KENYA ANTI-CORRUPTION COMMISSION

# STRATEGIC PLAN
# 2009 - 2013

*On the Frontline against Corruption*

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# 2009 – 2013

**On the Frontline against Corruption**

# MISSION STATEMENT

## OUR MANDATE

To combat corruption and economic crime in Kenya through law enforcement, prevention and public education as stipulated in The Anti-Corruption and Economic Crimes Act, 2003.

## OUR VISION

To be a world class institution fostering zero tolerance to corruption in Kenya.

## OUR MISSION

To combat corruption and economic crime through law enforcement, prevention and public education.

## OUR CORE VALUES

Integrity
Professionalism
Courage
Teamwork
Fidelity to the law
Excellence in service

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# FOREWORD

I am pleased to present to you the 2009 – 2013 Strategic Plan for the Kenya Anti Corruption Commission (KACC). This plan is our accountability statement to the people of Kenya on the strategies that the Commission has put in place for implementation over the next three years as per its mandate. The plan is aligned to the Kenya Vision 2030 and the Medium Term Plan 2008–2012 both being government blue prints guiding the development process in Kenya.

I am glad to report that implementation of the first strategic plan covering the period 2006 - 2009 was successful and I wish to commend Management for a job well done. During the first plan period, the Commission was strengthened through recruitment of staff and acquisition of requisite infrastructural tools and equipment necessary for execution of its mandate.

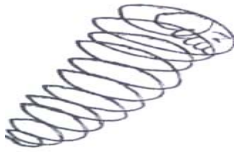
I also note with satisfaction that targeted measures were put in place by the Commission to prevent corruption and economic crime. Key milestones being investigation of corruption cases, disruption and prevention of corruption, creation of awareness and recovery of corruptly acquired assets. These measures will be deepened during the implementation of this Strategic Plan.

The development of this plan has come at a time when the public has become more knowledgeable and keen on the Commission's activities than ever before. The public is also keen to see an end to grand and petty corruption and many are apprehensive that all the gains made in the socio-economic and political development sphere of Kenya are reversed as a result of corruption and the culture of impunity. This feeling has the potential of undermining public support for development initiatives and the war against corruption and economic crime.

In order to address these concerns while deepening and widening the war against corruption, this plan seeks to enhance the institutional capacity of the Commission by seeking the entrenchment of the Commission in the Constitution, strengthening the policy and legal framework for combating corruption and economic crime and enhancing the Commission's institutional infrastructure to support wider out-reach and participation of the public in the fight against corruption and economic crime. The plan identifies strategies and activities that will enhance the war against the vice through law enforcement, prevention, public education and restitution of corruptly acquired assets.

Although corruption by its very nature mutates and can persist as a complex and difficult problem, the Commission is alive to this fact and is therefore prepared for a long and hard struggle. I therefore call upon all stakeholders to join us in combating this malaise. May I assure all that the Kenya Anti-Corruption Advisory Board will continue to play its fiduciary and oversight role in ensuring that gains already made in the war against corruption are not lost but engendered within existing institutional and legislative framework.

I therefore have no doubt that successful implementation of this plan will raise the bar on the war against corruption and enhance confidence of citizens in our institutions of governance with improved service delivery.



**Eric Okong'o Omogeni**
**Chairman**
**Kenya Anti-Corruption Advisory Board**

# PREFACE

The second Kenya Anti-Corruption Commission Strategic Plan 2009-2013 marks yet another important milestone in combating corruption and sets the agenda for the Commission over the next three years. Its development is a culmination of a rigorous process of introspection and reflection on the strategic direction and focus of the Commission. In seeking to fulfill its mandate of combating corruption and economic crime, the Commission has aligned this plan to the development priorities identified in Vision 2030 and the Medium Term Plan 2008 -2012.

As all will recall, the framework for mainstreaming anti-corruption efforts reached a watershed in 2003 with the enactment of the Anti Corruption and Economic Crimes Act, 2003. This led to the establishment of the Kenya Anti Corruption Commission and its attendant institutional structures. With the realization that corruption is a symptom of underlying weaknesses in public sector institutions and the need therefore for grounding of anti-corruption efforts in ethics, the Public Officer Ethics Act, 2003 among other legislative reform measures were put in place.

The Commission thus remains the focal point for institutionalizing anti-corruption efforts and ethical ethos in public sector institutions and the public in general. To deepen this focus, the Commission developed and successfully implemented the first strategic plan 2006-2009. Experiences in implementing this plan greatly informed the process of developing the 2009 – 2013 Strategic Plan whose implementation focuses on three key themes: Institutional capacity building and development; Investigation and asset recovery; and Corruption prevention. These themes form the main pillars around which the Plan has been developed as a product of extensive consultations involving staff, Management, the Advisory Board and external stakeholders.

Our Vision and Mission remain to be 'A world class Institution fostering zero tolerance to corruption in Kenya' and 'To combat corruption and economic crime through law enforcement, prevention and public education' respectively. The vision and mission represent our long term aspirations and the two are engraved in our core values of integrity, fidelity to the law, professionalism, courage, teamwork and excellence in service provision.

It is indeed my conviction that the strategic objectives, strategies and activities highlighted in this strategic plan will deepen the work of the Commission as we remain on the frontline in the war against corruption. I encourage all to internalize this plan and feel free to get in touch with the Commission for information or to report cases of corruption.

**Dr. John P. Mutonyi, MBS**
**Ag. Director/Chief Executive**
**Kenya Anti-Corruption Commission**

# ACRONYMS

| | |
|---|---|
| ACPU | Anti-Corruption Police Unit |
| ACECA | Anti-Corruption and Economic Crimes Act |
| APSEA | Association of Professional Societies of East Africa |
| AKI | Association of Kenya Insurers |
| AU | African Union |
| BOE | Brief of Evidence |
| CBO | Community Based Organization |
| CCTV | Closed Circuit Television |
| CDF | Constituency Development Fund |
| CE | Chief Executive |
| CPP | Corruption Prevention Plan |
| DPP | Director of Public Prosecutions |
| EAACA | East African Association of Anti-Corruption Authorities |
| EDMS | Electronic Documents Management System |
| ERS | Economic Recovery Strategy |
| HOD | Head of Department |
| IAT | Investigation and Asset Tracing |
| IAOs | Integrity Assurance Officers |
| ICPAK | Institute for Certified Public Accountants of Kenya |
| ICT | Information, Communication and Technology |
| IEC | Information Education and Communication |
| IMS | Information Management Systems |
| KACC | Kenya Anti-Corruption Commission |
| KACAB | Kenya Anti-Corruption Advisory Board |
| KBC | Kenya Broadcasting Corporation |
| KEBS | Kenya Bureau of Standards |
| KEMSA | Kenya Medical Supplies Agency |
| KENAO | Kenya National Audit Office |
| KIE | Kenya Institute of Education |
| KISM | Kenya Institute of Survey and Mapping |
| LATF | Local Authority Transfer Fund |
| MDGs | Millennium Development Goals |
| M&E | Monitoring and Evaluation |
| MLA | Mutual Legal Assistance |
| MPs | Members of Parliament |
| MTP | Medium Term Plan |
| NACP | National Anti-Corruption Plan |
| NGO | Non-Government Organization |
| NIMES | National Integrated Monitoring and Evaluation System |
| PE | Personal Emoluments |
| PESTLE | Political, Economic, Socio- Cultural, Technological, Legal and Environmental |
| PPDA | Public Procurement and Disposal Act |
| PPOA | Public Procurement Oversight Authority |
| PPP | Public Private Partnership |
| RBM | Results Based Management |
| SAGA | Semi-Autonomous Government Agency |
| SWOT | Strengths, Weaknesses, Opportunities and Threats |
| TNA | Training Needs Assessment |
| TRAG | Training in Anti-Corruption and Governance |
| TSC | Teachers Service Commission |
| UN | United Nations |

# EXECUTIVE SUMMARY

This Strategic Plan provides a road map for combating corruption and economic crime in Kenya over the period 2009 – 2013 by the Kenya Anti-Corruption Commission (KACC) as envisaged in the various legal, statutory and governance instruments. The plan builds on and provides a solid framework for deepening the national development agenda as stated in the Vision 2030 and Medium Term Plan 2008-2012. Its development is informed by experiences in implementation of the 2006-2009 Strategic Plan. This Plan therefore provides a sound basis for repositioning the Commission within the national reform agenda.

A participatory, consultative and all-inclusive process that entailed taking on board internal and external stakeholder views was adopted in developing this plan. Consultative meetings were held with the Management, staff and the Kenya Anti-Corruption Advisory Board. This ensured that consultations were all encompassing and a broad range of internal and external stakeholders' views and experiences were incorporated.

The Plan provides a summary of achievements, challenges and lessons learnt in the first cycle of the Commission's strategic plan 2006 – 2009. This being the second planning cycle, challenges, constraints and lessons learnt in the first cycle were analyzed within the context of national priorities in the area of governance, law enforcement and corruption prevention. This analysis informed the process of developing strategic issues, goals, objectives, strategies and activities to be pursued by the Commission in the next three years.

A situational analysis was carried out that identified the Commission's strengths, weaknesses, opportunities and threats viz a viz the various stakeholder interests. Having considered the national policy priorities and experiences in implementing the first cycle of the planning period, the Commission identified the following vision and mission.

*Our Vision*: To be a world class institution fostering Zero Tolerance to Corruption in Kenya

*Our Mission*: To combat corruption and economic crime through law enforcement, prevention and public education

The Commission's core values are; acting in an honest, fair, accountable and transparent manner (integrity), fidelity to the law, professionalism, enforcing anti-corruption laws firmly and without fear (Courage), teamwork, and upholding the highest standards in service delivery (excellence in service).

In order to adequately address national policy priorities as identified in Vision 2030 and the Medium Term Plan 2008 - 2012, the Commission has identified the following strategic goals and themes.

*Strategic Goals*

i) To prevent and combat the occurrence of corruption and economic crime
ii) To trace, recover and restitute corruptly acquired assets.

*Strategic Themes*

i) Institutional Capacity Building and Development - Strengthen the capacity of the Commission to deliver on its mandate.
ii) Investigation and Asset Recovery - Enhance the legal capacity and to undertake investigations and asset recovery.
iii) Corruption Prevention - Reduce the prevalence of corruption and economic crime.

To ensure successful implementation of this Strategic Plan, a Monitoring and Evaluation Committee will be established to support, coordinate and oversee the implementation of the Strategic Plan by the heads of Departments. The Committee, supported by a Strategic Plan Secretariat for its administration, will report its functions and activities to the Director/Chief Executive. The Advisory Board will provide overall leadership in the Strategic Plan implementation process.

Success of this plan is dependent on the availability and presence of adequate human and financial resources in the Commission to guarantee sustained implementation of planned activities. Human, financial and infrastructural resource needs have been identified and strategic goals, themes and strategies aligned to available resources for the next three years. Measures will be put in place to ensure efficient and effective utilization of available resources.

Progress in implementation of planned activities will be measured, monitored and evaluated over the next three years. A monitoring and evaluation system linked to the National Integrated Monitoring and Evaluation System (NIMES) will be put in place. This framework will help track progress in implementation of planned activities. Monthly, quarterly and annual performance monitoring and evaluation reports will be generated detailing milestones in implementation of activities. This will include challenges, lessons learnt and way forward.

# CHAPTER 1: INTRODUCTION

## 1.1 BACKGROUND

Corruption remains a major problem affecting the political, social and economic development in Kenya. It is identified under Vision 2030 and Medium Term Plan (2008-2012) together with governance as one of the challenges besetting socio-economic transformation. Corruption stifles growth and investment and has disproportionate distortionary effects on all productive and service sectors of the economy. It distorts public sector choices and decision making with undesirable consequences such as poor service delivery. By its very nature, corruption is hidden and entails deception and unethical conduct. Furthermore, uncertainty associated with economic transition, unstable social safety nets, and widespread state capture by various interest groups, has created an open environment for corrupt practices.

Recognizing the need to address corruption, the Government established the Kenya Anti-Corruption Commission (KACC) in 2003 under Section 6 of the Anti-Corruption and Economic Crimes Act (ACECA) of 2003 to combat and prevent corruption. Since then, the Government has adopted a series of legislative and normative acts aimed at building necessary legal framework for effective tackling of corruption.

The first strategic plan covering the period 2006-2009 was implemented to its logical conclusion. It provided a comprehensive plan of action based on the Commission's priorities and resources and formed a sound basis for discharge of the Commission's mandate. The 2009 – 2013 Strategic Plan is the second and its development took cognizance of the achievements, challenges and lessons learnt in the first plan. Further, this plan responds to the development priorities as highlighted in the Kenya Vision 2030 and the first Medium Term Plan (2008-2012).

## 1.2 MANDATE AND FUNCTIONS OF THE COMMISSION

### 1.2.1 Mandate

The Commission derives its mandate from the Anti-Corruption and Economic Crimes Act, 2003 (ACECA). Its mandate is to combat corruption and economic crime through law enforcement, prevention, public education and restitution of corruptly acquired assets. The Act spells out the functions of the Commission.

### 1.2.2 Functions

The functions of the Commission, as provided for under Section 7 of the Anti-Corruption and Economic Crimes Act, 2003, are to:

i) investigate any matter that, in the Commission's opinion, raises suspicion that any of the following have occurred or are about to occur:

- conduct constituting corruption or economic crime;
- conduct liable to allow, encourage or cause conduct constituting corruption or economic crime;

ii) investigate the conduct of any person that, in the opinion of the Commission, is conducive to corruption or economic crime;
iii) assist any law enforcement agency of Kenya in the investigation of corruption or economic crime;
iv) at the request of any person, to advise and assist the person on ways in which the person may eliminate corrupt practices;
v) examine the practices and procedures of public bodies in order to facilitate the discovery of corrupt practices and to secure the revision of methods of work or procedures that, in the opinion of the Commission, may be conducive to corrupt practices;
vi) advise heads of public bodies of changes in practices or procedures compatible with the effective discharge of the duties of such bodies that the Commission thinks necessary to reduce the likelihood of the occurrence of corrupt practices;
vii) educate the public on the dangers of corruption and economic crime and to enlist and foster public support in combating corruption and economic crime;
viii) investigate the extent of liability for the loss of or damage to any public property; and
    - institute civil proceedings against any person for the recovery of such property or for compensation; and
    - recover such property or enforce an order for compensation even if the property is outside Kenya or the assets that could be used to satisfy the order are outside Kenya; and
ix) Carry out any other functions conferred on the Commission by or under this Act or any other law.

## 1.3 JUSTIFICATION OF THE 2009-2013 STRATEGIC PLAN

With the lapse of the Economic Recovery Strategy for Wealth and Employment Creation and development of Kenya Vision 2030, all public Institutions were required to align their development priorities alongside the new vision. Corruption and governance are identified in the Vision 2030 as twin challenges hampering socio-economic transformation of Kenya among other issues. The 2009 – 2013 Strategic Plan was developed upon lapse of the 2006 – 2009 plan. This plan therefore provides strategic direction and focus in fighting corruption and economic crime in the country. The plan, while creating a solid framework for deepening the implementation of major activities contained in the 2006 – 2009 Strategic Plan, is aligned to national priorities as detailed in Vision 2030 and the Medium Term Plan (2008-2012).

## 1.4 THE PLANNING PROCESS

In preparing this Strategic Plan, the Commission adopted a participatory and inclusive process by ensuring a broad range of internal and external stakeholders' views and opinions are taken on board. The processes commenced through consultative meetings

with the Advisory Board, Management and staff. The key steps taken in the design and development of the Plan were as follows:

(i) Sensitization of staff on the need for the Plan;
(ii) Review of the 2006-2009 Strategic Plan, other KACC reports;
(iii) Alignment of the Plan to Vision 2030, Medium-Term Plan 2008-2012 and other relevant Government Policy Documents; and
(iv) Consultative meetings and workshops involving Staff, Management and the Advisory Board.

## 1.5 STRUCTURE OF THE STRATEGIC PLAN

The Strategic Plan document is structured into eight chapters:

(i) Chapter one gives the background information about KACC, mandate and functions.
(ii) Chapter two presents Kenya's development agenda under the Kenya Vision 2030 and the role of KACC in realizing the Vision priorities.
(iii) Chapter three reviews the 2006 – 2009 strategic plan and highlights success factors, challenges and lessons learnt.
(iv) Chapter four presents the situational analysis covering internal and external environment (PESTLE, SWOT and Stakeholder Analysis).
(v) Chapter five presents the strategic model covering Vision, Mission, Core Values and Strategic Goals. The strategic themes, issues, objectives and strategies are also presented in this chapter.
(vi) Chapter six documents the coordination framework and the structure for implementing the strategic plan.
(vii) Chapter seven provides the resource requirements for implementation.
(viii) Chapter eight shows the Monitoring, Evaluation and Reporting framework.

The implementation matrix to the strategic plan is appended.

# CHAPTER 2: KENYA'S DEVELOPMENT AGENDA

## 2.1 BACKGROUND

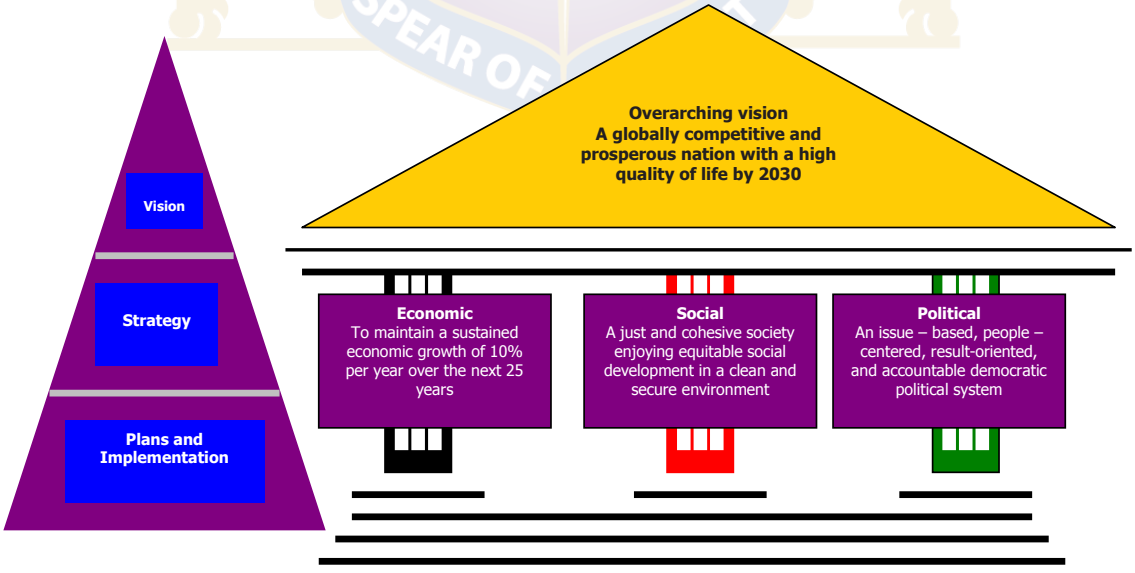
This chapter presents the national development agenda as embodied in the Kenya Vision 2030 and the role of the Commission in meeting the development needs identified in the strategy paper. The Commission's long term direction and strategic issues incorporates issues identified in the Vision.

## 2.2 THE NATIONAL DEVELOPMENT AGENDA - VISION 2030

The Kenya Vision 2030 is a long term planning strategy that seeks to transform Kenya into a globally competitive middle income country offering high quality life to its citizens by 2030. The Vision was developed to guide national development and takes cognizance of other government policy documents such as the Economic Recovery Strategy for Wealth and Employment Creation (2003-07), Millennium Development Goals (MDG) and various National Development Plans that came to an end in December 2007. Implementation of the strategy is through five year medium term rolling plans with the first covering the period 2008 – 2012.

The Vision is anchored on three key pillars namely Economic, Social and Political as presented in Figure 1. These pillars will be implemented through five year Medium Term Plans (MTP) of which the first covers the period 2008-2012.

**Figure 1: Pillars of Kenya's Development Framework**



One of the challenges identified in the Vision and which the Commission has to play a lead role in tackling is persistent corruption and weak governance. Others closely related to this are Public Service Reforms; enhanced security; and deepening of governance reforms.

### 2.2.1 The Economic Pillar

The Economic pillar aims to achieve an average economic growth rate of 10 per cent per annum and sustaining the same till 2030, in order to generate more resources to meet the Millennium Development Goal (MDGs) targets and Vision 2030 goals. Under the Economic Pillar, six sectors, namely, tourism; agriculture; manufacturing; wholesale and retail trade; business process outsourcing; and financial services are identified to deliver the 10 per cent economic growth rate per annum.

### 2.2.2 The Social Pillar

The Social Pillar seeks to create a just, cohesive and equitable social development in a clean and secure environment. This is to be achieved through focusing on eight key social sectors, namely education and training; health; water and sanitation; environment; housing and urbanization; gender; youth and vulnerable groups. Special considerations are also given to Kenyans with various disabilities and marginalized communities.

### 2.2.3 The Political Pillar

The Political Pillar aims to realize an issue-based, people-centered, result-oriented and accountable democratic political system. The transformation of the country's political governance system will cut across seven strategic thrusts. These are: rule of law; electoral and political processes; democracy and public participation; transparency and accountability; public administration and service delivery; security, peace building and conflict management and national reconciliation and recovery.

## 2.3 THE ROLE OF THE COMMISSION IN VISION 2030

Issues of governance, corruption and application of the rule of law are identified in the Vision 2030. The First Medium Term Plan (2008-2012) recognizes the statutory mandate of the Commission and has identified areas of immediate intervention by the Commission as: enforcement of anti-graft laws; recovery of public assets illegally or irregularly acquired, proactive measures, corruption prevention and public education.

During the Plan period, the Commission will implement programmes and seek to deliver on the following as envisaged in the Vision 2030:

i) Strengthening the institutional framework for anti-corruption, ethics, integrity and expansion of awareness campaign;
ii) Mainstreaming anti-corruption, ethics and integrity in the public sector through the modernization of government operations and service delivery;
iii) Enhancement of the capacity of agencies mandated to prevent, investigate, prosecute and adjudicate on corruption and economic crime;

iv) Enhancement of co-operation and partnership among institutions responsible for preventing, investigating, prosecuting and adjudicating corruption and economic crime, including international institutions; and
v) Promotion of Results based management in public service through mainstreaming of corruption prevention strategies in RBM and Performance Contracting.

Within the framework of the Medium Term Plan 2008 - 2012, the Commission will:

(i) Pursue the strengthening of the policy, legal and institutional framework for anti-corruption, ethics and integrity to guarantee a transparent and accountable public service through: review of the Anti-Corruption and Economic Crimes Act, 2003 and Public Officer Ethics Act, 2003;
(ii) Support the enactment of laws that reinforce the war against corruption and economic crime. This includes the enactment of the Mutual Legal Assistance Bill and the Whistleblower Protection Bill among others. This will also include the operationalisation of the Proceeds of Crime and Anti-Money Laundering Act, 2009;
(iii) Support the modernisation of government operations and service-delivery so as to facilitate the war against corruption through e-government;
(iv) Facilitate the domestication of the international anti-corruption instruments (such as the United Nations Convention against Corruption and the African Union Convention on Preventing and Combating Corruption); and
(v) Seek for the prompt implementation of audit reports.

In collaboration and partnership with other stakeholders, the Commission will put in place measures to:

(i) Proactively investigate corruption and economic crime;
(ii) Thoroughly investigate reported corruption cases and pursue prosecution, convictions and recovery of corruptly acquired or illegally assets;
(iii) Enhance education, training and awareness on the dangers of corruption and economic crime;
(iv) Mainstream anti-corruption, ethics and integrity in the public sector;
(v) Enhance co-operation and partnership with institutions responsible for prosecuting and adjudicating corruption and economic crime; and
(vi) Enhance capacity for prevention, investigation and restitution on corruption and economic crime.

# CHAPTER 3: REVIEW OF 2006 -2009 STRATEGIC PLAN

## 3.1 BACKGROUND

This chapter summarizes the review of the Commission's performance in implementing the Strategic Plan, 2006 – 2009. The review focused on actual performance against each stated strategic objective and the results presented in four parts namely Achievements, Key Success Factors, Challenges Encountered and Lessons Learned. This in addition to other reviews and information sources subsequently informed the process deriving strategic issues and developing the 2009 – 2013 Strategic Plan.

## 3.2 ACHIEVEMENTS

The 2006 – 2009 Strategic Plan identified 21 strategic objectives to be implemented. Achievement against each of the objectives is hereby presented;

### 3.2.1 Legal Services and Asset Recovery

The following were achieved against the respective strategic objectives:-

i) **To mainstream Anti-Corruption legislation:**
- Recommendations were made to harmonise Anti-corruption and Economic Crimes Laws through the Statute Law (Misc) Amendments Act 2007.
- Proposals towards development of Amnesty and Restitution Bill, Anti-Money Laundering Bill, and Whistleblower Protection Bill prepared and submitted to the Ministry of Justice, National Cohesion and Constitutional Affairs (MOJNCCA) and Kenya Law Reform Commission.
- Gap analysis of the Kenyan Legislative, Institutional and Administration framework was undertaken to establish the level of compliance with United Nations Convention on Anti Corruption (UNCAC) and a report made.

ii) **To track, compile and synthesize Anti-Corruption jurisprudence:**
- Formats prepared for notices under section 26 of ACECA and letters rogatory for Mutual Legal Assistance (MLA) in the process of developing precedents and forms on Anti-corruption and Economic Crimes Act.

iii) **To disseminate and educate the public on anti-corruption cases:**
- Three issues of newsletter published and widely disseminated to enhance public education on anti-corruption cases.

iv) **To enhance Asset Tracing and Recovery Capacity:**
- 289 suits for recovery or restitution for loss of public houses and land
- 54 cases filed for restitution of embezzled funds.
- 142 preservation applications made in Court.
- **Kshs.359.14 million**, 63 parcels of land and 16 houses recovered out of the suits filed.

### 3.2.2 Investigation and Asset Tracing

The following were achieved against the respective strategic objectives:-

i) **To enforce anti-corruption laws:**
- The Commission completed Investigations of **385 cases** and forwarded case files to the Attorney General (AG) for further action.
- Of the cases before court, the Commission had **329 court attendances** to watch briefs as a way of enhancing quality control and complementing prosecution where necessary.

ii) **To enhance information gathering and investigation capacity:**
- Intelligence and Investigation Management System (INTERCORE) installed and commissioned.
- Technical surveillance equipment, high speed scanners, camcorders and digital cameras to support investigations procured.
- An Inter-Agency forum comprising of eleven investigative and watchdog agencies established and operationalised as a tasking and information sharing platform among the agencies.
- Inter-Agency liaison Office established to enforce mechanisms for gathering evidence.

iii) **To improve performance in investigation, intelligence production and asset tracing:**
- In the intensification of detection of corruptly acquired assets, assets worth **Kshs.10.8 billion** were identified and traced.
- **9** Mutual Legal Assistance requests were made.
- **784** cases were investigated and cleared up i.e. case clearance rate enhanced.
- **12** Integrity tests and **292** sting operations undertaken.
- Through proactive investigations, detection and disruption of corruption leading to savings of public funds amounting to **Kshs.6.9 Billion**.
- Developed and issued operating guidelines.
- Established networks and specific targets identified and sources recruited for information gathering.

iv) **To expand capacity of corruption reporting facility:**
- Data collection forms developed and put into use.
- Report processing system that processes reports within 14 days established
- One mobile van procured.
- Report and data centre expanded with all the backlog of reports from Anti-Corruption Police Unit (ACPU) cleared.
- An anonymous corruption reporting system installed and operationalised. This has enhanced the relevance and quality of corruption reports made to the Commission.

### 3.2.3 Corruption Prevention

The following were the achievements against the respective strategic objectives:

i) **To examine policies, systems, procedures and practices prone to corruption:**
- ↘ Nine (9) institutions examined and findings documented and disseminated.
- ↘ Follow ups made on implementation to establish progress made in sealing corruption loopholes and improving corporate governance.

ii) **To develop best practices, guidelines, modules and provide advisory services:**
- ↘ Seven (7) key areas of weaknesses identified (against a target of 3) and guidelines developed.
- ↘ Five (5) guidelines developed and widely disseminated namely:
  a. A framework for mainstreaming corruption prevention in public institutions;
  b. Guidelines for preparation of an anti-corruption policy for public institutions;
  c. Guidelines for development of a code of conduct and ethics for public institutions;
  d. A guide for corruption baseline survey in public institutions; and
  e. Corruption prevention guidelines on information communications technology (ICT).
- ↘ 149 local authorities' tender committees advised on corruption prevention in the procurement function.
- ↘ 423 public institutions advised through the performance contracting framework.
- ↘ 209 public and private sector institutions provided with other advisory services on how to mainstream corruption prevention.
- ↘ Advisory services provided to other Anti-corruption agencies.
- ↘ Fourteen (14) comprehensive policy briefs provided to public and private sector institutions leading to:
  a. development of corruption prevention policies and plans;
  b. setting up of Corruption Prevention Committees; and
  c. Undertaking Corruption Risk Assessments.

iii) **To provide integrity and good governance training:**
- ↘ 1,977 Integrity Assurance Officers (IAOs) from 240 public sector organisations trained.
- ↘ 861 Corruption Prevention Committee members and managers from both private and public institutions trained.
- ↘ Training on how to prepare Codes of Conduct undertaken for 240 public institutions.

iv) **To build local Partnership and Coalitions:**
- ↘ Partnership and Coalitions Policy concept paper developed and consultative fora held for various institutions including KENAO, KEBS, ICPAK, IEK, KEPSA Internal Auditor General and CDF.

- Memorandum of Understanding (MOU) signed with Institute of Certified Public Accountant of Kenya (ICPAK).
- Four (4) publications shared with partners and Two (2) Articles published in partner journals.
- A Partnership initiated on corruption prevention with the East African Countries within the framework of East African Association of Anti-Corruption Authorities (EAAACA).
- Liaison programmes on corruption prevention initiated with the following Public Institutions;
    - Public Sector Reforms and Performance Contracting Ministry to institutionalize corruption prevention strategies in 431 public institutions (Ministries/Departments, State Corporations Local Authorities and Tertiary sectors) through the introduction of an anti-corruption indicator under performance contracts.
    - Public Procurement Oversight Authority (PPOA); to build capacity of Tender Committees from Local Authorities on risk identification and management in the procurement cycle and to review the Standard Tender Documents
    - National Management Committee Secretariat on Constituency Development Fund (NMCS-CDF) to build the capacity of fund managers on corruption prevention in procurement and financial management.
    - Kenya National Archives and Documentation Services to mainstream anti corruption measures in the draft National Policy on Records Management
    - Cabinet Office and Ministry of State for Public Service on implementation of Best Anti-Corruption Framework Award.
- Private sector programmes on mainstreaming ethics and enhancing good governance and prevention of fraud held for 30 professional Associations in; Built environment; Medicine and Health and; Management, Governance, Administration and Law sub sectors under the Association of Professional Societies of East Africa and the insurance sector as well as facilitation in the development of governance instruments.
- The National Anti-corruption Plan (NACP) Secretariat established and operationalized

v) **To institutionalize integrity programmes in formal Education:**
- Curriculum developed to support materials for Early Childhood Development (ECD) and Education.
- Training for public officers undertaken under the Training in Research, Anti-Corruption and Governance (TRAG) - Certificate course programme in collaboration with various stakeholders.
- Sponsored the Schools and Colleges Drama Festivals as a way of mainstreaming anti-corruption, integrity and ethics training in formal education.

vi) **To intensify anti-corruption and integrity education and awareness:**
- Undertook public education and awareness through the media,
- Undertook countrywide sensitization and awareness programmes and various outreach and training programmes targeting:
    a. Public officials;

b. The youth;
c. Grass root actors;
d. Community based corruption monitors and facilitators; and
e. Faith based actors among others.

- Marked and participated in the international corruption day.
- Exhibited at National Agricultural Society of Kenya (ASK) shows.
- Held a number of open days such as the annual Public Service weeks.
- Developed and disseminated over **100,000** assorted Information, Education and Communication (IEC) materials to all sectors of the society.

vii) **To establish through Research the nature and extent of corruption in Kenya**:

- Conducted Annual National Corruption Perception Surveys for 2005, 2006, 2007 and 2008.
- Conducted National Enterprise Surveys on Corruption for 2006 and 2009.
- Undertook research and developed papers on topical issues and sector specific issues. The papers developed include :
  a. The Impact of Corruption on Public Welfare (2008);
  b. The Health Sector Survey (2008);
  c. Sugar Sector Study (2007); and
  d. Corruption on Public Roads (2009).
- Resource Centre was also established and operations of different libraries reviewed to inform the implementation of e-library at the Commission.

viii) **To facilitate development of strategic plans in the Commission, Public and Private Sectors:**

- The KACC Strategic Plan for 2006-2009 was developed, implemented and monitored through annual work plans, operational plans and periodic reviews.
- Mid Term review conducted
- End Term Evaluation conducted and output used to inform the development of the 2009 – 2013 Strategic Plan.

ix) **To develop and enforce monitoring and evaluation of proposed programmes and reforms:** The Commission undertook a mid term evaluation of the 2006-2009 Strategic Plan and initiated the process for developing and operationalising an M&E system for the Commission.

### 3.2.4 Institutional Capacity Building

The following were achieved against respective strategic objectives:-

i) **To strengthen Governance and Management systems:**

- The Commission adopted Results Based Management (RBM) and cascaded from the corporate to individual level.
- Governance policies and instruments were continuously reviewed and updated to take into consideration the challenges and realities existing in the Commission.
- A number of welfare programmes undertaken in the area of HIV/AIDS, team building, and enhancing Staff Medical Scheme.

- Skills and Competence Development of staff through specialized and general training and development and recruitment of qualified personnel to enhance performance of the Commission.

ii) **To efficiently use the mobilized budgetary resources:**
- Appropriate annual work-plan & budgets prepared and implemented.
- Annual itemized reports produced.
- Allocated budgetary provisions utilized prudently.
- Financial and procurement plans prepared and compliance enforced as per laid down regulations.

iii) **To deploy an efficient internal and external communication system:**
- Appropriate ICT infrastructure procured and installed.
- Various management information systems established and implemented.
- Communication Policy prepared.
- Institutional information and communication systems reviewed.

iv) **To enhance physical, organizational and operational security:**
- Phase one out of three phases of ICT disaster preparedness infrastructure implemented.
- Corporate disaster plans and procedures initiated.
- Procured and installed entrance turnstiles and CCTV systems.
- A plot was purchased and development ongoing in an attempt to ensure security, confidentiality and harmonized operations.

## 3.3 IMPACT OF ACTIVITIES

Considering the range and conceptual foundations of activities implemented during the 2006-2009 plan period, the Commission has contributed immensely to entrenching integrity based approaches and ethical culture in the conduct of government business. Working together with various government departments/agencies and through the Commission's own interventions, this has led to overall improvement in public service delivery. For instance, there is now a general consensus among Kenyans that there is no small or mega corruption and therefore the desire to see an end to corruption in all sectors of the economy is unambiguous. This awareness among pubic servants and the public in general has pushed the war against corruption a notch higher. Several institutions and professional bodies have developed codes of conduct and ethics to guide their operations in consultation with the Commission. Key milestones include:

### 3.3.1 Service Delivery

During the plan period, the realization that prevalence of corruption and its systemic impacts was and still is a symptom of underlying weaknesses in institutions is visible based on the public mood and perception on the level of corruption and quality of services delivered to the Public. Through extensive and intensive public education and awareness programmes, there is now a general appreciation on the need for strong institutions to deepen the anti-corruption reform agenda. A number of legislative and institutional reform measures (policies and procedures) have been put in place due to this increased education, training and awareness. Further, anti-corruption activities

were mainstreamed in government/agency performance contracts under on going public sector reforms. The inclusion of anti-corruption indicators in the performance contracts of public bodies is assisting in generating commitment in mainstreaming corruption prevention strategies in the public sector, thus enhancing the level of transparency and accountability of public institutions. Public officers are now more accountable to the public than ever before.

### 3.3.2 Deterrence

Based on the provisions of Anti-Corruption and Economic Crimes Act, 2003, the Commission has reached millions of Kenyans through its public education and sensitization programme on the evils of corruption and empowered them to fight corruption. This is also engendering attitude and behavior change against corruption and the culture of impunity. Our corruption prevention programmes have helped public institutions to identify and seal corruption loopholes in their systems, policies, procedures and improve on their work methods and practices. During the plan period, there was increased proactiveness in disruption of corruption activities in public institutions either through collaborative systems audit or undercover surveillance. Further, the whistle-blower programme acts as a deterrence to corruption as public officers engaging in corrupt activities can be reported anonymously and action taken by the Commission.

### 3.3.3 Recoveries

Due to the numerous investigations done and corruption disruption measures undertaken, major savings have been realized in tax payers' money that could have been corruptly appropriated. In addition, the Commission recovered assets worth over Kshs.4.5 billion. Besides, asset tracing investigations on illegally acquired and unexplained assets are ongoing and will lead to further recoveries.

### 3.3.4 Turnout on Investigation

There was increased turn out of investigations of cases of corruption particularly with adoption of the Intelligence Led Anti-Corruption Model (ILACOM) to integrate investigations and intelligence gathering. Rollout of investigations increased so were reports of cases of corruption from the public leading to high levels of interventions.

## 3.4 KEY SUCCESS FACTORS

### 3.4.1 Effective planning and budgeting

The Commission adopted participatory planning and budgeting that ensured ownership of the Strategic Plan leading to better implementation due to: proper aligning of project objectives from Strategic Plan to the departments' objectives and cascading downwards to the divisions and individual assignments; effective programme targeting where available resources were rationalized with Strategic Plan activities; and substantial efforts made to mobilize financial resources for the Plan.

### 3.4.2 Efficient use of resources

The Commission ensured prudent use of resources through: procurement of goods and services where innovative aspects like acquisition of tested standard off-the-shelf

solutions coupled with phased implementations were adopted; working operation manuals and policy guidelines were formulated/reviewed to facilitate timely implementation; skilled and experienced staff were hired.

### 3.4.3 Inter – Agency collaboration

The Commission took advantage of effective collaboration to improve Plan implementation through; identification of key stakeholders in public and private sectors to widen outreach structures; liaison with other investigative and oversight bodies that facilitate joint tasking and information sharing; and effective carrying out of training activities and adoption of cost sharing with relevant institutions.

### 3.4.4 Use of research findings

The Commission used research reports to inform anti-corruption programs and other Governance reform measures.

### 3.4.5 Use of ICT

Availability and application of Information Communication Technology (ICT) infrastructure has been critical to the efficiency gains made in the Commission's operations.

## 3.5 CHALLENGES ENCOUNTERED

### 3.5.1 Inadequate legislative framework

Implementation of the Plan was constrained due to;

- Inadequate provisions in Anti-Corruption and Economic Crimes Act, 2003 (ACECA) and complementary laws;
- Criminal Justice System that does not deter corruption and;
- Complex /historical cases that took long to complete.

### 3.5.2 Managing expectations

High public expectation that was not fully met disillusioned the public thereby affecting the perception in the war against corruption.

### 3.5.3 Operational Challenges

The Commission experienced operational challenges during implementation that included: budgetary constraints for activities whose implementation wholly depended on donor funds; inadequate staff and low capacities in terms of skills for some departments; insufficient support from some government institutions in the fight against corruption; centralized operations with minimal regional representation; Public's lack of understanding of the mandate of the Commission; Bottlenecks in the procurement process; sub-optimal use of the available ICT infrastructure; and emerging numerous administrative assignments that are not part of the Strategic Plan. These constraints contributed to some planned activities not being implemented. In the plan period, the affected activities will be planned for and adequate resource provision made for their implementation.

### 3.5.4 Intelligence/ Investigation challenges

The Commission experienced some challenges in carrying out effective intelligence and investigations due to; under-developed Intelligence/Investigations Infrastructure; disruption of investigations due to staff turnover; delays in document examination because the Commission relies on the Criminal Investigation Department Laboratory; and reliance on other departments for effective discharge of its mandate.

### 3.5.5 Lack of M&E system

Lack of an M&E system constrained systematic tracking of plan implementation progress while lack of baseline information as well as experience led to setting of unrealistic targets for some programmes.

## 3.6 LESSONS LEARNT

### 3.6.1 Consultative planning and budgeting is crucial

Consultative planning and budgeting should be encouraged to enable the alignment of project objectives in the Strategic Plan to the department, divisional and individual work plans.

### 3.6.2 External Vulnerability

Implementation of the Strategic Plan is prone to external vulnerability such as funding, legislative framework and the political environment hence the need to lobby relevant stakeholders to minimise such adverse effects.

### 3.6.3 Partnerships are important

The war against corruption cannot be won without involving key stakeholders therefore internal and external collaboration must be enhanced with all key partners.

### 3.6.4 Effective M&E framework

Effective monitoring and evaluation is necessary for proper implementation of the strategic plan.

### 3.6.6 Continuous capacity building

There is need for continuous building of capacity for prevention and detection of corruption and economic crime.

### 3.6.7 Research is necessary

There is need for continuous research to strengthen anti-corruption policies, strategies and programmes.

# CHAPTER 4: SITUATIONAL ANALYSIS

## 4.1 BACKGROUND

The basic thrust of this section is to seek to answer the question where are we in order to determine cutting edge developments and trends in the war against corruption. This chapter also probes further the adequacy of directional policies for deepening the anti-corruption agenda to also consider emerging opportunities and threats. Analysis of the political, economic, socio-cultural, technological, legal and environmental (PESTLE) as well as Strengths, Weaknesses, Opportunities and Threats (SWOT) forms the basis of developing strategic goals, themes and strategies. In addition, stakeholder analysis was carried out.

## 4.2 PESTLE ANALYSIS

The extent to which Political, Economic, Social, Technological, Legal and Environmental issues affect and/or are affected by the Commission's activities and operations in the fight against corruption are presented in Table 1.

**Table 1: PESTLE Analysis**

| Category | Issues | Effect |
|---|---|---|
| Political | • Fading good will in fighting corruption<br>• Delays in approval of Director and Assistant Director by Parliament<br>• Politicization of the Commission investigation.<br>• Coalition politics and grand standing<br>• Absence of solidly grounded political parties<br>• Weak electoral process<br>• Poor parliamentary oversight mechanisms | • Support may not be forthcoming<br>• Lack of role modeling<br>• Networks created which are resistant to good governance practices<br>• Culture of impunity is promoted<br>• Confusion on the public policies<br>• Negative public perception<br>• Unwillingness to provide sufficient legislative powers to the Commission<br>• Acceptance of the Commission's work and enhanced co-operation<br>• Hostile operating environment<br>• Nepotism and favoritism in recruitment.<br>• Interference with investigation. |
| Economic | • Increase in poverty<br>• Poor remuneration<br>• Global and national recession<br>• High inflation levels<br>• High levels of unemployment<br>• Reduced capacity to attract investors | • Macro corruption<br>• Susceptibility to extortion and corrupt practices may affect Government financing to the Commission<br>• Increasing corruption<br>• Reduced donor support<br>• Insufficient budget allocation |
| Social | • Entrenched culture of corruption<br>• Social admiration of wealth<br>• Gratification of ill-gotten wealth<br>• Culture of dependency<br>• Ethnicization of corruption war<br>• Human greed<br>• Do not care attitude of Kenyans<br>• Ignorance/ illiteracy | • Erosion of values and ethics<br>• Impunity and corruption networks<br>• Micro corruption<br>• Failure to accept and respond to prevention strategies<br>• Tolerance of corrupt culture<br>• Increase in bribery<br>• Increase in cases of hand-outs which may encourage corruption. |

| Category | Issues | Effect |
|---|---|---|
| Technological Advancement | • Handling e-corruption<br>• Lack of a forensic Laboratory<br>• Computerization of government management systems<br>• Existence of technological advancement e.g. IT, electronic money transfer<br>• Inappropriate control of technology | • Complexity in dealing with e-corruption<br>• Poor systems susceptible to corruption<br>• New frontiers of corruption<br>• Continuous need for pro-activity in prevention strategies to deal with rapid technological advancements. |
| Legal Environment | • Constitutional references/ misconduct by lawyers<br>• Complacency in reporting corruption and economic crime activities<br>• Existence of various legal instruments e.g. ACECA, PPDA<br>• Lack of sufficient powers in ACECA to secure effective implementation of examination recommendations and CPPs<br>• Outdated legal framework to deal with innovative technology<br>• Legal bottlenecks<br>• Slow Judicial process<br>• Unfavorable anti-corruption jurisprudence | • Delay of cases/frustrations<br>• Impunity<br>• Loss of goodwill<br>• Some of the institutions may not implement the prevention recommendations seriously<br>• Low conviction rates.<br>• Slow recovery and restitution. |
| Environment | • Encroachment into water catchment areas, river banks, riparian areas and other environmental sensitive areas.<br>• Politisation of environment management issues<br>• Global warming<br>• Power rationing<br>• Un-harmonized environmental laws | • Worsens/ perpetuates corruption situation<br>• Adverse environmental conditions<br>• Increased civil strife and human-wildlife conflict<br>• Higher levels of poverty and poor quality of life<br>• Low levels of investment and economic performance |

## 4.3 SWOT ANALYSIS

The SWOT analysis presents Strengths, Weaknesses, Opportunities and Threats to the Commission. It takes into consideration PESTLE and experiences in implementing the 2006-2009 Strategic Plan.

### 4.3.1 Strengths

(i) **Qualified, competent, dedicated, multidisciplinary and experienced human resource:** The Commission has recruited a mix of highly skilled Management and Officers, required in fulfilling its mandate.

(ii) **Multi-disciplinary team of members of the Advisory Board:** The Advisory Board consists of members from various professional backgrounds and stakeholder interest groups who provide vital advice to the Commission in the discharge of its mandate.

(iii) **Developed ICT infrastructure:** The Commission has a highly developed ICT infrastructure that enables officers to carry out their duties effectively and efficiently.

(iv) **Independence:** Under ACECA the Commission is independent in the discharge of its mandate.

(v) **Appropriate governance systems:** The Commission has developed and operationalised tools of governance that have enabled it to carry out its duties.
(vi) **Cumulative knowledge and experience on anti-corruption issues:** The Commission has accumulated sufficient knowledge and experience in the fight against corruption over the last five (5) years.
(vii) **Existence of legal framework:** ACECA and other related legislation have supported KACC operations.

### 4.3.2 Weaknesses

(i) **Inadequate human capacity given a wide mandate:** The Commission has a total staff complement of 273. This is not adequate in view of the mandate and the need for national presence and visibility.
(ii) **Inadequate specialized training:** The Commission recruits highly skilled and experienced staff, however, they require continuous specialized training on anti-corruption strategies.
(iii) **Lack of a partnership policy:** The Commission has not rolled out a formal partnership policy to guide stakeholder engagement.
(iv) **Lack of communication strategy:** The Commission has made various achievements in fighting corruption that have not been effectively communicated to its stakeholders.
(v) **Inadequate office space and regional offices:** The Commission has inadequate office space at the headquarters and has only one regional office.
(vi) **Inadequate financial resources:** Some of the planned programmes were not implemented due to insufficient budget allocation.
(vii) **Weak monitoring and evaluation systems:** The Commission has not developed a monitoring and evaluation system for its programmes.
(viii) **Inadequate synergy among Directorates/Departments.** There is lack of effective collaboration among Directorates/Departments.
(ix) **Lack of uniform organizational culture:** Due to lack of a conversion programme, staff exhibit different behavior. The induction training provided is not adequate to promulgate a uniform organizational culture
(x) **Lack of data management policy:** Most records and data are still in manual form.

### 4.3.3 Opportunities

(i) **High demand for KACC services due to increased awareness:** Existence of corruption hence public looks up to KACC for action, protection and assurance.
(ii) **Partnership:** Many institutions, Non Governmental Organizations (NGO's), Community Based Organizations (CBO's), Donor Agencies are willing to partner with KACC to improve governance.
(iii) **Training Opportunities:** Availability of local & international training opportunities that KACC can take advantage of to enhance capacity of staff.
(iv) **Vibrant media**: Kenya has very strong and active media which the Commission should use to educate the public and create awareness on its activities.
(v) **Availability of ICT:** With enhanced ICT infrastructure in place, the Commission should fully utilize the available network in sharing information with stakeholders.
(vi) **Existence of government infrastructure for national expansion:** Government ministries/institutions are spread in all the regions of the country.

The Commission should exploit the available government infrastructure to enhance its outreach to the lowest administrative units.

(vii) **Existence of regional & international platforms:** The Commission should use regional and international institutions with similar mandate to benchmark best practices and share experiences.

(viii) **On going Public Sector Reforms:** The Commission can exploit the on going public sector reforms such as performance contracting to further enhance mainstreaming of anti-corruption strategies.

(ix) **Accessibility to KACC offices by Public:** KACC has an open door policy which should be sustained to encourage more reporting of corruption by the public.

### 4.3.4 Threats

(i) **Multiplicity of Agencies with roles similar to KACC's mandate:** There are many institutions established with similar roles to KACC mandate which brings confusion and conflict in the implementation of anti-corruption activities.

(ii) **Security risks associated with whistle blowing:** The risks associated with whistle blowing are high and therefore there is need to manage the attendant operational risks.

(iii) **Dwindling and unpredictable political will:** There is lack of political will to strengthen the anti-corruption legislative framework.

(iv) **Inadequate legal backing:** KACC existence is not firmly grounded in the constitution

(v) **Negative public perception:** The public has a negative opinion towards the Commission due to negative media reporting.

(vi) **Emerging Technologies:** Modern ICTs are bringing new crime scenarios such as electronic fraud (cyber crime).

(vii) **Information mining and distortion:** Information leakage and peddling are challenges in the fight against corruption.

A summary of the SWOT analysis is provided in Table 2.

**Table 2: Summary of SWOT**

| Strengths | Weaknesses |
|---|---|
| ▪ Qualified, competent, dedicated, multidisciplinary and experienced human resource<br>▪ Multi-disciplinary team of members of the Advisory Board<br>▪ Developed ICT infrastructure<br>▪ Independence<br>▪ Appropriate governance systems<br>▪ Cumulative knowledge and experience on anti-corruption issues<br>▪ Existence of legal framework | ▪ Inadequate human capacity<br>▪ Inadequate specialized training<br>▪ Lack of a partnership policy<br>▪ Lack of communication strategy<br>▪ Inadequate office space and regional offices<br>▪ Inadequate financial resources<br>▪ Weak monitoring and evaluation system of Commission programmes<br>▪ Lack of uniform organizational culture<br>▪ Lack of data management policy |

| Opportunities | Threats |
|---|---|
| ▪ High demand for KACC services due to increased awareness<br>▪ Partnership<br>▪ Training Opportunities:<br>▪ Vibrant media<br>▪ Availability of ICT.<br>▪ Existence of government infrastructure for national expansion<br>▪ Existence of regional & international platforms<br>▪ Existence of performance contracting<br>▪ Accessibility to KACC offices by Public | ▪ Multiplicity of agencies with roles similar to KACC's mandate<br>▪ Staff turnover<br>▪ Security risks associated with whistle blowing<br>▪ Dwindling and unpredictable political will<br>▪ Inadequate legal backing<br>▪ Negative public perception<br>▪ Emerging Technologies<br>▪ Information mining and distortion |

## 4.4 STAKEHOLDER ANALYSIS

Table 3 provides analysis of the reciprocal relationship between the stakeholders and KACC in terms of activities, operations and management in the fight against corruption. The Analysis further provides specific activities that stakeholders can undertake for KACC and vice versa.

### 4.4.1 External Stakeholders

The Commission has many stakeholders in the public, private and civil society sectors; the key ones are identified and presented in Table 3.

**Table 3: External Stakeholder Analysis**

| Stakeholder (s) | What stakeholders can do for KACC | What KACC can do for stakeholders |
|---|---|---|
| Government (Ministries and Departments, SAGAs, and Statutory Agencies) | • Collaborate, network and Partner with KACC.<br>• Enhance governance systems and reforms.<br>• Support regional anti- corruption strategies<br>• Provide and monitor use of resources.<br>• Initiate legislation and regulation.<br>• Support policy development in the fight against corruption.<br>• Provide information on areas identified as prone to corruption. | • Collaborate, network and partner with stakeholders<br>• Train and provide advisory services to public officers on integrity issues.<br>• Systems examination and advice.<br>• Enforce anti-graft laws<br>• Design prevention programmes.<br>• Support development of anti-corruption policy<br>• Account for allocated resources.<br>• Introduce the Integrity Testing Programme in the public institutions |

| Stakeholder (s) | What stakeholders can do for KACC | What KACC can do for stakeholders |
|---|---|---|
| Attorney General | • Advice on investigation and expedite prosecution of cases.<br>• Make requests for MLA to foreign Countries.<br>• Appoint prosecutors from KACC<br>• Introduce and support legal reforms that enhance KACC mandate. | • Educate and advise on integrity issues.<br>• Forward to AG Cases files on completed investigations.<br>• Undertake thorough investigation and prepare quality reports.<br>• Propose relevant legislative reforms needed.<br>• Introduce the Integrity Testing Programme in the AG |
| Judiciary | • Judicial expedition of corruption cases<br>• Efficient record keeping, to avoid cases of missing files.<br>• Issuance of orders<br>• Objectivity and firmness | • Educate and advise on integrity issues.<br>• Lobby for more anti-corruption courts.<br>• Undertake thorough investigation.<br>• Serve the court through competent representation.<br>• Introduce the Integrity Testing Programme in the Judiciary |
| Parliament | • Entrench the ACECA in the constitution<br>• Give KACC prosecutorial powers<br>• Provide political support, good will and commitment of interest for enactment of anti corruption legislation<br>• Timely approval of persons for appointment to the Advisory Board and Management<br>• Lobbying on behalf of KACC<br>• Scrutiny of KACC Statutory Reports. | • Educate and train MPs on the anti-corruption strategies.<br>• Report and account appropriately<br>• Provide information on anti corruption initiatives<br>• Introduce the Integrity Testing Programme in the Parliament |
| Local Authorities | • Collaboration, networks and Partnership.<br>• Report corruption cases and provide evidence.<br>• Implement recommendations in examinations of systems | • Educate and advise on integrity issues.<br>• Encourage whistle blowing.<br>• Examination of systems.<br>• Recover illegally acquired public assets.<br>• Introduce the Integrity Testing Programme in the LAs |
| Disciplined forces (the Kenya Police Service and the Administration Police) | • Collaborate, network and partner with KACC.<br>• Enhance governance systems and reforms.<br>• Provide and monitor use of resources..<br>• Address corruption issues within their rank and file<br>• Provide information on areas identified as prone to corruption. | • Educate and advise on integrity issues.<br>• Encourage whistle blowing.<br>• Examination of systems.<br>• Recover illegally acquired public assets.<br>• Introduce the Integrity Testing Programme in the Disciplined forces |
| Private Sector | • Collaboration, network and partnerships.<br>• Support compliance with anti-corruption measures.<br>• Develop and implement codes of ethics and best practices in corporate governance<br>• Lobby for KACC strengthening<br>• Effectively deal with the corrupt persons with its ranks. | • Enforce anti-corruption laws to encourage fair competition and trade practices<br>• Support development of governance instruments and build capacity of the sector to manage corruption<br>• Enlist them to support anti-corruption efforts.<br>• Conduct awareness on corruption |
| Civil Society, NGOs, CBOs | • Collaboration, network and partnerships.<br>• Advocacy and public awareness creation. | • Collaboration, network and partnerships. |

| Stakeholder (s) | What stakeholders can do for KACC | What KACC can do for stakeholders |
|---|---|---|
| | • Whistle blowing.<br>• Lobbying for anti-corruption initiatives. Lobby for KACC strengthening<br>• Effectively deal with the corrupt persons with their ranks | • Training and education on integrity issues particularly community involvement and oversight.<br>• Recover lost public assets.<br>• Enlist them to support anti-corruption efforts.<br>• Conduct awareness on corruption |
| Development Partners | • Experience sharing<br>• Financial and technical support<br>• Collaboration, network and partnerships.<br>• Practice good governance<br>• Fair and objective reporting on anti-corruption efforts | • Facilitate collaboration, networks and partnerships.<br>• Feedback reports and accountability of funds. |
| Faith Based Organizations | • Mainstream anti-corruption, good governance and ethics<br>• Whistle-blowing<br>• Lobby and advocate for good leadership | • Collaboration, network and partner<br>• Training, educating, sensitization and awareness creation<br>• Recover lost public assets |
| Research institutions | • Collaborate, network and partnership<br>• Promote evidence based anti-corruption initiatives.<br>• Provide and share research findings | • Collaborate, network and partner.<br>• Facilitate and share information in research. |
| Media | • Promote and educate the public on the fight against corruption.<br>• Dissemination of information<br>• Whistle blowing<br>• Objective reporting and coverage<br>• Undertake investigative journalism<br>• Comply with the code of conduct on ethics | • Collaborate, network and Partner.<br>• Enlist them in the fight against corruption.<br>• Use information from media and act on reported cases.<br>• Training, educate and create awareness.<br>• Provide periodic updates |
| Regional and international Institutions | • Collaborate, network and partner<br>• Provide technical and financial support on governance issues<br>• Lobby and engage in international debate forum on anti-corruption<br>• Whistle-blow on corruption<br>• Assist in tracing and asset recovery | • Sharing experiences<br>• Facilitate collaboration, networks and partnerships<br>• Reciprocity on investigation and recovery of assets with cross border and regional angle. |
| Professional bodies | • Propagate anti-corruption messages to their members.<br>• Enforce compliance of code of ethics.<br>• Mainstream anti-corruption, good governance and ethics in their programmes | • Appointment to the KACC Board<br>• Partnerships, collaborations and networks<br>• Training on integrity issues.<br>• Support the development of governance instruments |

### 4.4.2 Internal Stakeholders

**Table 4: Internal Stakeholders Analysis**

| FINANCE AND ADMINISTRATION DIRECTORATE | | |
|---|---|---|
| **Directorate** | **What the F&A directorate can do for the other directorates** | **What Directorates can do for F&A** |
| • Directorate of Legal Services and Asset Recovery<br>• Directorate of Preventive Services<br>• Investigation and Asset Tracing Directorate | • Provide adequate support services across the board.<br>• Review human resource policies, procedures and practises.<br>• Facilitate a review of organisational structure and terms and conditions of service.<br>• Support prevention and investigation of corruption<br>• Support investigation and asset tracing | • Submission of timely and accurate information and reports.<br>• Provide legal advice on legal expenditure of funds of commission.<br>• Submit reports and works on their engagements<br>• Provide recommendations on service delivery |

| DIRECTORATE OF PREVENTIVE SERVICES | | |
|---|---|---|
| **Directorate** | **What PS can do for the other directorates** | **What the directorates can do for PS** |
| Directorate of Legal Services and Asset Recovery<br>• Directorate of Preventive Services<br>• Investigation and Asset Tracing Directorate | • IAT to support disruptive interventions.<br>• Provide timely information.<br>• Support investigation<br>• Develop data capture and management and reporting framework. | • Services in form of legal advice, research, systems review and education<br>• Support preventive services<br>• Support and collaborate in implementation of prevention and disruption of corrupt activities<br>• Provide legal advice |

| DIRECTORATE OF INVESTIGATIONS AND ASSET TRACING | | |
|---|---|---|
| **Directorate** | **What IAT can do for the other directorates** | **What the directorates can do for IAT** |
| • Directorate of Legal Services and Asset Recovery<br>• Directorate of Finance and Administration<br>• Directorate of Preventive Services | • Enhance synergy between the directorates<br>• Enlist staff in intelligence gathering.<br>• Provide complete investigation with material of evidentiary value<br>• Provide timely and relevant information on investigation to PRO education.<br>• Develop data capture and management<br>• Comply with legal advice provided | • Give information on corruption<br>• Act on completed investigations for asset recovery<br>• Train staff on intelligence gathering<br>• Provide technical advice assistance in specific areas.<br>• Support investigation and asset tracing<br>• Enforce preventive services<br>• Provide legal advice |

| DIRECTORATE OF LEGAL SERVICES AND ASSET RECOVERY | | |
|---|---|---|
| **Directorate** | **What LS can do for the other directorates** | **What the directorates can do for LS** |
| • Directorate of Finance and Administration<br>• Directorate of Preventive Services<br>• Investigation and Asset Tracing Directorate | • Legal advice and legal opinion on all legal issues.<br>• Provide information to Public Relations officer.<br>• Offer support and collaboration<br>• Support preventive services<br>• Support investigation | • Support asset recovery<br>• Comply with legal advice given<br>• Implement preventive service<br>• Provide completed investigations with adequate material of evidentiary value |

# CHAPTER 5: STRATEGIC MODEL

## 5.1 BACKGROUND

This section provides the Strategic Model for the Commission. It addresses the question 'How do we get there?' and outlines the Commission strategic direction and focus in terms of the Vision, Mission, Core Values and Strategic Goals, Objectives and Strategies and Activities across functional and operational areas.

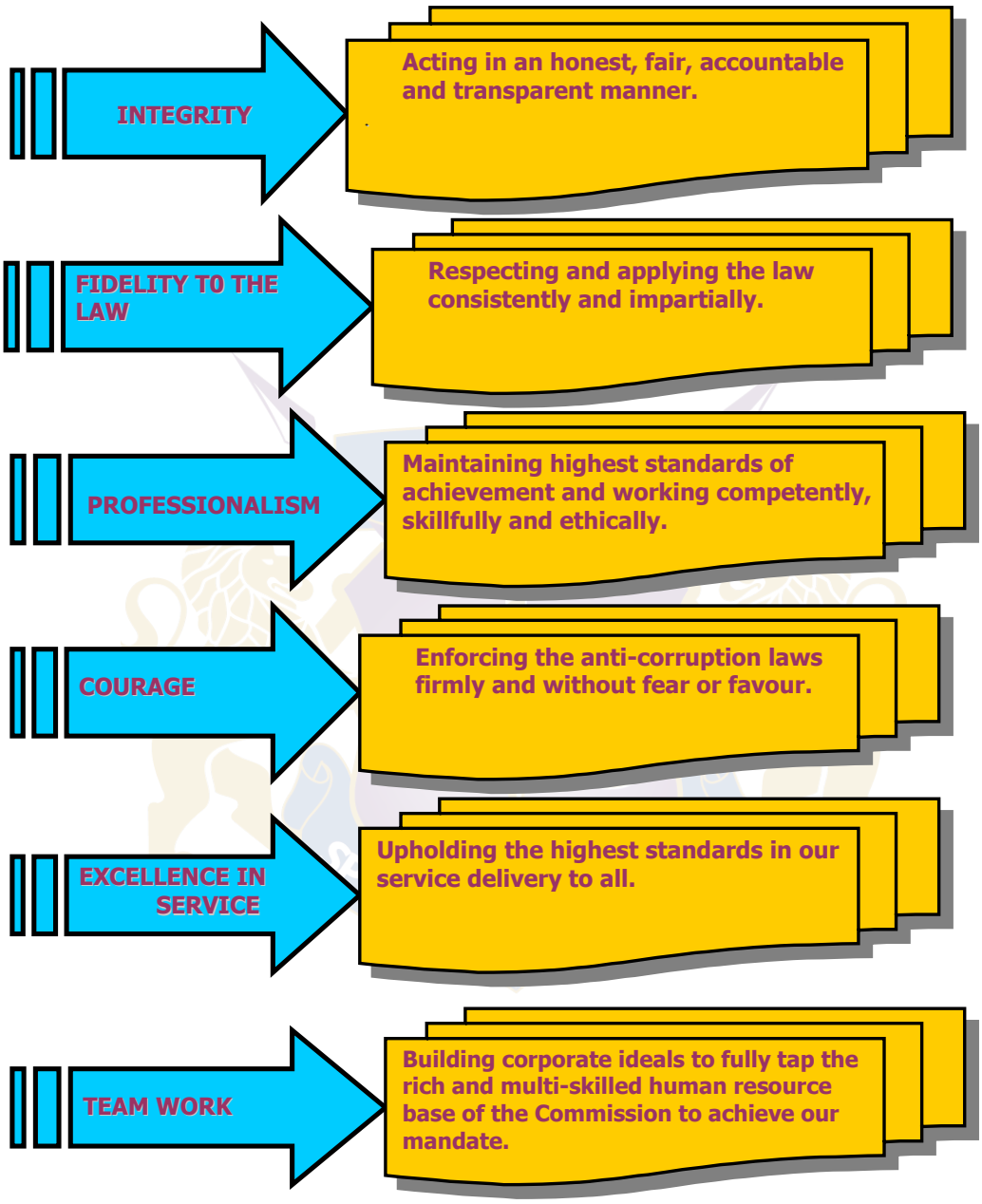
## 5.2 VISION AND MISSION STATEMENTS

**Figure 2: Vision and Mission**

## 5.3 CORE VALUES

We are committed to upholding the following core values as our guiding principles for the operations of the Commission in the medium to long-term:

**Figure 3: Core Values**



## 5.4 STRATEGIC GOALS

In the Plan period, the Commission will pursue the following Strategic Goals;

**Figure 4: Strategic Goals**

## 5.5 STRATEGIC AREAS

After review of the first Strategic Plan and extensive consultations with the Advisory Board, Management and staff of the Commission and external stakeholders, the following strategic areas were identified.

(i) Institutional Capacity Building and Development
(ii) Investigation and Asset Recovery
(iii) Corruption Prevention

## 5.6 STRATEGIC ISSUES, OBJECTIVES, STRATEGIES AND ACTIVITIES

For every strategic area, strategic issues and objectives were identified as given below. Thereafter strategic objectives which KACC is expected to achieve during the plan period were formulated.

### 5.6.1 Institutional Capacity Building and Development

**(i) Strategic Issues:**

a) Human resources capacity;
b) Non-human resources capacity;
c) Monitoring and evaluation system;
d) Risk management framework;
e) Legal and institutional framework;
f) Corporate image of the Commission;
g) National presence/coverage; and
h) Anti-Corruption Coalitions.

**(ii) Strategic Objective:** To strengthen the capacity of the Commission to deliver on its mandate

**(iii) Strategies and Activities:**

**Table 5: Strategies and Activities**

| Strategies | Activities |
|---|---|
| Enhance the Human resource capacity | • Review staff establishment to optimal level<br>• Review the organizational Structure<br>• Build and sustain a robust organizational culture<br>• Develop staff skills and other competences<br>• Improve the work environment<br>• Review the performance management system |
| Enhance the financial resources | • Lobby Government for additional resources<br>• Lobby for Donor support<br>• Undertake timely preparation, execution, monitoring and reporting on the budget |
| Enhance the physical infrastructure | • Modernize and acquire equipment and motor vehicles<br>• Optimize the use of plant, equipment and motor vehicles<br>• Develop a new KACC headquarters<br>• Develop, modernize and expand ICT infrastructure<br>• Automate operations |
| Establish a Comprehensive Risk Management Framework | • Develop and implement a Risk Management Framework |
| Improve the corporate image and brand the Commission | • Enhance implementation of the communication Policy<br>• Re-brand the Commission |
| Expand national presence and coverage | • Establish and operationalize additional regional offices<br>• Enhance Mobile Regional Outreach |

### 5.6.2 Investigation and Asset Recovery

**(i) Strategic Issues:**

a) Legal framework for investigations, asset tracing and recovery;
b) Legal framework on disposal of public real property;
c) Complexity in obtaining evidence and recovery of assets abroad.
d) Clear-up rate of investigations;

e) Corruption detection mechanisms;
f) Support for disruptive and recovery initiatives;
g) Changing trends and emergent areas in corruption; and
h) Bottlenecks in the justice system.

**(ii) Strategic Objective:** To strengthen the legal capacity to undertake investigations and asset recovery

**(iii) Strategies and Activities**

**Table 6: Strategies and Activities**

| Strategies | Activities |
|---|---|
| Facilitate the strengthening of Legal Framework | • Lobby for the anchoring of KACC in the Constitution.<br>• Lobby for prosecutorial powers.<br>• Lobby for enactment of MLA Bill, Freedom of Information Bill, Whistle Blower Protection Bill and Proceeds of Crime & Anti-Money Laundering Bill.<br>• Review relevant existing laws in fighting Corruption.<br>• Support the full domestication of UNCAC and AUCPCC. |
| Improve on intelligence gathering mechanisms | • Review the existing policies, procedures and practices in intelligence gathering and dissemination mechanisms.<br>• Enhance existing infrastructure for intelligence gathering and investigation.<br>• Enhance capacity for covert operations. |
| Enhance investigations, asset tracking and recovery | • Review or develop policies<br>• Enhance mechanisms to reduce back-log of cases under investigations<br>• Enhance identification, tracing and recovery of corruptly acquired assets nationally and internationally.<br>• Enhance audit and submission of completed investigation to AG.<br>• Improve clear up rate of investigations. |
| Integrate technology in intelligence and investigations | • Apply appropriate technology in information and evidence gathering. |

### 5.6.3 Corruption Prevention

**(i) Strategic issues:**

a) Policies, systems, procedures and practices of work that create opportunities for corruption;
b) Capacity and commitment to implement corruption prevention initiatives;
c) Legal framework to ensure compliance to recommendations
d) Changing trends and complexity of corruption;
e) Corruption detection and prevention mechanisms;
f) Corruption and culture of impunity;
g) Collaboration, partnerships and networks framework;
h) Monitoring and evaluation system/framework; and
i) National anti-corruption policy.

(ii) **Strategic Objective:** To reduce the prevalence of corruption and economic crime.

### (iii) Strategies and Activities:

**Table 6: Strategies and Activities**

| Strategies | Activities |
|---|---|
| Strengthen policies, systems, procedures and practices of work in public institutions (MDAs) | • Conduct examinations to identify and seal corruption loopholes<br>• Provide advisory services on corruption prevention |
| Promote targeted and integrated research | • Conduct research on corruption and governance<br>• Disseminate research findings on corruption and governance<br>• Lobby consumers to implement research findings<br>• Benchmark best practices in anti-corruption interventions |
| Intensify the disruption and prevention of corruption in public, private and civil society sector | • Develop capacity to disrupt and prevent the occurrence of corruption<br>• Enhance integrity testing programmes |
| Intensify anti-corruption public education, training and awareness | • Escalate public education<br>• Develop relevant IEC materials |
| Promote ethics, integrity and corruption intolerance in public, private and civil society sectors | • Develop anti-corruption curriculum for learning and training institutions in collaboration with relevant institutions<br>• Mainstream anti-corruption ethics and integrity in public, private and civil society sectors |
| Strengthen partnership, coalitions and networks against corruption | • Develop a partnership policy<br>• Enlist the support of partners and collaborators in the fight against corruption and economic crime<br>• Lobby the relevant institutions in improving the justice system |
| Institutionalize a monitoring and evaluation system | • Develop a monitoring and evaluation system<br>• Monitor and evaluate anti-corruption programmes |
| Support the development of a national anti- corruption policy | • Collaborate in the development of the National anti-corruption policy.<br>• Facilitate formulation of policy framework for investigations and asset recovery |

Appendix 1 provides the Strategic Plan implementation matrix for all the three thematic areas identified.

# CHAPTER 6: STRATEGY IMPLEMENTATION

## 6.0 INTRODUCTION

This section provides a plan implementation framework that will enable the Commission determine the change occasioned by execution of directional policies and strategic goals spelt out in chapter 5.

## 6.2 PLAN IMPLEMENTATION

To ensure successful operationalization of the plan implementation framework identified in appendix 1, a suitable monitoring and evaluation system will be developed. The system shall be capable of tracking implementation of approved programmes, projects and activities. The M&E system will include the use of work plans, quarterly reports, annual reports, mid-term internal evaluations and end-term external evaluation. The mid-term evaluation will help determine whether the Commission is on track towards achieving its stated goals and objectives and to facilitate revisions where necessary so as support to support full attainment of the goals and objectives of the Strategic Plan. The end-term external evaluation of the Strategic Plan will determine whether the Commission achieved its stated goals and objectives, derive lessons learnt and challenges/constraints faced during plan implementation, the result of which will form a major input into the preparation of the subsequent strategic plan and implementation framework.

The strategies identified in this plan will be implemented within existing Commission structures at Directorate, departmental, divisional and individual levels. Each directorate will realign its activities to be in tandem with strategies identified in the plan.

Management will oversee operational and organizational priorities (Strategies) by supervising officers at all levels to ensure set targets are achieved. Further, management will provide guidance in cascading the plan to Departments and Divisions by ensuring formulation of implementation plans. Regular directorate meetings will be held to address emerging managerial and operational issues and matters of policy. During the meetings, review of performances, challenges met and planned projections and targets will be discussed and harmonized.

## 6.3 PLAN IMPLEMENTATION STRUCTURE

A Strategic Plan Secretariat will be established and a monitoring and evaluation secretariat constituted in line with the Commission Governance Manual. Their role which shall be complimentary will be to track and report on implementation of planned activities. Whereas the Secretariat will measure progress, achievements and success against targets, the Monitoring and Evaluation Committee will support, coordinate and oversee implementation of the Plan by operationalizing it in collaboration with Heads of

Departments. Further, the Committee will report to the Director/Chief Executive and shall be supported by a Secretariat under the Research and Policy Department for its administration. The Director/Chief Executive will provide overall leadership in the entire process. Figure 2 presents the implementation Management Structure:

**Fig 5: Proposed Plan Implementation Structure**

## 6.4 STRATEGIC APPROACHES TO PLAN IMPLEMENTATION

The Commission will adopt various strategic approaches in implementing the Strategic Plan so as to ensure successful delivery of planned outputs. The key strategic approaches that are at the Commission disposal are outlined in the table 7, and include; Institutional capacity building, Integration of functions and services, Mainstreaming ILACOM in planning, operations and management in the commission, Balancing between reactive and proactive approaches to fighting Corruption, Strengthening monitoring and evaluation system, Enhancing partnership, networking and collaboration and Instituting resources mobilization/fundraising strategies among others.

## Table7: Strategic Approaches to Plan Implementation

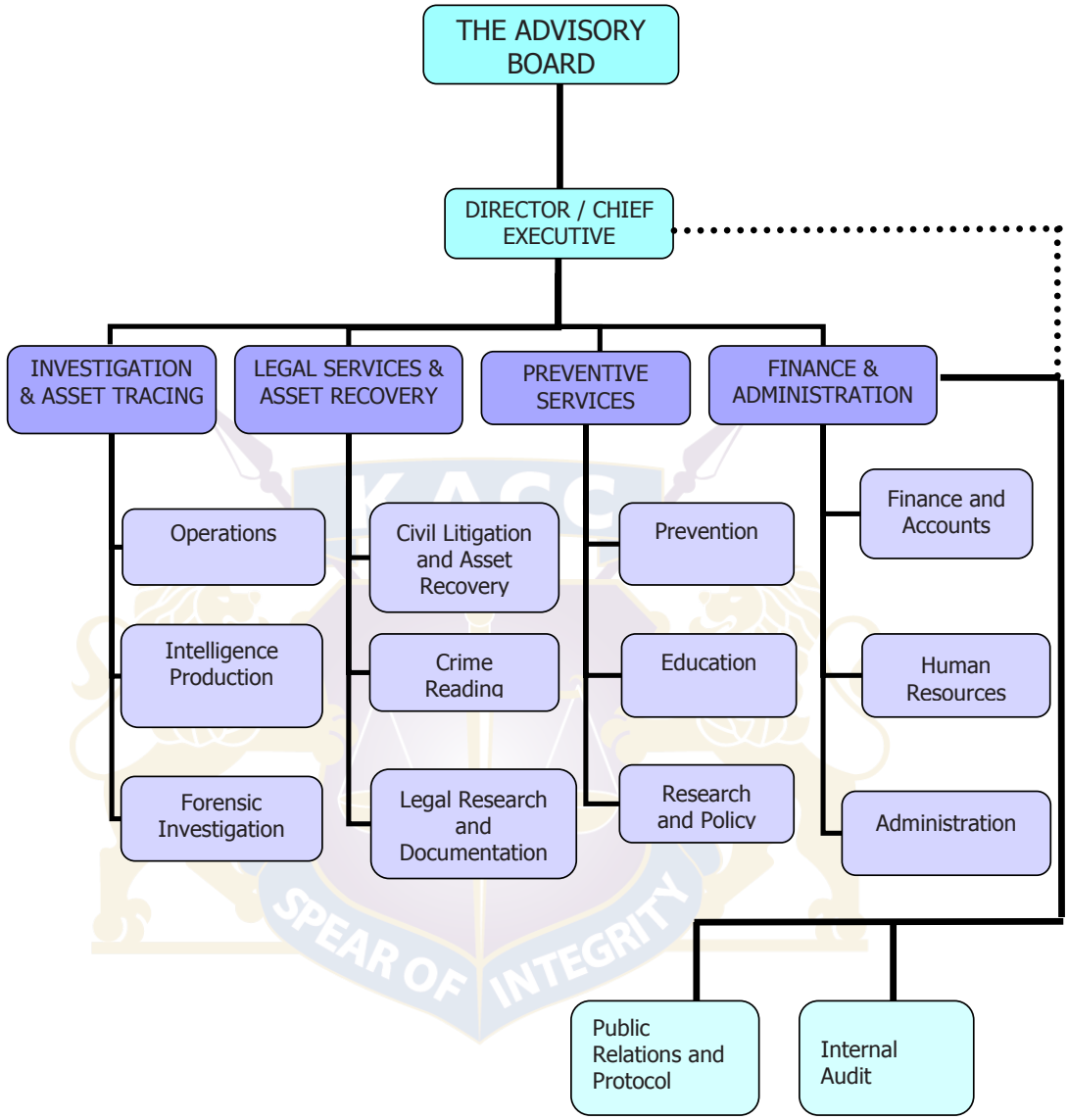
| Strategic Approach | Key Activities |
|---|---|
| 1) Institutional Capacity Building | i) Conduct capacity needs assessment<br>ii) Prepare Capacity Assessment Plan and Programmes<br>iii) Implement the Programmes<br>iv) Monitor and Evaluate the Results/Outputs and Impact |
| 2) Integration of functions and services of the Commission | i) Prepare Concept Paper on Integration of the Commission's Directorate and Programmes/Service and Products<br>ii) Operationalize the Integration System<br>iii) Monitor and Evaluate the Results/Outputs and Impact |
| 3) Baseline Surveys (Impact Assessment, Response Analysis and Gap/Variance Analysis) | i) Prepare Concept Paper and Terms of Reference for Baseline Survey(s)<br>ii) Commission the Survey(s)<br>iii) Incorporate Survey results in on-going and new Commission programmes<br>iv) Monitor and Evaluate the Results/Outputs and Impact |
| 4) Mainstreaming ILACOM in planning, operations and management in the Commission | i) Prepare Concept Paper, Plans and Programmes for Mainstreaming ILACOM in the Commission<br>ii) Mainstream ILACOM in Commission's Planning, Operations, Management and Monitoring and Evaluation<br>iii) Monitor and Evaluate the Results/Outputs and Impact |
| 5) Enhancing Partnership, Networking and Collaboration | i) Prepare/Review/Revise Framework and Plans for enhancing Partnership, Networking and Collaboration<br>ii) Conduct Partnership, Networking and Collaboration Initiatives<br>iii) Monitor and Evaluate the Results/Outputs and Impact |
| 6) Community Capacity Building and Empowerment for Participation | i) Prepare Concept and Process Framework for Community Capacity Building and Empowerment<br>ii) Design and develop programmes for Community Capacity Building and Empowerment<br>iii) Implement Community Capacity Building and Empowerment programmes<br>iv) Engage Communities in the fight against Corruption<br>v) Monitor and Evaluate the Results/Outputs and Impact |
| 7) Engaging Media Houses in fighting corruption | i) Prepare Conceptual and Process Paper for engaging the media<br>ii) Design and develop the programmes<br>iii) Engage the media in fighting corruption<br>iv) Monitor and Evaluate the Results/Outputs and Impact |
| 8) Engaging Civil Society Organizations (CSOs) in fighting corruption | i) Prepare Conceptual and Process Paper on engaging Civil Society Organizations (CSOs)<br>ii) Design and develop the programmes<br>iii) Engage the CSOs in fighting corruption<br>iv) Monitor and Evaluate the Results/Outputs and Impact |

| Strategic Approach | Key Activities |
|---|---|
| 9) Strengthening Monitoring and Evaluation System | i) Reviewing the current M&E System<br>ii) Design plans and programmes for strengthening the M&E System<br>iii) Strengthen the M&E system<br>iv) Monitor and Evaluate the Results/Outputs and Impact |
| 10) Instituting Resources Mobilization/Fundraising Strategies | i) Develop Conceptual and Process Framework for Resources Mobilization /Fundraising including Strategies and Plans<br>ii) Implement Resources Mobilization/Fundraising programmes<br>iii) Monitor and Evaluate the Results/Outputs and Impact |
| 11) Balancing between Reactive and Proactive Approaches to Fighting Corruption | i) Review the current Commission Programmes on fighting corruption<br>ii) Repackage the programmes and/or functions/services into **Reactive** and **Proactive** approaches<br>iii) Prepare programme(s) for balancing **Reactive** and **Proactive** approaches to fighting corruption<br>iv) Implement the programmes<br>v) Monitor and Evaluate the Results/Outputs and Impact |

## 6.5 ESTABLISHMENT

KACC establishment currently stands at 273 Officers, a number deemed to be below the ideal establishment necessary for the Commission to effectively deliver on its mandate. During the plan period, measures will be put in place to expand the staff compliment through recruitment and retention of Officers in-post. In addition, improvement of terms and conditions of service will be explored and elaborate talent management initiatives pursued to ensure that the Commission has a motivated workforce that can deliver on the Strategic Plan. Some of the key issues that will be considered include fringe benefits, work environment (office space) and broader staff welfare issues. The Commission's current organizational structure is presented in figure 6.

**Fig 6: The Organizational Structure**




## 6.6 TRAINING

In fast-tracking implementation of this Plan, continuous skills upgrading will be undertaken through comprehensive and focused training programmes for all officers based Training Needs Assessment (TNA). Staff competencies will be enhanced and Officers exposed to work based technical skills and best practices which will enable them play their role effectively in the Plan implementation process.

## 6.7 PHYSICAL INFRASTRUCTURE

The need for additional infrastructure is evident for effective implementation of this plan and a number of measures have been factored into this Plan to improve the current infrastructural situation i.e. custom built Commission Headquarters. Proper usage and maintenance of the available equipment will also be ensured. Other infrastructure issues to be considered include fleet modernization, mobile service van and regional offices.

## 6.8 ICT INFRASTRUCTURE AND COMMUNICATION

During the Plan period, the Commission will procure modern Information, Communication and Technology (ICT) and accessories by taking advantage of modern technology to carry out its mandate. The strategies to be adopted include procurement of ICT equipment for investigations, automation of systems and processes and improving ICT skills of technical and professional officers.

# CHAPTER 7: RESOURCE MOBILIZATION

## 7.1 INTRODUCTION

This section presents what is required in terms of money, human capital, technology and organizational change in order to actualize the strategies identified in chapter five. The section recognizes that successful implementation of the planned strategies will largely depend not only on availability of resources but also their efficient utilisation.

In order to mobilize resources, the Commission shall design and put in place financing strategies based on required resource envelop in order to avail requisite resources to implement the plan.

## 7.2 FUNDING REQUIREMENTS

### 7.2.1 Resource Projections

The Commission will require about **Kshs.8.268 Billion** to implement planned activities under each of the Strategic objectives over the plan period. The areas for which the funds will be required and the estimated amounts are as given in table 8 below.

**Table 8: Resource Projections**

| No. | Strategic Objective | 2009 – 2013 Period (Kshs. Millions) | | | | |
|---|---|---|---|---|---|---|
| | | 2009/10 | 2010/11 | 2011/12 | 2012/13 | Total |
| 1. | To strengthen the capacity of the Commission to deliver on its mandate | 1202.5 | 1569.5 | 1939.9 | 1887.5 | **6599.4** |
| 2. | To enhance the legal and institutional capacity to undertake investigations and asset recovery | 165.6 | 269.6 | 261.7 | 277.7 | **974.6** |
| 3. | To reduce the prevalence of corruption and economic crime | 108.54 | 186.05 | 193.1 | 206.09 | **693.78** |
| **Total** | | **1476.64** | **2025.15** | **2394.7** | **2371.29** | **8267.78** |

The implementation matrix (annex 1) provides detailed breakdown of required funding for each planned activity.

### 7.2.2 Financing Gap Analysis

As presented in table 9, the Commission has a total financing gap of **Kshs.1.967 billion** covering the Strategic Plan period which the Commission will seek to bridge using various means such as requests for additional Medium Term Expenditure (MTEF) allocations, donor support and enhanced efficiency and prudence in the use of available budget resources.

Management will put in place cost cutting measures in all areas of operation through adoption of cost effective methods in the discharge of its mandate. Some of the measures include;

i) improved coordination of inter-departmental implementation;
ii) promoting synergies and optimal use of Human Resources in the Directorates;
iii) ensuring effective and efficient use of utilities such as water and electricity; and
iv) Strengthening of the financial and other management capability of relevant officers.

**Table 9: Gap Analysis**

| Financial Year | Strategic Plan Projections (KShs. Million) | MTEF Allocation (KShs. Million) | Financing Gap (KShs. Million) |
|---|---|---|---|
| 2009/10 | 1476.64 | 1396.42 | 80.22 |
| 2010/11 | 2025.15 | 1571.11 | 454.04 |
| 2011/12 | 2394.70 | 1633.96 | 760.74 |
| 2012/13 | 2371.29 | 1699.32 | 671.97 |
| **Total** | **8267.78** | **6300.81** | **1966.97** |

## 7.3 FUNDING SOURCES

The following will be the main funding sources:

### 7.3.1. MTEF Budget Allocations

The Commission largely relies on the Government for funding of recurrent and development budget as a one line item within the MTEF budget framework. During this plan period, it is anticipated that the Government will continue to support the Commission through Exchequer releases. The Government will be lobbied to continue allocating more resources towards anti-corruption programmes during the Plan period.

### 7.3.2. Donor Support

The Commission will seek financial and technical support from development partners and other stakeholders to bridge the financing gap. This includes bilateral and multilateral assistance through new and on-going programmes i.e. the Governance, Justice Law and Order Sector (GJLOS) funding basket and the Africa Development Bank (ADB) among others. Deliberate efforts will also be made to strengthen partnerships with other International Development Partners as well as lobbying them to fund some of the programmes in the Strategic Plan.

# CHAPTER 8: MONITORING AND EVALUATION

## 8.1 BACKGROUND

Successful implementation of the Plan will largely depend on how effectively the planned activities and outputs are monitored and evaluated. Effective monitoring and evaluation calls for a Monitoring and Evaluation Framework that is linked to National Integrated Monitoring and Evaluation System (NIMES).

## 8.2 INSTITUTIONALIZATION OF M&E

The standing Monitoring and Evaluation Committee will be responsible for coordinating, monitoring, evaluating and reporting on the Commission's programmes and activities as outlined in the Plan. The Committee shall comprise all Assistant Directors and Principal Officers with the Principal Officer – Research and Policy serving as the secretary to the Committee (and therefore providing the secretariat). Whereas the Committee shall play an oversight role, the Research and Policy Department will provide day to day leadership in coordinating monitoring and evaluation activities. The M&E Committee shall hold quarterly meetings to evaluate progress made in implementing planned activities detailing progress made, challenges encountered and the way forward.

## 8.3 DATA COLLECTION, PROCESSING AND ANALYSIS

Data will be collected through secondary sources, field visits, supervision missions, workshops, participatory rural appraisal, sample surveys and in-depth investigation. Information on output indicators will mostly be collected through quarterly meetings, regular project reports, annual reports and field visits while information on outcome indicators will be generated through mid-term evaluations, terminal evaluation, ad-hoc evaluations and surveys. All collected data will be processed and analyzed by the Research and Policy Department using computerized systems. Databases that capture the information needed for M&E Databases will be maintained at the headquarters to guarantee efficient repository.

## 8.4 REPORTING

Progress Reports will be prepared and coordinated at the Directorate level. Each Directorate will ensure all the departments under them prepare reports that are then consolidated into a Directorate report as stipulated in the reporting framework. All the Directorate reports will then be consolidated by the Research and Policy Department into one KACC report. Different reports shall be prepared describing actions taken by Directorates towards implementing strategies outlined in the plan.

i) **Quarterly Progress Reports:** Quarterly progress reports shall include information on key process and output indicators against set targets for the

quarter. The quarterly progress report shall be used for reviewing progress and forward planning by project implementers.

ii) **Annual Review Reports**: At the end of every calendar or financial year, annual progress reports will be prepared that objectively highlight key achievements against set targets (both physical progress and financial status), constraining factors, lessons learned and recommendations on the way forward.

iii) **Mid Term Evaluation Report:** A mid term evaluation will be carried out during the plan period and provide feedback on progress made with implementation of planned activities. Any outliers will be noted and if need be amendments to the strategies and activities done.

iv) **End Term Evaluation Report:** An evaluation will be carried out at the end of the plan period to determine success rate in implementation of the plan giving key milestones, lessons leant and way forward. This will inform the process of developing the third Strategic Plan for the Commission.

For midterm and end evaluation reports, actual performance against set target shall be measured and variances established, if any; underlying causal factors for the variance shall be identified; and appropriate remedial measures including a review of the objectives and/or strategies recommended.

## 8.5 COMMUNICATION / DISSEMINATION OF REPORTS

**Error! Bookmark not defined.**Research and Policy Department working in liaison with the Protocol and Public Relations Office will put in place an elaborate dissemination strategy to ensure that reports are widely disseminated to influence effective programme management and policy making. Forums like meetings, workshops, retreats, seminars and reviews will be used to share the findings and recommendations of the reports. Other channels like newsletters, news release, press conference, public debate and electronic (e-mail, Internet, websites) transmission will also be used.

## 8.6 LINKING M&E TO PERFORMANCE MANAGEMENT

To ensure sustainability, a culture of performance management needs to cover all staff irrespective of levels. This will enable all staff to appreciate their linkage and contributions to the implementation of the strategic plan and the attainment of the overall objectives of the Commission. The M&E will be an integral part of the KACC performance management system and will be linked to staff appraisal and reward systems.

# APPENDIX 1: IMPLEMENTATION MATRIX

## STRATEGIC OBJECTIVE 1: TO STRENGTHEN THE CAPACITY OF THE COMMISSION TO DELIVER ON ITS MANDATE

| Strategies | Activities | Expected output(s) | Target(s) | Action by | Collaboration/ Partnership | Performance indicator(s) | Time Frame | | Expected budget (Kshs Million) | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | Start | End | 09/10 | 10/11 | 11/12 | 12/13 |
| Enhance the Human resource capacity | Review the staff establishment | Staff establishment increased from 273 to 400 | Increase the staff establishment by 127 | HR | Management<br>All departments<br>MOF, MOJCA<br>Parliament | Staff establishment reviewed<br>No. of new staff/positions | 10/11 | 12/13 | 854.8 | 994.9 | 1,043.3 | 1095.5 |
| | Review the Organizational Structure | Organizational structure rationalized include regional offices in the current organogram | 1 Job Analysis<br>1 Job Evaluation<br>1 Functional Analysis<br>1 Workload Analysis | HR | Management<br>All departments | Organizational Structure reviewed | 10/11 | 10/11 | 0 | 7.5 | 0 | 0 |
| | Build and sustain a robust organizational culture | A robust organisational culture built | 1 Change management prog<br>4 Team building programmes<br>1 Review of the governance framework | HR | Management<br>All departments | Number of initiatives carried out to build and sustain desired Organizational Culture | 09/10 | 12/13 | 2 | 4 | 4 | 4.2 |
| | Develop staff skills and other competences | Staff skills and competencies developed | 1 Skills Gap Analysis<br>1Training Needs Assessment<br>3 Training Plans<br>A minimum of 70 % of staff trained | HR | Management<br>All departments<br>GOK<br>Donors | Types of skills developed<br>Number of staff trained | 09/10 | 12/13 | 14 | 25 | 32 | 33.6 |
| | Improve the work environment | Conducive work environment | 3 reviews of Medical & Insurance covers<br>1 review of staff terms & conditions of service | HR | Management<br>All departments | Number of reviews conducted. | 09/10 | 12/13 | 40 | 70 | 80 | 84 |
| | Review the performance management system | A revised performance management system in place | A Performance Management System<br>A Performance Appraisal Instrument | HR | Management<br>All departments | A functional performance management system developed | 09/10 | 12/13 | - | - | 0.5 | 0.6 |
| Enhance | Lobby Government | Increased GOK | 30 % growth of GOK | Fin. & Acc | Advisory Board | %age growth in | 09/10 | 12/13 | 00 | 00 | 00 | 00 |

| Strategies | Activities | Expected output(s) | Target(s) | Action by | Collaboration/ Partnership | Performance indicator(s) | Time Frame | | Expected budget (Kshs Million) | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | Start | End | 09/10 | 10/11 | 11/12 | 12/13 |
| Commission financial Resource base | for additional resources | funding | funding | | All Departments Management MOF, MOJNCCA Parliament | GOK funding | | | | | | |
| | Lobby for Donor support for programme activities | Increased Donor Support/funding | 30 % growth in donor support/funding | Fin. & Acc | Advisory Board Management MOF, MOJNCCA Parliament Departments Donor Community | %age growth in Donor funding | 09/10 | 12/13 | 00 | 00 | 00 | 00 |
| | Undertake timely preparation, execution, monitoring and reporting on the budget | Optimal utilization of financial resources | At least 95 % utilization of allocated funds | Fin. & Acc | All Departments MOF Parliament | %age utilization of allocated funds Funds utilization/budget reports | 09/10 | 12/13 | 87.6 | 90 | 95 | 100 |
| Enhance and optimize the physical infrastructure | Acquire modern equipment and motor vehicles | Efficient and effective equipment and motor vehicles | All Equipment and motor vehicles modernized | Admin | Management MOF All departments | No. of equipment and motor vehicles acquired | 09/10 | 12/13 | 30 | 40 | 50 | 52.5 |
| | Optimize the use of plant, equipment and motor vehicles | Plant, equipment and motor vehicles efficiently and effectively utilized | At least 5% per unit cost savings At least 80% availability of plant, equipment and motor vehicles | Admin | Management All departments | Percentage savings Percentage availability | 09/10 | 12/13 | 53 | 55 | 60 | 67 |
| | Develop a new KACC headquarters | KACC headquarters developed | 100 % completion of KACC headquarters | Admin | Management MOPW, MOF Parliament All departments | Completion rate | 09/10 | 12/13 | 50 | 150 | 450 | 312.5 |
| | Develop, Modernize and Expand ICT infrastructure | ICT infrastructure, developed, modernized and expanded | Secure and scalable ICT infrastructure (WANs, LANs, Intranet, Extranet) 1 Information Systems audit Upgrades of network equipment | Admin | Management All departments E-Government Department MOF | Level of development, modernized and expanded ICT infrastructure | 09/10 | 12/13 | 36 | 38 | 28 | 29.4 |
| | Automate operations | Processes and operations automated | Web-based email system, More interactive website hardware, software, and application systems. Digitize all documents Workflow system | Admin (ICT) | Management All departments E-Government Department MOF | %age level of automation | 09/10 | 12/13 | 0 | 22.5 | 20.5 | 21.5 |

| Strategies | Activities | Expected output(s) | Target(s) | Action by | Collaboration/ Partnership | Performance indicator(s) | Time Frame | | Expected budget (Kshs Million) | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | Start | End | 09/10 | 10/11 | 11/12 | 12/13 |
| Establish a Comprehensive Risk Management Framework | Develop and implement a Risk Management system | Risk management framework developed | Risk management policy | Internal Audit | Management All departments KNAO, MOF | Risk management policy | 09/10 | 12/13 | 0 | 2.0 | 1.0 | 1.0 |
| Improve the corporate image and brand the Commission | Enhance implementation of the communication Policy | Internal and external communication improved system | 100 % implementation of the communication policy | PPR | Advisory Board All departments Media, Public Donors, Civil Society | %age implementation of the communication policy | 09/10 | 12/13 | 33.1 | 62.6 | 65.6 | 73.7 |
| | Step up engagement with the public | Improved engagement | Level of engagement | PPR | Advisory Board, All departments, Media, Public Donors, Civil Society, | Level of engagement | 10/11 | 12/13 | 0 | 0 | 0 | 0 |
| | Undertake Corporate Social Responsibility | Corporate Social Responsibility undertaken | 6 Corporate Social Responsibility activities | PPR | Advisory Board Management All departments Media, Public | Number of activities implemented | 10/11 | 12/13 | 0 | 0 | 0 | 0 |
| | Re-brand the Commission | The Commission re-branded | 80 % awareness and recognition of the Commission activities | PPR | Advisory Board All departments Media, Public, private and civil society | %age level of awareness and recognition of the Commission | 09/10 | 12/13 | 0 | 0 | 0 | 0 |
| Expanding National Presence and Coverage | Establish and Operationalize additional regional offices | Additional regional offices established and operationalised | 6 regional offices | Admin | Management Relevant Government Ministries | Number of regional offices established | 09/10 | 12/13 | 2 | 8 | 10 | 12 |
| | Enhance Mobile Regional Outreach | Mobile Regional outreach enhanced | All districts covered | Education/ Report data centre | All departments Management | Number of districts visited | 09/10 | 12/13 | 00 | 00 | 00 | 0 |
| **TOTAL** | | | | | | | | | **1202.5** | **1569.5** | **1939.9** | **1887.5** |

## STRATEGIC OBJECTIVE 2 - TO ENHANCE THE LEGAL FRAMEWORK AND UNDERTAKE INVESTIGATIONS AND ASSET RECOVERY

| Strategies | Activities | Expected output(s) | Target(s) | Responsibility/ Actor | Collaboration/ Partnership | Performance indicator(s) | Time Frame | | Expected budget (Kshs Million) | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | Start | End | 09/10 | 10/11 | 11/12 | 12/13 |
| Facilitate the strengthening of Legal Framework | Lobby relevant stakeholders to strengthen the legal framework for combating corruption | KACC and its mandate anchored in the constitution Prosecutorial powers granted Relevant laws enacted | KACC and its mandate entrenched in the constitution(MLA Bill, Freedom of Information Bill, and Whistle Blower Protection Bill) | KACC Advisory Board & Management. Legal Research and documentation Department | Advisory Board, Ministry of Justice, AG and Parliament | Number of persons and institutions lobbied for purposes of anchoring KACC and its mandate in the constitution | 09/10 | 12/13 | 2.5 | 5.0 | 1.0 | 1.05 |
| | | | | | | | | | 1.5 | 1.5 | 1.0 | 1.05 |
| | | | | | | | | | 1.5 | 2.5 | 1.0 | 1.05 |
| | | | | | | | | | 1.0 | 3.0 | 3.0 | 3.15 |
| | Review and recommend amendment of existing laws for fighting Corruption | Relevant laws reviewed and recommendations for amendment made. | ACECA, POEA, PPDA, Evidence Act, Privatization Act, Penal Code, Witness Protection Act, CPC, Proceeds of Crime and Money Laundering Act | Legal Research and documentation Department | Advisory Board, Management, Civil litigation and Asset Recovery, Crime Reading , Relevant institutions | Number of relevant laws reviewed | 09/10 | 12/13 | 2.0 | 4.5 | 2.0 | 2.1 |
| | Participate in the full domestication of UNCAC and AUCPCC | UNCAC and AUCPCC fully domesticated | UNCAC and AUCPCC fully domesticated | Legal Research and documentation Department | Advisory Board, All departments , Ministry of Justice, AG Parliament and relevant UN Agencies | Level of domestication of UNCAC & AUCPCC | 09/10 | 12/13 | 1.5 | 2.0 | 1.5 | 1.6 |
| | Enhance and update legal materials | Legal materials enhanced and updated | Updated materials | Legal Research and documentation Department | All departments | No of legal materials | 09/10 | 12/13 | 5 | 2 | 1 | 1 |
| Improve on intelligence gathering mechanisms | Review the existing policy on intelligence gathering and dissemination mechanisms. | Existing policy reviewed | Existing policy reviewed | IAT Directorate | Legal services, Preventive Services. | The number of policy reviews | 09/10 | 12/13 | 2.0 | 1.5 | 0.5 | 0.5 |

| Strategies | Activities | Expected output(s) | Target(s) | Responsibility/ Actor | Collaboration/ Partnership | Performance indicator(s) | Time Frame | | Expected budget (Kshs Million) | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | Start | End | 09/10 | 10/11 | 11/12 | 12/13 |
| | Enhance existing intelligence gathering networks, including intensification of disruption of corruption in public sector institutions. | Wider intelligence coverage<br><br>Corruption activities disrupted. | Coverage increased by 25% per annum.<br><br>10 disruptions per year | Intelligence Production Department | All Departments, All 11 members of the Inter-agency forum, the AG, the Judiciary, Public Service Institutions | Percentage enhancement of the network | 09/10 | 12/13 | 1.0 | 1.5 | 1.5 | 2.0 |
| | Enhance capacity for covert operations. | Capacity for covert operations | Covert operations | Intelligence Production Department | All Departments, All Government Ministries and Departments | Number of operations | 09/10 | 12/13 | 30.7 | 35 | 40 | 47 |
| | Enhance ITP | Integrity tests conducted | 12 tests per year | Intelligence Production Department | All Departments, All Government Ministries and Departments | Number of test conducted. | 09/10 | 12/13 | 0.6 | 56.6 | 57.0 | 63.7 |
| Enhance investigations, asset tracing and recovery | Enhance mechanisms for clearing back-log of cases under investigations | Mechanisms for clearing back-log enhanced | 75 % backlog cleared | Forensic Investigation Department | All Departments AG, CID, KRA, Judiciary and Inspectorate of State Corporation | Percentage of backlog cleared | 09/10 | 12/13 | 8.0 | 11.0 | 5.0 | 3.0 |
| | Enhance identification and tracing of corruptly acquired assets nationally and internationally. | Identification and tracing of corruptly acquired assets enhanced | Corruptly acquired Assets worth Kshs. 6 Billion traced for recovery | Forensic Investigation Department and Civil Litigation and Asset Recovery | All Departments, Relevant enforcement and Oversight Agencies Locally, Regionally and Internationally | Value of assets identified and traced<br><br>Number of assets identified and traced | 09/10 | 12/13 | 18 | 44 | 50 | 50 |
| | Enhance preservation and recovery of corruptly acquired assets nationally and internationally | Preservation and recovery of corruptly acquired assets | Corruptly acquired Assets worth Kshs. 3 Billion recovered and preserved | Forensic Investigation Department and Civil Litigation and Asset Recovery | All departments, relevant enforcement and oversight agencies | Value of assets recovered<br><br>Number of assets recovered | 09/10 | 12/13 | 27.0 | 30.0 | 33.0 | 36.0 |
| | Improve clear up rate of investigations. | Clear up rate improved | 165 investigation files completed and forwarded to AG in the first year | Forensic Investigations | All departments | Number of investigations completed | 09/10 | 12/13 | 25 | 35 | 40 | 45 |
| | Enhance Legal audit and submission of completed files for investigation to AG | Completed investigation files audited and submitted to AG | 100 % auditing and submission to AG | Crime Reading Department | Forensic Investigations and Operations Departments, AG | Number of investigation files audited and submitted to AG | 09/10 | 12/13 | 3.0 | 4.0 | 4.0 | 4.2 |

| Strategies | Activities | Expected output(s) | Target(s) | Responsibility/ Actor | Collaboration/ Partnership | Performance indicator(s) | Time Frame | | Expected budget (Kshs Million) | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | Start | End | 09/10 | 10/11 | 11/12 | 12/13 |
| Integrate technology in intelligence and investigations | Enhance the use of appropriate technology in intelligence and investigations. | Enhanced integration of appropriate technology in intelligence and investigation | Appropriate technology in intelligence and investigation integrated | Intelligence Production Department, | Administration (ICT), Legal Services and Forensic Investigations, Operations Department | Type and level of technology integrated in investigations and intelligence | 09/10 | 12/13 | 35 | 30 | 20 | 15 |
| Facilitate the formulation of guidelines for asset recovery | Develop guidelines for asset recovery and undertake periodic reviews of the same | Guidelines developed and reviewed | 1 Policy guideline developed and implemented | Civil Litigation and Asset Recovery | All departments, | Number of guidelines developed | 09/10 | 12/13 | 0.3 | 0.5 | 0.2 | 0.3 |
| **Total** | | | | | | | | | **165.6** | **269.6** | **261.7** | **277.7** |

## STRATEGIC OBJECTIVE 3: TO REDUCE THE PREVALENCE OF CORRUPTION AND ECONOMIC CRIME

| Strategies | Activity(ies) | Expected output(s) | Target(s) | Responsibility/ Actor | Collaboration/Partnership | Performance indicator(s) | Time Frame | | Expected Budget( Kshs Millions) | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | Start | End | 09/10 | 10/11 | 11/12 | 12/13 |
| Strengthen policies, systems, procedures and practices of work in public institutions (MDAs) | Conduct examinations to identify and seal corruption loopholes | Examinations conducted | 15 examinations | Prevention department | All Departments, Relevant Government Ministries and Departments | Number of examinations conducted | 09/10 | 11/12 | 5.14 | 3.6 | 6.64 | 6.9 |
| | Conduct follow-ups and build capacity of examined Institutions | Follow-ups undertaken | 8 follow ups | Prevention department | All Departments, Relevant Government Ministries and Departments | Number of follow-ups | 09/10 | 11/12 | 0.3 | 1.01 | 1.01 | 1.01 |
| | Provide advisory services on corruption prevention | Advisory services provided | 60 advisories | Prevention department | All Departments, Relevant Government Ministries and Departments | Number of advisory services provided<br>No. of guidelines developed | 09/10 | 12/13 | 1.7 | 1.97 | 1.7 | 1.8 |
| Enhance capacity for corruption prevention in public, private and civil society sectors | Conduct capacity building programs in Public Sector institutions to detect and prevent corruption | Anti corruption capacity building workshops conducted | 16 IAO capacity building workshops<br>32 CPC capacity building workshops | Prevention Department | All departments, Target Institutions, | No. of workshops conducted<br>No. of institutions covered<br>No. public officials covered | 09/10 | 12/13 | 3.0 | 7.67 | 8.0 | 10.0 |
| | Develop capacity of Community Based | Capacity to disrupt and prevent | 360 Community Based Anti- | Education Department | All Department, | No. of CIBAMS | 09/10 | 12/13 | 4.5 | 4.5 | 5.0 | 5.5 |

| Strategies | Activity(ies) | Expected output(s) | Target(s) | Responsibility/ Actor | Collaboration/Partnership | Performance indicator(s) | Time Frame | | Expected Budget( Kshs Millions) | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | Start | End | 09/10 | 10/11 | 11/12 | 12/13 |
| | Anti-Corruption Monitors to disrupt and prevent the occurrence of corruption | corruption developed | Corruption Monitors empowered | | | | | | | | | |
| | Develop capacity of professionals to prevent the occurrence of corruption | Capacity to disrupt and prevent corruption developed | 140 professionals empowered | Education Department | All Department, | Number of professionals empowered | 09/10 | 12/13 | 1.7 | 4.05 | 4.5 | 4.9 |
| | Conduct assessment of institutions (MDAs) and sectors on integration of corruption prevention programs | Institutions and sectors assessed | 4 assessments conducted | Research, Prevention and Education Departments | All Departments, Relevant Government Ministries and Departments | Number of institutions and sectors assessed | 09/10 | 12/13 | 00 | 0.25 | 0.5 | 0.53 |
| | Build capacity of institutions to undertake integrity testing | Integrity testing programme enhanced | 12 integrity tests annually | Intelligence Production Department | All Departments and Collaborating agencies | Number of integrity tests conducted Number of institutions covered | 09/10 | 12/13 | 4.5 | 4.5 | 5.0 | 5.25 |
| Promote targeted and integrated research on corruption and governance | Conduct National Surveys | Perception Surveys Conducted | 3 National Corruption Perception Surveys | Research and Policy Department | All Departments, KNBS, Universities and Research Institutions | No. of Perception Survey Reports | 09/10 | 12/13 | - | 7.5 | 7.75 | 8.0 |
| | Conduct Enterprise Survey | Enterprise Surveys Conducted | 1 Enterprise Survey | Research and Policy Department | All Departments, KNBS, Universities and Research Institutions | Enterprise Survey reports | 09/10 | 12/13 | - | - | 4.5 | - |
| | Conduct Public Officers Survey | Public Officers Surveys Conducted | 1 Public Officer's Survey | Research and Policy Department | All Departments, KNBS, Universities and Research Institutions | Public Officers Survey reports | 09/10 | 12/13 | - | - | - | 5.5 |
| | Carry out thematic and sectoral research studies | Thematic Research Studies Carried out | 3 Thematic Studies | Research and Policy Department | All Departments, KNBS, Universities and Research Institutions | Number of thematic and sectoral research studies | 09/10 | 12/13 | 1.5 | 1.5 | - | - |
| | Undertake Policy Reviews | Policy Reviews Undertaken | 4 Policy Reviews | Research and Policy Department | All Departments, KNBS, Universities and Research Institutions | Number of policy reviews | 09/10 | 12/13 | 0.7 | 1.0 | 1.2 | 1.4 |
| Intensify anti-corruption public | Conduct media education programming | Public education escalated | 40 media programs implemented | Education department | All departments, Media, Public, private and civil | Number of media programs conducted | 09/10 | 12/13 | 34 | 48 | 66 | 54.0 |

| Strategies | Activity(ies) | Expected output(s) | Target(s) | Responsibility/ Actor | Collaboration/ Partnership | Performance indicator(s) | Time Frame | | Expected Budget( Kshs Millions) | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | Start | End | 09/10 | 10/11 | 11/12 | 12/13 |
| education, training and awareness | | | | | society organizations | | | | | | | |
| | Undertake outreach programming | Outreach programmes undertaken | 16 outreach programs implemented | Education department | All departments, Media, Public, private and civil society organizations | Number of outreach programs conducted | 09/10 | 12/13 | 17.5 | 20.0 | 25.0 | 25.0 |
| | Develop and disseminate relevant IEC materials | IEC materials developed and disseminated | 7 types of IEC materials developed and disseminated | Education Department | All departments, Media, Public, private and civil society organizations | Number of relevant IEC materials developed and disseminated | 09/10 | 12/13 | 9.0 | 22.6 | 8.0 | 11.0 |
| Promote ethics, integrity and corruption intolerance in public, private and civil society sectors | Develop anti-corruption curriculum for learning and training institutions | Ethics and integrity curricula developed | 4 Curricula developed | Education Department | All Departments, KIE, Ministry of Education, other Ministries of GoK, Training Institutions, | Number of curriculum materials developed | 09/10 | 12/13 | 1.5 | 5.3 | 3.8 | 6.0 |
| | Mainstream anti-corruption, ethics and integrity in public, private and civil society sectors | Ethics and integrity mainstreamed | 920 partner institutions covered | Education Department | All Departments, KIE, Relevant Govt Ministries, CBOs, Cabinet Office, OPM, Training Institutions, | No. of institutions where corruption prevention strategies mainstreamed | 09/10 | 12/13 | 6.0 | 10.1 | 6.5 | 9.0 |
| Strengthen partnership, coalitions and networks against corruption | Enhance strategic partnerships | Strategic partnerships enhanced | Partnership policy 12 strategic partnerships established | Prevention Department | Advisory Board, Management All departments, KIF secretariat | Partnership policy developed No. of strategic partnerships established | 09/10 | 12/13 | 16.0 | 33.5 | 30.0 | 31.5 |
| | Facilitate sectors to develop annual work plans and review NACP implementation | Sectors implement NACP | 4 integrity review fora | Research Department | Management, NACP Sectors, KIF secretariat | No. Foras held | 09/10 | 12/13 | | | | |
| | Strengthen Inter-Agency forum and information sharing platform | Inter-Agency forum strengthened | An electronic information sharing platform operational<br><br>Real time intelligence | Intelligence production department | All departments, All the 11 members of the Inter-agency forum, AG, the Judiciary, Public Service Institutions | Electronic information sharing platform | 09/10 | 12/13 | 1.5 | 1.0 | 1.2 | 1.5 |
| Institutionalize a monitoring and evaluation | Develop and operationalise a monitoring and | M&E System developed | Monitoring and evaluation system | Research and Policy Department | All Departments | M&E system operational | 09/10 | 12/13 | - | 4.5 | 3.0 | 2.5 |

| Strategies | Activity(ies) | Expected output(s) | Target(s) | Responsibility/ Actor | Collaboration/P artnership | Performance indicator(s) | Time Frame | | Expected Budget( Kshs Millions) | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | Start | End | 09/10 | 10/11 | 11/12 | 12/13 |
| system | evaluation system | | | | | | | | | | | |
| | Operationalize 2009-2013 Strategic Plan | Strategic Plan operational | Implementation of the 2009-2013 Strategic Plan | Research and Policy Department | All Departments | Number of progress reports on Strategic Plan implementation | 09/10 | 12/13 | - | 0.9 | 1.0 | 1.1 |
| | Undertake program evaluations/ assessments | Program evaluations conducted | 10 programmes evaluation | Research and Policy Department | All Departments | Number of Programs Evaluated | 09/10 | 12/13 | - | 2.6 | 2.8 | 3.0 |
| | Formulate the Commission 3rd Strategic Plan (2013 – 2017) | Strategic Plan in place | New Strategic Plan Developed | Research and Policy Department | All Departments | Strategic Plan developed | 09/10 | 12/13 | - | - | - | 10.7 |
| | | | | | | | | | 108.54 | 186.05 | 193.1 | 206.09 |
| **Total** | | | | | | | | | 1476.64 | 2025.15 | 2394.7 | 2371.29 |
| **Grand Total for the Strategic Plan (2009-2013)** | | | | | | | | | | | | 8267.78 |

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