness of statistics productions, that sometimes show serious delays and therefore usability for policy and programme development becomes limited;
  - Granular and disaggregated data provision particularly at the county and sub-county level. External users indicate a need for increased availability of specific at this level and also to have access to granular data for specific regional analysis;
  - In some occasions it is also recognised that KNBS does not have access to reliable sources of statistical and administrative data and therefore is limited in its capacity to process these data in relevant and useful statistics productions. This does not so much show flaws in KNBS performance, but it shows weaknesses and gaps in the national statistics system.
15. KNBS has acquired a strong and autonomous status in Kenya, due to a good quality national Statistics Act (2006) that ensures autonomy of the institution. This autonomy is further strengthened by consistent and continuous international support by development partners, including SCB and the Swedish Government.

16. Within the Sida project portfolio, there are several projects that support statistics in the African continent and also SCB is supporting several statistics Bureaus in Africa, usually with Sida financial support. Recently, at least two other projects in the statistics sectors were evaluated (in Mozambique and Burkina Faso) and possibly more evaluations are available. This provides a good opportunity for meta-level learning and exchange of experiences and this can be potentially important for the development of new projects at the national level and it can also facilitate further exchange and cooperation between statistics institutes in the continent.

**On sustainability:**

17. A key factor that influences the sustainability of results of capacity development interventions of SCB and other development partners is the consolidation of the changes in organisational structure and amount of staffing of KNBS. The organisation still shows some indicators of organisational stress to absorb and embed capacity development results and to ensure constant replication and expansion of capacity development results at all levels of the organisation, including at the county-offices level and at the level of actors in the National Statistical System. These aspects still need considerable attention and support before exiting should be considered. Current and previous projects of KNBS-SCB cooperation did not have a clear exiting and sustainability strategy, which needs to be overcome in a next project, in case future support is considered.
18. Moving beyond the level of the KNBS as a national level institution to the systems level, can strengthen the entire building of statistics and thus contribute to improved financial and institutional sustainability in future. And once this level is achieved, there could still be room to also work at the level of the East African Community and possibly even at the African continent. KNBS has the potential to become an asset in international capacity development initiatives in statistics in partnership with SCB and possibly other statistics institutions.

**On cross-cutting issues:**

19. The SCB-KNBS cooperation has consistently addressed aspects of gender equality and human rights in addressing SDG monitoring and development. These cross-cutting issues could be considered well embedded in KNBS organisational practices and culture, though it is important to continue to address these issues to avoid that these cross-cutting issues disappear or are mainstreamed away. On the other hand, the cross-cutting issue of environmental sustainability has not received sufficient attention, not only as specific statistics productions but also as cross-cutting aspects in production and social and human development statistics. As environmental sustainability is an important priority of the Swedish Government it appears logical to consider if more attention can be given to environmental statistics in the future, possible in combination with agricultural statistics (where environment and climate change are key issues), which is also prioritised by the Swedish Government.

# 6 Recommendations

## 6.1 OVERALL RECOMMENDATION

KNBS and SCB need to discuss and explore possibilities of future peer-to-peer technical cooperation building on the key strengths, overcoming key challenges and applying lessons learned during the project period of 2014 until 2020, as identified in this evaluation report. Furthermore, KNBS and SCB and the Swedish Embassy need to deliberate on the continued financial support to this technical cooperation with the aim of strengthening the National Statistical System by strengthening linkages at the sectoral level to harness synergies and leverage support particularly in the agriculture sector and in environmental statistics which are priorities in the Swedish Development Cooperation with Kenya. This will also require a joint and coherent effort by all partners to influence the mindset of the Government of Kenya and to provide support to strengthening this systems approach in the agricultural sector. When continued support is considered possible and feasible, a series of more operational and technical recommendations should be considered as specified in the section below.

## 6.2 SPECIFIC TECHNICAL AND OPERATIONAL RECOMMENDATIONS

The following recommendations are presented in order of priority and are based on conclusions in the previous chapter (as specified between the brackets of each recommendation).

1. KNBS and SCB, in a possible follow-up cooperation project beyond 2021, should consider strengthening efforts in agricultural and environmental statistics. In agricultural statistics, KNBS and SCB should look together with the Swedish Embassy to cultivate stronger synergies with support provided to the agricultural sector and adopt a systems approach on statistics capacity development in this sector. This will also require a joint effort to illustrate the importance of this to the GoK and to leverage its support to this effort. A sector-focused and systems-oriented project could serve as a pilot for further capacity enhancement at the level of Kenya's National Statistical System. This approach also presents a possibility to strengthen synergies within the Swedish development support to Kenya, in which, the agricultural sector is an important priority. Environmental Statistics will need a stronger approach to ensure integration and mainstreaming in relevant macro-economic, production, agricultural, population, and social statistics. Depending on available budget and time for a new project period, SCB and KNBS could also consider dedicating specific attention to key statistical capacity challenges in the informal sector, services sector, and the development of selected priority indicators for SDG monitoring. (3, 4, 5 and 14)

2. KNBS and SCB are recommended to review the result matrix of the current project and possible future follow-up project to include a stronger outcome orientation. Result matrixes should contain more suitable outcome level indicators at the level of effects of capacity development on the performance of KNBS in product and service delivery as perceived by external stakeholders. For KNBS, under the organisational capacity development area, this could be developed as an important tool to gather systematic information on appreciation and satisfaction of clients and users of statistics productions of KNBS that can be used for evidence and needs based product development and improvement. (8)
3. KNBS and SCB should explore possibilities for more outreach and inclusion of county-level KNBS offices in capacity development and technical assistance activities. This is particularly relevant to improve the capacity of county offices in collaborating with other county and sub-county level actors in data collection of granular and disaggregated data to be used for regional and local policy and programme development. (4 and 5)
4. SCB and KNBS are recommended to continue the combined approach of technical and methodological statistics capacity development with organisational and managerial capacity development. Specific TA, possibly pooling from national and regionally available sources, could be provided to KNBS to address some of its current key organisational challenges including shortage of staff; recruitment and selection procedures; training and induction of new staff (through continued and if possible expanded young statisticians training and internship programmes) arrangements to increase staff availability at the office; and internal communication and coordination, that were identified as key constraints for capacity development absorption. Another organisational challenge is the consolidation of the new organisational structure of KNBS with significant changes in departments and units and also introducing matrix-elements of coordination in the organisation (e.g. in ICT). This combined technical and organisational capacity development approach requires a longer-term process approach where specific expert missions are more clearly sequenced with other (on-the-job) support mechanisms, which can also be provided on-line, as it has been clearly illustrated during the current COVID-19 travel restrictions. In the area of organisational structure, SCB could possibly support in reviewing and evaluating the new structure of KNBS in the near future, once it becomes fully operational. (6, 10, 11 and 12)
5. Ownership of technical assistance by KNBS and needs-based supply of technical assistance should be secured by continuing the current practice of close alignment between KNBS and SCB. To further strengthen ownership, SCB and KNBS should consider systematising evaluation of technical missions and performance of experts by KNBS, ensuring a direct line of accountability between KNBS and SCB experts. The current position of the LTA needs to be continued as the linking pin in the cooperation between KNBS and SCB and to ensure mutual accountability between them in the peer-to-peer cooperation relation. (1 and 15)
6. KNBS and SCB should continue their effort to integrate and where possible mainstream attention to crosscutting issues of gender, human rights and

governance and environmental sustainability. The SDG's provide a good framework for this and increased attention to monitoring of the SDG's will strengthen further integration of these crosscutting issues. Specifically, in the agricultural sector it is recommended to dedicate special attention to environmental indicators on climate change, water management and rainfall, land-use, forest cover, etc. (19)

7. The Swedish Embassy, SCB and KNBS should continue considering possibilities for synergies and leveraging of resources, as is currently done within the Statistics for Results project of WB and with Statistics Norway. The Swedish Embassy can lead in advocating for these synergies. (9)
8. KNBS, SCB and the Swedish Embassy in the development of a possible next phase of the peer-to-peer technical assistance cooperation, should build in a clear replication and exit strategy right from the start of the programme period. The exit strategy should focus on organisational and financial sustainability of KNBS. On the other hand, a shift towards National Statistics Systems development should be considered by contributing to the National Strategy for Development of Statistics (NSDS) using a sectoral approach, building on first pilot experiences in the agricultural sector as suggested in recommendation 3. (17,18)
9. Sida and SCB are recommended to investigate possibilities to establish a partnership and organise a broader exchange of experiences in capacity development in the statistics sector in Africa. At least three recent Sida commissioned evaluations could be used in this process of exchange. On the one hand this exchange can be used to improve the design and development of specific project plans and on the other hand the exchange can support the process of looking for possibilities for a broader cooperation and south-south exchange of technical expertise in the statistics sector in Africa. (16)
10. KNBS and SCB should to consider the extension and expansion of peer-to-peer cooperation between statistics institutions of other countries in the region, allowing for more exchange and south-south cooperation. KNBS is an important regional partner in Africa and can leverage establishing more inclusive, horizontal and diagonal relations of technical cooperation and exchange. (2, 7, 13 and 18)

# Annex 1 – Terms of Reference

## **Terms of Reference for the Evaluation of Cooperation Between Kenya National Bureau of Statistics and Statistics Sweden since 2014**

Date: 21 November 2019

### **1. Introduction**

Sweden has been engaged in development cooperation with Kenya for many years. This cooperation is regulated in strategies approved by the Swedish Government, most recently “Country strategy: Kenya 2009-2013,”<sup>3</sup> which was applicable until 2015, and “Strategy for Sweden’s Development Cooperation with Kenya 2016-2020.”<sup>4</sup> A new strategy is expected to come into effect on 1 January 2021.

Sida works to improve the collection and dissemination of statistics in partner countries. Sida’s support for statistics is part of its support for democracy, human rights and gender equality. Statistics is a prerequisite for evidence-based policy making, public accountability, and ultimately democracy and poverty reduction. Statistical support indirectly strengthens a lot of other Swedish support, too.

For more than 30 years, Sida has cooperated with Statistics Sweden (SCB) by twinning SCB with sister institutions in partner countries.

### **2. Evaluation rationale**

Sida has supported cooperation between the Kenya National Bureau of Statistics (KNBS) and SCB since 2014 and is planning to continue the support until July 2021. Now we want to commission an independent review to document what has happened, to evaluate the success of the cooperation, and to learn from the experience for possible future cooperation.

### **3. Evaluation object: Project/programme to be evaluated**

The evaluation object is the cooperation between KNBS and SCB 2014-2019 (Sida contribution 51110063 Statistics Support-KNBS) and 2019-2021 (Sida contribution 11333 Extension cooperation KNBS & Statistics Sweden).

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<sup>3</sup> <https://www.regeringen.se/land--och-regionstrategier/2009/01/ud-09.046/>

<sup>4</sup> <https://www.government.se/country-and-regional-strategies/2016/04/strategy-for-swedens-development-cooperation-with-kenya-20162020/>

*Swedish disbursements to cooperation KNBS and SCB – SEK*

|                                      |      |            |            |
|--------------------------------------|------|------------|------------|
|                                      |      | 51110063   | 11333      |
| Disbursed                            | 2014 | 0          |            |
| Disbursed                            | 2015 | 4 514 870  |            |
| Disbursed                            | 2016 | 10 371 485 |            |
| Disbursed                            | 2017 | 8 861 713  |            |
| Disbursed                            | 2018 | 7 370 326  |            |
| Disbursed to date                    | 2019 | 1 666 997  |            |
| Forecast                             | 2019 | 3 265 551  | 1 000 000  |
| Forecast                             | 2020 |            | 10 402 000 |
| Forecast                             | 2021 |            | 6 781 000  |
| Total disbursed to date              |      | 32 785 391 | 0          |
| Total forecasted disbursements (SEK) |      | 34 383 945 | 18 183 000 |

*Cooperation 2014-2019 – contribution 51110063 “Statistics Support-KNBS”*

There were four preparatory missions during the period 2013-2014.

The overall project objective is that KNBS and the National Statistical System (NSS) in Kenya have improved its institutional capacity to deliver relevant, reliable and timely statistical information. Furthermore, that the system are working towards sound statistical methods and practices in line with international standards.

The component objectives are:

*Management*

- The KNBS planning framework strengthened

*Statistical Methodology*

- To ensure adequate tools, procedures and expertise that will enhance quality of statistics
- Improved compliance of KNBS production with international methodology standards

*Economic Statistics*

- Improve the quality of economic statistics
- Development of a comprehensive business register
- Conduct regular and comprehensive labour force surveys to inform the dynamics of the labour market
- Expand the scope and improve compilation of indices

*Agricultural Statistics*

- Improve the compilation of Agricultural statistics

*Environmental Statistics*



- Establish a system of collecting comprehensive environmental statistics

#### *Gender Statistics*

- Engendering statistics to improve the quality of statistics for better decision making
- Determine the economic contribution of women and men doing household chores

#### *Trainees*

- Increased statistical knowledge among newly graduated students through trainees at KNBS

### ***Cooperation 2019-2021 – contribution 11333 “Extension cooperation KNBS & Statistics Sweden”***

The development objective is that “policy makers in the Kenyan society shall base their decisions on unbiased, reliable and qualitative information that helps them to design policies that contributes to a better environment, limited climate impact and strengthened resilience, a democratic development of society and improved opportunities for poor people to support themselves”.

The objective of the extension phase of the project is that “KNBS’ capacity to produce and disseminate statistics shall be improved”. If this objective is achieved, it will lead to increased availability of timely qualitative statistics in the Kenyan society. Both the range and the quality of the statistics will be improved and it will be spread to a larger number of potential users.

The component objectives are expected to be reached when the project ends and contribute to the project objective.

#### *Management*

The objective of the Management component is that KNBS shall improve production planning and declaration of statistical quality.

#### *Economic statistics*

The objective for the Economic component is that the quality of economic statistics shall be improved in accordance with international standards.

#### *Agriculture statistics*

The objective of the Agriculture component is to improve the range of agricultural statistics, meaning that the number of agriculture indicators should increase.

#### *Gender statistics*

The objective of the Gender component is to improve the range of gender statistics, meaning that the number of gender indicators should increase.

#### *ICT*

The objective of the ICT component is that ICT infrastructure in place that facilitates efficient production and dissemination of statistics.

For further information, the project/programme documents/proposals are attached as Annex D.

The intervention logic or theory of change of the project/programme shall be further elaborated by the evaluator in the inception report.



#### 4. Evaluation scope

The evaluation scope is limited to

- The preparations for cooperation of the first cooperation, the first cooperation project (51110063 Statistics Support-KNBS), and as much of the second cooperation (11333 Extension cooperation KNBS & Statistics Sweden) as is reasonable.

If needed, the scope of the evaluation may be further elaborated by the evaluator in the inception report.

#### 5. Evaluation purpose: Intended use and intended users

The purpose or intended use of the evaluation is:

- To document what has been done and accomplished with Sida funds;
- To reflect upon and improve Kenya's development cooperation with Sweden and others;
- To reflect upon and improve Sweden's cooperation in Kenya and elsewhere;
- To make decisions about possible future cooperation with KNBS, Sweden, and SCB.

The primary intended users of the evaluation are

- KNBS and the Kenya National Treasury;
- The Embassy of Sweden in Nairobi, Sida and SCB.

During the inception phase, the evaluator and the users will agree on who will be responsible for keeping the various stakeholders informed about the evaluation.

#### 6. Evaluation objective: Criteria and questions

The objective/objectives of this evaluation is/are to

- To document what has been done and accomplished with Sida funds;
- To reflect upon and improve Kenya's development cooperation with Sweden and others;
- To reflect upon and improve Sweden's cooperation in Kenya and elsewhere;
- To make decisions about possible future cooperation with KNBS, Sweden, and SCB.

The evaluation questions are:

The agreed OECD/DAC criteria for evaluating development assistance are as follows:

1. Relevance – To which extent has the project conformed to the needs and priorities of the beneficiaries?
2. Efficiency – Can the costs for the project be justified by its results?
3. Effectiveness –

- 3.1.To which extent have the project contributed to intended outcomes? If so, why? If not, why not?
- 3.2.Have the M&E system delivered robust and useful information that could be used to assess progress towards outcomes and contribute to learning?
- 3.3.To what extent has lessons learned from what works well and less well been used to improve and adjust project/programme implementation?
- 4. Impact – What is the overall impact of the project in terms of direct or indirect, positive and negative results?
- 5. Sustainability – Is it likely that the benefits (outcomes) of the project are sustainable?

Under the current development cooperation strategy, Sweden shall promote strengthened democracy and gender equality, and greater respect for human rights, with a focus on women and girls, as well as a better environment, limited climate impact and greater resilience to environmental impacts, climate change and natural disasters. A purpose of all Swedish development cooperation is to promote gender equality. Additional questions are therefore:

- 6. To what extent has the project promoted these goals within KNBS and more broadly in Kenyan society?

Finally,

- 7. The evaluators will draw conclusions and make recommendations
  - 7.1. Reflecting on what has been done and accomplished with Sida funds;
  - 7.2. Reflecting upon and suggesting improvements in development cooperation between Kenya, Sweden and others;
  - 7.3. Informing decisions about possible future cooperation between Kenya, Sweden and others in statistics.

Questions are expected to be developed in the tender by the tenderer and further developed during the inception phase of the evaluation.

## **8. Evaluation approach and methods**

It is expected that the evaluator describes and justifies an appropriate evaluation approach/methodology and methods for data collection in the tender. The evaluation design, methodology and methods for data collection and analysis are expected to be fully developed and presented in the inception report. Limitations to the methodology and methods shall be made explicit and the consequences of these limitations discussed. A *gender responsive* methodology, methods and tools and data analysis techniques should be used. A clear distinction is to be made between evaluation approach/methodology and methods. The evaluator should also identify limitations and constraints with the chosen approach and method and to the extent possible, present mitigation measures to address them.

Sida's approach to evaluation is *utilization-focused*, which means the evaluator should facilitate the *entire evaluation process* with careful consideration of how everything that is done will affect the use of the evaluation. It is therefore expected that the evaluators, in their tender, present i) how intended users are to participate in and contribute to the evaluation process and ii) methodology and methods for data collection that create space for reflection, discussion and learning between the intended users of the evaluation.

In cases where sensitive or confidential issues are to be addressed in the evaluation, evaluators should ensure an evaluation design that do not put informants and stakeholders at risk during the data collection phase or the dissemination phase.

## 9. Organisation of evaluation management

This evaluation is commissioned by the Kenyan Development Cooperation Section of the Embassy of Sweden in Nairobi. The intended users are KNBS, the Kenya National Treasury, the Embassy of Sweden in Nairobi, Sida and SCB. The intended users of the evaluation form a steering group, which has contributed to and agreed on the ToR for this evaluation. The steering group is a decision-making body. It will approve the inception report and the final report of the evaluation. The steering group will participate in the start-up meeting of the evaluation, as well as in the debriefing/validation workshop where preliminary findings and conclusions are discussed.

You may choose to have two separate start-up meetings, one with Sida/Embassy and one with the cooperation partner if it better serves your purpose.

## 10. Evaluation quality

All Sida's evaluations shall conform to OECD/DAC's Quality Standards for Development Evaluation<sup>5</sup>. The evaluators shall use the Sida OECD/DAC Glossary of Key Terms in Evaluation<sup>6</sup>. The evaluators shall specify how quality assurance will be handled by them during the evaluation process.

## 11. Time schedule and deliverables

It is expected that a time and work plan is presented in the tender and further detailed in the inception report. The evaluation shall be carried out 1 March 2020 to 15 June 2020. The timing of any field visits, surveys and interviews need to be settled by the evaluator in dialogue with the main stakeholders during the inception phase.

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<sup>5</sup> DAC Quality Standards for development Evaluation, OECD, 2010.

<sup>6</sup> Glossary of Key Terms in Evaluation and Results Based Management, Sida in cooperation with OECD/DAC, 2014.

The table below lists key deliverables for the evaluation process. Deadlines for final inception report and final report must be kept in the tender, but alternative deadlines for other deliverables may be suggested by the consultant and negotiated during the inception phase.

| <b>Deliverables</b>  | <b>Participants</b>  | <b>Deadlines</b>           |
|--|--|----------------------------|
| Start-up meeting/s at KNBS or Embassy of Sweden in Nairobi. Consultant may participate virtually                     | Michael Gituanja KNBS;<br>Rasmus Larsson SCB;<br>James Donovan Embassy of Sweden                     | 20 March 2020              |
| Draft inception report   |  | Tentatively 10 April 2020  |
| Inception meeting at KNBS or Embassy of Sweden in Nairobi. Consultant may participate virtually                      | Michael Gituanja KNBS;<br>Rasmus Larsson SCB;<br>James Donovan Embassy of Sweden                     | Tentatively 17 April 2020  |
| Comments from intended users to evaluators   |  | Tentatively 24 April 2020  |
| Data collection, analysis and report writing   | Evaluators   | 20 March-29 May 2020       |
| Consultants in Nairobi   |  | Tentatively 4-15 May 2020  |
| Debriefing/validation workshop (meeting) at KNBS   | Michael Gituanja KNBS;<br>Rasmus Larsson SCB;<br>James Donovan;<br>Embassy of Sweden                 | Tentatively 13-15 May 2020 |
| Draft evaluation report  |  | Tentatively 29 May 2020    |
| Seminar on the draft evaluation report at KNBS or Embassy of Sweden in Nairobi. Consultant may participate virtually | Michael Gituanja KNBS;<br>Rasmus Larsson & Thomas Bjurenvall SCB;<br>James Donovan Embassy of Sweden | Tentatively 12 June 2020   |
| Comments from intended users to evaluators   |  | Tentative 26 June 2020     |
| Final evaluation report  |  | Tentatively 17 July 2020   |

**The inception report** will form the basis for the continued evaluation process and shall be approved by Sida before the evaluation proceeds to implementation. The inception report should be written in English and cover evaluability issues and interpretations of evaluation questions, present the evaluation approach/methodology (including how a utilization-focused and gender responsive approach will be ensured), methods for data collection and analysis as well as the full evaluation

design. A clear distinction between the evaluation approach/methodology and methods for data collection shall be made. A specific time and work plan, including number of hours/working days for each team member, for the remainder of the evaluation should be presented. The time plan shall allow space for reflection and learning between the intended users of the evaluation.

**The final report** shall be written in English and be professionally proofread. The final report should have clear structure and follow the report format in the Sida Decentralised Evaluation Report Template for decentralised evaluations (see Annex C). The executive summary should be maximum 3 pages. The evaluation approach/methodology and methods for data collection used shall be clearly described and explained in detail and a clear distinction between the two shall be made. All limitations to the methodology and methods shall be made explicit and the consequences of these limitations discussed. Findings shall flow logically from the data, showing a clear line of evidence to support the conclusions. Conclusions should be substantiated by findings and analysis. Evaluation findings, conclusions and recommendations should reflect a gender analysis/an analysis of identified and relevant cross-cutting issues. Recommendations and lessons learned should flow logically from conclusions. Recommendations should be specific, directed to relevant stakeholders and categorised as a short-term, medium-term and long-term. The report should normally be no more than 35 pages excluding annexes (including Terms of Reference and Inception Report). The evaluator shall adhere to the Sida OECD/DAC Glossary of Key Terms in Evaluation<sup>7</sup>.

The evaluator shall, upon approval of the final report, insert the report into the Sida Decentralised Evaluation Report for decentralised evaluations and submit it to Nordic Morning (in pdf-format) for publication and release in the Sida publication data base. The order is placed by sending the approved report to [sida@nordicmorning.com](mailto:sida@nordicmorning.com), always with a copy to the responsible Sida Programme Officer as well as Sida's Evaluation Unit ([evaluation@sida.se](mailto:evaluation@sida.se)). Write "Sida decentralised evaluations" in the email subject field. The following information must always be included in the order to Nordic Morning:

1. The name of the consulting company.
2. The full evaluation title.
3. The invoice reference "ZZ980601".
4. Type of allocation "sakanslag".
5. Type of order "digital publicering/publikationsdatabas".

## 12. Evaluation team qualification

In addition to the qualifications already stated in the framework agreement for evaluation services, the evaluation team shall include the following competencies

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<sup>7</sup> Glossary of Key Terms in Evaluation and Results Based Management, Sida in cooperation with OECD/DAC, 2014

- national statistical bureaus' collection and dissemination of statistics,
- developing capacity in public sector organizations,
- evaluating development cooperation,
- the challenges facing national statistical bureaus in the developing world.

It is desirable that the evaluation team includes the following competencies

- the challenges facing national statistical bureaus in Kenya or very similar countries.

A CV for each team member shall be included in the call-off response. It should contain a full description of relevant qualifications and professional work experience.

It is important that the competencies of the individual team members are complimentary. It is highly recommended that local consultants are included in the team if appropriate.

The evaluators must be independent from the evaluation object and evaluated activities, and have no stake in the outcome of the evaluation.

### 13. Financial and human resources

The contact person at Sida/Swedish Embassy is James Donovan, Counsellor, Economist/Senior Program Officer, Kenyan Development Cooperation Section, Embassy of Sweden, Nairobi. The contact person should be consulted if any problems arise during the evaluation process.

Relevant Sida documentation will be provided by James Donovan.

Contact details to intended users (cooperation partners, Swedish Embassies, other donors etc.) will be provided by James Donovan.

The evaluator will be required to arrange the logistics including any necessary security arrangements.

### 14. Annexes

#### Annex A: List of key documentation

- *Sida's Evaluation Handbook: Guidelines and Manual for Conducting Evaluations at Sida*, External Version (April 2018)<sup>8</sup>
- Jens Andersson and Joakim Anger, "Mid-term review of statistical cooperation project KNBS/SCB (Embassy of Sweden in Nairobi and NIRAS Indevelop, 30 March 2017)
- SCB and KNBS will submit a final report from the contribution 51110063 to the embassy by 1 November 2019.

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<sup>8</sup>[https://www.sida.se/contentassets/7bf0f1bc150c4b92b67722c95a0eef9/sidas\\_evaluation\\_handbook\\_external.pdf](https://www.sida.se/contentassets/7bf0f1bc150c4b92b67722c95a0eef9/sidas_evaluation_handbook_external.pdf)

There happen to have been four recent evaluations of Swedish statistical support, which might inform the Kenya evaluation:

- *Evaluation of the Regional Statistics Cooperation on the Western Balkans 2013 – 2016* (Sida, 2017:12)<sup>9</sup>
- *Evaluation of the Sida-funded Partnership in Statistics: A cooperation project between Statistical Office of the Republic of Serbia (SORS) and Statistics Sweden (SCB)* (Sida, 2017:13)<sup>10</sup>
- *Review of the Statistical Cooperation project between the National Institute of Statistics of Albania and Statistics Sweden, Phase IV, October 2014 – December 2017* (Sida, 2017:20)<sup>11</sup>
- *Review of Scandinavian Consortium Technical Assistance to Strengthening the Institutional Capacity of the Mozambican National Statistical System (2008–2017)* (Sida, 2019:20)<sup>12</sup>

#### Annex B: Data sheet on the evaluation object

| Information on the evaluation object (i.e. project or programme) |  |
|--|--|
| Title of the evaluation object                                   | a) Statistics Support-KNBS<br>b) Extension cooperation KNBS & Statistics Sweden  |
| ID no. in PLANIt   | a) 51110063<br>b) 11333  |
| Dox no./Archive case no.   | a) UF2013/42850<br>b) UM2018/37095   |
| Activity period (if applicable)                                  | a) February 2015-July 2019<br>b) August 2019-July 2021   |
| Agreed budget (if applicable)                                    | a) SEK 37,700,000<br>b) SEK 19,480,000   |
| Main sector  | Democracy, human rights and gender equality  |
| Name and type of implementing organisation                       | Public sector institutions   |
| Aid type   | Project-type intervention  |
| Swedish strategy   | a) “Country strategy: Kenya 2009-2013,” <sup>13</sup> which was applicable until 2015, and “Strategy for Sweden’s Development Cooperation with Kenya 2016-2020,” <sup>14</sup> |

<sup>9</sup> <https://www.sida.se/contentassets/f8558fa03d874551b5a4092b89a479de/22210.pdf>

<sup>10</sup> <https://www.sida.se/contentassets/812e591e5f28468abe280d736d35a64e/22211.pdf>

<sup>11</sup> <https://www.sida.se/contentassets/bfa5108107e84223aed990625650ffbd/22354.pdf>

<sup>12</sup> [https://www.sida.se/contentassets/c8e2162096384cdeae0267797a4e1b87/de2019\\_20\\_62236en.pdf](https://www.sida.se/contentassets/c8e2162096384cdeae0267797a4e1b87/de2019_20_62236en.pdf)

<sup>13</sup> <https://www.regeringen.se/land--och-regionstrategier/2009/01/ud-09.046/>

<sup>14</sup> <https://www.government.se/country-and-regional-strategies/2016/04/strategy-for-swedens-development-cooperation-with-kenya-20162020/>

|  |   |
|--|---|
|  | b) “Strategy for Sweden’s Development Cooperation with Kenya 2016-2020,” and possibly a new strategy thereafter |
|--|---|

| Information on the evaluation assignment                            |   |
|---|---|
| Commissioning unit/Swedish Embassy                                  | Kenya Development Cooperation Section,<br>Embassy of Sweden<br>P.O. Box 30600, 00100 Nairobi, Kenya<br>+254 (0)709 96 40 00<br><a href="http://www.swedenabroad.se/nairobi">www.swedenabroad.se/nairobi</a> |
| Contact person at unit/Swedish Embassy                              | James Donovan<br>+254 (0)733 49 87 67<br><a href="mailto:james.donovan@gov.se">james.donovan@gov.se</a>   |
| Timing of evaluation (mid-term, end-of-programme, ex-post or other) | Towards the end of the projects   |
| ID no. in PLANIt (if other than above).                             | 13780 Evaluation of Swedish support to Kenyan statistics since 2014   |

### **Annex C: Decentralised evaluation report template**

See Decentralised Evaluation Report Template.

### **Annex D: Project/Programme document**

- A. *Swedish support to statistics development at Kenya National Bureau of Statistics (KNBS): A cooperation project between KNBS and Statistics Sweden (SCB): September 2014-September 2018* [project document] (Statistics Sweden and KNBS, 7 October 2014)
- B. *Swedish support to statistics development at Kenya National Bureau of Statistics (KNBS): A cooperation project between KNBS and Statistics Sweden (SCB): May 2019-April 2021*, project document (SCB and KNBS, 19 December 2018),

which was later replaced by:

*Swedish support to statistics development at Kenya National Bureau of Statistics (KNBS): A cooperation project between KNBS and Statistics Sweden (SCB): August 2019-July 2021*, project document (SCB and KNBS, 13 June 2019)



## Annex 2 – List of people consulted

### **Kenyan National Bureau of Statistics (KNBS)**

Dr. Mary Lonyangapuo, Member of KNBS Board and Chair of Audit Committee  
Zachary Mwangi, Director General  
Collins Omondi, Director, Macroeconomic Statistics  
Robert Nderitu, Director, Production Statistics  
John Bore, SCB/KNBS Cooperation Project Coordinator (2020 – to present)  
Michael Gitau Gituanja, SCB/KNBS Cooperation Project Coordinator (2019 - 2020)  
Hiram Mbatia, Manager, National Accounts (Macroeconomic Statistics Directorate)  
and SCB/KNBS Cooperation Project Coordinator (2015 - 2018)  
Salome Kihara, Manager, Strategy & Planning  
Abdulkadir Amin Awes, Senior Manager, Social Statistics (Population & Social  
Statistics Directorate)  
Rosemary Kongani, Statistician, Gender Statistics (Population & Social Statistics  
Directorate)  
Isaac Ndegwa, Senior Manager, Industrial statistics (Production Statistics Directorate)  
Paul Nderitu, Senior Manager, Food Monitoring, Nutrition & Environment Statistics  
(Production Statistics Directorate)  
Patrick Mwaniki, Senior Manager, Agriculture & Livestock Statistics (Production  
Statistics Directorate)  
Simon Gaitho, Manager, Price Statistics – CPI (Production Statistics Directorate)  
Stephen Ngugi, Manager, Industrial Statistics – PPI (Production Statistics  
Directorate) and Kenya Statistics Program for Results Coordinator  
Rose Awino, Senior Manager, Human Resource Management and Development  
(Corporate Services Directorate)  
Rajab Mbaruku, Senior Manager, ICT (Corporate Services Directorate)  
Maurice Kamau, Manager, ICT (Corporate Services Directorate)  
Henry Osoro, County Statistical Officer (Nairobi City County)

### **Statistics Sweden (SCB)**

Stefan Andersson, Head of International Cooperation  
Thomas Bjurenvall, KNBS cooperation Project Manager  
Rasmus Larsson, Long Term Advisor (2015–present)  
Cathy Kruger, Long Term Advisor (2015-2017)  
Rohan Draper, CPI, PPI, Short Term Advisor  
Maria Pettersson, National Accounts, Short Term Advisor  
Anna Nyman, Gender Statistics, Short Term Advisor  
Julia Hytteborn, Environment, Short Term Advisor  
Lars-Johan Söderberg, ICT, Short Term Advisor  
Martin Schmidt, Management, Short Term Advisor

**Swedish Embassy in Nairobi**

Sandra Diesel, Head of Development Cooperation

James Donovan, SCB/KNBS project coordinator

Lollo Darin, SCB/KNBS project coordinator

Joan Sang, Environment and Climate Change Programme Office (by email)

Anna Tufvesson, Senior Programme Manager Environment and Climate Change (by Email)

**Sida**

Ulrika Lang, Acting Head of the Unit Justice and Peace at the Africa department

**Other stakeholders and users of KNBS Statistics Productions**

Mary Wanyonyi, AfDP (former KNBS Director in charge of Statistical Coordination and Methods)

Professor Terry Ryan, Strathmore University (former Chairman KNBS board)

Tom Dienya, Agricultural Statistics Unit, Ministry of Agriculture, Livestock and Fisheries

Amrik Heyer, Financial Sector Deepening Trust, Kenya

Lukania Makunda, Financial Sector Deepening Trust, Kenya

**Development Partners**

Utz Pape, World Bank, Nairobi

Vebjörn Aalandslid, Statistics Norway

James Maina, Economist, IMF, Nairobi

Joshua Musyimi, Gender Specialist, UNWomen, Nairobi

Pamela Audi, AFRITAC, IMF, Dar es Salaam

Ezekiel Ngure, UNFPA, Nairobi

Godfrey Ndenge, UNICEF, Nairobi

Nicholas Palmer, ONS, Newport

## Annex 3 – Lists of documents consulted

IMF, 2020. Mid-Year Report 2020 Regional Technical Assistance Centre for East Africa.

KNBS, 2015. Strategic Plan for Agricultural and Rural Statistics, SPARS-Kenya 2015-2022.

KNBS, 2017. Human Recourses Policies and Procedures Manual

KNBS, 2017. Women and Men in Kenya. Facts and Figures 2017

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SCB and KNBS, 2014. Swedish support to statistics development at Kenya National Bureau of Statistics (KNBS). A cooperation project between KNBS and Statistics Sweden, Financed by the Swedish International Development Cooperation Agency (Sida), September 2014 – September 2018

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SCB and KNBS, 2016. Statistical Cooperation Project between the Kenya National Bureau of Statistics (KNBS) and Statistics Sweden, Annual Progress Report, February 2015 – March 2016

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SCB and KNBS, 2019. Statistical Cooperation Project between the Kenya National Bureau of Statistics (KNBS) and Statistics Sweden, Final report Phase 1, February 2015 – July 2019

SCB and KNBS, 2019. Statistical Cooperation Project between the Kenya National Bureau of Statistics (KNBS) and Statistics Sweden, Annual Progress Report, January 2018 – January 2019

Swedish Embassy in Kenya. 2019. Terms of Reference for the Evaluation of Cooperation Between Kenya National Bureau of Statistics and Statistics Sweden since 2014

World Bank, 2015. Program Appraisal Document for a Kenya Statistics Program for results.

**Websites consulted:**

Kenyan Government: <http://www.mygov.go.ke>

KNBS: <https://www.knbs.or.ke>

SCB: <https://www.scb.se/en/>

Sida: <https://www.sida.se/English/>

## Annex 4 – Evaluation Matrix

| Review aspects  | Review questions  | Orientation and Indicators  | Sources of Information  | Methods & tools  |
|---|---|---|---|--|
| <b>1. Relevance.</b> To what extent has the project conformed to the needs and priorities of the beneficiaries? | A. Alignment of project with GoK policies and KNBS strategies and Sida development priorities   | <ol style="list-style-type: none"> <li>1. Alignment with GoK policies</li> <li>2. Alignment with KNBS strategies</li> <li>3. Alignment with Sida policies</li> </ol>  | <ul style="list-style-type: none"> <li>- SCB and KNBS reports</li> <li>- KNBS management &amp; staff</li> <li>- SCB management and experts</li> <li>- Sida and other relevant IDPs</li> <li>- GoK stakeholders</li> </ul>                                 | <ul style="list-style-type: none"> <li>- Desk study</li> <li>- KIIs</li> <li>- Group Interviews /FGD's</li> <li>- Debriefing and validation meeting</li> </ul> |
|   | B. Existence and quality of Needs Identification and Assessment                                 | <ol style="list-style-type: none"> <li>1. Number and kind of needs assessments</li> <li>2. Inputs of KNBS in ToRs for TA by Statistics Sweden</li> </ol>  | <ul style="list-style-type: none"> <li>- SCB and KNBS reports</li> <li>- KNBS National and County level</li> <li>- SCB management and experts</li> </ul>  |  |
|   | C. Relevance of specific Statistics Sweden expertise for the Kenyan statistics context and KNBS | <ol style="list-style-type: none"> <li>1. Appreciation of KNBS of TA and services provided by Statistics Sweden</li> <li>2. Examples of good fits / misfits of project activities and TA with KNBS strategy</li> </ol>              | <ul style="list-style-type: none"> <li>- SCB and KNBS reports</li> <li>- KNBS management &amp; staff</li> <li>- SCB management and experts</li> <li>- Sida and other relevant IDPs</li> <li>- GoK stakeholders</li> <li>- External user groups</li> </ul> |  |
|   | D. Responsiveness of Statistics Sweden to changes in context & situation KNBS                   | <ol style="list-style-type: none"> <li>1. Appreciation of KNBS of responsiveness to changes introduced by Statistics Sweden</li> <li>2. Changes in project activities as a response to national developments and changes</li> </ol> | <ul style="list-style-type: none"> <li>- SCB and KNBS reports</li> <li>- KNBS management &amp; staff</li> <li>- SCB management and experts</li> </ul>   |  |

## ANNEX 6 – KNBS ORGANISATIONAL SELF-ASSESSMENT EXERCISE

|  |  |   |  |   |
|--|--|---|--|---|
| <b>2. Efficiency.</b> Can the costs for the project be justified by its results?   | A. Value for money and costs of project activities related to outputs and results  | <ol style="list-style-type: none"> <li>Value for money international experts vis-à-vis local &amp; regional experts</li> <li>Value ranking of project activities and components by KNBS</li> </ol>  | <ul style="list-style-type: none"> <li>SCB and KNBS reports</li> <li>KNBS management &amp; staff</li> <li>SCB management and experts</li> <li>Sida management and staff</li> </ul>                         | <ul style="list-style-type: none"> <li>Desk study</li> <li>KIIs</li> <li>Group Interviews /FGD's</li> <li>Debriefing and validation meeting</li> </ul>  |
|  | B. Transfer and transaction costs of the project related to outputs and results  | <ol style="list-style-type: none"> <li>Assessment/Evaluation transfer and transaction costs by KNBS</li> <li>Assessment/Evaluation transfer and transaction costs by SCB</li> <li>Assessment/Evaluation transfer and transaction costs by Sida</li> </ol>   |  |   |
|  | C. Existence & quality of mechanisms and structures for project planning, management and implementation  | <ol style="list-style-type: none"> <li>Content/quality planning docs</li> <li>Content/quality management arrangements</li> <li>Existence joint project planning &amp; implementation meetings</li> </ol>  | <ul style="list-style-type: none"> <li>SCB and KNBS reports</li> <li>KNBS management &amp; staff</li> <li>SCB management and experts</li> </ul>  |   |
| <b>3. Effectiveness.</b> To which extent have the project contributed to intended outcomes? If so, why? If not, why not? | A. Organisational capacity of KNBS (Management; Statistical Methodology; Economic, Agricultural, Environmental and Gender Statistics; Trainees and ICT) against planned objectives | <ol style="list-style-type: none"> <li>Changes in capacities that can be attributed to SCB TA provision in specific components mentioned under A</li> <li>Knowledge/models provided by SCB TA integrated in KNBS systems and approaches in specific components mentioned under A</li> <li>Appreciation of KNSB capacity to produce and disseminate statistics by internal management and staff in specific components mentioned under A</li> <li>Appreciation of KNSB capacity to produce and disseminate statistics by external stakeholders in specific components mentioned under A</li> </ol> | <ul style="list-style-type: none"> <li>SCB and KNBS reports</li> <li>KNBS management &amp; staff</li> <li>SCB experts</li> <li>GoK stakeholders</li> <li>External user groups</li> <li>Academia</li> </ul> | <ul style="list-style-type: none"> <li>Desk study</li> <li>KIIs</li> <li>Analysis statistical data and analysis produced by KNBS</li> <li>Group Interviews /FGD's</li> <li>Organisational capacity</li> </ul> |

|  |  |   |  |   |
|--|--|---|--|---|
|  | B. Capacity of KNBS to deliver quality and timely statistical data and analysis (Economic, Agricultural, Environmental and Gender) | 1. Internal (management and staff) appreciation of statistical capacities in in specific components mentioned under B<br>2. External (stakeholder and user groups) appreciation of statistical capacities in in specific components mentioned under B | - SCB and KNBS reports<br>- KNBS management & staff<br>- SCB experts<br>- GoK stakeholders<br>- User groups                  | assessment workshop<br>- Field visit to county-level KNBS office<br>- Debriefing and validation meeting                                     |
|  | C. Remaining needs and priorities for further capacity development (organisational and methodological)                             | 3. Needs and priorities identified by KNBS<br>4. Needs and priorities identified by SCB<br>5. Needs and priorities identified by external stakeholders  | - KNBS management & staff<br>- SCB experts<br>- Sida and other relevant IDPs<br>- GoK stakeholders<br>- External user groups |   |
|  | D. Unexpected and unplanned outcomes at management and organisational and methodological capacity level                            | 1. Open Question in all interviews with relevant key informants   | - SCB and KNBS reports<br>- KNBS management & staff<br>- SCB experts<br>- GoK stakeholders<br>- External user groups         |   |
| <b>3. Effectiveness</b><br>Have M&E systems delivered robust & useful information used to assess progress towards outcomes and contribute to learning? | A. Quality of M&E and indicators to measure changes in capacity development KNBS at project level                                  | 1. Quality of M&E system and practices in SCB project<br>2. Quality and utility of indicators used<br>3. Frequency and timeliness of M&E actions in SCB project   | - SCB and KNBS reports<br>- KNBS management & staff<br>- SCB experts   | - Desk study<br>- KIIs<br>- Group Interviews /FGD's<br>- Organisational capacity assessment workshop<br>- Debriefing and validation meeting |
|  | B. Quality of M&E and indicators to measure changes in capacity development KNBS at organisation level                             | 1. Quality of M&E system and practices in KNBS<br>2. Quality and utility of indicators used in KNBS<br>3. Frequency and timeliness of M&E actions in KNBS   |  |   |

|   |  |  |   |  |
|---|--|--|---|--|
| <b>3. Effectiveness</b><br>To what extent have lessons learned from what works well and less well been used to improve and adjust project/programme identification, development and implementation? | A. Capacity KNBS to learn and innovate approaches  | 1. Introduction and use of RBM approaches<br>2. Mechanisms and systems for learning and innovation   | - SCB and KNBS reports<br>- KNBS management & staff<br>- SCB experts  | - Desk study<br>- KNBS<br>- KIIs<br>- Group Interviews/FGD's<br>- Organisational capacity assessment<br>- Email questionnaire<br>- Debriefing and validation meeting |
|   | B. Evidence of use of lessons learned  | 1. Examples of learning and innovation at KNBS level (management, planning and methodological changes)<br>2. Examples of changes in project implementation and activities based on lessons learned<br>3. Internal appreciation of learning by management, staff and external stakeholders<br>4. External appreciation (stakeholders and user groups) of learning and innovation capacity of KNBS |   |  |
|   | C. Use of statistics data and analysis produced by KNBS for identification and development of development projects | 1. Number and kind of partners that have requested and used KNBS data in project development<br>2. Kind of statistics data most often used in project development and identification<br>3. Statistics data needs (missing or incomplete) of partners in project development  | - Sida and Swedish Embassy staff<br>- Project partners and consultants involved in project identification and development |  |
| <b>4. Impact</b><br>What is the overall impact of the project in terms of direct or indirect, positive and negative results?  | A. Appreciation of quality and timeliness of statistical data provided by KNBS by external stakeholders            | 1. Frequency of statistical reporting and delays encountered in statistical reports (in each thematic area) and appreciation of these aspects by external users and stakeholders<br>2. Appreciation of quality data by external users and stakeholders (in each thematic area)   | - Sida and other relevant IDPs<br>- GoK stakeholders<br>- User groups<br>- Academia                                       | - Desk study<br>- KIIs<br>- Group Interviews/FGD's<br>- Organisational capacity assessment workshop  |
|   | B. Appreciation by external stakeholders of utility and quality of analysis of                                     | 1. Appreciation of qualitative analysis and interpretation statistical data (in each thematic area) by external users and stakeholders   |   |  |



## ANNEX 6 – KNBS ORGANISATIONAL SELF-ASSESSMENT EXERCISE

|   |   |  |  |   |
|---|---|--|--|---|
|   | statistical data provided by KNBS   |  |  | - Debriefing and validation meeting                                 |
|   | C. Examples of concrete use of statistical data of KNBS at national and sub-national level  | 1. Examples of concrete use at different levels and among different users and stakeholder groups (in each thematic area)   | - SCB and KNBS reports<br>- GoK stakeholders<br>- User groups<br>- Academia                        |   |
| <b>5. Sustainability</b><br>Is it likely that the benefits (outcomes) of the project are sustainable? | A. Capacity of KNBS at end of partnership to continue without external project support  | 1. Assessment of internal and external stakeholders of capacity KNBS to continue operations<br>2. Remaining gaps/challenges in KNBS capacities<br>3. Specific gaps, where SCB experience is still relevant | - KNBS management & staff<br>- SCB experts<br>- Sida and other relevant IDPs<br>- GoK stakeholders | - KIIs<br>- Group Interviews<br>- Debriefing and validation meeting |
|   | B. Existence national institutional & financial arrangements to ensure continuity Kenyan Statistics System and KNBS                   | 1. Existence/kind institutional support/funding for national level Statistics Systems and KNBS<br>2. Available GoK budget for KNBS office and functions  | - KNBS management & staff<br>- GoK stakeholders  |   |
|   | C. Existence & quality capacity inflow & career development statistics staff  | 1. Performance of Trainee programmes and Trainees<br>2. Staff inflow and turnover in KNBS  | - KNBS management & staff<br>- SCB experts   |   |
|   | D. Capacity to generate income from statistical services delivery by KNBS   | 1. Demand and payment capacity for statistical data by users<br>2. Possibilities within KNBS mandate to provide services against payment   | - KNBS management & staff<br>- GoK stakeholders<br>- External user groups                          |   |
| <b>6. Cross-Cutting Issues</b><br>To what extent has the project promoted cross-                      | A. Availability & quality of methods, instruments & systems to collect, process & analyse gender equality; human rights; environment; | 1. Integration of gender and inclusiveness in instruments and methodologies for statistical data collection<br>2. Existence of gender-disaggregated/other cross-cutting data in statistics reports         | - SCB and KNBS reports<br>- KNBS management & staff<br>- SCB experts                               | - Desk study<br>- KIIs<br>- Group Interviews/FGD's                  |

|  |  |   |  |   |
|--|--|---|--|---|
| cutting goals within KNBS and more broadly in Kenyan society | climate impact and change & natural disasters. | 3. Existence of analysis of gender-disaggregated/other cross-cutting data in statistics reports |  | <ul style="list-style-type: none"> <li>- Organisational capacity workshop</li> <li>- Debriefing and validation meeting</li> </ul> |
|--|--|---|--|---|

# Annex 5 – Longitudinal Analysis Key KNBS Statistics Productions

## CONSUMER PRICE INDEX

**The Consumer Price Index (CPI)** is one of the key economic indicators produced by KNBS. It is released on a monthly base since 1961. The CPI is an indicator of macroeconomic performance, a determinant in the supplier/debtor price variations, a determinant in the employer/employee wage negotiations, a determinant in indexation of pension benefits etc. Data collection was during the 2nd and 3rd week of the month under review. The comparative analysis of the CPI compilation, release, standards, guiding manuals and related documentation that supports compilation of the monthly Consumer Price Index during the project support improved. Table 1: One Month and Twelve Months' Changes in the Price Indices (12 commodities); June 13-June 14; Table 2: Overall CPI and Inflation Rates; Table 3: National Average Retail Prices of Selected Commodities; Table 3: National Average Retail Prices of Selected Commodities (14 commodities). The content changed with rebasing to 2019 from 2009.

| Year      | Data collection and Base                  | Coverage   | Observation  |
|-----------|---|--|--|
| 2014      | Paper based<br>Base: February<br>2009=100 | Retail outlets in 25 data collection zones located in 13 urban centers.              | Maintained Broad commodity groups  |
| 2017      | Paper based<br>Base: February<br>2009=100 | 25 data collection zones which are located in Nairobi and in 13 other urban centers. | Maintained broad commodity groups<br>But data collection zones changed (Was this in error or the earlier were in the 13 urban centres) |
| 2018-2019 | Paper based<br>Base: February<br>2009=100 | same   |  |
| 2019      | Broad commodity groups                    | same   | Parallel computation of old and new CPI using new base period but published only old CPI   |

|               |   |  |  |
|---------------|---|--|--|
| 2020<br>April | CAPI method adopted for geo-referencing, image capture /storage, background computations Price collector's manual: with both CPI and CAPI components. | Expanded data collection zones<br>From 25 to 50 ( <i>14 of which are in Nairobi and 36 in other urban areas</i> ).<br>Created expenditure groups in Nairobi (Low, middle, Upper) | <b>CPI Rebasing</b><br>Base period 2019<br>Based on the 2015/16 Kenya Integrated Household Expenditure<br>Used latest COICOP 2018 13 Divisions<br>STATA was used for data compilation.<br>Training of price collectors |
|---------------|---|--|--|

The **CPI Rebasing** was a key achievement of the Project achievement that yielded a new CPI released in April 2020. Plus, the adoption of the Computer Assisted Personal Interview (CAPI) technology for CPI and CPI Mobile leading enabled collection of real time data expanded retail collection zones. The systematic progression in rebasing enhanced the knowledge transfer of the relevant KNBS staff. Compliance to i.e. Accepted international standard COICOP classification, the COMESA and EAC Harmonized Consumer price indices (HCPI) regulations and the widely accepted international best practice was observed. Capacity built enabled KNBS to produce the new CPI and use of the new base period weights to compute new CPI for January – December 2019 to March 2020 although the old CPI was published.

## PRODUCER PRICE INDEX

Kenya National Bureau of Statistics was releasing the **Producer Price Index (PPI)** since the year 2013. The Producer Price Index (PPI) is an index designed to measure the average change in the price of goods and services either as they leave the place of production or as they enter the production process. Maintained collection of the data from 15th February, 15th May, 15th August and 15th November of the year. The price changes are measured from the perspective of the producer. These dates correspond to the first, second, third and fourth quarters of the year, respectively. The Producer Price Indices are grouped according to the International Standards of Industrial Classifications of All Economic Activities (ISIC) Rev 4.'

The metadata on the index highlighting the period, what it measures, how the price changes are measured, periodicity of collection, and international standard was maintained on all releases. The trend of PPI release formats prior and during the KNBS-SCB cooperation is illustrated in the table below;

| Year    | Presentation  | Observed Change |
|---------|---|-----------------|
| 2013-15 | Tabular illustrations of;<br>Year on Year Percentage and a quarter ago; | None            |

|                    |  |   |
|--------------------|--|---|
|                    | Producer Price Indices at Division level,<br>Base period June 2011=100   |   |
| 2016-17            | <b>Remained</b> same as above  | Second and third quarters of 2016 and the third and fourth quarters of 2017 also provided results on <b>PPI inflation rates</b> |
| 2016 - 2020        | <b>Added:</b> Year on year percentage changes on producer indices  | <b>Introduced</b> graphical illustrations of the year on year percentage changes on producer indices                            |
| 2018 - 2020 (Qtr1) | Introduced Output on PPI inflation rates as well as separate <b>tabular presentation on prices of selected producer products of refined oil, maize flour, milk, wheat flour and sugar.</b> |   |
| 2020               | <b>16 additional ISIC activities</b> with a total weight of 9.53 per cent were included in the <b>re-based PPI.</b>  | March 2020 report provided for weights at the 1-digit level of ISIC sections segmented in activities                            |

## ENVIRONMENT AND NATURAL RESOURCES STATISTICS

**Environment statistics** was regularly published in the Annual Economic Surveys. The statistics were tabulated covering five (5) year series under the following sub themes as follows; **Water Supply** -Water purification points and boreholes drilled, Development expenditure on Water and Supplies and related services; **Fisheries** ‘Quantity and Value of Fish landed’; **Forestry**- ‘Government Forest Plantation Stocking’, and ‘Recorded sale of products from Government Forest’, **Mining** – ‘Quality and value of Mineral production’, ‘Average export prices of Soda Ash and Fluorspar’; **Refuse management**- ‘Expenditure on cleaning and Refuse Management in Nairobi city county’; **Wildlife** – ‘Wildlife population in the Kenya Rangelands’, **Weather patterns** – ‘Long Rainfall pattern’, ‘Short rains – Annual’ and ‘Development in Environment and Natural Resources’.

| 2013-2016  | 2018   | 2019  | Compendium (unpublished)   |
|--|--|---|--|
| Water Supply<br>Fisheries<br>Forestry<br>Mining<br>Refuse Management<br>Wildlife<br>Refuse Magt. | <b>Added Tables on the following;</b> <ul style="list-style-type: none"> <li>Trends in Environment and Natural Resource Gross Value Added (2013-17)</li> <li>Graph on ‘ Value of fish landed’ (2013-17)</li> </ul> | <b>Added</b> <ul style="list-style-type: none"> <li>Water supplies</li> <li>Table –‘Water abstracted under Permit’ 2014-2018</li> <li>Status of Forests in</li> </ul> | Comprehensive Environment and Natural Resources Report, Dec 2019<br><b>Coverage</b><br><b>1. Environmental Conditions and Quality;</b><br>- Atmosphere, Climate and Weather (10 yrs) |

|  |  |   |  |
|--|--|---|--|
| Weather pattern  | • Forest coverage by category (2013-2017)  | Kenya (series 2014-2018)  | - Rainfall amounts and distribution                                |
| Recent developments in Environment and Natural resources | • Environment Impact Assessment – number (series but not presented in 2013-2017) | • Average Export Prices of Minerals (added Titanium Core and concentration) | - Hydrographical Characteristics                                   |
|  | • <b>Table and line graph</b> ‘Mean Annual and seasonal rainfall’ 2008-2017 –    | • Waste Generation and collection in Nairobi 2016-18                        | <b>2. Land Cover, Ecosystem And Biodiversity</b>                   |
|  | • <b>Table and line graph</b> Mean annual and Seasonal Maximum Temp 2008-17      |   | - Protected areas (Protected Terrestrial and Marine Areas          |
|  | • <b>Table and line graph</b> Mean annual and Seasonal Minimum Temp 2008-17      |   | <b>3. Environmental Resources and their Use;</b>                   |
|  |  |   | <b>4. Residuals;</b>   |
|  |  |   | <b>5. Extreme Events and Disasters;</b>                            |
|  |  |   | <b>6. Human Settlements and Environmental Health and</b>           |
|  |  |   | <b>7. Environmental Protection, Management and Engagement. etc</b> |

KNBS recognised the relevance of Environment and Natural Resources to inform planning, policy and decision of government. Environment Statistics were published in all the annual economic surveys. While the content and tabular presentation was the same from 2012-2017, more information was added in 2018 and graphs introduced on Weather patterns as shown in Table 3. More indicators were added in the 2019 Economic Survey Report, however, a milestone reached during the project was the production of the Maiden Compendium of Environment Statistics (2019, still unpublished). The statistics inform national, regional and global development frameworks such as Kenya Vision, 2030; the BIG 4 Agenda; the Medium-Term Plan III; the Africa Development Agenda, 2063; the Sendai Framework for Disaster Risk Reduction 2015 – 2030, the Paris Climate Agreement 2015 and the Agenda 2030 Sustainable Development Goals.

## GENDER STATISTICS

**Gender statistics** was institutionalized in KNBS in 2008 with the establishment of Gender Statistics Unit. Prior, to the KNBS-SCB cooperation, gender was not given prominence in the most reports save for presentation of sex disaggregated data. However, the technical and analytical support of SCB to KNBS enabled mining and collating of data from existing KNBS datasets and publications including, Kenya Economic Survey (2017), the Kenya Demographic Health Survey (KDHS, 2014), Population and Housing Census and Labour force Survey datasets surveys among others to inform the Women and Men in Kenya (2017) booklet. The booklet was a leading product covering; population, health, education, employment, governance,

domestic violence, decision-making, and Persons with Disabilities (PWDs) and the gender fact sheet (2015).

Further, development of gender Statistics was observed in the early development of the Gender Fact Sheet (2015), and inclusion of a Gender and Women Empowerment Chapter the Annual Economic Survey (2019). KNBS staff were supported to explore new areas, improve collection of more gender responsive data, compile sex disaggregated data, and disseminate publications.

| Key Publications       | Year      | Presentation   | Observed Change  |
|------------------------|-----------|--|--|
| Abstract               | 2014      | Sex Disaggregated Data (SDD) <ul style="list-style-type: none"> <li>• Education</li> <li>• Health</li> <li>• Employment and earnings</li> <li>• Governance</li> </ul>                      | Produced tables with sex disaggregated data under the sub themes |
|                        | 2015      | Sex disaggregated <ul style="list-style-type: none"> <li>• Education</li> <li>• Health</li> <li>• Employment and earnings</li> <li>• Governance</li> </ul>                                 | Also produced the <b>Gender Data Sheet</b>                       |
|                        | 2016      | Sex disaggregated <ul style="list-style-type: none"> <li>• Population and other Social statistics</li> <li>• Education</li> <li>• Employment and earnings</li> <li>• Governance</li> </ul> | SDD  |
| <b>Economic Survey</b> | 2013-2014 | <ul style="list-style-type: none"> <li>• Education</li> <li>• Governance</li> <li>• Employment &amp; Earnings</li> </ul>   | SDD  |
|                        | 2018      | <ul style="list-style-type: none"> <li>• Education</li> <li>• Employment</li> <li>• Health and Vital Statistics</li> <li>• Governance, Peace and Security</li> </ul>                       | In addition to governance KNBS added Peace and Security          |
|                        | 2019      | <ul style="list-style-type: none"> <li>• Education</li> <li>• Health and Vital Statistics</li> <li>• Employment</li> <li>• Governance, Peace and Security</li> </ul>                       | ‘Gender and Empowerment Chapter’ introduced                      |

Generally, the Project supported capacity development of a critical mass of personnel in the compilation gender statistics especially among KNBS staff and increased the visibility of gender statistics in the national statistical system. KNBS is positioned to report on SDG 5 and other SDG with gender related indicators. However, the increasing demand for country level needs to be addressed and KNBS personnel in the gender unit enhanced.

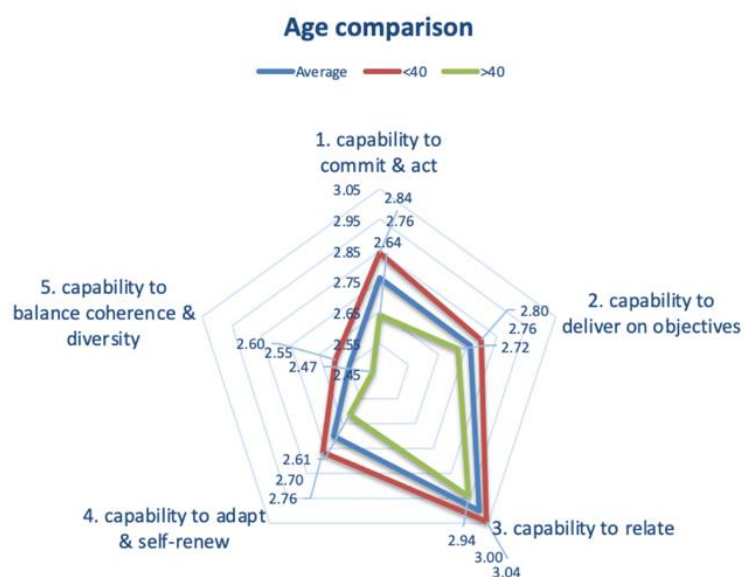


# Annex 6 – KNBS Organisational Self-Assessment Exercise

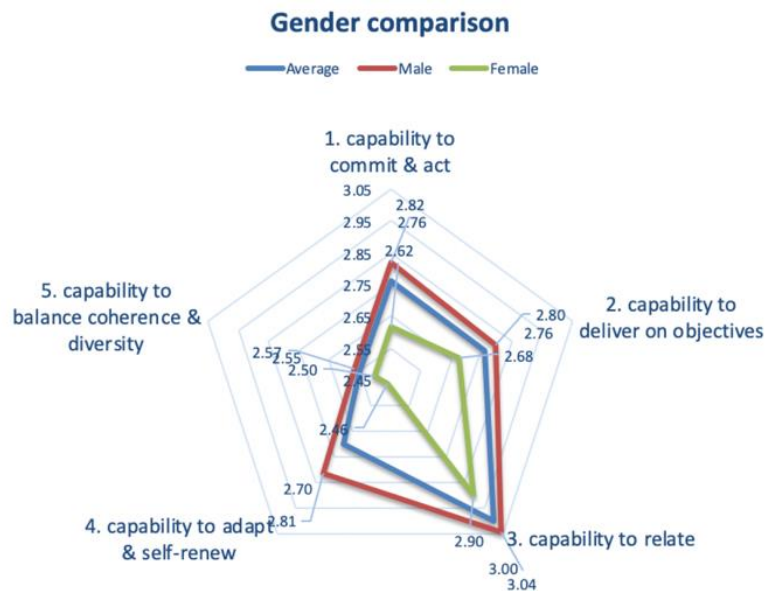
This Annex contains the slide presentation of the organisational capacity self-assessment workshop realised on Zoom on May 19, 2020, on Zoom for an audience of 70 KNBS staff members.



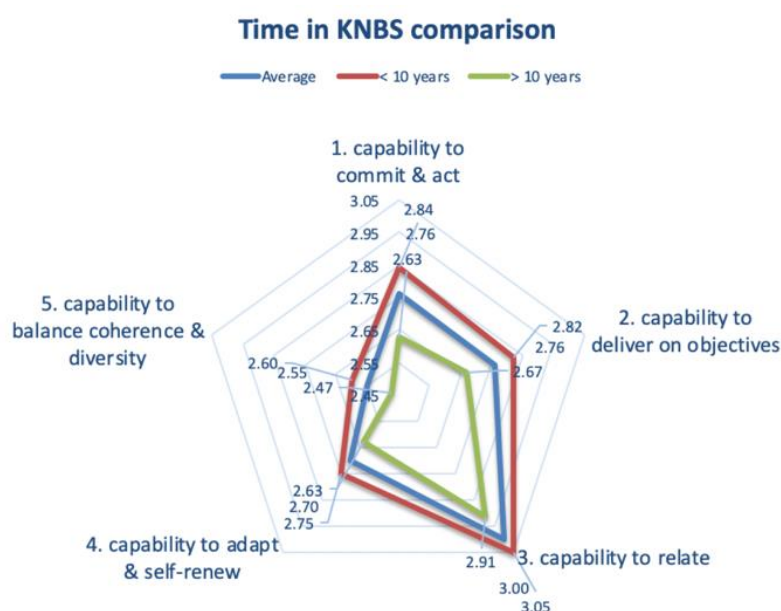




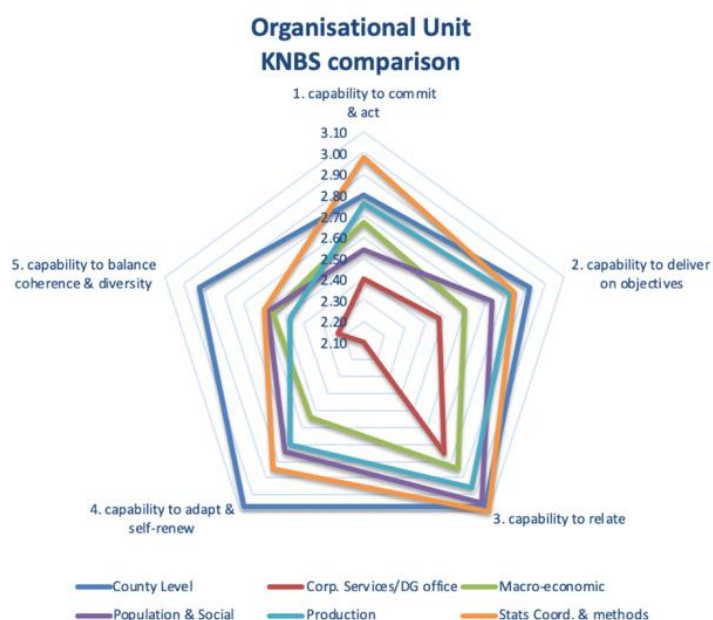
Staff below 40 gives higher scores on all capabilities of KNBS than Staff above 40



Men give higher scores on all capabilities of KNBS than Women



Staff that is less than 10 years in KNBS give higher scores on all capabilities of KNBS than staff that has spent more than 10 years in the organization



Scores given on KNBS capabilities differ considerably between different units:

- Field staff and Statistics Coordination & Methods give the highest scores
- Corporate Services & Office DG are more critical

*Note: number of respondents is low, so results are to be interpreted with caution*

## Discussion & Sensemaking of the findings

### Areas of least agreement:

- 4.4. Organizational change & growth** (StDev: 0.98)
- 3.3. Capacity to acquire support from external partners** (StDev: 0.97)
- 2.4. Capacity development of leadership, managers & staff-members** (StDev: 0.96)

### Areas of most agreement:

- 2.1. Relevance products & services to clients** (StDev: 0.78)
- 1.4. Democratic governance & leadership** (StDev: 0.79)
- 3.4. Transparency and accountability** (StDev: 0.80)

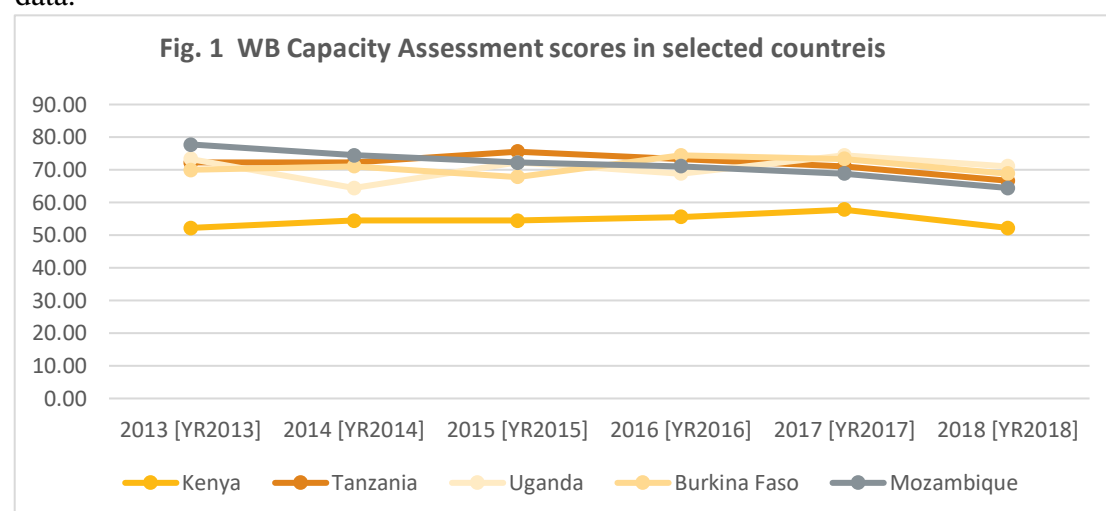
## Annex 7 – Analysis World Banks' Statistics Performance Indicators

The national statistical system capacity of Kenya is reviewed on the World Bank Capacity Assessment databank (see:

<https://databank.worldbank.org/source/statistical-capacity-indicators#>)

Compared to other Sida supported countries in the region such as Uganda, Burkina Faso, Tanzania and Mozambique<sup>15</sup>, the Statistical Capacity Indicator for Kenya stood at an average of 55 over the last seven years. Whereas the methodology improved over the years of the KNBS-SCB cooperation (with the exception of 2018), source data and periodicity and timeliness scores remained low drop over the years in spite of technical support from SCB. However, over the same period other Statistics Bureaus in selected countries (including some supported by Sida) showed a clear decline in capacities.

The lowest scores were observed on source data which points to the statistical weaknesses in other government organizations that KNBS uses to compile its indicators. The existing mechanisms in KNBS showed absence a National Strategy for the Development of Statistics (NSDS) with mainstreamed sector statistical aspirations. The NSS depends on Technical Committees which may not influence transformation and modernization of their internal data systems to generate better data.



Source. World Bank Statistical Capacity Assessment (2019)

<sup>15</sup> Currently ongoing SCB projects in Africa supported by Side are in: Kenya, Somalia, Zambia, Mali and a regional project on migration statistics through African Union

### **Implications for the KNBS-SCB cooperation project**

Although project support to KNBS targeted economic indicators including National Accounts, the scores remained low compared to other Sida supported countries majorly because of weak source data. The WB score indicator captures the status of statistics in the entire NSS, yet source data is underdeveloped, the score would still be affected. There is a need to strategically plan for improvement of basic source data from other government agencies. It is evident from the example of Environment statistics that besides participation in the Technical meetings, other MDAs are not well endowed to produce quality base source data.

### **Conclusion**

The project enhanced already existing technical competencies and efforts through knowledge transfer provided by the short- and long-term mission consultants. The skills transferred by SCB enabled KNBS to proactively produce and avail statistics for policy and decision-making in the country. At best, KNBS has in the recent past produced a comprehensive Economic Survey Report (2019), the rebased CPI (April 2020), the Environment Statistics, and Men and Women in Kenya among others. KNBS also recently undertook a Household Survey on the Socio-economic impact on Covid-19, building on the enhanced capacity by Sida which has been shared as a best practice in Africa. This indicates that the WB capacity indicators and scores do capture a gradual improvement of the Kenyan NSS, though do not recognise the specific capacities build at KNBS in the same period.



## Evaluation of Cooperation between Kenya National Bureau of Statistics and Statistics Sweden since 2014

This report is an external evaluation of the technical cooperation between the Kenya National Bureau of Statistics (KNBS) and Statistics Sweden (SCB), carried out between 2014 and 2020, with the purpose of identifying lessons learned and recommendations to feed into the next planning cycle. The cooperation has been highly relevant for and effective in the strengthening and consolidation of KNBS and its performance in producing statistics data and analysis for social economic development of Kenya. Effects of the cooperation in KNBS included improved technological and methodological tools, improved statistics products, improved organisational performance in planning and communication, and staff training and retention. The evaluation has also identified weaker areas of performance, bottlenecks and recommendations for further improvement of the technical cooperation. The evaluators recommend that the current peer-to-peer technical cooperation continues by building on the key strengths and overcoming the key challenges identified. A new, expanded, focus could be considered to strengthen Kenya's National Statistical System, particularly in agricultural and environmental statistics.

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