

PROJECT MANAGEMENT AND COORDINATION

a) MANAGEMENT

Owing to the sheer magnitude of surveys/censuses and administrative data operations involved in this project, various committees have been constituted to facilitate effective implementation of the project activities. In total, three committees and sectoral task teams have been formed. These are:

(i) The National Steering Committee

The steering committee acts as the national coordinating body, defines the national statistical strategy, policies, priorities and broad implementation arrangements. It oversees national program elaboration and implementation, and bears the responsibility for results and their quality. Membership of the steering committee is drawn from key sector Ministries, the Central Bank of Kenya, the Kenya Revenue Authority the NGO council and the private sector. Development partners are also included in the steering committee as observers. The Permanent Secretary for MPND is the chairperson and the CBS Director is the secretary of the steering committee. The steering committee meets quarterly. The Committee consists of:

1. The Permanent Secretary, Ministry of Planning and National Development
2. The Director, Central Bureau of Statistics – Secretary
3. The permanent Secretary, Directorate of Personnel Management
4. The Director, Kenya Institute of Public Research and Analysis
5. The Director of Research, Central Bank
6. The Chief Executive, National Council of Non-Governmental Organizations

7. The Chief Executive, Kenya Private Sector Alliance
8. The Director, Institute of Development Studies, University of Nairobi
9. The Director, Kenya Broadcasting Corporation
10. Ms. Margaret Chemengich
11. Professor Romanus Odhiambo Otieno

(ii) The National Technical Committee on Statistics,

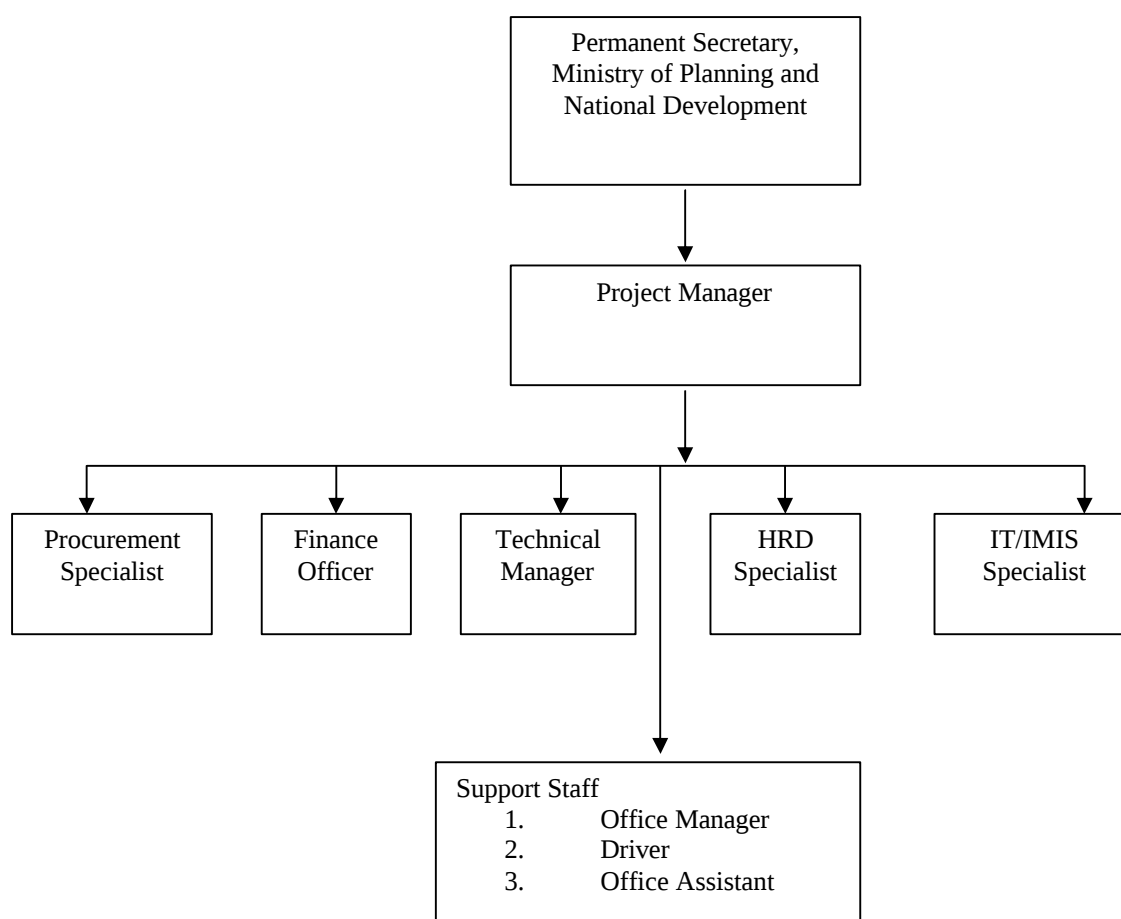
This committee meets quarterly preferably two weeks before the steering committee meets. Director of Statistics is the chairperson of this committee. Its functions includes (a) examining the statistical programs of the various agencies at an appropriate period during the annual budget process in order to achieve greater coordination and avoid unnecessary duplication of efforts, and evolve a national statistical program for the approval of the steering committee; (b) overseeing a review on conditions of service of statistical and other personnel; (c) examining from time to time the Statistics Act and recommend to the Board any necessary changes; and (d) developing strategies which will ensure uniform standards and methodology amongst the various agencies with a view to improving on the quality, comparability and timeliness of their statistical output.

(iii) The Project Management Unit (PMU)

The main activity of the unit is to support the implementation of the Strategic Implementation Master Plan. The PMU manager will report to the KNBS Director who will be answerable to the Permanent Secretary. Adequate checks and balances in the reporting procedure will still need to be defined, particularly with respect to project component related to administrative data from statistics units outside CBS, data access and dissemination, and university education, training and research sub-component of the

project. The PMU staff would be employed on a two years, renewable contract.

Current PMU Structure



(vi) Sectoral Task Teams

The task teams are established to handle specific sector issues relating to the NSS and the other statistical units in sector ministries. They comprise a wide range of key stakeholders including the officials of relevant sector ministries, development partners and NGOs contributing to the development of statistics in the sector. For example, collection of education statistics requires contributions from the Ministry of Education, KNBS, local authorities and other institutions. The task teams have been widened to include key users so that work plans are developed to produce

the statistics that users need. The following are the sector teams that have been constituted;

1. Real Sector

- (i) Ministry of Agriculture
- (ii) Ministry of Trade and Industry
- (iii) Central Bureau of Statistics
- (iv) Ministry of Labour and Manpower Development

2. Fiscal Sector

- (i) Macro Economics and National Accounts Division, Central Bureau of Statistics
- (ii) Debt Management, Ministry of Finance

3. External Sector

- (i) Central Bank of Kenya
- (ii) Kenya Revenue
- (iii) BOP Section, Central Bureau of Statistics
- (iv) National Accounts Division, Central Bureau of Statistics

4. Financial Sector

- (i) Kenya Revenue Authority
- (ii) Central Bureau of Statistics

5. Social Sector

- (i) Health Statistics
 - Central Bureau of Statistics
 - Ministry of Health
 - Civil Registration
- (ii) Education Statistics
 - Central Bureau of Statistics
 - Ministry of Education
- (iii) Gender, Youth and Disability Statistics
 - Central Bureau of Statistics
 - Ministry of Sports, Gender, Culture and Social services

6. Governance Sector

- (i) Judiciary
- (ii) The Kenya Police
- (iii) Kenya Prison
- (iv) Kenya Anti Corruption Authority
- (v) Ministry of Home Affairs and National Heritage
- (vi) Population and Social Statistics Division, Central Bureau of Statistics

(b) CO-ORDINATION

The National Statistical System will be coordinated by the KNBS. In the interim, during the transition, the coordination will be carried out by the KNBS through a Project Performance Agreement between the KNBS and agencies i.e. line ministries and other departments. The agreement will set out the framework for strengthening the links within the Kenya's National Statistical System for data collection, compilation and dissemination with a view to providing statistics required for policy making, monitoring and evaluating the progress in meeting the national and international developmental objectives as well as those needed by other users e.g. academic, research and business community.

The agreement will be a facilitating instrument representing a voluntary agreement between the agencies concerned. It will set out what both parties will agree to do and will provide a checklist against which progress will be measured. The agreement will also provide a way of demonstrating the coverage of the NSS and ensuring that technical, financial and capacity building support is provided at an early stage of the development process. It will also set out the objectives of the NSS and the measures the KNBS and the agencies agree to undertake in order to improve specific sets of statistics and also specify the inputs that the line ministries should expect to get from the KNBS and the outputs that the KNBS

should in return expect from individual statistical agencies. In addition, a formal collaboration of research activities to strengthen the linkage between the NSS and academic and research institutions will also be established.

The Project Performance Agreement will in particular specify the following:

- the roles and responsibilities of the Agency and the Management Committee
- processes for managing financial, procurement, reporting requirements and accountability
- appointment of an agency task team to take responsibility for management, monitoring and quarterly reporting to PMU on the assigned activities
- coordination of standards, methodologies and assessment of user needs
- reporting of Kenyan statistics to regional and international agencies
- assessment and evaluation through regular reporting of agreed performance indicators and independent review from time to time.
- Arrangement for technical assistance, evaluation and audit
- Arrangement for technical guidance on statistical standards, methodologies, techniques to promote user orientation and satisfaction on statistics and international comparability of Kenya's data.

It is recommended that the Agency agrees to the following:

- bear the full responsibility for the implementation of the project including planning, coordination, management, supervision and delivery of results according to schedule and targeted performance indicators

- commit itself to apply international standards (as given in international statistical manuals and classifications) and follow best country practices suitable to Kenya in the implementation and the analysis of the results for the assigned statistical activities
- targeted statistical outputs in the form of statistics and reports towards providing indicators required for monitoring and evaluation of Kenya's development goals and objectives as well as the statistical requirements of the NSS and other users
- appoint a Task Team to take responsibility for implementation, monitoring and scheduled reporting to the PMU on the assigned activities and also nominate a representative to the Committee and a technical representative to the advisory committee for facilitating effective coordination
- submit regular reports as required by the Committee on the performance of the assigned activities, taking into account the targeted performance indicators and, in collaboration with the Committee, make adjustments to the program of activities if and when bottlenecks arise
- for better governance and meeting financial reporting obligations to donors, follow the procurement and financial regulations and reporting requirements established by the PMU under the guidance of the Committee
- to keep adequate financial records, vouchers etc, for the purposes of external audit as required by the PMU and the Committee
- to support an independent evaluation of the implementation and the results of the assigned activities as required by the Committee
- to coordinate the reporting of Kenyan statistics to regional and international agencies with the Committee and the Director of CBS/KNBS

- undertake to carry out the agreed statistical activities in line with the fundamental principles of official statistics and in accordance with professional integrity and transparency.
- undertake to deposit project plans, questionnaires, data findings and reports with the Committee and the Director of the CBS/KNBS in line with the Committee's policy on data archiving and the development of a methodological database.

It is recommended that the KNBS takes charge of the following:

- bear full responsibility for the implementation of the program including planning, coordination, management, supervision and delivery of results according to schedule and targeted performance indicators
- commit itself to apply international standards (as given in international statistical manuals and classifications) and establish best country practices suitable to Kenya
- be a central repository of data from other agencies
- prepare consolidated annual work plan and budget
- be charged with quality assurance of statistical outputs generated by other agencies
- as the focal point, provide statistical support and seek external technical assistance on behalf of the other agencies
- supplies data to other agencies when required.
- submit regular consolidated reports to the Committee.
- coordinate financial reporting to donors specifically on projects funded by them.
- coordinate independent evaluations in agreement with the Committee and donors.
- coordinate the reporting of Kenyan statistics to regional and international agencies

- establish a data archive and set up a methodological database.

On the co-ordination with development partners it is agreed that:

- Leadership be provided by the Permanent Secretary, MPND in coordinating both government and donors within the framework of the SIMP.
- The Permanent Secretary MPND, should chair quarterly meetings with donors
- A basket funding mechanism be sought where possible.
- Progress reports be prepared on a quarterly basis for use by government and donors. A harmonized reporting process (including audit and evaluation) with agreed indicators be used by both government and donors.
- The government to take the lead in the identification of indicators and a common reporting template be developed.
- The government to use the SIMP to solicit support for statistical development and all projects or programs should be in line with this framework. Ad hoc requests from government outside the SIMP to be discouraged.
- It is important to ensure that the needs of individual agencies are taken care of in the SIMP.
- All activities must be in the annual work program and implementation will be reviewed annually.