

ETHICS AND ANTI-CORRUPTION COMMISSION

STRATEGIC PLAN

(2013-2018)



ETHICS AND ANTI-CORRUPTION COMMISSION

STRATEGIC PLAN (2013-2018)



MISSION STATEMENT

OUR MANDATE

To combat and prevent corruption and economic crime in Kenya through law enforcement, preventive measures, public education and promotion of standards and practices of integrity, ethics and anti-corruption.

OUR VISION

A Corruption free Kenyan Society that upholds integrity and the rule of law

OUR MISSION

To promote integrity and combat corruption through law enforcement, prevention and education.

OUR CORE VALUES

Integrity

Professionalism

Fidelity to the law

Courage

Team work

Innovation

MEMBERS OF THE ETHICS AND ANTI-CORRUPTION COMMISSION



Mumo Matemu, MBS
Commission Chairperson



Irene C. Keino, MBS
Vice Chairperson



Prof. Jane K. Onsongo, PhD
Commissioner



Halakhe D. Waqo, ACI Arb
Commission Secretary/ Chief Executive Officer



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ACRONYMS

ACECA	Anti-Corruption and Economic Crimes Act
AUCPCC	African Union Convention on Preventing and Combating Corruption
BORAQS	Board of Architects and Quantity Surveyors
EACC	Ethics and Anti-Corruption Commission
FDI	Foreign Direct Investments
FIDA	Federation of women lawyers
FPE	Free Primary Education
GDP	Gross Domestic Product
GDP	Gross Domestic Product
GIZ	Gesellschaft für Internationale Zusammenarbeit
ICJ	International Commission of Jurists
ICT	Information Communication Technology
KACA	Kenya Anti-Corruption Authority
KACC	Kenya Anti-Corruption Commission
KEPSHA	Kenya Primary School Heads Association
KESSHA	Kenya Secondary School Heads Association
KICD	Kenya Institute of Curriculum Development
KISE	Kenya Institute of Special Education
KNAP	Kenya National Association of Parents
KNEC	Kenya National Examination Council
KSG	Kenya School of Government
LSK	Law Society of Kenya
MDAs	Ministries Departments Agencies
MDGs	Millennium Development Goal
MoE	Ministry of Education
MTEF	Medium Term Expenditure Frame
MTP	Medium Term Plan
NACC	National Aids Control Council
NACP	National Anti-Corruption Plan
NARC	National Rainbow Coalition
NIS	National Intelligence Services
OAG	Office of the Auditor General
PESTLE	Political Economic, Social, Technological and Environmental
POEA	Public Officer Ethics Act
PR	Public Relations
RBM	Results Based Management
SWOT	Strengths, Weaknesses, Opportunities and Threats
UNCAC	United Nations Convention against Corruption
UNODC	United Nation Office on Drugs and Crime



FOREWORD

It is my pleasure to present the Ethics and Anti-Corruption Commission (EACC) Strategic Plan for the period 2013 – 2018. EACC is the successor institution of the defunct Kenya Anti-Corruption Commission (KACC) whose second Strategic Plan for the period 2009-2013 was the precursor for this first Strategic Plan of EACC. The development of this Plan has taken into account the expanded mandate of EACC under the Constitution of Kenya, 2010, Anti-Corruption and Economic Crimes Act, Ethics and Anti-Corruption Commission Act, Leadership and Integrity Act amongst other key legislations. The Plan is also aligned to the Kenya Vision 2030 and the 2nd Medium Term Plan 2013–2017 both being government blue prints guiding the development process in Kenya.

The Commission considers the Plan as its accountability statement to the people of Kenya on the strategies that it desires to implement in the execution of the mandate bestowed upon us by the people of Kenya. The broad objective of the Plan is to spell out the Commission’s strategic direction and focus in combating and preventing corruption and in the promotion of ethics in the period 2013- 2018. In developing this Plan, the Commission took cognizance of the new avenues that could be exploited by corrupt individuals to perpetuate corruption. Key among them is the recent discovery of natural resources in different parts of the country including oil, coal and a significantly large underground water aquifer; as well as the implementation of devolution in Kenya through which massive resources have been channeled to the grassroot levels.

I am glad to report that the implementation of the 2nd KACC Strategic Plan which covered the period 2009 - 2013 recorded notable success and wish to commend the Management and Staff of the Commission and all the stakeholders for this achievement. From the Commission’s Annual Reports and research findings, it is clear that the country is making positive developments in the fight against corruption despite the various challenges that inhibit the war. It is noteworthy that through investigation of corruption, disruption and prevention of corrupt conduct, public education, and recovery of corruptly acquired assets, targeted results have been achieved. EACC will therefore refine these measures during the implementation of this Strategic Plan.

Our Vision is ***“A Corruption free Kenyan Society that upholds integrity and the rule of law”*** and our Mission is ***“To promote integrity and combat corruption through law enforcement, prevention and education”***.



In pursuit of this important Vision and Mission, we shall endeavor to uphold and adhere to our core values of Integrity, Professionalism and Fidelity to the law, Courage, Teamwork and Innovation in the discharge of our mandate.

This Strategic Plan comes at a time when Kenyans are increasingly clamoring for change in the way public affairs are managed. It is therefore a tool of great significance that will enable Kenya realize her vision 2030 as well as the ideals and values embedded in the Constitution of Kenya, 2010. For this to be achieved, the Commission will work with all Kenyans and stakeholders in the promotion of good governance and the rule of law. This will be in recognition of the fact that the fight against corruption is collective. I therefore call upon all Kenyans and Stakeholders to individually and collectively make a conscious decision not to participate in, or tolerate corruption in all its facets. We should all discharge our roles in the transformation of Kenya through the successful implementation of this Strategic Plan.

God Bless Kenya

Mumo Matemu, MBS
Chairperson
Ethics and Anti-Corruption Commission



PREFACE

The EACC Strategic Plan (2013-2018) is anchored on the Country's government development blue prints: the Kenya Vision 2030, the Constitution, the 2nd Medium Term Plan (2013-2017), sectoral and thematic blue prints geared towards promoting socio-economic and political development in the country. The Plan draws from the provisions of Chapter 6 of the Constitution of Kenya 2010, the Ethics and Anti-Corruption Commission Act (EACCA), No. 22 of 2011, the Leadership and Integrity Act (LIA), No 19 of 2012 and other laws related to anti-corruption, ethics and governance.

Preparation of this Strategic Plan involved extensive stakeholder participation and consultation. Internally, we conducted three workshops: inception; technical; and high level all providing an opportunity for Staff, Management and Commissioners to fully participate. Thereafter, the Plan was subjected to external stakeholder review and validation within the framework of the Kenya Leadership Integrity Forum, which brings together 14 sectors drawn from the executive, legislature, judiciary, watchdog and enforcement agencies, private sector, civil society, faith based sector, media and labor among others who are involved in the implementation of the National Anti-Corruption Plan (NACP). Our key development partners also participated in the process.

The degree of engagement in the process, and, the quality of contribution ensured that the Plan embedded the interests and focus of all stakeholders in preventing and combating corruption thus generating the necessary ownership and commitment in its implementation. The Plan therefore provides a robust trajectory for the realization of the Vision of a corruption free Kenyan society that upholds integrity and the rule of law.

In the Plan period, the Commission will pursue five strategic objectives, namely:

- a) To reduce prevalence of corruption and unethical conduct;
- b) To establish, maintain and strengthen partnerships and networks against corruption and unethical practices;
- c) To promote ethics and good governance;
- d) To mobilize resources for effective and efficient service delivery; and,
- e) To strengthen the policy and legal framework.

As we embark on the important journey of implementing the Strategic Plan and deliver on the above strategic objectives, we can only rely on the support, goodwill, dedication and commitment of all our stakeholders to ensure that we succeed. We shall also



ensure that the Commission has a full complement of competent, multi-disciplinary, multi-skilled and talented team of officers to ensure effective implementation of the Commission mandate. The Commission will also seek to enhance its visibility and presence in all parts of the country to ensure that services are closer to the people.

I wish to sincerely thank GIZ, UNODC and Richard E. Messick, Esq. and all those who took part in our consultative fora and provided valuable insights, experiences and ideas that helped shape the strategic direction and focus of the Commission for the next five years. I appreciate the role of officers from the Ethics and Anti-Corruption Commission who made significant contributions in the development of this Plan. They include: Abdi Mohamed, Charles Rasugu , Collins Aluda, Daniel Wamweru, David Too, Enock Otiko, Eric Ngumbi , Gideon Rukaria, Hassan Khalid, Humphrey Mahiva, Jackson Mue, James Olola, Janet Bett, John Lolkoloi, Josphat Ndwiga, Josphine Makhokha, Julius N Muraya, Karsis Yiapan, Lucy Kinuthia, Michael Mubea, Michael Babu, Michael Nteere, Nancy Namenge, Naomi Monari, Olga Sewe, Paul Kimalu, Sophia Muturi , Sophia Mwai , Stella P. Mbelle, Vincent Okong'o and Willis Wasala. Lastly, I recognize and appreciate other members of staff, individuals and organizations not listed herein but whose contribution was invaluable in formulating this Strategic Plan.

Halakhe D. Waqo, ACI Arb
Commission Secretary/Chief Executive Officer
Ethics and Anti-Corruption Commission



EXECUTIVE SUMMARY

The EACC Strategic Plan provides a road map to combat corruption and economic crime in Kenya through law enforcement, prevention, public education and promotion of sound ethical standards and practices for the period 2013 to 2018. The Plan provides a new strategic direction for the Commission, taking into account the Constitution of Kenya, 2010; the Ethics and Anti-Corruption Commission Act, 2011; the Leadership and Integrity Act, 2012; the 2nd Medium Term Plan (MTP II; 2013-2017) for Kenya Vision 2030, and, the transition from KACC to EACC with a broader mandate.

A participatory, consultative and all-inclusive process that entailed taking on board internal and external stakeholder views was adapted in developing this plan. Consultative meetings were held with the Commissioners, Management and staff of the Commission, thus ensuring views and experiences of both internal and external stakeholders were incorporated.

The formulation process entailed a comprehensive review of the KACC Strategic Plan (2009-2013) to identify achievements, gaps in implementation, challenges experienced and the lessons learnt; a summary is provided in the Plan. Second, a review of the operating environment and a situational analysis of the Commission focusing on the policy, legal and institutional framework were undertaken taking cognizance of the national priority goals set out in the Constitution, Kenya Vision 2030 and the MTP II.

The Strategic model of the Commission focusing on a review of the Commission's Vision, Mission and Core values to reflect the new mandate was formulated. The Commission identified the following mandate, vision, mission and core values that depict our resolve to fight corruption:

a. Our Mandate

To combat and prevent corruption and economic crime in Kenya through law enforcement, preventive measures, public education and promotion of standards and practices of integrity, ethics and anti-corruption.

b. Our Vision

A Corruption free Kenyan Society that upholds integrity and the rule of law

c. Our Mission

To promote integrity and combat corruption through law enforcement, prevention and education.



d. Our Core Values

Integrity, Professionalism, Fidelity to the law, Courage, Teamwork and Innovation.

In order to efficiently deliver on its expanded mandate, the Commission identified the following strategic goals, themes and objectives:

Strategic goals:

- a. *To foster a culture of integrity and intolerance to corrupt practices;*
- b. *To prevent and combat corruption, economic crime and unethical conduct;*
and,
- c. *To trace, recover and restitute corruptly acquired public assets.*

Strategic themes:

- a. *Corruption Reduction*
- b. *Institutionalize ethics and good governance*
- c. *Enabling institutional and regulatory framework*

Strategic objectives:

- a) To reduce prevalence of corruption and unethical conduct;
- b) To establish, maintain and strengthen partnerships and networks against corruption and unethical practices;
- c) To promote ethics and good governance;
- d) To mobilize resources for effective and efficient service delivery; and,
- e) To strengthen the policy and legal framework.

For each of the strategic objectives, there are a set of strategies and activities that will translate the mandate and mission into action.

For successful implementation of the Strategic Plan, an implementation and coordination framework was developed. The framework details how the planned outputs and outcomes will be achieved, highlighting the financial and other requirements for Plan implementation. Following the enactment of the EACC Act of 2011 and the transition from KACC to EACC, a new Commission structure was developed in line with the new dispensation and expanded mandate. The new structure as stipulated in the Act includes the Commission, Commission's Secretary and the Secretariat. The new structure is appended to this Plan.

A Monitoring & Evaluation (M&E) and reporting framework is embedded in the Strategic Plan to facilitate tracking of progress and evaluating results. The Strategic Plan



will undergo a mid and end term evaluation. The Commission will adopt a Performance Management and Appraisal system with clear targets and systems for tracking implementation, achievements and providing feedback on a regular basis.



CHAPTER 1

INTRODUCTION

1.1 Background

Corruption remains a major challenge facing many nations in the world. Kenya is not an exception. In recognition of the problem of corruption and to ameliorate its adverse effects, the government has over the years pursued reforms geared towards improving and strengthening governance, fighting corruption and economic crime, improving service delivery, and accelerating economic growth and poverty reduction. Key anti-corruption reforms include enactment of laws and setting up institutions for fighting corruption and improving ethics, integrity and governance.

Whereas efforts to fight corruption in Kenya date back to the pre-independence era when the Prevention of Corruption Ordinance was enacted in 1956, the last 10 years or so have witnessed significant developments in the anti-corruption war. In 2003, Parliament enacted the Anti-Corruption and Economic Crimes Act, 2003 (No. 3 of 2003) (ACECA), and Public Officer Ethics Act, 2003 (No. 4 of 2003). The Anti-Corruption and Economic Crimes Act created a legal framework for prevention, investigation and punishment of corruption, economic crime and related offences. It also established the Kenya Anti-Corruption Commission (KACC) and Special Magistrates to deal with corruption cases. Later in the same year, Kenya signed the African Union Convention on Preventing and Combating Corruption (AUCPCC) in July 2003 and in August 2003, Kenya was the first country to sign and ratify the United Nations Convention Against Corruption (UNCAC) in August 2003 in Merida Mexico.

In August 2010, Kenya promulgated a new Constitution which sought to, among other key reforms, strengthen governance, enhance democracy and the rule of law, promote transparency and accountability, ensure separation of powers between the organs of government and introduce a devolved system of governance. The Constitution of Kenya, 2010, ushered in a major paradigm shift in the governance of the nation by providing for national values and principles of governance (Article 10), leadership and integrity (Chapter 6) and principles of public service (Article 232). These provisions are geared towards addressing the deep-seated problem of poor governance and the culture of impunity and corruption that have stifled national development and progress. More importantly, the Constitution provides a strong anchor for the fight against corruption as outlined in Chapter 6.



The Ethics and Anti-Corruption Commission (EACC) Act, 2011 and the Leadership and Integrity Act, 2012 were enacted pursuant to the provisions of Chapter 6 of the Constitution. The EACC Act provides the institutional framework for fighting corruption by establishing the Commission under section 3 of the Act while the Leadership and Integrity Act 2012 provides for a general leadership and integrity code which sets out the moral and ethical requirements for persons entrusted with public office.

1.2 Mandate and Functions of EACC

1.2.1 Mandate

The mandate of the Commission is derived from the provisions of Articles 79 and 252 of the Constitution, The Ethics and Anti-Corruption Commission Act, 2011, and the Leadership and Integrity Act, 2012. Parliament enacted the Ethics and Anti-Corruption Commission Act, 2011 and Leadership and Integrity Act, 2012 to provide, *inter alia*, for the functions and powers of the Commission as well as its critical place in the implementation of Chapter Six of the Constitution. The Acts are being implemented alongside the Anti-Corruption and Economic Crimes Act (ACECA) of 2003. The mandate of the EACC is to combat corruption and economic crime in Kenya through law enforcement, prevention, public education and promotion of ethical standards and practices.

1.2.2 Functions

The functions of the Commission are:

- i) To ensure compliance with and enforcement of Chapter Six of the Constitution
- ii) To investigate and recommend to the Director of Public Prosecutions the prosecution of any acts of corruption, economic crime, unethical conduct or violation of codes of ethics or other matter prescribed in law;
- iii) To trace and institute court proceedings towards preservation and recovery of corruptly acquired assets or payment of compensation;
- iv) To institute proceedings for forfeiture of unexplained assets;
- v) To conduct conciliation, mediation and negotiation;
- vi) To facilitate development of a code of ethics for state officers and public officers;
- vii) To oversee enforcement of codes of ethics for state and public officers;
- viii) To conduct public education and awareness on anti-corruption and ethical issues;
- ix) To provide advisory services on ethics and integrity;
- x) To collaborate and cooperate with state, public officers and other stakeholders



- to promote ethics and anti-corruption initiatives;
- xi) To develop and promote standards and best practices in ethics and anti-corruption programmes; and,
- xii) To monitor the practices and procedures of public bodies to detect corruption and secure revision of methods of work.

1.3 Rationale for the Strategic Plan 2013-2018

First, the Constitution of Kenya (2010), the Ethics and Anti-Corruption Commission Act, 2011 and the Leadership and Integrity Act, 2012 have expanded the mandate of the Commission beyond the one initially provided for by the Anti-Corruption and Economic Crimes Act 2003 as indicated in part 1.2 above. This calls for a review and re-definition of the Commission's mission statement, strategic direction and focus and to realign its structure and programmatic focus with the new and expanded mandate. Secondly, the Commission's activities and programs were guided by the KACC Strategic Plan (2009 – 2013) that ended in June 2013, therefore calling for the mapping of a new strategic direction for the Commission.

In summary, the implementation of the Plan was affected by four major developments that directly impacted its delivery:

- i) Promulgation of the Constitution of Kenya 2010;
- ii) Enactment of the Ethics and Anti-Corruption Commission Act, 2011 and the Leadership and Integrity Act, 2012;
- iii) The start of a new planning cycle for the Government that saw the formulation of the 2nd Medium Term Plan (MTP II) (2013-2017) for Kenya Vision 2030; and,
- iv) The transition from KACC to EACC with a broader mandate.

Strategic planning is therefore fundamental in order to take into account the above developments and bring on board the lessons learnt in the last five years so as to avoid failures encountered and minimize risks faced while ensuring timely and efficient utilization of resources. Strategies articulated in this Plan are designed to impact positively on the long-term performance of EACC and to facilitate the realization of a corruption free Kenyan society founded on integrity and the rule of law.

1.4 The formulation Process of the Strategic Plan (2013-2018)

The first aspect of the formulation process entailed a comprehensive review of the KACC Strategic Plan (2009-13) to identify and ascertain actual outputs, outcomes and results achieved by implementing the planned activities. The review also identified gaps

in implementation, the challenges and constraints experienced and the lessons learnt and best practices to implement in the next plan period. The main output of this review is a separate end term evaluation report. However, highlights of key achievements are summarized in this Plan.

The formulation process also involved the review of the operating environment and a situational analysis of the Commission focusing on the policy, legal and institutional framework were undertaken taking cognizance of the national priority goals set out in the Constitution, Kenya Vision 2030 and the MTP II.

A participatory process that entailed taking on board internal and external stakeholder views was adapted in developing this Plan. Consultative meetings were held with the Commissioners, Management and staff of the Commission, thus ensuring views and experiences of internal stakeholders were incorporated. To this end, the commission held an Inception Workshop on 14th March 2013. The objective of the inception workshop was to appraise the staff on strategic planning principles, discuss the data collection tool, and generally, get staff- buy in for the strategic planning process.



EACC Vice Chairperson Ms. Irene Keino, Commissioner (Prof.) Jane Onsongo, Commission Secretary/CEO, Mr. Halakhe Waqo and Staff of the Commission during the Strategic Planning Inception Workshop at KICC on 14th March

Thereafter, Consultative meetings were held with respective Departments to discuss their submissions gathered in the Strategic planning data collection tool. This was followed by a Technical Retreat on 22nd July 2013. The specific objectives of the Retreat were to further interrogate the Departmental submissions; align Departmental submission to strategic planning principles; and, improve the draft document for sharing with Staff, Management and Commissioners.



EACC Staff during a Technical Retreat on the Strategic Plan Development at the Kenya Integrity Forum Secretariat offices along Ngong Road on 22nd July 2013.

Comments and views gathered were integrated and the draft presented in the High level workshop held on 4th September 2013. The objectives of this workshop were to: review, discuss and agree on the strategic model of the Commission, including the mandate, Vision, Mission, Core values, Strategic goals, Objectives and strategies; receive and discuss the structure and staffing of the Commission as proposed in the Job Evaluation Report; facilitate the mapping and costing of the activities outlined in the Draft Plan; and, refine and finalize the Draft Strategic Plan for submission to the Commission for adoption.



EACC Chairperson, Mr. Mumo Matemu, Vice Chairperson, Ms Irene Keino, Commission Secretary/CEO Mr. Halakhe Waqo, Mr. Opimbi Osore of GIZ and staff of the Commission posing for a group photo during the High Level Workshop on EACC Strategic Plan Preparation at the KCB Leadership Center in Karen on 4th September 2013.



Finally, as part of the all-inclusive process, the fair draft was subjected to a stakeholder's validation workshop organized at Kenya Leadership Integrity Forum (KLIF) on 9th October 2013, and the views and contributions from the stakeholders incorporated in the draft. The stakeholders' forum at KLIF brought together representatives from all the fourteen sectors under KLIF. This draft was further reviewed by a consultant, Commissioners, Management and staff prior to the final printing.

1.5 Structure of the Strategic Plan 2013-2018

The Strategic Plan document is structured into eight chapters:

- (i) Chapter one gives the background information about EACC, mandate and functions.
- (ii) Chapter two presents Kenya's Development Agenda under the Kenya Vision 2030 and the role of EACC in realizing the Vision priorities.
- (iii) Chapter three reviews the 2009–2013 Strategic Plan and highlights success factors, challenges and lessons learnt.
- (iv) Chapter four presents the Environmental Scan covering internal and external environment (PESTLE, SWOT and Stakeholder Analysis) and Risk Analysis and Mitigation.
- (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 Institutional Framework-the Structure and the Resource requirements for implementing the strategic plan.
- (vii) Chapter seven provides the Monitoring, Evaluation and Reporting framework.

The implementation matrix to the strategic plan is appended.



CHAPTER 2

THE NATIONAL DEVELOPMENT AGENDA

2.1 Background

This Chapter presents the national development agenda as guided by the country's development blue prints - the Kenya Vision 2030; the Constitution of Kenya 2010; the 2nd Medium Term Plan (MTP II) 2013-2017 whose theme is '*Transforming Kenya: Pathway to devolution, socio-economic development, equity and national unity*'; Medium Term Expenditure Framework (MTEF) process 2013-2017 and other government development blue prints and policy documents that are aimed at steering growth and development in the country.

2.2 The Constitution of Kenya, 2010

The Constitution seeks to address the deep-seated problem of poor governance and the culture of impunity and corruption that have stifled national development and progress. Article 10 of the Constitution provides the national values and principles of governance, Chapter six sets the benchmarks for leadership and integrity for state and public officers, and, Article 232 provides for the values and principles of public service. The EACC thus draws its mandate from Chapter 6 the Constitution of Kenya, 2010, which states under Article 79 that **“Parliament shall enact legislation to establish an independent ethics and anti-corruption commission, which shall be and have the status and powers of a commission under Chapter Fifteen, for purposes of ensuring compliance with, and enforcement of, the provisions of this Chapter”**

Pursuant to Article 79 of the Constitution, Parliament enacted the Ethics and Anti-Corruption Commission Act, No. 22 of 2011 (EACC Act), which, establishes the EACC to execute the mandate of ensuring compliance with, and enforcement of, the provisions of Chapter Six. The Constitution thus provides the anchorage for the Commission to implement its mandate and insulates it from the vagaries of the political environment and intermittent threats for disbandment.

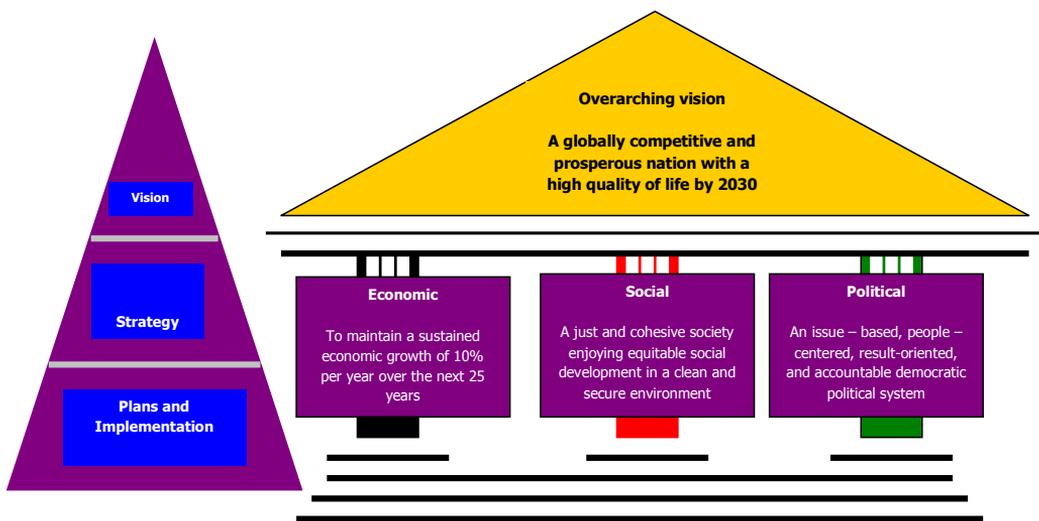
2.3 Kenya's Development Agenda- Vision 2030

The Kenya Vision 2030 is the country's long term development blue-print that marks the country's development path till the year 2030. It aims at transforming the country into a newly industrialized, “Middle income country providing a high quality life to all

citizens by the year 2030". The Vision also aims at creating a cohesive, equitable and just society based on democratic principles and issue-based politics grounded on our rich and diverse cultures and traditions. It spells out actions that will be taken to achieve the goals.

The Vision is anchored on three pillars: Economic, Social and Political as presented in Figure 1.

Figure 1: Pillars of Kenya’s Development Framework



2.3.1 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.

2.3.2 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.

2.3.3 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. One of the challenges identified under this pillar, 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.



His Excellency Hon. Uhuru Kenyatta, C.G.H., President and Commander-In-Chief of the Defense Forces of the Republic of Kenya; His Excellency Hon. William Ruto Deputy President, Cabinet Secretaries and other Senior Government and Private Sector leaders attending the National Leadership and Integrity Conference held at Kenya School of Monetary Studies, Nairobi, 12th June 2013

2.4 The Role of the Commission in Kenya's Development Agenda

Under the Political Pillar, the **Leadership, Ethics and Integrity Programme** is one of the core flagship programs in the MTP II which is identified as a key result area that is critical in transforming Kenya's national governance system. It is multi-sectoral and transformative in nature and will have significant impact on the social and economic



life of citizens. This Programme therefore seeks to strengthen the legislative, policy and institutional framework for ethics and integrity for the country. Under the MTP II, the key priorities for the ethics and integrity sub-sector include:

- i) Reviewing and strengthening the legislative, policy and institutional framework for ethics and integrity in the country;
- ii) Strengthening the capacity of the ethics and anti-corruption agencies to promote leadership, ethics and integrity;
- iii) Enhancing investigative and preventive capacity of EACC and granting the Commission prosecutorial powers as is happening in other jurisdictions;
- iv) Enhancing asset tracing and asset recovery;
- v) Establishing effective accountability mechanisms;
- vi) Education, sensitization and awareness on corruption, integrity and ethical issues;
- vii) Mainstreaming preventive measures against corruption;
- viii) Promoting standards and best practices in ethics and integrity for state and public officers;
- ix) Promoting targeted and integrated research,
- x) Monitoring and evaluating governance, ethics, anti-corruption and integrity policies, strategies and programmes;
- xi) Enhancing mechanism for the filing, analysis and access to wealth declarations of public officers;
- xii) Developing National Ethics and Integrity Policy;
- xiii) Developing and operationalizing a leadership and integrity training and education Programme, and establishing leadership and integrity institute;
- xiv) Development of whistleblower protection legislation;
- xv) Enacting necessary legislation that ensures Kenyan companies found guilty of corrupt practices are held liable and have their assets frozen by the courts; and,
- xvi) Introducing an automatic freeze of assets of anyone indicted on corruption charges with appropriate judicial approval.

2.4.1 Role of the Commission in the Medium Term Plan 2013-2017

In the plan period, the EACC, in collaboration with other stakeholders, will implement programmes and activities that will seek to fulfil the priorities set out in the MTP II. The focus in the plan period will be mainly on the following:

- i) Strengthening the legislative, policy and institutional framework for ethics and integrity; including development and review of laws to strengthen the legal, policy and institutional framework, development of the national ethics and anti-corruption policy, and expanding the capacity of EACC for the promotion and enforcement of ethics and integrity;



- ii) Strengthening of the institutional capacity of the Commission to deliver on its mandate, by enhancing investigation, asset tracing, asset recovery, prevention, education and ethics programs so as to deliver services efficiently and effectively to all Kenyans. This includes full operationalization, transformation and modernisation of the EACC into a people-centred and result-oriented institution;
- iii) Mainstreaming preventive measures against corruption and promoting standards and best practices in ethics and integrity for state and public officers at the county and national levels;
- iv) Promotion of Results Based Management (RBM) in public service through mainstreaming of corruption prevention strategies in RBM and Performance Contracting.
- i) Carrying out education, training, sensitization and awareness on corruption, integrity and ethical issues in all communities, institutions and organised groups at the national and county level. This includes development and implementation of a leadership and integrity training and education programme (under the Leadership and Integrity Act, 2012);
- v) Promoting targeted and integrated research, monitoring and evaluation on governance, ethics, anti-corruption and integrity policies, strategies and programmes;
- vi) Enhancement of partnerships, coalitions and collaboration with all stakeholders in combating and preventing corruption and unethical practices, with a clear focus on inter-agency cooperation and co-ordination within the public sector and forging partnerships with non-state actors (private sector, civil society, professionals, academia, the faiths based organisations etc) in the promotion of ethics and integrity and the fight against corruption;
- vii) Strengthening the national integrity system through review and implementation of the National Anti-Corruption Plan (NACP);
- viii) Support for enhancement of the mechanism for the filing, analysis and access to financial declarations of public officers; and
- ix) Support the enactment of whistle-blower protection legislation, promotion of regional mechanisms for preventing and combating corruption, and review of the implementation of international anti-corruption instruments, specifically the United Nations Convention against Corruption.

2.4.2 EACC County-Specific Priority Interventions

In line with Article 6 of the Constitution on Devolution and Access to services which, *inter alia*, require state organs to ensure reasonable access to its services in all parts of the Republic, and in line with priorities set out in the MTP II, the Commission will implement the following programmes in the counties in the Plan period:



- i) Monitor the practices and procedures of public bodies to detect corrupt practices and to secure the revision of methods of work or procedures that may be conducive to corrupt practices in the county governments;
- ii) Develop and promote standards and best practices in integrity and ethics in county public services;
- iii) Develop and enforce Leadership and Integrity Codes for state officers in all public entities;
- iv) Collaborate with other state organs and agencies in prevention of corruption in the county systems of service delivery;
- v) Provide advisory services to all public entities on prevention of corruption;
- vi) Raise public awareness on ethical issues and educating the public on the dangers of corruption and enlist public support in combating corruption;
- vii) Monitor implementation of and adherence to the principles of governance related to transparency and accountability, leadership and integrity, and public service as set out in Articles 10, 73 and 232 respectively of the Constitution of Kenya 2010;
- viii) Undertake corruption and ethical risk mapping in counties; and
- ix) Undertake clearance and social audit of public office holders.



CHAPTER 3

REVIEW OF THE STRATEGIC PLAN 2009-2013

3.1 Background

This chapter highlights KACC's key achievements in the period of its 2nd Strategic Plan (2009-2013) based on the end term review of the Plan. The review focused on actual performance against each stated strategic objectives and strategies. The key success factors, challenges encountered and lessons learned are also presented. The findings of the end term review informed the process of deriving strategic issues for this Strategic Plan.

3.2 Achievements

The KACC Strategic Plan 2009-2013 identified three strategic objectives with a set of seventeen strategies for implementation by the four Directorates of the Commission, namely; Preventive Services, Investigation and Asset Tracing, Legal Services and Asset Recovery, and Finance and Administration. The strategic objectives and strategies are as presented in Table 1 below:

Table 1: Objectives and Strategies of the Strategic Plan 2009-2013

Objectives	Strategies
To enhance the legal framework and undertake investigations and Asset Recovery	<ul style="list-style-type: none"> i) Facilitate the strengthening of Legal Framework ii) Improve on intelligence gathering mechanisms iii) Enhance investigations, asset tracing and recovery iv) Integrate technology in intelligence and investigations v) Facilitate the formulation of guidelines for asset recovery
To reduce the prevalence of corruption and economic crime	<ul style="list-style-type: none"> i) Enhance capacity for corruption prevention in public, private and civil society sectors ii) Intensify Anti-corruption public education, training and awareness iii) Institutionalize a monitoring and evaluation system iv) Promote targeted and integrated research on corruption and governance v) Promote ethics, integrity and corruption intolerance in public, private and civil society sectors vi) Strengthen partnership, coalitions and networks against corruption vii) Strengthen policies, systems, procedures and practices of work in public institutions (MDAs)
To strengthen the capacity of the Commission to deliver on its mandate	<ul style="list-style-type: none"> i) Enhance the Human resource capacity of the Commission ii) Enhance the financial Resources of the Commission iii) Enhance and Optimize the physical infrastructure of the Commission iv) Expanding National Presence and Coverage v) Improve the corporate image and brand of the commission



A summary of the achievements of the Commission which are reported against the respective strategies objective is presented.

3.2.1 To enhance the legal framework and undertake investigations and Asset Recovery

i. *Facilitate the strengthening of Legal Framework*

The enactment of the Mutual Legal Assistance Act significantly strengthened the anti-corruption legislative framework, facilitating cross border investigations and leading to an increased level of mutual legal assistance sought from foreign jurisdictions. This resulted in higher gains in investigations, asset tracing and recovery. In addition, the ACECA was amended to align it with the Constitution through the Statute Law (Miscellaneous Amendments) Act of 2012. The other key achievements and developments in enhancing anti-corruption legal framework included:

- Recommendations made towards amendment of the Public Procurement and Disposal Act and Regulations, Evidence Act and Penal Code.
- Full domestication of all conventions and treaties ratified by Kenya vide Article 2(6) of the Constitution, 2010. Related to the fight against corruption are the UNCAC and AUCPCC.
- GAP analysis of Kenya's domestication of the UNCAC, which helped identify areas that had not been implemented and/or domesticated. A report titled '*Kenya: UN Convention against Corruption Gap Analysis Report and Implementation Plan*' was published in 2009 and widely disseminated.

It is noteworthy that the Leadership and Integrity Act, 2012 was amended through Statute Law (Miscellaneous Amendments) Act 2012, resulting in adverse outcomes for the Commission; the power initially vested on EACC to vet aspirants for political and appointive office was removed. This continues to affect the Commission's mandate of ensuring compliance with and enforcement of Chapter 6 of the Constitution.

ii. *Enhance investigations, asset tracing and recovery*

In the period under review, a total of **533** completed investigations cases were forwarded to the Director of Public Prosecutions (DPP) with recommendations for action. These cases included grand corruption where public property and revenue worth billions of Kenya Shillings was involved. Others were: Cases pending under investigations- **4353**; Reports under intelligence Developmen-**2939**; Files for prosecution-**293**; and Recommendation to prosecute accepted- **250**, as detailed in Table 2.

**Table 2: Status of Investigations and Cases handled in the period under review**

Sourced from EACC Annual Reports for the Periods as indicated	FY 2009/10	FY 2010/11	FY 2011/12	FY 2012/13	Total
Completed investigations	107	134	236	56	533
Cases under investigations	236	620	1809	1688	4353
Cases referred to other agencies for investigations	130	25	26	111	292
Reports under intelligence development	595	1369	410	565	2939
Files for prosecution	79	113	73	28	293
Recommendation to prosecute accepted	75	95	54	26	250

The estimated value of assets traced stood at over nineteen billion shillings (**Kshs. 19,614,693,091.00**) while the values of disrupted corruption cases in the offing in terms of averted losses was over sixty billion shillings (**Kshs. 60,132,800,000**). Table 3 provides details of assets traced and value of cases disrupted during the period under review.

Table 3: Assets traced and value of cases disrupted

Financial Year	Assets traced (Kshs)	Disruptions/Averted loss (Kshs)	Reference
2009/2010	2,336,483,091	14,700,000	2009/2010 Annual Report
2010/2011	771,710,000	3,893,400,000	2010/2011 Annual Report
2011/2012	126,500,000	1,208,200,000	2011/2012 Annual Report
2012/2013	16,380,000,000	55,016,500,000	2012/2013 draft annual report
Total	19,614,693,091	60,132,800,000	

During the same period, assets valued at approximately over two billion shillings (**Kes 2,349,391,262.00**) were recovered through legal processes.



Demolition of the Safari Club Hotel built on a road reserve in Shanzu, Mombasa on 27th June 2013.

3.2.2 To reduce the prevalence of corruption and economic crime

i. *Strengthen policies, systems, procedures and practices of work in public institutions (MDAS)*

The objective of undertaking systems reviews or examinations is to identify opportunities and avenues for corrupt practices in the systems, policies, procedures and practices in various functional areas of organizations and to make recommendations on how to seal the identified loopholes. Successful reviews were done in the following **12** institutions/ areas:

- The disbursement and utilization of Free Primary Education (FPE), October 2012 – March, 2013;
- Payroll Management System of the Judiciary, September – October, 2012;
- Kenya Institute of Curriculum Development, June 2012 – September, 2012;
- The National Cereals and Produce Board, April 2011 – August 2011;
- Kenyatta University – Advisory, March – July, 2011;
- Assessment of the Tender Process of the NSSF Integrated ICT Infrastructure, March 2011;
- Nairobi City Water and Sewerage Company, August 2010-November, 2010;
- National Aids Control Council (NACC), May – August, 2010;
- Service delivery systems, policies, procedures and practices of Provincial General and District Hospitals, October – December, 2009;
- Procurement and Financial Management in Provincial General and District Hospitals, October – December, 2009;
- Environmental Impact Assessments and Audit systems, policies, procedures



- and practices of National Environment Management Authority (NEMA), November – December, 2009; and
- The Disbursement and Utilization of Local Authority Transfer Fund (LATF), February – April, 2009.

ii. ***Enhance capacity for corruption prevention in public institutions***

The Programme is designed for public sector institutions based on the Public Service Integrity Programme (PSIP) with the twin objectives of building the capacity of public institutions to institutionalize strategies for corruption prevention; and bringing about attitude and behavioral change among public officials on corruption and unethical behavior. The achievements were as follows:

- *Executive Management (Corruption Prevention Committee Members) training:* The Programme aimed at enlisting the support of the CEOs and management in spearheading the fight against corruption at the institutional level, provide an overview of responsibilities and role of management in that regard. A total of **2986** members of Corruption Prevention Committee and managers from both private and public institutions were trained under this programme.
- *Training of Integrity Assurance Officers:* The programme focuses on developing a pool of skilled officers in public sector institutions to support management on corruption risk assessment. The target group is middle level managers. The officers once trained are expected to provide technical support and advice to their respective institutions on: mainstreaming anti- corruption strategies; development of governance documents; and support Corruption Prevention Committees. The commission trained **2521** Integrity Assurance Officers (IAOs) from **540** public sector organisations.

iii. ***Strengthen partnership, coalitions and networks against corruption***

The strategy aims at enlisting stakeholders in the war against corruption. The strategic focus is to pursue collaborations that complement the mandate of the Commission. The Commission in collaboration with its partners initiated various reforms in both the public and private sector.

Among other reform initiatives under partnerships: the Commission developed Code of ethics for business in Kenya under the auspices of Kenya Private Sector Alliance (KEPSA) through Memorandum of Understanding (MoU); formulated the Code of ethics for fourteen (14) professional associations in the country under the



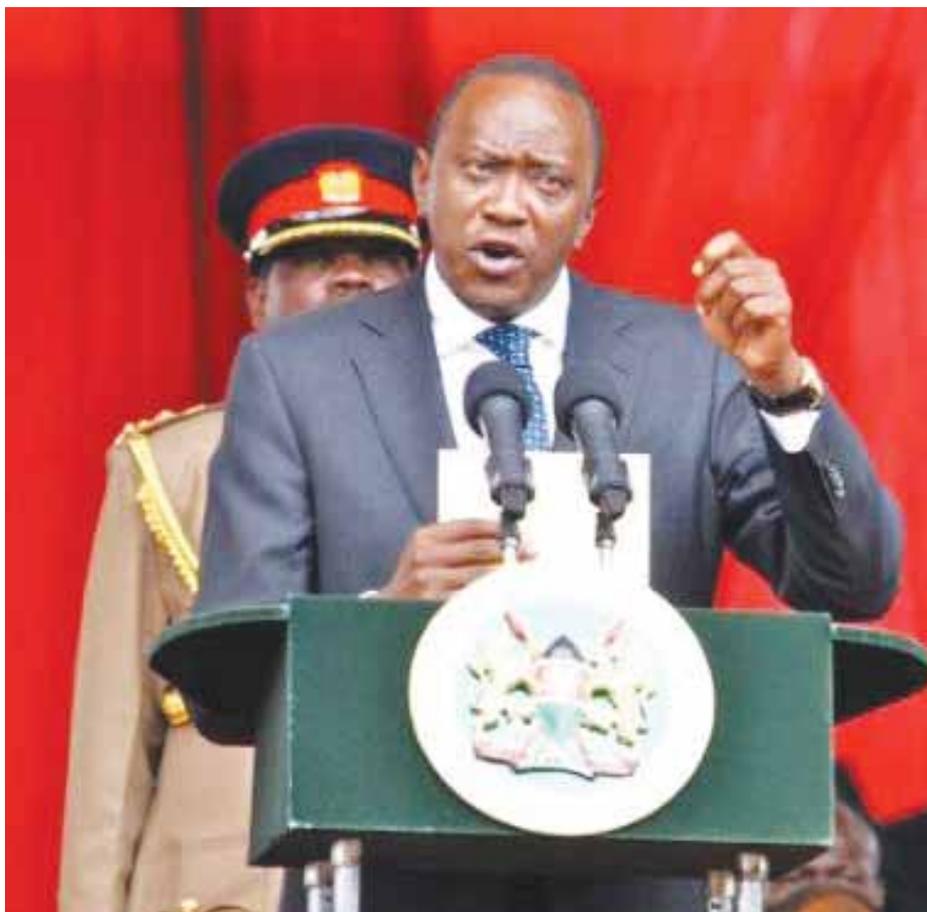
Association of Professional Societies of East Africa (APSEA); undertook capacity building of technical officers in public sector to support management in corruption risk assessment and management. In collaboration with public procurement Oversight Authority (PPOA), the Commission reviewed the standard tender documents for public sector procurement. Under performance contracting, the Commission developed governance instruments for public sector institutions; vetted public sector managers and also set up and operationalized Corruption Prevention Committee (CPCs) in all public sector institutions. In the period under review, 14 strategic partnerships were developed as shown in Table 4:

Table 4: Strategic Partnerships Developed

➤ Performance Contracting Department <i>(Ministry of Planning and Devolution and Planning)</i>	➤ Kenya Institute of Supplies Management
➤ Kenya Bureau of Standards	➤ Institute of Quantity of Surveyors of Kenya
➤ Association of professional societies in Eastern	➤ KESAP (Kenya Society of Agricultural Professionals)
➤ Kenya Private Sector Alliance	➤ Kenya Metrological Society
➤ Kenya Association of Manufactures	➤ Insurance Institute of Kenya
➤ Ministry of Environment, Water & Natural Resources	➤ Kenya Institute of Bankers
➤ Kenya Forest services	➤ Public procurement Oversight Authority (PPOA)

In addition, the Kenya Leadership Integrity Forum (KLIF)- which brings together 14 sectors comprising the executive, judiciary, legislature, watchdog agencies, enforcement agencies, EACC, education, professionals, labour, private sector, civil society, faith based institutions and the media in implementing the NACP- undertook various activities aimed at enhancing strategic partnerships in combating corruption and economic crime in the period under review. Key among the achievements includes:

- The National Leadership and Integrity Conference on June 12, 2013 held at the Kenya School of Monetary Studies and graced by His Excellency, the President of the Republic of Kenya Hon. Uhuru Kenyatta and His Excellency, the Deputy President Hon. William Ruto. The objective of the conference was to discuss the current and emerging governance issues in the country.



His Excellency Hon. Uhuru Kenyatta, C.G.H., President and Commander- In-Chief of the Defense Forces of the Republic of Kenya addressing delegates During the National Leadership and Integrity Conference, 12Th June 2013

- A series of Annual Integrity Review Conferences held successfully in 2009 and 2010. The conferences brought together stakeholders to receive the implementation progress reports of the NACP from the fourteen KLIF sectors. In addition, an Integrity Review Workshop for KLIF members was conducted from 2nd to 4th May, 2012 in Mombasa to discuss and finalize the NACP implementation progress reports 2010-2011.
- Commemoration of the International Anti-Corruption Day every December of each year. The commemoration brought together all the partners in the fight against corruption around the country. In the period under review, the commemorations were done as follows:
 - 7th December 2012 at Dedan Kimathi Grounds in Nyeri.
 - 9th December 2011 at Kenyatta Grounds Kisumu.

- 9th December 2010 at Tononoka Grounds Mombasa.
- 9th December 2009 at Kenyatta International Conference Center and an exhibition at the KenCom Bus Stage area in Nairobi.



International Anti-Corruption Day Commemoration procession along Nyeri street in 2012

- The Commission hosted 12 Regional Integrity Review Forums in Kisii, Kakamega, Nakuru, Kitale Kitui, Kabarnet, Kajiado, Nanyuki, Muranga, Machakos, Kirinyaga and Kilifi. The NACP Coordinating Committee resolved to hold regional integrity review forums in line with the Constitution and the devolution agenda. These forums enabled KIF stakeholders to share progress in implementation of the NACP and engage the public on corruption issues including creating awareness on the constitutional provisions on leadership and integrity.
- Conducted an Assessment of Sectors' Performance in the implementation of the NACP to review the implementation of the Plan by all sectors. The Report detailed performance of the 14 sectors in implementing the Plan. The Assessment also ranked the sectors and the Commission was ranked as the best performing in the implementation of the Plan. The Report was published and disseminated.
- Published in January 2012 the NACP Monitoring and Evaluation Framework Report developed through a consultative process involving the 14 sectors of the NACP. The Framework guides the sectors in monitoring implementation of the Plan. It also equipped NACP stakeholders with accurate and timely data on the progress and performance in the implementation of the Plan.
- Monitored Sectors' implementation of the NACP through regular NACP National Coordinating Committee meetings and sector meetings.



i. Intensify Anti-corruption public education, training and awareness

- *Public Education and Awareness:* Public education and awareness programs sought to create an informed public on the dangers of corruption and unethical conduct and to enlist and foster public support in the fight against corruption. The basic tenet of public awareness and education is to increase their knowledge and to impart positive attitudes and behaviors. The Commission reached the public through a number of methods and channels, including regional outreach clinics to create awareness, media engagement and propagation of anti-corruption messages and content, education and training through workshops and seminars, music and drama festivals, and development and dissemination of Information, Education Communication (IEC) materials among others. Highlights of the education and awareness programmes undertaken are summarized in Table 5.

Table 5: Summary of Education and Awareness Programmes

Electronic Media	Print Media	Corporate Branding
➤ Developed 54 fifteen (15) minute radio programmes and aired 27 through radio;	➤ Assorted Curriculum Support materials for Primary schools were developed;	➤ Produced 5,000 Polo shirts for Outreach programmes and 1,500 Polo shirts for Integrity Clubs;
➤ Developed 100 radio spots, aired 40 on radio;	➤ Assorted brochures and booklets	➤ Produced and disseminated 5,000 Caps
➤ Developed 30 Television infomercials and 10 filmlets	➤ 1 Bible Study Guide	➤ Produced assorted banners.
➤ Produced and aired one documentary	➤ 800,000 assorted IEC materials disseminated	
➤ Developed a Jihad Maadili DVD for Muslim faithful	➤ Six (6) Contra Vision Messages developed and ready for dissemination	
➤ Developed 15 fifteen-minute Radio scripts of the Bible Study Guide- Integrity: A Weapon against Corruption	➤ International Anti-Corruption Day Newspaper supplement	
Over 15 million Kenyans reached by the messages in the various media		



Students who won in the anti-corruption category held in Kakamega, 2012

- *Regional Anti-Corruption Outreach Clinics:* Regional Outreach Clinics were conducted in 17 counties, some more than once as in various dates shown in Table 6 In addition, **180** Community Based Anti-Corruption Monitors (CBAMs) were trained.

Table 6: County Based Outreaches Conducted

2009	2010	2012	2013
<ul style="list-style-type: none"> • Trans-Nzoia (29th November – 2nd December 2009) • Uasin Gishu (3rd – 5th December 2009) • Kisumu (6th-8th December 2009) 	<ul style="list-style-type: none"> • Kitui (29th March – 3rd April 2010) • Machakos (22nd – 27th March 2010) • Mombasa (6th – 9th September 2010) • Kisii (10th – 11th October 2010) • Migori (12th October 2010) • Kakamega (13th October 2010) • Nairobi (Langata – 18th October 2010, Kasarani – 19th October 2010, Dagoretti – 21st October 2010, and the Great Nairobi Anti-Corruption Walk from Integrity Centre to KICC on 22nd October 2010). • Kisumu (14th – 15th October 2010)) 	<ul style="list-style-type: none"> • Embu (27th February – 2nd March 2012) • Nakuru (8th – 12th October 2012) 	<ul style="list-style-type: none"> • Uasin-Gishu (28th January – 1st February 2013) • Kericho (4th – 8th February 2013) • Makueni (20th – 24th May 2013) • Marsabit (27th – 31st May 2013) • Isiolo (3rd – 7th June 2013)



Regional Outreach Clinic in Embu , 2012

- **School Outreach Clinics:** Since the inception of Integrity Clubs, the Commission has visited **175** schools and colleges in fourteen Counties reaching **70,481** students and members of teaching and non-teaching staff in Kenya's schools. Members of the school communities have been sensitized on anti-corruption measures, ethics, integrity, and good character development. Other key outputs include:
 - Integrity Club Leaders and Patrons County Forums which were organized and brought together **202** Club leaders from schools in Kwale, Mombasa, and Kisumu. The Commission was able to monitor the progress of the clubs and enlist their commitment and support in the fight against corruption.
 - Sensitization/Outreach programmes were conducted in the following tertiary institutions: Gusii Institute of Technology, Murang'a Teacher Training College, Zetech College, Kenya Methodist University, Jaramogi Oginga Odinga University, University of Nairobi, Meru University, and Kenyatta University. An anti-corruption seminar was held from 3rd June – 5th June 2013 for Deans of University students resolved to mainstream ethics and integrity in the Universities by supporting the Movement.
 - Manual for the Establishment of Integrity Clubs in Institutions of Learning in Kenya developed, published, launched and still in dissemination.
- v. **Promote ethics, integrity and corruption intolerance in public, private and civil society sectors**
 - **Developed Leadership and Integrity Course Curriculum** in partnership with other agencies, among them: the National Intelligence Services (NIS), Office of the Auditor General (OAG) and Kenya School of Government (KSG). The Course



Curriculum is aimed at mainstreaming ethics, integrity and good governance through training of public servants.

➤ *Partnership with Stakeholders:*

- One Curriculum Developers training workshop held. The Commission trained **120** Curriculum Developers who comprised officers from Kenya Institute of Curriculum Development (KICD), Kenya Institute of Special Education (KISE), Kenya National Examination Council (KNEC) and Ministry of Education (MoE).
- The Commission trained at the Kenya Primary School Heads Association (KEPSHA) and Kenya Secondary School Heads Association (KESSHA) conferences; and at Regional Kenya National Association of Parents (KNAP).
- Two regional School Managers workshop were held and a total of 400 managers trained.
- Trained Professional groups in collaboration with their affiliate umbrella institutions among them, Federation of women lawyers (FIDA) Kenya, Law Society of Kenya (LSK), Board of Architects and Quantity Surveyors (BORAQS).
- Faith Sector Anti-Corruption Programme: The fight against corruption requires a multifaceted approach and to this end, the Commission has been working with Faith Based Organizations in fostering zero tolerance to corruption in Nakuru, Nyanza and Eldoret.

vi. ***Enhance capacity for corruption prevention in public, private and civil society sectors***

- The Commission honored requests by 250 organizations for training on corruption prevention.
- Created public awareness on the importance of Wealth Declaration during the n Regional Integrity Review Forums organized within the auspices of the KIF.

vii. ***Promote targeted and integrated research on corruption and governance***

The overall objective of Surveys undertaken is to assess levels of corruption and national and county levels, and, monitor the progress in the fight against corruption and promotion of ethics in the country over time. The surveys also aimed at identifying a baseline on corruption and ethics indicators. These indicators serve as benchmarks for monitoring and evaluating effectiveness of interventions of EACC programmes. In executing this strategy, the following were done:



- Conducted the National Enterprise Survey 2009, National Corruption Perception Survey 2010, National Corruption Perception Survey 2011, National Survey on Corruption & Ethics, 2012 and Baseline Survey on Ethics and Corruption 2012.
- Conducted thematic studies focusing on in-depth analysis and assessment of policy, legal, regulatory and institutional frameworks in the targeted areas and sectors to identify arenas of corruption, loopholes and hotspots in order to propose anti-corruption policies and strategies. The following sector specific in-depth analysis and thematic studies on corruption were undertaken:
 - Public Health Care Delivery (2010);
 - Water and Sanitation Sector (2011);
 - The Judicial Sector (2012); and,
 - The Land Sector (2013).

viii. Institutionalize a monitoring and evaluation system

Monitoring and evaluation served to assess progress in the implementation of the Plan, evaluate results and identify problems, challenges, constraints and lessons for improving design, development, resource allocation and implementation of programmes. In the period under review, evaluations were conducted on:

- The National Penetration of IEC Materials designed for public education and awareness on the dangers of corruption in 2012. A report of the evaluation was developed.
- The Integrity Assurance Officer (IAO) training programme also in 2012 so as to assess its impact on corruption prevention in public bodies. A report of the evaluation was developed.

Quarterly monitoring of Commission programmes under the strategic plan was undertaken and an end-term review of the Strategic Plan 2009-2013 done, whose highlights are presented herein.

3.2.3 To enhance the Capacity of the Commission to deliver on its mandate

In the period under review, the Commission facilitated capacity building of staff in various courses, these included: Anti- Money laundering; Forensic investigation; Good governance; Information communication technology; Integrity testing; Transport logistics; Management and leadership; Procurement; Project planning and management; Public policy analysis; Monitoring & Evaluation; Research methodology Records management, Report writing and presentation, among other relevant trainings. The commission opened up five regional offices in Mombasa, Kisumu, Eldoret, Nyeri and Garissa.



The Vice Chairperson of the Commission, Ms. Irene C. Keino, Commissioner (Prof.) Jane K. Onsongo and the Deputy CEO of the Commission, Mr. Michael Mubea flagging off an outreach caravan in Uasin – Gishu County which also marked the opening of the Eldoret Regional Office on 1st February 2013.

3.4 Key Success Factors

The key success factors in the implementation of the Strategic Plan include:

- i. **Conducive constitutional, legislative, policy and institutional framework**
 - Promulgation of the Constitution of Kenya 2010 entrenched the fight against corruption in the Constitution by creating EACC as a constitutional body under Chapter 15 and pursuant to Article 79 of the Constitution. The Constitution sets very high standards for leadership, integrity and ethics through its own provisions and enabling statutes.
 - Institutional reforms embedded in the Constitution creating robust and strong institutions crucial in the fight against corruption and unethical conduct, key among them, the EACC, Judiciary and Office of the Director of Public Prosecutions.



- Other reform measures in the governance, justice, law and order sector that have enhanced transparency and accountability in the public sector thus propelling the Commission's work.
- ii. ***Effective stakeholder participation and support***
- Cooperation from key stakeholders within the KIF framework, public institutions, citizens, private sector, civil society partnership and the media supported the Commission's mandate through advocacy, awareness and implementation of the national anti-corruption plan. This enhanced awareness on corruption and ethical behavior.
 - Effective strategic leadership and management within the Commission led to effective programme development and implementation across the Commission through recruitment of competent, multi-skilled and dedicated pool of staff and allocation of resources for implementation of the Plan. This contributed immensely to the successful execution of programmes.
 - The continued financial support by the Government of Kenya for anti-corruption programmes ensured implementation of planned programmes.

3.5 Challenges and constraints faced during Plan implementation

During the implementation period, the Commission was faced with various challenges including constraints on its human resource capacity, challenges associated with the transition to EACC, inadequate financial resources to fully support the designed programmes, inadequate presence in all regions of Kenya and a slow adjudication of some its cases before court.

3.5.1 Transitional Challenges

The challenge of transition continued to affect operations of the Commission. Despite approval by Parliament and appointment by the President, the Chairperson and members of the Commission were not able to take Oath of Office and assume office immediately due to a court case challenging the appointment of the Commission Chairperson.



3.5.2 Policy and Legal Framework

In the absence of a national anti-corruption policy to guide the fight against corruption, the efforts in the fight against corruption by EACC and other relevant institutions remain uncoordinated and varied. This has affected investigation and asset recovery by EACC particularly in areas which require an integrated approach among all institutions which may be involved in the matter. Thereby, EACC's capacity to deliver on its mandate is affected.

In addition, most of the enacted anti-corruption laws such as the Ethics and Anti-Corruption Commission Act, 2011 and the Leadership and Integrity Act, 2012 are weak, suggesting a lack of political will in the fight against corruption and unethical conduct in the country. These laws need to be strengthened to support implementation of chapter 6 of the constitution and bolster the fight against corruption.

3.5.3 Slow Judicial Process and Adverse Court Decisions

Despite the on-going reforms taking place in the Judiciary, the judicial process and the adjudication of cases is still slow. EACC was affected by adverse judicial decisions which stopped investigations or prosecution of cases. EACC will work with the Judiciary and the Office of the Director of Public Prosecutions (ODPP) to speed the disposition of corruption cases.



3.5.4 Inadequate Capacity

As EACC started to expand its services countrywide, it faced acute shortage of human resources. In addition, high staff turnover was experienced due to the uncertainty associated with transition that led to outward movement to other more competitive employers. Other internal factors that may have affected EACC's delivery on its mandate include:

- Lack of an integrated M&E framework to ensure effective monitoring and evaluation of programmes.
- Inadequate regional presence affected programme penetration as the Commission has offices in only five regions, namely Mombasa, Kisumu, Eldoret, Garissa and Nyeri.

3.6 Proposed Remedies to the Challenges and Constraints Faced

i) ***Strengthen the anti-corruption policy and legal framework***

Development of national ethics and anti-corruption policy should be concluded in this Plan period to facilitate a national strategic direction on the fight against corruption and promotion of ethics and integrity in the country. In addition, various laws such as the Ethics and Anti-Corruption Commission Act, 2011, and the Leadership and Integrity Act, 2012, will need to be amended to support the fight, especially in strengthening the enforcement mechanism for Chapter 6 of the Constitution and support the fight at the county level. In addition, the Commission will need to intensify lobbying for prosecutorial powers to enable it deal with corruption cases efficiently and effectively.

ii) ***Strengthen the Institutional framework***

To enable the Commission expand its services and have countrywide presence in tandem with the devolved system of governance, EACC will require appropriate human resource capacity, financial resources and supportive infrastructure. The just concluded job evaluation will facilitate strengthening the Commission's institutional capacity and guide the regional expansion programme. In addition, the Commission will need to set up a robust M&E framework and re-brand and build its image through improved professional integrity.

iii) ***Strengthen partnerships and coalitions***

Partnerships and coalitions are crucial in the fight against corruption. The Commission will need to expand its partnership base and deepen the already existing partnerships. The key activities should include development of a Partnerships Policy; working within the KIF framework and enhancing partnerships in the public sector through Performance Contracting.



3.7 Lessons Learnt

i. ***Stakeholder participation.***

Participation of key stakeholders in the formulation and implementation of the Strategic Plan, as well as internal teamwork and synergy is crucial to the success of the Plan. Participation and consultation enhances ownership of and commitment to the Strategic Plan.

ii. ***A robust Monitoring and Evaluation framework***

An effective M&E system is necessary in tracking progress and evaluating results thus facilitating the identification of successes and best practices for replication; implementation gaps; key challenges and barriers; and lessons for organizational learning and growth.

iii. ***Adequate capacity***

Competent, motivated and dedicated staff is crucial for the successful implementation of the Plan. The Commission must value and retain its human resources for improved performance, organizational stability and institutional memory. In addition, adequate staff numbers must be maintained through periodic recruitment and selection of staff to cope with the workload.

iv. ***Prevention and Disruption measures***

Prevention and disruption are more affective proactive measures to fight corruption in a less costly and sustainable manner. The Commission will invest resources in these two approaches to avoid the pitfalls of long and protracted investigation and litigation of corruption cases.



CHAPTER 4

ENVIRONMENTAL SCAN

4.1 Background

A comprehensive and thorough analysis of the EACC's operating environment as it is at the moment and how it may develop in the future was undertaken. This entailed an internal and external scan through identification of the Commission's strengths, weaknesses, opportunities and threats (SWOT). In addition, an analysis of the Political, Economic, Socio-cultural, Technological, Legal and Environmental (PESTLE) factors that affect the Commission's operations was done. This is important in identifying strategic issues and formulating strategic model (vision, mission, strategic goals, objectives, strategies and activities). An analysis of key stakeholders was also done.

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

The SWOT analysis identified the key internal (strengths and weaknesses) and external (opportunities and threats) factors affecting the Commission operations. Table 7 presents the SWOT analysis of the Commission, showing areas that need improvement and change, areas that can be exploited for better implementation of the Commission's mandate and the threats that must be minimized so that the trajectory for execution of the mandate remains robust.

Table 7: SWOT - Internal and External Environment Factors

Strengths	Weaknesses
<ul style="list-style-type: none"> • Full time Commissioners providing strategic and policy direction; • Qualified, competent and dedicated members of staff. • Availability of ICT. • Established regional offices. 	<ul style="list-style-type: none"> • High staff turnover. • Lack of opportunity for career progression. • Lack of a relevant institutional Policy. • Inadequate synergy among directorates and departments. • Inadequate mechanisms to clear up case backlog. • Inadequate communication strategy.

Opportunities	Threats
<ul style="list-style-type: none"> • EACC entrenchment in constitution • Commitment of the government to fund the Commission. • Partnerships with state and non-state actors. • Devolved system of Government. • Vibrant media, ICTs and watchdog institutions. • Public sector reforms. 	<ul style="list-style-type: none"> • Lack of a National Ethics and Anti-Corruption Policy. • Inadequate legal framework. • Changing trends and complexities of corruption. • Lack of partnership policy • Politicization of the fight against corruption. • Negative ethnicity in the country. • Insecurity of Commissions staff

4.3 PESTLE Analysis

The Commission carried out an environmental scan to identify the macro environmental issues that affect its operations and delivery of its mandate. A proper appreciation and understanding of these issues and their possible or likely effect helps in setting the strategic direction and focus of the Commission and defining strategies to cope with and adapt to the changes and realities in the operating environment and to ensure that it remains relevant, effective, visible and impactful in preventing and combating corruption and economic crimes as well promoting ethics and integrity in Kenya. Table 8 presents the PESTLE analysis.

Table 8: Political, Economic, Socio-cultural, Technological, Legal and Environmental (PESTLE) Analysis

Category	Issues	Effect
Political	<ul style="list-style-type: none"> • Weak supportive legislation • Weak parliamentary oversight mechanism • Lack of ethical and integrity-based political leadership • Weak implementation of electoral laws • Nepotism, tribal and party-bias in the fight against corruption, • Politicizing and interference of pending EACC investigations through press statements • Intimidation of investigators • Entrenched negative ethnicity • Delay in the full constitution of the Commission lasting for nearly two years. 	<ul style="list-style-type: none"> • Culture of impunity is promoted • Negative public perception • Unwillingness to provide sufficient legislative powers to the commission. • Resistance to the fight against corruption • No prosecutorial powers • Weak legal framework • Devolved corruption networks • Operational challenges to the smooth running of the Commission • Inactive oversight parliamentary role allows loop holes for mega corruption • Bad and highly corrupt leaders who have no regard for ethical and integrity-based decision making • Weakened anti-corruption war that breeds impunity • Insecurity • Negative public support and wrong perception



Category	Issues	Effect
Economic	<ul style="list-style-type: none"> • Global and national recession • Unemployment • Poor remuneration • High inflation • Lack of donor support • Poverty • High disposal income from illicit sources • Entry of contraband and counterfeit goods through Porous borders 	<ul style="list-style-type: none"> • People may be prone to extortion • High susceptibility to corrupt practices • Inadequate funding • Increased crime rate, anarchy, revolts • Limited Programme implementation • Loss of staff to other sectors • Increased corruption levels
Social	<ul style="list-style-type: none"> • Public acceptability of corrupt practices • Gratification of ill- gotten wealth – culture • Culture of dependency • Entrenched culture of corruption • Culture of mistrust and suspicion • Low level of formal education 	<ul style="list-style-type: none"> • Impunity and corruption networks • Tolerance of corrupt culture • Increase in bribery. • Poor role modeling • Unwarranted defending of the wrong doers • Unfairness and denial of justice • Erosion of social values
Technological Advancement	<ul style="list-style-type: none"> • Increasing cyber-crime incidents • Lack of a forensic Laboratory • Computerization of government management systems • Existence of technological advancement and e-corruption e.g. mobile money transactions • Outdated ICT equipment • Growth in use of social media and fast changing techniques • Innovative corruption cartels 	<ul style="list-style-type: none"> • Continuous need for proactivity in prevention strategies to deal with rapid technological advancements. • Opens new frontiers of corruption • Loss of vital data and information • Poor detection of corruption • Increased speed in corrupt activities
Legal	<ul style="list-style-type: none"> • Constitutional references • Existence of various legal instruments e.g. ACECA, PPDA, EACCA, and the Leadership and Integrity Act • No clear legal outline on role of media in the Anti-corruption communication strategies. • Inadequate Anti-Corruption courts • Anti-Corruption courts deal with other matters • Slow judicial process 	<ul style="list-style-type: none"> • Delay of cases/frustrations • Impunity • Lack of synergy, innovation, experience sharing, legal mutual assistance etc in the fight against corruption • Weak legal framework • Legal challenge on what can be communicated on cases under investigations or in court. • Loss of goodwill to fight corruption
Environment	<ul style="list-style-type: none"> • Fear by members of the public • Lack of confidence in ability of the Commission • Culture of impunity 	<ul style="list-style-type: none"> • Apathy resulting from fear • Reluctance to report incidences of corruption • Corrupt conduct spirals out of control



4.4 Key Stakeholder Analysis

As the Commission engages various strategies in the fight against corruption and unethical behavior, it is crucial to know who the Commission stakeholders are, what their influence is, their importance and impact to the Commission operations. Stakeholder analysis helps in developing a good understanding of the stakeholders, their roles and interests, and the relationships needed to enhance and optimize stakeholder engagement and participation in implementing the Commission's mandate and achieving the Commission strategic goals and objectives. Table 9 presents the stakeholder analysis.



Table 9: Key Stakeholder Analysis

Stakeholders	Roles/ Responsibilities	Comparative advance- stage	Target	What they can do for EACC?	What can EACC do for stakeholders?
The National Police Service	<ul style="list-style-type: none"> Enforcement of all laws and regulations 	<ul style="list-style-type: none"> National presence 	Public	<ul style="list-style-type: none"> Collaborative networking and partnership 	<ul style="list-style-type: none"> Collaborate, network and partner with NPS
National and County Government, Ministries, Departments and Agencies	<ul style="list-style-type: none"> Support policy development in the fight against corruption Partnership in the execution of government policies and mandate Provide resources 	<ul style="list-style-type: none"> Country-wide infrastructure Work jointly to execute government policies as anchored in the constitution Some are anchored in the constitution 	<ul style="list-style-type: none"> The Public All government ministries and departments 	<ul style="list-style-type: none"> Provision and monitoring use of resources Partnerships to enhance government systems and policies to prevent and fight against corruption Enhance governance systems and reforms Mainstreaming corruption prevention strategies in their systems Developing appropriate culture, that discourages corruption. Report corruption 	<ul style="list-style-type: none"> Design corruption prevention Programme, capacity building and provide advisory services Enhance Partnerships
Judiciary	<ul style="list-style-type: none"> Adjudication of cases 	<ul style="list-style-type: none"> Independent arbiter 	<ul style="list-style-type: none"> public 	<ul style="list-style-type: none"> Expeditious disposal of corruption cases Expeditious adjudication of corruption cases. Issuance of orders to facilitate investigations. 	<ul style="list-style-type: none"> Undertake thorough investigations and serve the court through competent presentation of witnesses/evidence Sensitization on Anti-Corruption laws.

Stakeholders	Roles/Responsibilities	Comparative advantage	Target	What they can do for EACC?	What can EACC do for stakeholders?
Director of Public Prosecutions	<ul style="list-style-type: none"> Prosecution of criminal cases Advice on investigations Prosecution of corruption and economic related cases 	<ul style="list-style-type: none"> Independence, prosecutorial experience and competence 	<ul style="list-style-type: none"> Successful prosecution 	<ul style="list-style-type: none"> Advise on investigations and expedite prosecution of corruption cases Expeditious and Successful prosecution 	<ul style="list-style-type: none"> Undertake thorough investigations and prepare quality reports; Undertake thorough investigations Holding pretrial conferences Watching brief.
Parliament	<ul style="list-style-type: none"> Enacting anti-corruption legislation 	<ul style="list-style-type: none"> Independence and influence 	<ul style="list-style-type: none"> Relevant and robust legislation 	<ul style="list-style-type: none"> Political support, goodwill and commitment Objective scrutiny of EACC statutory reports 	<ul style="list-style-type: none"> Educate and train MPs on anti-corruption strategies, report and account appropriately for our mandate Provide accurate statutory reports
State Law Office	<ul style="list-style-type: none"> Table EACC Quarterly Reports in Parliament Support legislative amendments that affect EACC mandate. Prosecution and drafting the laws 	<ul style="list-style-type: none"> Anchored in the constitution 	<ul style="list-style-type: none"> Strengthen the legal and institutional framework 	<ul style="list-style-type: none"> Introduce and support legal reforms that enhance EACC mandate Expeditious prosecution of cases 	<ul style="list-style-type: none"> Involve them in our stakeholders' workshops. Propose relevant/necessary amendments Complimentary at Macro level



Stakeholders	Roles/ Responsibilities	Comparative advantage	Target	What they can do for EACC?	What can EACC do for stakeholders?
Private Sectors	<ul style="list-style-type: none"> Partnerships and spur economic growth and support Streamline good corporate governance 	<ul style="list-style-type: none"> Provide financial support and innovative ideas as well as partnerships Expertise 	<ul style="list-style-type: none"> Increased collaboration in the fight against corruption 	<ul style="list-style-type: none"> Provide financial support, innovative ideas, and nurture partnerships Reduce prevalence of corruption in the private sector 	<ul style="list-style-type: none"> Capacity building for the private sector players Partnership
Development Partners/ Donors	<ul style="list-style-type: none"> Provide technical and financial assistance and create anti-corruption awareness and monitoring 	<ul style="list-style-type: none"> Provide Resources to fight against corruption International recognition 	<ul style="list-style-type: none"> EACC staff Stakeholders 	<ul style="list-style-type: none"> Provide resources to fight against corruption 	<ul style="list-style-type: none"> Partnerships
The Public	<ul style="list-style-type: none"> Hold leaders accountable and have individual role in the fight against corruption 	<ul style="list-style-type: none"> Assist the Commission in the fight against corruption by reporting corrupt cases, elect leaders of integrity, and refuse bribery among others 	All	<ul style="list-style-type: none"> Assist the Commission in the fight against corruption by reporting corrupt cases, elect leaders of integrity, and refuse bribery among others 	<ul style="list-style-type: none"> Empower them through education to become community based anti-corruption monitors
The Media	<ul style="list-style-type: none"> Educate the public 	<ul style="list-style-type: none"> Wide coverage anti-corruption training and advocacy 	All	<ul style="list-style-type: none"> Wide coverage anti-corruption training and advocacy 	<ul style="list-style-type: none"> Partnerships
Anti-Corruption Associations	<ul style="list-style-type: none"> Forge coalitions regionally and globally 	<ul style="list-style-type: none"> Strong linkage and goodwill 	<ul style="list-style-type: none"> Membership in appropriate and eligible associations 	<ul style="list-style-type: none"> Provide a platform for establishing partnerships and coalitions to share best practices 	<ul style="list-style-type: none"> Subscribe, pay subscription fees and host conferences and workshops

Stakeholders	Roles/ Responsibilities	Comparative advantage	Target	What they can do for EACC?	What can EACC do for stakeholders?
Anti-corruption academies	<ul style="list-style-type: none"> ● Educational and training institutions 	<ul style="list-style-type: none"> ● Many such institutions nationally, regionally and globally 	<ul style="list-style-type: none"> ● EACC staff 	<ul style="list-style-type: none"> ● Offer appropriate trainings 	<ul style="list-style-type: none"> ● Pay fees and nominate officers
Private Sector	<ul style="list-style-type: none"> ● Partnership ● Provide goods and services to the public and Government. ● Create Jobs ● Pay taxes. ● Spur economic growth 	<ul style="list-style-type: none"> ● Independence ● Innovative ● Quick to adopt to change ● Has resources 	<ul style="list-style-type: none"> ● Members 	<ul style="list-style-type: none"> ● Objective judgment ● Partnership ● Provide innovative ideas 	<ul style="list-style-type: none"> ● Better operating environment and less rent-seeking behavior
Civil Society, NGOs, CBOs, FBOs	<ul style="list-style-type: none"> ● Partnership ● Create awareness. ● Work with the community, to alleviate poverty, ignorance and disease. ● Watch over administrative excess and human rights violations ● Advocacy 	<ul style="list-style-type: none"> ● Umbrella bodies ● Grass root representation ● Aggressive and loud ● Donor support ● Social synergy 	<ul style="list-style-type: none"> ● Members 	<ul style="list-style-type: none"> ● Wide coverage ● Can support EACC at the grass root ● Partnership. ● Awareness creation. ● Advocacy and public awareness 	<ul style="list-style-type: none"> ● Mutual partnership
Commission employees	<ul style="list-style-type: none"> ● Provision technical skills in the fight against corruption and unethical conduct 	<ul style="list-style-type: none"> ● Dedicated multi-disciplinary team 	<ul style="list-style-type: none"> ● Staff 	<ul style="list-style-type: none"> ● Reduce the prevalence of corruption and unethical behavior 	<ul style="list-style-type: none"> ● Provide an enabling environment for optimal employee performance



4.5 Risk Analysis and Mitigation

4.5.1 Scope of risks analysis and Mitigation

The environment in which the Commission has been and continues to operate remains challenging and uneven. The implementation of this plan is prone to various risks among them; organizational; financial; strategic and technological. The Table 10 presents the type of risk, risk anticipated and the mitigation measures.

Table 10: Type of risk, Risk anticipated and the Mitigation measures

Type Of Risk	Risk anticipated	Mitigation Measures
Strategic risk	<ul style="list-style-type: none"> Inadequate legal framework Lack of a national ethics and Anti-Corruption Policy 	<ul style="list-style-type: none"> Lobby to strengthen the anti-corruption policy and legal framework
	<ul style="list-style-type: none"> Inadequate mechanisms to clear up case back log 	<ul style="list-style-type: none"> Facilitate staff development and increase the staff numbers
	<ul style="list-style-type: none"> Politicization of the fight against corruption Devolved corruption networks 	<ul style="list-style-type: none"> Strengthen partners and coalitions Sensitize the public on the rule of law
	<ul style="list-style-type: none"> Weak Monitoring & evaluation framework 	<ul style="list-style-type: none"> Develop and implement an integrated Monitoring & Evaluation system
Technological risks	<ul style="list-style-type: none"> Changing trends and complexities of corruption Increasing cyber-crime incidents Use of inappropriate technology Computerization of government systems 	<ul style="list-style-type: none"> Undertake continuous improvement of forensic investigators Modernize the commission ICT Keep abreast with technological advancements Continuous need for proactivity in prevention strategies to deal with rapid technological advancements
Financial risks	<ul style="list-style-type: none"> Inadequate funds Poor absorption capacity 	<ul style="list-style-type: none"> Source for funds from development partners Proper planning and scheduling of activities Recruit more staff
Organizational risks	<ul style="list-style-type: none"> High staff turnover Low staff morale Inadequate synergy and linkages among directorates and departments Resistance to change 	<ul style="list-style-type: none"> Offer competitive terms of employment Establish a succession Programme Ensure equity and fairness in all staff matters Conduct change management courses Team building

CHAPTER 5

STRATEGIC MODEL

5.1 Background

This section defines EACC’s strategic direction and explains how it intends to accomplish and achieve its mandate. The Commission Mission, Vision statements, Strategic goals, objectives and strategies are also explained.

5.2 Vision and Mission Statements

The Vision of the Commission is:

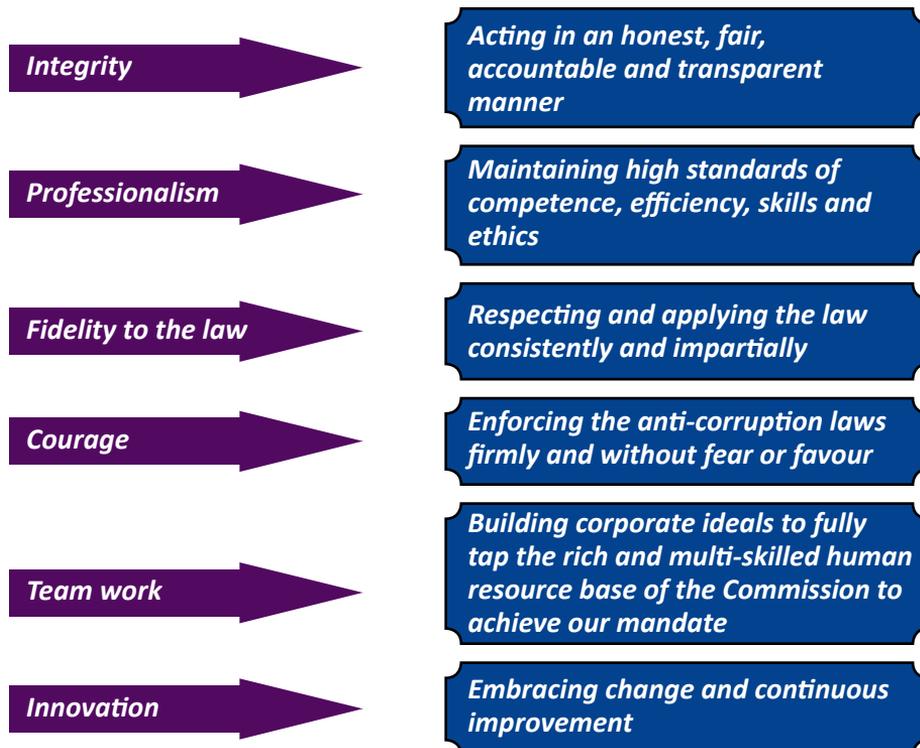
‘A Corruption free Kenyan Society that upholds integrity and rule of law’.

The Mission of the Commission is:

‘To promote integrity and combat corruption through law enforcement, prevention and education’.

5.3 Core Values

The Commission’s core values are:





5.4 Strategic Goals

The Commission will pursue the following strategic goals during the Plan period

- i) To foster a culture of integrity and intolerance to corrupt and unethical practices
- ii) To prevent and combat corruption, economic crime and unethical conduct
- iii) To trace, recover and reconstitute corruptly acquired public assets

5.5 Strategic issues

The strategic issues that were identified during the planning process that affect the Commission in executing its mandate and achieving its goals and objectives are the following:

- i) Widespread corruption and unethical conduct;
- ii) Inadequate partnerships and coalitions against corruption;
- iii) Inadequate monitoring and evaluation of Commission programmes;
- iv) Inadequate innovative approaches to address changing trends and complexity of corruption;
- v) Lack of a national ethics and anti-corruption policy;
- vi) Systemic weaknesses and poor governance in public institutions;
- vii) Inadequate human, physical and financial capacity;
- viii) Inadequate legal and regulatory framework;
- ix) Insufficient corruption detection and disruption mechanism;
- x) Limited public engagement;
- xi) Limited Commission presence and services countrywide;
- xii) Inadequate adoption and use of ICTs;
- xiii) Backlog of cases and low clear-up rate of investigations;
- xiv) Ineffective communication of functions, programmes and achievements;
- xv) Absence of a policy on management and preservation of recovered assets;
and,
- xvi) Lack of a policy on vetting.

5.6 Strategic Themes and Strategic Objectives

Strategic issues were analyzed and categorized into three strategic thematic areas, namely, Corruption reduction; Institutionalization of ethics and good governance; and Enabling institutional and regulatory framework. The thematic areas are the pillars of the strategic plan on which the strategic objectives, strategies and activities are based. The mapping of the strategic objectives on each of the pillars/themes is as shown in Table 11 and 12.

Table 11: Strategic themes and Strategic Objectives

Strategic Themes	Strategic Objectives
1. Corruption Reduction	a) To reduce prevalence of corruption and unethical conduct b) To establish, maintain and strengthen partnerships and networks against corruption and unethical practices
2. Institutionalization of ethics and good governance	a) Promote Ethics and good governance
3. Enabling institutional and regulatory framework	a) To mobilize resources for effective and efficient service delivery b) To strengthen the policy and legal framework

Table 12: Strategies and Activities

Strategic Objectives	Strategies	Key Activities
To reduce prevalence of corruption and unethical conduct	1. Support anti-corruption interventions through targeted research on corruption, ethics and governance related issues	1. Conduct corruption, ethics and governance studies
	2. Enhance monitoring and evaluation of anti-corruption and ethics interventions	1. Develop and operationalize M & E framework 2. Undertake strategic planning for the Commission (2 nd Strategic Plan 2018-2022)
	3. Strengthen policies, systems, procedures and practices of work in institutions in order to seal corruption loopholes	1. Provide advisory services 2. Develop and promote standards in ethics and integrity 3. Monitor systems, policies, procedures and practices of identified sectors and institutions. 4. Build capacity of monitored institutions to implement recommendations provided 5. Mainstream corruption prevention activities in public and private institutions
	4. Intensify education, training and awareness on anti-corruption and ethics	1. Mainstream anti-corruption and ethics content into the curriculum learning and training institutions 2. Develop and disseminate anti-corruption, ethics and integrity Information Education Communication (IEC) materials 3. Establish and operationalize leadership and integrity academy/institute
	5. Enhance intelligence gathering mechanism	1. Expand networks for detection and disruption of corruption, economic crimes and unethical conduct 2. Integrate technology in intelligence gathering and investigation 3. Detect and disrupt corruption, economic crimes and unethical conduct 4. Conduct Integrity Tests
	6. Intensify investigations of corruption and unethical conduct	1. Receive and analyze complaints/reports 2. Enhance corruption Reporting 3. Undertake forensic investigations 4. Undertake covert and sting operations 5. Reduce backlog of cases 6. Carry out comprehensive analysis of evidence and make recommendations 7. Provide legal advice and support in the course of investigation 8. Support the prosecution of cases
	7. Enhance tracing and recovery of unexplained and corruptly acquired assets nationally and internationally	1. Trace corruptly acquired assets for recovery 2. Preserve and recover unexplained and corruptly acquired assets



Strategic Objectives	Strategies	Key Activities
To establish, maintain and strengthen partnerships and networks against corruption and unethical practices	1. Enhance stakeholder participation in fighting corruption and unethical practices	<ol style="list-style-type: none"> 1. Develop and implement the Kenya Integrity Plan (KIP) 2. Enlist the support of the public in the fight against corruption
	2. Strengthen partnerships and coalitions against corruption and unethical practices	<ol style="list-style-type: none"> 1. Create and maintain an effective collaboration with the media 2. Strengthen partnership networks 3. Develop robust resource mobilization strategies with development partners (Capacity Building)
	3. Forge strategic alliances to optimize investigative and preventive outcomes	<ol style="list-style-type: none"> 1. Establish and maintain inter-agency collaborations and information sharing forum 2. Create and maintain collaborations with regional and international anti-corruption bodies 3. Implement inter-agency reporting and referral system
Promote ethics and good governance	1. Enhance Institutional Governance and Ethics	<ol style="list-style-type: none"> 1. Develop and implement Regulations under the Leadership and Integrity Act, (LIA) 2012 2. Facilitate the development of code of ethics for state and public officers 3. Oversee the enforcement of codes of ethics for state and public officers
	2. To Strengthen mechanisms for verifying the suitability of persons aspiring for state and public offices	<ol style="list-style-type: none"> 1. Develop a mechanism for Clearance (vetting) and verification 2. Support the appointment process to public and state offices through verification
	3. To promote ethics and good governance in private sector institutions	<ol style="list-style-type: none"> 1. Support the private sector to conduct (Clearance) vetting during appointments 2. Support private sector to develop and enforce a code of conduct.
To mobilize resources for effective and efficient service delivery	1. Enhance the human resource capacity	<ol style="list-style-type: none"> 1. Expand staff establishment 2. Provide relevant staff training and Development 3. Provide competitive terms and conditions of service 4. Develop and implement performance Management and Appraisal System 5. Build and sustain a positive organizational culture 6. Re-engineer Internship Programme
	2. Enhance the physical infrastructure	<ol style="list-style-type: none"> 1. Acquire office space 2. Provide modern office equipment and fleet 3. Establish a forensic laboratory
	3. Enhance physical and personnel security	<ol style="list-style-type: none"> 1. Install modern security Equipment 2. Develop capacity for effective security management
	4. Enhance supply chain management	<ol style="list-style-type: none"> 1. Undertake periodic market surveys 2. Monitor and evaluate supply chain management 3. Coordinate preparation and implementation of annual procurement plans.
	5. Enhance financial capacity	<ol style="list-style-type: none"> 1. Undertake planning and budgeting 2. Mobilize financial resources 3. Execute and monitor budget 4. Undertake financial control 5. Undertake financial reporting
	6. Enhance and optimize ICT infrastructure	<ol style="list-style-type: none"> 1. Acquire ICT equipment 2. Modernize and expand ICT network 3. Integrate ICT in operations 4. Strengthen ICT security infrastructure 5. Establish a Centralized Data Management Centre



Strategic Objectives	Strategies	Key Activities
	7.Improve the corporate image and brand	<ol style="list-style-type: none"> 1. Rebrand and re-position the Commission 2. Operationalize the media production Unit
	8.Expand national presence and coverage	<ol style="list-style-type: none"> 1. Establish and operationalize regional offices 2. Set up and operationalize mobile offices
	9.Enhance institutional governance framework	<ol style="list-style-type: none"> 1. Formulate and implement relevant institutional policies, procedures and guidelines (HR, records, finance and others) 2. Develop and implement a communication framework
To strengthen the policy and legal framework	Support the development and maintenance of policy, legal and regulatory framework	<ol style="list-style-type: none"> 1. Review existing anticorruption policy and legal framework 2. Support the domestication of international and regional anticorruption instruments 3. Formulate regulations against unethical conduct



CHAPTER 6

INSTITUTIONAL FRAMEWORK FOR STRATEGY IMPLEMENTATION

6.1 Background

This section provides the framework that will enable the Commission execute its mandate along the identified objectives and strategies. The development of the Plan has factored in elements of performance management framework.

6.2 Plan Implementation Structure

The structure takes cognizance of Articles 6(3) and 252 and the provisions of Chapter 6 of the Constitution as well as the functions of the Commission as provided in the Leadership and Integrity Act of August 2012, the Ethics and Anti-Commission Act, No. 22 of 2011 and the Anti-Corruption and Economic Crimes Act, No. 3 of 2003. The structure of the commission is hierarchical in nature. The organizational chart or organogram of the Commission is provided in Appendix 1. It provides the Commission's operations and management framework, defining reporting channels, authority and accountability levels and ensuring integration of operations and support services for optimal performance and service delivery.

i) **Commission: Chairperson, Members and Committees**

EACC is a constitutional body established under section 3 of EACC Act pursuant to Article 79 of the Constitution. Under section 4 of the Act, the Commission consists of the Chairperson and two other members to serve on full time basis for a single term of six years. The Commission is empowered under section 11(6) to:

- (a) assist the Commission in policy formulation and ensure that the Commission and its staff, including the Secretary perform their duties to the highest standards possible in accordance with the Act;
- (b) give strategic direction to the Commission in the performance of its functions as stipulated in the Act;
- (c) establish and maintain strategic linkages and partnerships with other stakeholders in the rule of law and other governance sectors;
- (d) deal with reports, complaints of abuse of power; impropriety and other forms of misconduct on the part of the commission or its staff; and
- (e) deal with reports of conduct amounting to maladministration, including but not limited to delay in the conduct of investigations and unreasonable invasion of privacy by the Commission or its staff.



The Commission is expected to work through Committees so as to effectively discharge its functions¹. In the execution of its duties, the Commission is empowered to co-opt other persons with requisite knowledge and skills necessary for its functions. However, such person(s) have no voting power. The number of committees depends on the functional structure of the Secretariat of the Commission.

ii) **Commission Secretary/Chief Executive Officer**

Section 16(1) of the EACC Act provides that the Commission shall, through an open, transparent and competitive recruitment process, and with the approval of the National Assembly, appoint a suitably qualified person to be the Secretary to the Commission. Section 16 (7) further provides that the Secretary shall be (a) the chief executive officer of the Commission; (b) the accounting officer of the Commission; and (c) responsible for:-

- a) Carrying out the decisions of the Commission;
- b) Day-to-day administration and management of the affairs of the Commission;
- c) Supervision of other employees of the Commission; and
- d) The performance of such other duties as may be assigned by the Commission.

iii) **Commission Secretariat**

Section 18(1) and (2) of the EACC Act provides that there shall be a Secretariat of the Commission, which shall comprise of (a) such professional, technical and administrative officers and support staff, as may be appointed by the Commission in the discharge of its functions under this Act. The Secretariat therefore provides professional, technical (operational) and necessary support services for the effective implementation of the Commission decisions and directives in the discharge of its mandate.

The Secretariat is headed by a Secretary/Chief Executive Officer and assisted by two deputy secretaries, in charge technical services and corporate services. Currently, the Secretariat comprises eight directorates each headed by a Director as follows:

- a) Technical Services:
 - i. Investigations
 - ii. Legal Services
 - iii. Preventive Services
 - iv. Ethics & Leadership
 - v. Field Services
- b) Corporate Services:
 - i. Human Resources and Administration
 - ii. Finance and Planning

¹ Section 14.(1:3) of the EACC Act.



The Research & Transformation Directorate reports to the Secretary/CEO and Commissioners. Under each directorate are departments headed by Deputy Directors, and divisions headed by Assistant Directors. In addition, there are departments created under the Secretary/CEO's office, namely, ICT, Kenya Leadership Integrity Forum, Supply Chain Management, Internal Audit and Corporate Communications.

The respective Directorates and Departments are expected to complement each other and build synergies towards the achievement of the set strategic objectives, and expected outputs and outcomes. Table 13 illustrates the responsible Departments for the delivery of the identified strategic objectives.

Table 13: Responsibility for Strategic objectives Implementation

Strategic Objective	Strategies	Key Activities	Department under the old Structure	Department under the new Structure
To reduce prevalence of corruption and unethical conduct	Support anti-corruption interventions through targeted research on corruption, ethics and governance related issues	Conduct corruption, ethics and governance studies	Research & Policy	Research & Transformation
	Enhance monitoring and evaluation of anti-corruption and ethics interventions	Develop and operationalize M & E framework	Research & Policy	Research & Transformation
		Undertake strategic planning for the Commission (2 nd EACC Strategic Plan 2018-2022)	Research & Policy	Research & Transformation
	Strengthen policies, systems, procedures and practices of work in institutions in order to seal corruption loopholes	Provide advisory services	Prevention	Prevention
		Develop and promote standards in integrity and anti-corruption	Prevention	Prevention
		Monitor systems, policies, procedures and practices of identified sectors and institutions.	Prevention	Prevention
		Build capacity of monitored institutions to implement recommendations provided	Prevention	Prevention
		Mainstream corruption prevention activities in public and private institutions	Prevention	Prevention



Strategic Objective	Strategies	Key Activities	Department under the old Structure	Department under the new Structure
	Intensify education, training and awareness on ethics and integrity	Mainstream anti-corruption and ethics content into the curriculum learning and training institutions	Education	Education, Training & Public Awareness
		Develop and disseminate anti-corruption, ethics and integrity Information Education Communication(IEC) materials	Education	Education, Training & Public Awareness
		Establish and operationalize leadership and integrity academy/institute	Education	Education, Training & Public Awareness
	Enhance intelligence gathering mechanism	Expand networks for detection and disruption of corruption, economic crimes and unethical conduct	Intelligence production Department (IPD)	Intelligence & Operations Department
		Integrate technology in intelligence gathering and investigation	Intelligence production Department (IPD)	Intelligence & Operations Department
		Detect and disrupt corruption, economic crimes and unethical conduct	Intelligence production Department (IPD)	Intelligence & Operations Department
		Conduct Integrity Tests	Intelligence production Department (IPD)	Intelligence & Operations Department
	Intensify investigations of corruption and unethical conduct	Receive and analyze complaints/reports	Report & Data Centre	Report & Data Centre
		Enhance corruption Reporting	Report & Data Centre	Report & Data Centre
		Undertake forensic investigations	Forensic Investigations	Forensic Investigations



Strategic Objective	Strategies	Key Activities	Department under the old structure	Department under the new structure
		Undertake covert and sting operations	Operations Department	Intelligence & Operations Department
		Reduce backlog of cases	Forensic Investigations	Forensic Investigations
			Operations Department	Intelligence & Operations Department
		Carry out comprehensive analysis of evidence and make recommendations	Evidence Analysis	Evidence Analysis
		Provide legal advice and support in the course of investigation	Evidence Analysis	Evidence Analysis Civil Litigation Asset Tracing Legal Services
	Support the prosecution of cases	Forensic Investigations Operations Department Evidence Analysis	Forensic Investigations Intelligence & Operations Department Evidence Analysis Civil Litigation, Asset Recovery & Legal Support	
Enhance tracing and recovery of unexplained and corruptly acquired assets nationally	Trace corruptly acquired assets for recovery	Forensic Investigations Civil Litigation, Asset Recovery	Asset Tracing & preliminary Investigations	



Strategic Objective	Strategies	Key Activities	Department under the old structure	Department under the new structure
	and internationally	Preserve and recover unexplained and corruptly acquired assets	Forensic Investigations Civil Litigation, Asset Recovery	Asset Tracing & preliminary Investigations
To establish, maintain and strengthen partnerships and networks against corruption and unethical practices	Enhance stakeholder participation in fighting corruption and unethical practices	Develop and implement the Kenya Integrity Plan (KIP)	Kenya Integrity Forum	Kenya Leadership & Integrity Forum
		Enlist the support of the public in the fight against corruption	Education Kenya Integrity Forum	Education Training & Public Awareness Kenya Leadership & Integrity Forum
	Strengthen partnerships and coalitions against corruption and unethical practices	Create and maintain an effective collaboration with the media	Public Relations & protocol	Corporate Communication
		Strengthen partnership networks	Prevention Kenya Integrity Forum Education	Civil Litigation, Asset Recovery & Legal Support Kenya Leadership & Integrity Forum Education Training & Public Awareness Prevention Evidence Analysis
		Develop robust resource mobilization strategies with development partners (Capacity Building)	Budget & Planning	Budget & Planning



Strategic Objective	Strategies	Key Activities	Department under the old structure	Department under the new structure
	Forge strategic alliances to optimize investigative and preventive outcomes	Establish and maintain inter-agency collaborations and information sharing forum	Forensic Investigations Intelligence Production Department Report & Data centre	Forensic Investigations Intelligence & Operations Report & Data centre
		Create and maintain collaborations with regional and international anti-corruption bodies	Prevention Public Relations Kenya Integrity Forum Legal Research & Documentation	Civil Litigation, Asset Recovery & Legal Support Kenya Leadership & Integrity Forum
		Implement inter-agency reporting and referral system	Report & Data Centre	Report & Data Centre
Promote ethics and good governance	Enhance Institutional Governance and Ethics	Develop and implement Regulations under the Leadership and Integrity Act, (LIA) 2012	Prevention	Ethics & Leadership
		Facilitate the development of code of ethics for state and public officers	Prevention	Ethics & Leadership
		Oversee the enforcement of codes of ethics for state and public officers	Prevention	Ethics, Monitoring & Enforcement
	To Strengthen mechanisms for verifying the suitability of persons aspiring for state and public offices	Develop a mechanism for Clearance (vetting) and verification	Report & Data Centre	Ethics, Monitoring & Enforcement
		Support the appointment process to public and state offices through verification	Report & Data Centre Intelligence Production Department	Ethics, Monitoring & Enforcement



Strategic Objective	Strategies	Key Activities	Department under the old structure	Department under the new structure
	To promote ethics and good governance in private sector institutions	Support the private sector to conduct (Clearance) vetting during appointments	Report & Data Centre Intelligence Production Department	Ethics, Monitoring & Enforcement
		Support private sector to develop and enforce a code of conduct.	Report & Data Centre IPD	Ethics, Monitoring & Enforcement
To mobilize resources for effective and efficient service delivery	Enhance the human resource capacity	Expand staff establishment	Human Resources	Human Resources Management (HRM)
		Provide relevant staff training and Development	Human Resources	Human Resources Management (HRM)
		Provide competitive terms and conditions of service	Human Resources	Human Resources Management (HRM)
		Develop and implement	Human Resources	Human Resources Management (HRM)
		performance Management and Appraisal System	Human Resources	Human Resources Management (HRM)
		Build and sustain a positive organizational culture	Human Resources	Human Resources Management (HRM)



Strategic Objective	Strategies	Key Activities	Department under the old structure	Department under the new structure
		Re-engineer Internship Programme	Human Resources	Human Resources Management (HRM)
	Enhance the physical infrastructure	Acquire office space	Administration	Administration
		Provide modern office equipment and fleet	Administration	Administration
		Establish a forensic laboratory	Forensic Investigations	Forensic Investigations
	Enhance physical and personnel security	Install modern security Equipment	Administration	Administration
		Develop capacity for effective security management	Administration	Administration
	Enhance supply chain management	Undertake periodic market surveys	Procurement	Supply Chain Management
		Monitor and evaluate supply chain management	Procurement	Supply Chain Management
		Coordinate preparation and implementation of annual procurement plans.	Procurement	Supply Chain Management
	Enhance financial capacity	Undertake planning and budgeting	Budget & Planning	Budget & Planning
		Mobilize financial resources	Budget & Planning	Budget & Planning
		Execute and monitor budget	Budget & Planning	Budget & Planning
		Undertake financial control	Finance & Accounts	Finance & Accounts
		Undertake financial reporting	Finance & Accounts	Finance & Accounts
	Enhance and	Acquire ICT (Information	Information Communication	Information Communication



Strategic Objective	Strategies	Key Activities	Department under the old structure	Department under the new structure
	optimize ICT infrastructure	Communication Technology) equipment	Technology	Technology
		Modernize and expand ICT network	Information Communication Technology	Information Communication Technology
		Integrate ICT in operations	Information Communication Technology	Information Communication Technology
		Strengthen ICT security infrastructure	Information Communication Technology	Information Communication Technology
		Establish a Centralized Data Management Centre	Information Communication Technology	Information Communication Technology
	Improve the corporate image and brand	Rebrand and re-position the Commission	Public Relations (PR)	Corporate Communication
		Operationalize the media production Unit	Public Relations (PR)	Corporate Communication
	Expand national presence and coverage	Establish and operationalize regional offices	Administration	Administration
		Set up and operationalize mobile offices	Administration Public Relations (PR)	Administration Corporate Communication
	Enhance institutional governance framework	Formulate and implement relevant institutional policies, procedures and guidelines (HR, records, finance and others)	Commission-Wide Committees	Commission-Wide Committees
Develop and implement a communication framework		Commission-Wide Committees	Commission-Wide Committees	
To strengthen the policy	Support the development and maintenance of	Review existing anticorruption policy and legal framework	Legal Research & Documentation	Civil Litigation, Asset Recovery & Legal Support



Strategic Objective	Strategies	Key Activities	Department under the old structure	Department under the new structure
and legal framework	policy, legal and regulatory framework	Support the domestication of international and regional anticorruption instrument	Legal Research & Documentation	Civil Litigation, Asset Recovery & Legal Support
		Formulate regulations against unethical conduct	Legal Research & Documentation	Civil Litigation, Asset Recovery & Legal Support

6.3 Staff Establishment Levels

The Commission will continue to grow and expand its human resource capacity through recruitment, training and development to meet the needs of operations, support services and service delivery countrywide. It will also put in place modern and sound human resource management frameworks – policies, rules, regulations, systems and practices that attract and retain qualified, competent, talented and well-motivated staff of high integrity.

The Commission Secretariat staff establishment is 384, including the eight (8) positions of Directors at level 3 thus increasing from the current 238 as shown in Table 14. The rest of the staff converted as appropriate based on the Job Evaluation report recommendations.

Table 14: Staff Establishment of the Secretariat

Grade	Establishment	In-post	Variance
1	1	1	0
2	2	1	1
3	8	4	4
4	26	5	21
5	36	17	19
6	30	11	19
7	37	20	17
8	111	80	31
9	35	22	13
10	38	34	4
11	45	30	15
12	15	13	2
TOTAL	384	238	146

As proposed in the Job Evaluation Report adopted by the Commission on 3rd September 2013, the establishment will increase progressively from the medium to long term to reach 2633 as detailed below:

i)	Headquarters	-	742
ii)	Regional Offices	-	348
iii)	County Offices	-	1504
Total		-	2633



6.4 Resource Mobilization

The successful implementation of the Strategic Plan will depend on the resources mobilized and applied in terms of money, human capital, technology and organizational change in order to actualize the identified strategies in chapter 5. Resource mobilization will entail putting in place financing strategies based on the required resource envelop in order to avail requisite resources for Plan implementation.

6.4.1 Projected Financial Resource Requirements

The projected resource requirement in financial terms is estimated to be **Kshs.13.113 Billion** for implementation of the Plan. The requirement for each strategic objective over the Plan period is as provided in Table 15.

Table 15: Projected Resource Requirements

S/No.	Strategic Objective	2013 – 2018 (Kshs. Millions)					Total
		2013/14	2014/15	2015/16	2016/17	2017/18	
1.	To reduce prevalence of corruption and unethical conduct	162.23	343.58	439.66	494.05	556.66	1996.18
2.	To establish, maintain and strengthen partnerships and networks	54.95	93.95	100.85	107.85	117.45	475.05
3.	Promote Ethics and good governance	12.05	19.00	19.7	21.8	22.4	95.4
4.	To mobilize resources for effective and efficient service delivery	1366	2530.1	2200.6	2237.4	2207.9	10542
5.	To strengthen the policy and legal framework	0.7	1.5	0.8	0.8	1.0	4.8
Total		1596.38	2988.13	2761.61	2861.9	2905.41	13113.43

The Implementation matrix in appendix 2 provides detailed breakdown of required funding for each plan activity.

6.4.2 Financing Gap Analysis

Table 16 shows a financing gap of **Kshs.3.392 Billion** in the implementation of the planned activities over the five year period. The commission will seek to plug the gap using various means such as requests for additional Medium Term Expenditure Framework (MTEF) allocations, donor support and enhanced efficiency and prudence in the use of available budgeted resources.

Table 16: Financial Gap Analysis

Financial Year	Strategic Plan Projections (Ksh. Millions)	MTEF Allocation (Ksh. Millions)	Financing Gap (Ksh. Millions)
2013/2014	1596.18	1099.00	497.00
2014/2015	2987.13	2210.00	777.00
2015/2016	2761.61	1967.00	795.00
2016/2017	2861.90	2164.00	698.00
2017/2018	2905.41	2280.00	625.00
Total	13112.23	9720.00	3392.00

6.5 Funding Sources

6.5.1 MTEF Budget allocations

During the plan period, it is expected that the Government will continue to support the Commission budget within the MTEF budget framework. The Commission will intensify lobbying the Government and the Legislature for enhanced resource allocation for the anti-corruption and ethics programme under the MTP II given that the Commission will need to expand its service to regions and the counties.

6.5.2 Development Partners Support

To bridge the financing gap, the Commission will seek financial and technical support from development partners and other stakeholders. These include bilateral and multilateral assistance and donor round table forums for new and ongoing programmes.



CHAPTER 7

MONITORING AND EVALUATION

7.1 Background

Section 27(1) and (3)(e) of the EACC Act requires the Commission to report on the impact of its initiatives in the fight against corruption and unethical conduct. Therefore, this section explains how the Strategic Plan (2013-2018) will be monitored and evaluated during and after implementation to gauge the extent of achievement of intended result. The evaluation will be carried out using relevance, efficiency, effectiveness, sustainability and impact measures. A mid-term and end-term review will also be carried out in addition to the regular monitoring and evaluation of programmes.

7.2 Data Collection, Processing and Analysis

Data will be collected through secondary sources, field visits, workshops, Rapid Assessments, Surveys, in-depth investigations. Information on output indicators will be collected through quarterly meetings, regular Programme reports, and annual reports. Outcome indicators will be generated through periodic evaluations, mid-term evaluations, end-term evaluation and surveys. All collected data will be processed and analyzed by the relevant Department.

7.3 Reporting

Progress reports will be prepared by respective Departments and consolidated into a Commission-wide Report. The various reports to be prepared will include:

- i. Monthly reports
- ii. Quarterly Reports
- iii. Annual Review Reports
- iv. Mid-term Evaluation Reports
- v. End-term Evaluation Report

7.4 Communication and Dissemination of Reports

To ensure that Reports are widely disseminated to influence effective Programme management and policy making, an effective strategy through such forums as 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 conferences, public debate and electronic (e-mail, social sites, websites) transmission will be used.



7.5 Linking M & E to Performance Management

To ensure sustainability, a culture of performance management to cover all staff irrespective of levels will be adapted. 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.

To this end, the Commission will adopt a performance management system that embraces annual performance appraisal, with clear targets and systems for tracking implementation, achievements and providing feedback on a monthly, quarterly and annual basis for learning and improvement. Performance reports will be submitted to the Commission for review and feedback.

In addition to performance targets, the Commission will put in place service delivery charters which will inform clients and customers the services offered by the Commission, the times within which they are offered and the responsibilities of the clients and customers to facilitate efficient and effective service delivery. The service delivery charters will be displayed clearly at the service delivery points.

7.6 Performance Indicators

These indicators measure change. They are a measure of the extent to which an institution has achieved its objectives and the longer term goal. Indicators of impact/outcome relate to institutions' objectives.

The following are the impact/outcome indicators as derived from the Commission's goal:

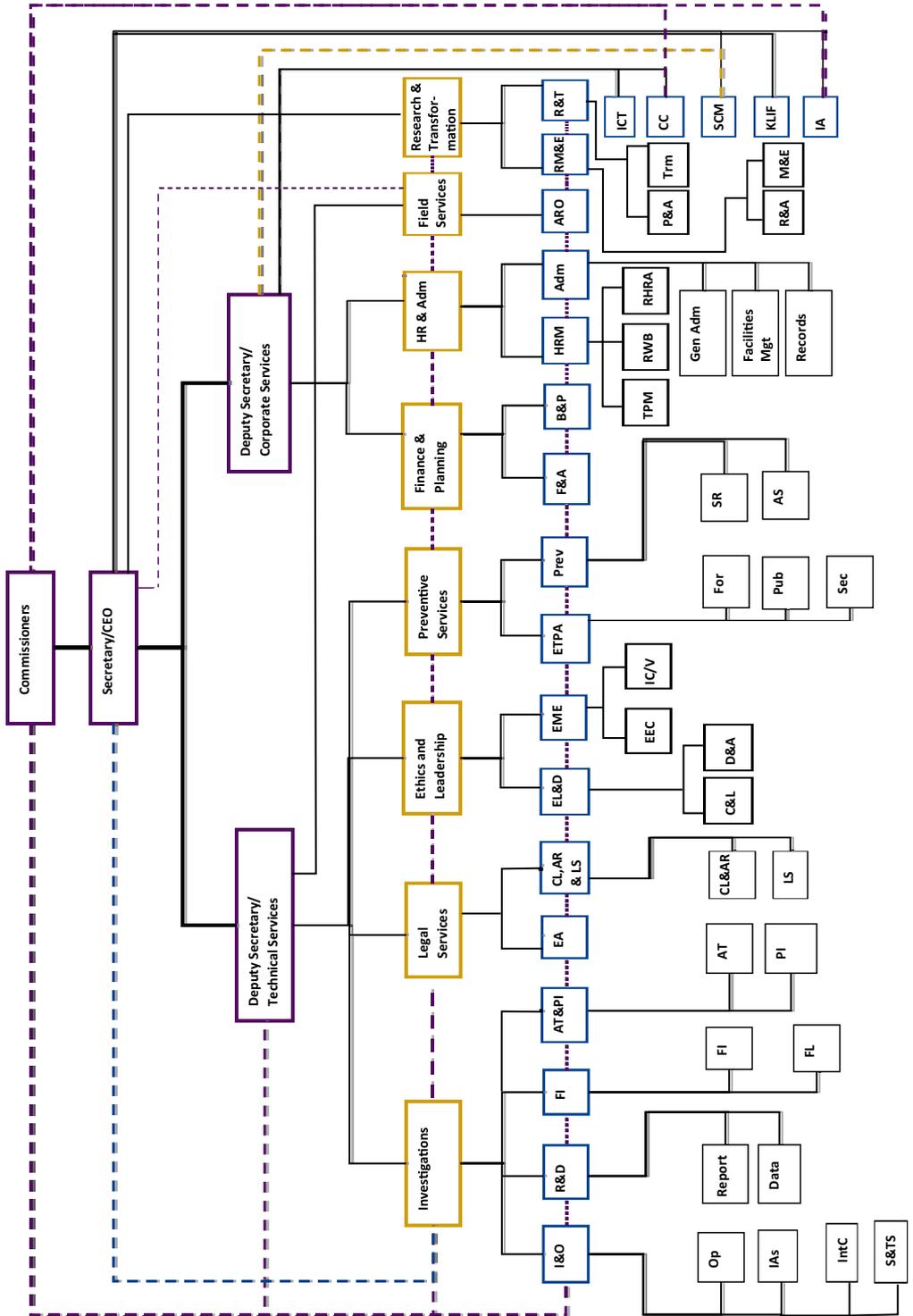
- i. Level of corruption in the country (corruption prevalence rate, indices)
- ii. Level of awareness on corruption and ethics
- iii. Extent of compliance to the Law
- iv. Level of confidence of members of public in the Commission

**Table 17: Activity and Performance Indicators**

Activity	Key Performance Indicators	Sources of data
1. To ensure compliance with Chapter Six of the Constitution	<ul style="list-style-type: none"> • Number of suitability reports issued 	<ul style="list-style-type: none"> • EACC Data base • Survey on vetted staff
2. Investigation into corruption offences; and recommending to DPP for prosecution;	<ul style="list-style-type: none"> • %. of completed investigations to cases reported in a year (<i>clearance rate</i>) • %. of completed investigations to total cases reported overtime (<i>Backlog clearance rate</i>) 	<ul style="list-style-type: none"> • Quarterly reports • Annual reports • Assessments
3. Public property tracing, recovery and/or protection;	<ul style="list-style-type: none"> • (<i>Asset recovery rate</i>) proportion of value of recovered asset to total value of traced assets • Proportion of value of assets recovered to total value of assets traced overtime (<i>Backlog recovery rate</i>) 	<ul style="list-style-type: none"> • Quarterly reports • Annual reports • Assessments
4. Monitoring the practices and procedures of public bodies to detect corruption and secure revision of methods of work.	<ul style="list-style-type: none"> • Number of institutions examined • Number of follow ups undertaken 	<ul style="list-style-type: none"> • Quarterly reports • Annual reports • Assessments
5. Public Education and awareness creation on corruption and ethical issues;	<ul style="list-style-type: none"> • Number of institutions sensitized 	M&E reports
6. Advisory services on ethics and corruption;	<ul style="list-style-type: none"> • The proportion of advisories made to those requested 	Advisory reports MOUs
7. Partnerships with state and public officers to promote ethics and integrity;	<ul style="list-style-type: none"> • No. of partnerships established 	<ul style="list-style-type: none"> • Reports on breach of code of ethics
8. Developing and overseeing enforcement of codes of conduct for state and public officers;	<ul style="list-style-type: none"> • % of institutions that have developed codes of conduct 	<ul style="list-style-type: none"> • Inventory of code of conduct
9. Investigating and recommending prosecution for violation of codes of conduct.	<ul style="list-style-type: none"> • %. of completed investigations to cases reported in a year (<i>clearance rate</i>) • % of completed investigations to total cases reported overtime (<i>Backlog clearance rate</i>) 	<ul style="list-style-type: none"> • Quarterly reports • Annual reports



Appendices Appendix 1 EACC Organizational Structure





KEY

Acc	Accounts
Admin	Administration
AR	Asset Recovery
ARO	All Regional Offices
AS	Advisory Services
AT	Asset Tracing
AT&PI	Asset Tracing and Preliminary Investigations
B&P	Budget and Planning
CC	Corporate Communication
C&L	Codes & Leadership
CL&AR	Civil Litigation and Asset Recovery
CL, AR&LS	Civil Litigation, Asset Recovery & Legal Support
D&A	Disclosures & Advisories
E&LD	Ethics and Leadership Development
EA	Evidence Analysis
EEC	Ethics, Enforcement & Compliance
EME	Ethics Monitoring and Enforcement
ET&PA	Education Training and Public Awareness
F&A	Finance and Accounts
F&C	Forfeiture and Compensation
F&P	Finance and Planning
FI	Forensic Investigations
FL	Forensic Laboratory
For	Formal
Gen Adm	General Administration
HR&Adm	Human Resource and Administration
HRM	Human Resource Management
I&O	Intelligence & Operations
IAs	Intelligence Analysis
IA	Internal Audit
ICT	Information Communication Technology
IC/V	Integrity Clearance/Vetting
IntC	Intelligence Collection
KLIF	Kenya Leadership Integrity Forum
LS	Legal Support
M&E	Monitoring & Evaluation
Mgt	Management
Op	Operations
P&A	Policy & Advocacy
PI	Preliminary Investigation
Prev	Prevention
Pub	Public
R&A	Research & Analysis
R&D	Report & Data
RHRA	Resourcing & Human Resource Administration
RM&E	Research, Monitoring & Evaluation
R&T	Reforms & Transformation
RWB	Relations, Welfare & Benefits
SCM	Supply Chain Management
Sec	Sectoral
SR	Systems Review
S&TS	Surveillance & Technical Services
TPM	Training & Performance Management
Trm	Transformation

Appendix 2 EACC Strategic Plan 2013 – 2018 Implementation Matrix

Strategic Objective 1: To reduce prevalence of corruption and unethical conduct

Strategies	Key Activities	Activities	Output Target	Responsible Department (s)	Performance Indicator	Time frame	Expected budget (Kshs. Million)				
							2013/14	2014/15	2015/16	2016/17	2017/18
Strengthen policies, systems, procedures and practices of work in institutions in order to seal corruption loopholes	Provide advisory services	Provide advice on systems arising from investigations on targeted operational area(s)	16 advisories annually	Forensic Investigation	Advisory Briefs	2013-2018	0	0	0	0	0
			6 advisories annually	Asset tracing	Advisory Briefs	2013-2018	0	0	0	0	0
	Provide legal opinions	100% of legal opinions requested provided	Legal Services	Number of legal opinions provided	2013-2018	0.1	0.1	0.1	0.1	0.1	
		Provide advisory on corruption prevention	Prevention	No. of advisories undertaken	2013-2018	0.1	1.53	1.53	1.53	1.53	
		Analyze reports on anti-Corruption and provide feedback	Prevention	No of Reports analyzed and feedback provided	2013-2018	0.3	0.3	0	0	0	
Undertake/ Advise on Corruption risk assessment and management	Undertake assessment of the anti-corruption thematic under PC	CRA&M reports for countries and MDAs	Prevention	No of CRA & M reports developed	2013-2018	6.1	10.6	6.1	6.1	6.1	
		40 Assessment Reports annually	Prevention	No of institutions assessed	2013-2018	5.33	5.33	5.33	5.33	5.33	



Strategies	Key Activities	Activities	Output Target	Responsible Department (s)	Performance Indicator	Time frame	Expected budget (Kshs. Million)				
							2013/14	2014/15	2015/16	2016/17	2017/18
Develop and promote standards in ethics and integrity	Monitor systems, policies, procedures and practices of identified sectors and institutions.	Develop and disseminate guidelines	Guidelines developed for counties and MDAs	Prevention	No. of guidelines developed	2013-2018	0.5	1.5	1.2	1.45	1.2
		Undertake systems reviews in MDAs and counties	System Reports	Prevention	No. of systems reviews undertaken	2013-2018	1.6	3.6	5.1	6.64	6.9
		Undertake compliance assessment of examined institutions	Assessment Report	Prevention	No of follow-up undertaken	2014-2018	0.2	0.6	1	0.6	0.6
Mainstream corruption prevention activities in public and private institutions	Build capacity of monitored institutions to implement recommendations provided	Develop and implement anti-corruption policies, best practices and standards in MDAs and counties	No. of institutions	Prevention	No. of programmes undertaken		0	0.2	0.4	0.4	0.4
			No. of institutions	Prevention Reforms & Transformation	No. of policies developed and implemented No. of best practices and standards developed and implemented	2013-18	0.2	0.5	0.5	0.5	0.5



Strategies	Key Activities	Activities	Output Target	Responsible Department (s)	Performance Indicator	Time frame	Expected budget (Kshs. Million)				
							2013/14	2014/15	2015/16	2016/17	2017/18
Intensify education, training and awareness on anti-corruption and ethics	Mainstream anti-corruption and ethics content into learning and training institutions	Undertake school based programmes	No. of institutions of learning	Education, Training & Public Awareness	No. of integrity club patrons trained No. of school managers trained No. of curriculum support material disseminated	2013-18	20	22	25	28	
		Train county education managers	No. of counties	Education, Training & Public Awareness	No. of county directors sensitized	2013-2018	1.7	2.0	2.2	2.5	2.7
		Sponsorship of anti-corruption category in national music and drama festivals	No. of institutions participating	Education, Training & Public Awareness	No. of participants sensitized during music and drama festivals	2013-2018	1.0	1.2	1.3	1.5	1.8
	Develop and disseminate anti-corruption, ethics and integrity information Education Communication(IEC) materials	Training of university student leaders and integrity club movement leaders	No of universities	Education, Training & Public Awareness	No. of students trained	2013-2018	1.7	2.0	2.2	2.5	2.7
		Develop IEC materials	30 types of IEC materials developed annually	Education, Training & Public Awareness Public Relation	No. and types of IEC materials published and disseminated	2013-2018	0	100	150	170	200



Strategies	Key Activities	Activities	Output Target	Responsible Department (s)	Performance indicator	Time frame	Expected budget (Kshs. Million)				
							2013/14	2014/15	2015/16	2016/17	2017/18
	Establish and operationalize leadership and integrity academy/institute	Train public and state officers	25 workshops	Education, Training & Public Awareness	No. of public and state officers trained	2013-2018	0	10	10	10	10
		Sensitization on Ethics and leadership	No. of Institutions	Education, Training & Public Awareness	No of officers trained	2013-2018	0.4	1.5	3	3	3.5
		Apprenticeship and Training for EACC staff	Annual Staff trainee plans All new staff	HR All	Approved annual staff trainee plans All new officers Trained as Anti-corruption agents No. of programmes offered Curriculum developed No. of Staff on refresher Programme	2013-2018	0.5	10	15	15	10
		Development of leadership and integrity training manual	Finalize the leadership & integrity curriculum	Education, Training & Public Awareness Ethics and Leadership	Curriculum adopted	2013-2018	0.5	1.5	4.5	5	5
	Conduct workshops and trainings for various professional societies such as LSK		Hold ten workshops	Legal	Number of workshops held	2013-2018	2	2.2	2.2	2.4	2.6

Strategies	Key Activities	Activities	Output Target	Responsible Department (s)	Performance Indicator	Time frame	Expected budget (Kshs. Million)				
							2013/14	2014/15	2015/16	2016/17	2017/18
Enhance intelligence gathering mechanism	Expand networks for detection and disruption of corruption, economic crimes and unethical conduct	Engage stakeholders to detect and disrupt corruption, economic crimes and unethical conduct.	Networks expanded by 20%	Intelligences & operations	Active networks	2013-2018	0	0	0	0	0
	Integrate technology in intelligence gathering and investigation (security equipment)	Acquire appropriate technology	Equipment acquired	Intelligence & operations	Equipment utilized	2013-2018	15	17	19	21	23
Enhance intelligence gathering mechanism	Detect and disrupt corruption, economic crimes and unethical conduct	Enhance integration of technology in investigations and operations	Technology utilized	Intelligence & operations	No. of covert actions supported	2013-2018	0	0	0	0	0
		Provide technical services to investigators	No. of operations and covert actions supported annually	Intelligence & operations	Technical services provided	2013-2018	5	7.5	10	12.5	15
	Operationalize a detection and disruption system	12 Proactive investigations 24 intelligence probes on non-pursuable complaints annually	Intelligence & operations	Value of public funds saved through proactive measures. Intelligence probes conducted on non-pursuable complaints	2013-2018	35	50	60	70	80	
Conduct Integrity Tests	Enhance Integrity Testing	120 Tests annually	Intelligence & operations	Number of tests conducted	2013-2018	0.8	1.0	1.2	1.5	2.0	



Strategies	Key Activities	Activities	Output Target	Responsible Department (s)	Performance indicator	Time frame	Expected budget (Kshs. Million)					
							2013/14	2014/15	2015/16	2016/17	2017/18	
Intensify investigations on corruption and unethical conduct	Receive and analyze complaints/reports	Process reports and Complaints	No. of reports and complaints processed	Reports and Data Centre	Reports submitted to relevant Departments and agencies for further action	2013-2018	2	8	8	8	8	
	Enhance corruption reporting	Develop a central integrated system for reporting	Central integrated system established	Report Centre	Centralized system developed	2013-2018	1	1.2	1.3	1.5	1.7	
	Undertake preliminary investigations	Carry out preliminary investigations	24 preliminary investigations	Asset Tracing & Preliminary investigations	No. of preliminary investigations	2013-2018	20	30	40	50	60	
	Undertake forensic investigations	Carry out investigations	72 files annually	Forensic	72 files completed and Presented to evidence analysis	2013-2018						
		Support the prosecution of cases	Completed investigation files audited and sent to DPP	Forensics	Number of files audited and submitted to DPP	2013-2018	3.5	4.0	4.5	5.0	5.5	
		Support prosecution of criminal & civil cases	100% responses on criminal and civil cases	Asset Tracing & Preliminary Investigations	No. of criminal and civil cases supported	2013-2018						
		Enhance covert and sting operations	Enhance covert and sting operations	100 stings annually	Operations	Number of traps/stings conducted	2013-2018	0.8	1.6	2.0	2.4	2.8
		Carry out covert and sting operations	Enhance mechanisms for clearing backlog of cases.	Number of case backlog cleared	Forensic	20% clear up rate annually	2013-2018	4	5	6	7	8
		Reduce backlog of cases	Enhance mechanisms for clearing backlog of cases discharged under section 87(a) of the CPC	30% of backlog cleared	Operations	Mechanisms for clearing backlog enhanced	2013-2018	1.8	4.5	3.0	2.0	1.5
			Institute civil proceedings for recovery of completed asset tracing files	Institute recovery proceedings in 75% of Pending concluded asset tracing files	Civil Litigations	No. of recovery suits of pending asset recovery files instituted	2013-2018	2	2.2	2.4	2.6	2.8



Strategies	Key Activities	Activities	Output Target	Responsible Department (s)	Performance indicator	Time frame	Expected budget (Kshs. Million)				
							2013/14	2014/15	2015/16	2016/17	2017/18
		Conduct negotiations, mediations and conciliations	Conduct negotiations, mediations and conciliations in 10% of pending asset tracing cases	Civil litigation Evidence Analysis	No. of negotiations, mediations and conciliations conducted	2013-2018	0.3	0.4	0.5	0.6	0.7
	Carry out comprehensive analysis of evidence and make recommendations	Analyze evidence and make appropriate recommendations in concluded investigations	75% pending and concluded investigation files analyzed	Evidence Analysis	No. of files in concluded investigations analyzed	2013-2018	0.6	0.62	0.7	0.8	0.9
	Provide legal advice and support in the course of investigation	Provide Legal opinions	100% of legal opinions requests sought	Civil Litigation, Asset Recovery and Legal Support Evidence Analysis	No. of legal opinions provided	2013-2018	0.2	0.2	0.2	0.2	0.2
		Prepare applications for investigative warrants	100% preparation of investigative warrants requested	Civil Litigation, Asset Recovery and Legal Support Evidence Analysis	No. of applications for investigative warrants obtained	2013-2018	0.4	0.4	0.4	0.4	0.4
		Obtain preservative orders	100% of requests for preservative orders made	Civil Litigation, Asset Recovery and Legal Support	No. of applications for preservative orders	2013-2018	0.5	0.5	0.7	0.7	0.7



Strategies	Key Activities	Activities	Output Target	Responsible Department (s)	Performance indicator	Time frame	Expected budget (Kshs. Million)				
							2013/14	2014/15	2015/16	2016/17	2017/18
		Defend court actions aimed at frustrating investigation of corrupt conduct	Conclude at least 75% of cases filed	Civil Litigation, Asset Recovery and Legal Support	No. of cases defended	2013-2018	0.5	0.6	0.7	0.8	0.9
	Support the prosecution of cases	Enhance audit and submission of investigation files to DPP	100% Completed investigation files audited and sent to DPP	Operations	No. of files audited and submitted to DPP	2013-2018	3.5	4.0	4.5	5.0	5.5
		Hold pre-trial conferences	Attend pretrial conferences in identified corruption cases	Evidence Analysis	No of pretrial conference attended and concluded	2013-2018	0.5	0.5	0.6	0.7	0.7
		Watch brief in cases in the Anti- Corruption Courts	Watch brief in identified corruption cases	Evidence Analysis	No of watching brief case attendant	2013-2018	0.2	0.2	0.2	0.3	0.4



Strategies	Key Activities	Activities	Output Target	Responsible Department (s)	Performance indicator	Time frame	Expected budget (Kshs. Million)				
							2013/14	2014/15	2015/16	2016/17	2017/18
Support anti-corruption interventions through targeted research on corruption, ethics and governance related issues	Conduct corruption, ethics and governance studies	Conduct National Survey on Corruption and Ethics	1 National Survey on Corruption and ethics	Research, Monitoring & Evaluation	A Baseline Survey	2013-2014	10	-	-	12	
		Undertake National Service delivery Surveys	1 National Service Delivery Survey annually	Research, Monitoring & Evaluation	No. of National Service Delivery Surveys	2014-2018	-	8	8.5	9.0	10.0
		Undertake thematic/sectoral studies on corruption and ethics	1 Thematic study annually	Research, Monitoring & Evaluation	No. of thematic studies	2013-2018	3	3.2	3.5	3.7	4.0
Enhance monitoring and evaluation of anti-corruption and ethics interventions	Develop and operationalize M&E framework	Undertake targeted program evaluation	2 Program evaluations/ Assessments annually	Research, Monitoring & Evaluation	Number of evaluation reports	2014-2018	0	3	3	4	
		Undertake Quarterly monitoring of the Strategic Plan	Quarterly monitoring reports	Research, Monitoring & Evaluation	Number of quarterly monitoring reports	2013-2018	0.1	0.2	0.2	0.3	0
		Conduct Mid-term and end term reviews of the strategic plan	Mid-term Review Report End-term review Report	Research, Monitoring & Evaluation Research, Monitoring & Evaluation	Mid-term Review Report End-Term Review Report	2015-2016 2017-2018	0 0	0 0	5.0 0	0 0	7.0 1.5
Undertake strategic planning for the Commission (2 nd Strategic Plan (2018-2022))	Develop a new strategic plan (2 nd Strategic Plan (2018-2022))	Develop a new strategic plan (2 nd Strategic Plan (2018-2022))	Strategic plan 2018-2022	Research, Monitoring & Evaluation	Strategic plan	2017-2018	0	0	0	10	



Strategies	Key Activities	Activities	Output Target	Responsible Department (s)	Performance indicator	Time frame	Expected budget (Kshs. Million)				
							2013/14	2014/15	2015/16	2016/17	2017/18
Enhance tracing and recovery of unexplained and corruptly acquired assets nationally and internationally	Trace corruptly acquired assets for recovery	Prepare Mutual legal Assistance Requests	100% of requests for MLAs prepared	Civil Litigation, Asset Recovery & Legal Support	No. of MLAs prepared		2	2.5	3	3.5	4
		Investigation & asset tracing	40 investigation & asset tracing annually	Asset Tracing & Preliminary Investigations	Estimated value of traces at Kshs. 6 billion annually	2013-2018	6	9	12	15	20
	Preserve and recover unexplained and corruptly acquired asset	File applications for orders to preserve unexplained and corruptly acquired assets	100% of requests for preservatory orders applied for and prosecuted	Civil Litigation, Asset Recovery & Legal Support	No. of preservatory application made	2013-2018	0.3	0.4	0.5	0.6	0.7
		File and prosecute suits for recovery of unexplained and corruptly acquired assets	Recover Ksh 1 billion worth of corruptly acquired assets worth annually	Civil Litigation, Asset Recovery & Legal Support	Value of corruptly acquired assets recovered	2013-2018	0.7	0.8	0.9	1	1.1
		Pursue negotiations and conciliations	Recover at least 10% of corruptly acquired assets through negotiations and conciliations	Civil Litigation, Asset Recovery & Legal Support	No. of negotiations, mediations and conciliations conducted	2013-2018	0.3	0.4	0.5	0.6	0.7
Total						162.23	343.58	439.66	494.05	556.66	

Strategic Objective 2 To establish, maintain and strengthen partnerships and networks against corruption and unethical practices

Strategies	Key Activities	Activities	Output Target	Responsible Department	Performance indicator	Time frame	Expected budget (Kshs Million)				
							2013/14	2014/15	2015/16	2016/17	2017/18
Enhance stakeholder participation in fighting corruption and unethical practices	Implementation of the Kenya Integrity Plan (KIP)	Development of the Kenya Integrity Plan (KIP)	KIP developed	Kenya Leadership and Integrity Forum	KIP developed	2013-2018	5.75	0.25	0.25	0.25	0.25
		KIP progress implementation reports Publication	No. of reports	Kenya Leadership and Integrity Forum	Reports published	2013-2018	0.6	0.8	1	1.2	1.4
		KIP workshop	No. of workshops	Kenya Leadership and Integrity Forum	Workshop report	2013-2018	2.8	3	3	3	3
Enlist the support of the public in the fight against corruption	Train CBAM'S	Train CBAM'S	20 CBAM'S annually	Education, Training & Public Awareness	No. of CBAM'S trained	2013-2018	0	0.5	0.5	0.5	0.5
		Conduct Regional outreach programmes	4 outreach programmes Annually	Education, Training & Public Awareness	Levels of awareness	2013-2018	5	15	15	15.5	16
		Conduct media anti-corruption and ethics programmes	No. of media outreaches conducted No. of anti-corruption and ethics programmes aired	Education, Training & Public Awareness	Levels of awareness created	2013-2018	2	3	4	5	6



Strategies	Key Activities	Activities	Output Target	Responsible Department	Performance indicator	Time frame	Expected budget (Kshs Million)				
							2013/14	2014/15	2015/16	2016/17	2017/18
		Conduct trade fairs shows and exhibitions	No. of trade fairs participated	Education, Training & Public Awareness	Levels of awareness created No. of members of the public sensitized	2013-2018	2	4	4.5	5	5.5
		Conduct faith based training Train professionals	10 faith based bodies annually 10 professional bodies annually	Education, Training & Public Awareness	Levels of awareness created	2013-2018	1	1.5	1.5	1.5	1.5
		Sensitization on wealth declaration	4 sensitizations	Education, Training & Public Awareness Ethics & Leadership	Awareness levels No. of public officers sensitized	2013-2018	1	3	3	4	4
		Train county executives on anti-corruption and ethics	47 counties annually	Education, Training & Public Awareness	No. of county executives trained Levels of awareness created Levels of corruption in the counties	2013-2018	10	20	25	25	30



Strategies	Key Activities	Activities	Output Target	Responsible Department	Performance Indicator	Time frame	Expected budget (Kshs Million)				
							2013/14	2014/15	2015/16	2016/17	2017/18
To strengthen partnership and coalition against corruption and unethical practices	Create and maintain an effective collaboration with the media	Sensitization of Media owners	No. of workshops	Corporate Communication	Media personnel sensitized	2013-2018	1	2	3	3.5	4
	Strengthen partnership networks	Hold workshops and seminars with stakeholders in criminal justice system	No. of stakeholder workshops and seminars held	Evidence Analysis	No. of participant sensitized		2.4	3	3.4	4	4
		Coordinating the development and implementation of integrity pacts	No. of pacts	Ethics & Leadership	Pacts developed		0.5	1	1.5	2	2.5
Develop robust resource mobilization strategies with development partners (Capacity Building)		Develop relevant proposals to solicit for additional financial resources from prospective financiers	Funding proposals developed	Budget & Planning	No of proposals developed	2013-2018	2	2	2	2	2
		Lobby National Treasury and Parliament for additional funding.	Government and Parliament lobbied	Budget & Planning	Amount of financial resources availed by National Treasury	2013-2018	0	0	0	0	0
		Lobby Bilateral and Multilateral Development partner for more funding	No. of Donors lobbied	Budget & planning	Amount of financial resources availed by donors No. of donor roundtable meetings/forums held	2013-2018	0	0	0	0	0



Strategies	Key Activities	Activities	Output Target	Responsible Department	Performance Indicator	Time frame	Expected budget (Kshs Million)				
							2013/14	2014/15	2015/16	2016/17	2017/18
Forge strategic alliances to optimize investigative and preventive outcomes	Establish and maintain inter-agency collaborations and information sharing forum	County leadership and integrity forums	10 forums annually	Kenya Leadership and Integrity Forum	County for a held	2013-2018	4.7	6.5	6	8.3	10.1
		National anti-corruption weeks at County levels	No. of Counties covered	Kenya Leadership and Integrity Forum	National Anti-Corruption Weeks held	2013-2018					
		Participate in the review of implementation of international and regional instruments on corruption and unethical practices	Implementation of all the requirements under UNCAC, AUCPCC & EAC protocol on corruption reviewed	Legal Services	Review of UNCAC, AUCPCC & EAC protocol	2013-2018	4.8	10.8	7.8	6.0	4.0
		International anti-corruption commemoration	Participate and organize International day	Kenya Leadership and Integrity Forum All	Internal day commemorated	2013-2018	2.4	3.1	3.6	4.1	4.7



Strategies	Key Activities	Activities	Output Target	Responsible Department	Performance indicator	Time frame	Expected budget (Kshs Million)				
							2013/14	2014/15	2015/16	2016/17	2017/18
	Create and maintain collaborations with regional and international anti-corruption bodies	Participate in regional and international anti-corruption forums	Platforms for Benchmarking on anti-corruption good practices established (MLA, Asset recovery, extradition etc)	ALL	Networks created	2013-2018	2	4.5	5.8	7	8
	Implement inter-agency information and intelligence sharing mechanism	Attended information and intelligence sharing forums	4 Information and Intelligence forums	Intelligence & Operations	Information and intelligence shared and acquired	2013-2018	5	10	10	10	10
Total							54.95	93.95	100.85	107.85	117.45



Strategic Objective 3 Promote ethics and good governance

Strategies	Key Activities	Activities	Output Target	Responsible Department (s)	Performance indicator	Time frame	Expected budget (Ksh Million)				
							2013/14	2014/15	2015/16	2016/17	2017/18
Enhance Institutional Governance and Ethics	Develop and implement Regulations under Leadership & Integrity Act (LIA)2012	Formulation and dissemination of the Regulations	No. of Sensitizations No. of disseminations	Ethics & Leadership Legal Services	Gazette-ment of the LIA 2012 Regulations Level of awareness of LIA 2012	2013-2014	2.0	4.0	4.7	4.8	5.4
		Approval for Codes of Ethics for state and public officer	No of Codes developed No of Codes approved	Ethics & Leadership	Codes implemented Level of compliance with LIA 2012	2013-2018	1	1.5	2.5	3	4
		Develop of code of ethics for EACC	Approved Codes	Ethics & Leadership Human Resource Legal Services	Level of implementation of the code Adoption of the code	2013-2014	1	1	0	0	1
		Provide advisories on ethical issues	No. of advisories	Ethics & Leadership Legal Services	Adoption of advisories Level of compliance	2013-2018	0	0	0	0	
		Undertake assessments to verify compliance with Codes	No of assessment reports	Ethics & Leadership Development	Level of implementation	2014-2018	0	0.5	.05	1	1



Strategies	Key Activities	Activities	Output Target	Responsible Department (s)	Performance indicator	Time frame	Expected budget (Ksh Million)				
							2013/14	2014/15	2015/16	2016/17	2017/18
	Oversee the enforcement of codes of ethics for state and public officers	Undertake investigation on ethical breaches	No. of investigations undertaken No. of cases forwarded to DPP No. of sanctions / recommendations to public entities	Ethics & Enforcement	Level of compliance with LIA 2012	2013-2018	2.5	5	5	5	5
		Monitor opening and management of conflict of interest, gift declarations and registers and foreign bank accounts	No. of registers opened No. of declarations made No. of applications/submissions	Ethics and Leadership	Level of Compliance	2013-2018	0	1	1.5	2	2
		Enforce the forfeiture of improper benefits or compensation by state officers	No. of investigations No. of files to DPP No. of adjudications	Legal Services Investigations	Level of compliance to LIA 2012	2013-2018	2.5	5	5	5	5
To Strengthen mechanisms for verifying the suitability of persons aspiring for state and public offices	Develop a mechanism for Clearance (vetting) and verification	Develop an integrated database	Database established	Report & Data Centre Ethics & Leadership	Established Database	2013-2018	2.0	0.5	0.5	0	0
	Support the appointment process to public and state offices through verification	Develop Clearance (vetting) framework	Vetting framework developed No. of clearances No. of cautions	Ethics & Leadership	Adoption of clearance (vetting) framework Level of compliance	2013-2014	0.5	1	1	3	1



Strategies	Key Activities	Activities	Output Target	Responsible Department (s)	Performance indicator	Time frame	Expected budget (Ksh Million)				
							2013/14	2014/15	2015/16	2016/17	2017/18
To promote ethics and good governance in private sector institutions	Support the private sector to conduct Clearance (vetting) during appointments	Undertake clearances (Vetting)	No. of clearances No. of cautions	Report & Data Centre Ethics & Leadership	Adoption of Clearance reports	2013-2018	0.5	0.5	0.5	0.5	0.5
	Support private sector to develop and implement code of conduct.	Facilitate Development and Review of codes of Conduct and ethics for private sector	No. of codes developed and implemented	Ethics & Leadership	No. of Codes of Conduct adopted. Level of implementation	2013-2018	0.5	0.5	0.5	0.5	0.5
Total							12.5	19.0	19.7	21.8	22.4

Strategic Objective 4: To mobilize resources for effective and efficient service delivery

Strategies	Key Activities	Activities	Output Target	Responsible Department	Performance indicator	Time-frame	Expected budget (Ksh Million)				
							2013/14	2014/15	2015/16	2016/17	2017/18
Enhance the human resource capacity	Expand staff establishment	Review the current staff establishment	Review Report Recruit 20% additional staff annually	Human Resources	Approved staff establishment Approved Recruit plans Additional Staff recruited	2013-2018	145	150.2	0	0	0
	Provide relevant staff training and development	Undertake staff training as per training needs assessment	TNA report Annual training & Development plans Train 40% of establishment annually	ALL Human Resources	Approved TNA report Implemented TNA plans No. of Staff trained	2013-2018	20	60	70	80	90
		Develop mentorship Programme	Annual mentorship plan developed	Human Resources	Programme implemented No. of staff mentored	2013-2018	2	2	2	2	2
		Increase membership to professional bodies	Enlist additional 10% staff to professional bodies No. of professional bodies affiliated to by EACC	Human Resources	Number of additional staff enlisted to professional bodies New professional bodies identified	2013-2018	2	2	2	2	2
	Provide competitive terms and condition of service	Implement the Job Evaluation Report	Reviewed terms and conditions of service	Human Resources	Better terms and condition of service Increased staff retention level	2013-2018	675	717	753	790	800
		Implement staff mortgage and car schemes	Mortgage scheme Car loan scheme	Human Resources	Operationalize the mortgage and car loan scheme	2013-2015	100	200	300	500	600



Strategies	Key Activities	Activities	Output Target	Responsible Department	Performance indicator	Time-frame	Expected budget (Ksh Million)				
							2013/14	2014/15	2015/16	2016/17	2017/18
	Develop and implement performance Management System	Implement a performance management system	Performance Management Review report	Human Resources	Approved new performance management system Appraisal and performance Reports	2013-2018	0.5	1	1	0	0
		Review print and distribute HR Manuals	Reviewed HR Manuals printed and distributed to staff	Human Resources	Number of HR manuals printed and distributed to staff.	2013-2018	0.5	0.5	0.5	0.5	0.5
	Build and sustain a robust organizational culture	Implement Team Building Activities	Undertake 4 team-building events Annually	Human Resources	Number of Team building activities undertaken	2013-2018	4	14	14.5	15	15
		Undertake Annual culture change programs	Implement 2 Culture change programs	Human Resources	Number of culture change programs undertaken	2013-2018	0	9	9.5	10	10.5
		Develop internship Policy	Internship policy in place	Human Resources	Internship policy	2113-2014	0.2	-	-	-	-
	Re-engineer Internship Programme	Prepare annual internship plans	Annual internship plans	Human Resources	Approved internship plans	2013-2018	0	0	0	0	0
		Implement annual internship plans	Engage 15 interns Annually	Human Resources	Number of interns engaged	2013-2018	3	3	3	3	3



Strategies	Key Activities	Activities	Output Target	Responsible Department	Performance indicator	Time-frame	Expected budget (Ksh Million)				
							2013/14	2014/15	2015/16	2016/17	2017/18
Enhance the physical infrastructure	Acquisition of office space	Acquisition of premises	Premises procured Regional offices	Administration/Supply Chain Management	Premises procured Regional	2013-2018	200	600	300	200	100
	Facilities and Office equipment management	Procure Equipment and furniture	Equipment Furniture	Administration Supply Chain Budget & Planning	Equipment and furniture Procured	2013-2018	20	30	30	20	20
		Procure Vehicle	No. of Vehicles	Administration Supply Management Budget & Planning	Vehicles procured	2013-2018	50	100	50	30	20
Enhance physical and personnel security		Ensure safe custody of Commission's assets & recovery	Update asset register/inventory	Administration	Safe custody Commission's assets	2013-2018	0	0	0	0	0
	Establish a forensic laboratory	Acquire tools/technology	Tools/ Technology	Administration Supply Chain Management Investigations ICT	Tools/ technology procured and utilized	2013-2018	20	50	100	100	50
	Install modern security Equipment	Procure security equipment	Equipment	Security Budget	Security equipment installed	2013-2018	5	20	30	30	20



Strategies	Key Activities	Activities	Output Target	Responsible Department	Performance indicator	Time-frame	Expected budget (Ksh Million)				
							2013/14	2014/15	2015/16	2016/17	2017/18
Enhance supply chain management	Undertake periodic market surveys	Market Survey	Survey Report	Supply Chain Management	Up to-date market intelligence	2013-2018	0.5	0.5	0.5	0.5	0.5
	Monitor and evaluate supply chain management	Undertake evaluations of the supply chain	End-user and supplier satisfaction survey annually	Supply Chain Management	Level of efficiency and satisfaction	2013-2018	0.3	0.3	0.3	0.3	0.3
	Coordinate preparation of annual procurement plans	Implement the Procurement Annual plan	Consolidated Procurement annual plan	Supply Chain Management	Level of implementation of the Procurement plan	2013-2018	0	0	0	0	0
Enhance financial capacity	Undertake financial planning and budgeting	Formulate and implement the budgeting process	Budget Estimates prepared Supplementary budget estimates prepared Capacity of departments to prepare budget enhanced	Budget & Planning	Annual Budget estimates for all years Supplementary budget estimates for all years Number of Budget Monitoring reports	2013-2018	1	1	1	1	1
	Mobilize financial resources	Develop relevant proposals to solicit for additional financial resources from prospective financiers(National treasury, Bilateral and Multilateral Development partner	Funding proposals developed	Budget & Planning	No of proposals developed Amount of financial resources availed by National Treasury No. of donors lobbied Amount of financial resources availed by donors	2013-2018	2	2	2	2	2
	Review financial control	Auditing Budget monitoring and reporting	12 Audit report annually	Finance and Accounts Internal Audit	Audit Reports Public expenditure review and quarterly monitoring reports	2013-2018	4	5	5	5	5
		Budget monitoring and reporting	12 Monthly expenditure returns	Budget & Planning	Public expenditure review and quarterly monitoring reports	2013-2018					
	Undertake financial reporting	Preparation of financial statements	Financial statement for each FY	Finance and Accounts	Published and publicized Audited Accounts	2013-2018	0.5	1	1	1	1

Strategies	Key Activities	Activities	Output Target	Responsible Department	Performance indicator	Time-frame	Expected budget (Ksh Million)					
							2013/14	2014/15	2015/16	2016/17	2017/18	
Enhance and optimize ICT infrastructure	Acquire ICT equipment	Procure desktops, laptops, personal digital assistance,	100 desktops, 30 laptops and 20 PDA	ICT	Equipment procured	2013-2018	16	20	20	20	20	
	Modernize and expand ICT networks	Expand connectivity	Install LAN & WAN	ICT	LAN & WAN installed	2013-2018	3	5	5	5	5	
		Wireless connectivity	Activate wireless	ICT	Hotspot established	2013-2018	0.5	3	1.5	1.5	1.5	
		Internet subscription	Procure subscription	ICT	Internet availability	2013-2018	1.6	3	3	3	3	
		Integrate ICT in operations	Acquire appropriate Enterprise Resource Program (ERP)	ICT User Departments	ERP procured	2013-2018	0.5	8	10	1	1	
		Integrate ICT in operations	Acquire appropriate Enterprise Resource Program (ERP)	ICT User Departments	ERP procured	2013-2018	0.5	8	10	1	1	
			Acquire specialized applications	Develop an M&E system	Research, Monitoring & Evaluation	Computerized M&E System	2013-2018	0.5	40	5	10	5
				Computer Forensic toolkit	ICT Forensic Intelligence & Operations	Computer Forensic toolkit procured	2013-2018	1	10	5	1	1



Strategies	Key Activities	Activities	Output Target	Responsible Department	Performance indicator	Time-frame	Expected budget (Ksh Million)				
							2013/14	2014/15	2015/16	2016/17	2017/18
			Audio Transcription Software	ICT Forensic Intelligence & Operations	Audio Transcription software procured	2013-2018	1	2	0.5	0.5	0.5
			Financial Data Analysis Software	ICT Forensic Intelligence & Operations	Financial Data Analysis Software procured	2013-2018	0.5	3	2	0.5	0.5
			Document & Workflow management information system	ICT Prevention	Operationalized Document & Workflow management information system	2013-2018	5	100	50	25	25
			IPCRM	ICT Report & Data Centre		2013-2018	1.6	2.4	3.2	4.0	4.8
	Strengthen ICT security infrastructure	Acquire modern firewalls	Firewalls acquired and installed	ICT	Firewalls installed	2013-2018	5	10	10	7	12
	Establish a Centralized Data Management Centre	Set up a central data Centre	Data Centre set up	ICT User department	Data Centre set up and operational	2013-2018	1	50	20	10	10

Strategies	Key Activities	Activities	Output Target	Responsible Department	Performance indicator	Time-frame	Expected budget (Ksh Million)				
							2013/14	2014/15	2015/16	2016/17	2017/18
Enhance the corporate image and brand	1. Re-brand and reposition the Commission	Procure a consultant	The Commission rebranded	Corporate Communications	Positive image and organizational culture	2013-2018	0.5	50	30	20	10
		Procure promotional branded material	Promotion materials procured	Corporate Communications	No. of promotional branded materials procured	2013-2018	5	15	20	25	30
		Step up publicity of the Commission	No. of publicity programmes undertaken No. of followers on social media	Corporate Communications	Confidence levels in the commission Level of followers/activity on social media	2013-2018	10	50	75	75	75
		Facilitate corporate guests	No. of events facilitated	Corporate Communications	Level of customer satisfaction	2013-2018					
		Undertake Corporate Social Responsibility (CSR)	No. of CSRs	Corporate Communications	No. of CSRs	2013-2018					
		Formulate and disseminate commission newsletter	Half yearly newsletter	Corporate CommunicationsAll	No. of media items produced	2013-2018	0	3	4	5	6
		Produce periodic informercials, testimonials, documentaries and interviews for both T.V and Radio	Continuous visibility	Corporate Communications		2013-2018	6	20	21	23	25



Strategies	Key Activities	Activities	Output Target	Responsible Department	Performance indicator	Time-frame	Expected budget (Ksh Million)				
							2013/14	2014/15	2015/16	2016/17	2017/18
Expand national presence and coverage	Establish and operationalize regional offices	Operationalize the identifies regional offices	No. of regional offices established	Corporate Communications Supply Chain Management Budget and Planning	Operational regional offices	2013-2018	50	50	50	50	50
	Set up and operationalize mobile offices	Acquire mobile office caravan	Caravan	Report Center Education, Training & Public Awareness	2 caravans	2013-2018	0	20	20	10	5
Enhance institutional governance framework	Formulate and implement relevant institutional policies, procedures and guidelines	Develop policy on Clearance/vetting	Policies developed	Operations (R & DC)	Policy Adapted and implemented	2013-2015	0	1	0	0	0
		Develop a policy framework for conducting conciliation, mediation and negotiation	Policy framework developed	Civil Litigation, Asset Recovery and Legal Support Evidence Analysis	Development and implementation of a Policy framework conciliation, mediation and negotiation	2013-2015	0	0.5	0	0	0
		Develop and implement a policy on information management	Information management developed and being implemented	Reforms & Transformation ICT User Departments	Policy Adapted and implemented	2013-2018	-	20	22	10	10



Strategies	Key Activities	Activities	Output Target	Responsible Department	Performance indicator	Time frame	Expected budget (Ksh Million)				
							2013/14	2014/15	2015/16	2016/17	2017/18
		Develop and implement security policy	Security policy	Administration	Policy Adapted and implemented	2013-2014	0.2	0	0	0	0
		Develop and implement supply chain management policy and procedure manual	Supply chain management policy and procedure manual	Supply Chain Management	Policy Adapted and implemented	2013-2015	0	0.2	0	0	0
		Formulate and implement On-Boarding policy	On-Boarding policy	Human Resources All	Policy Adapted and implemented	2013-2014	0.5	3.5			
		Review internship policy	Reviewed internship policy	Human Resources	Approved internship Programme	2014-2015	0	0	0	0	0
		Develop and implement a partnership policy for the Commission	partnership policy	Corporate Communications All	Policy Adapted and implemented	2013-2014	0	2.0	0.3	0.5	0.7
		Develop and Implement a Risk Management Framework	ERM developed	Internal Audit	Established and implemented RMF/ERM	2013-2015	0	2.5	0.1	0.1	0.1
		Formulate and implement a Regional Expansion and Devolution Policy	Expansion policy	All	Policy Adapted and implemented	2013-2014	0	5.0	60.0	70.0	90.0
		Formulate facilities, fleet and office equipment management policy	Facilities, fleet and office equipment management policy	Finance & Planning Administration	Policy Adapted and implemented	2013-2015	0.1	0	0	0	0

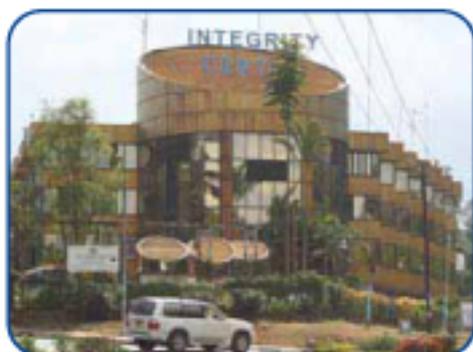


Strategies	Key Activities	Activities	Output Target	Responsible Department	Performance indicator	Time frame	Expected budget (Ksh Million)				
							2013/14	2014/15	2015/16	2016/17	2017/18
	Develop and implement a communication framework	Review and implement current Customer Service Charter document	Customer Service Charter amended and implemented	Corporate Communications ALL	Charter amended Number of staff trained	2013-2014	0	3	0	0	0
		Finalize and Implement the Media Policy	Media Policy	Corporate Communications ALL	No. of media engagements Visibility of EACC	2013-2014	0	50.0	55.0	60.0	70.0
Total							1366	2530.1	2200.6	2237.4	2207.9

Strategic Objective 5 To strengthen the policy and legal framework

Strategies	Key Activities	Activities	Output Target	Responsible Department	Performance indicator	Time frame	Expected budget (Kshs Million)				
							2013/14	2014/15	2015/16	2016/17	2017/18
Support the development and maintenance of policy, legal and regulatory framework	To review existing anticorruption policy and legal framework	Study existing laws on anti-corruption and ethics and identify areas for review	Review all anti-corruption legislation	Civil Litigation, Asset Recovery and Legal Support	Number of anti-corruption legislation reviewed Number of recommendations for review and amendments made Number of meetings held (Lobby)with stakeholders in law review	2013-2018	0.5	0.5	0.8	0.8	1
		Lobby for the finalization of the National Ethics and anti-corruption Policy	National Ethics and anti-corruption policy	Research & Transformation	National ethics and anti-corruption Policy adapted and implemented	2013-15	0.2	1	0	0	0
Total							0.7	1.5	0.8	0.8	1.0

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