KENYA INTEGRITY PLAN 2019 – 2023

KLiF

KENYA LEADERSHIP INTEGRITY FORUM

Pamoja Tudumishe Maadili

Kenya Integrity Plan
2019 - 2023

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VISION

Integrity Driven and Prosperous Kenya

MISSION

To provide a collective and collaborative forum for a multi-sectoral and citizen-driven initiative against corruption

MANDATE

To provide a mechanism through which stakeholders design and implement anti-corruption initiatives in their sectors; creating partnerships and networks for greater impact

CORE VALUES

- •   Integrity
- •   Inclusivity
- •   Innovation

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LIST OF ACRONYMS AND ABBREVIATIONS

ACECA	Anti-Corruption and Economic Crimes Act
AG	Attorney General
APA	Association of Practitioners in Advertising
APSEA	Association of Professional Societies in East Africa
ARA	Asset Recovery Agency
AU	African Union
AUACB	African Union Anti Corruption Board
CA	Communication Authority
CACCOCs	County Anti-Corruption Civilian Oversight Committees
CAJ	Commission on Administrative Justice
CBOS	Community Based Organisations
CJPC	Catholic Justice and Peace Commission
CPST	Centre for Parliamentary Studies and Training
CAF	County Assemblies Forum
COG	Council of Governors
COMESA	Common Market for Eastern and Southern Africa
COTU	Central Organisation of Trade Unions
CRA	Commission on Revenue Allocation
CSO	Civil Society Organisation
CUE	Commission for University Education
DCI	Directorate of Criminal Investigations
DFID	Department for International Development
DNCV	Directorate of National Cohesion and Values
EAC	East African Community
EACC	Ethics and Anti Corruption Commission
EAK	Evangelical Alliance of Kenya
EMU	Efficiency Monitoring Unit
FBOs	Faith Based Organisations
FGDs	Focus Group Discussions
FKE	Federation of Kenya Employers
FRC	Financial Reporting Centre
FNS	Food and Nutrition Security
GDP	Gross Domestic Product

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GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
HELB	Higher Education Loans Board
IEBC	Independent Electoral and Boundaries Commission
IEC	Information Education and Communication
IGAD	Intergovernmental Authority on Development
IGTRC	Intergovernmental Relations Technical Committee
IPOA	Independent Policing Oversight Authority
IRCK	Inter-Religious Council of Kenya
JSC	Judicial Service Commission
JTI	Judiciary Training Institute
KAM	Kenya Association of Manufacturers
KCCB	Kenya Conference of Catholic Bishops
KEBS	Kenya Bureau of Standards
KENAO	Kenya National Audit Office
KEPSA	Kenya Private Sector Alliance
KEPSHA	Kenya Primary Schools Heads Association
KESSHA	Kenya Secondary Schools Heads Association
KICD	Kenya Institute of Curriculum Development
KIF	Kenya Integrity Forum
KIP	Kenya Integrity Plan
KISE	Kenya Institute of Special Education
KLB	Kenya Literature Bureau
KLIF	Kenya Leadership and Integrity Forum
KLRC	Kenya Law Reform Commission
KNCCI	Kenya National Chamber of Commerce and Industry
KNCHR	Kenya National Human Rights Commission
KNEC	Kenya National Examination Council
KNICE	Kenya National Integrated Civic Education
KPA	Kenya Publishers Association
KRA	Kenya Revenue Authority
KSG	Kenya School of Government
KWS	Kenya Wildlife Service
LIA	Leadership and Integrity Act
MAT	Multi-Agency Team
MDAs	Ministries, Departments and Agencies
M&E	Monitoring and Evaluation

MoE	Ministry of Education
MSIAC	Multi-Sectoral Initiative Against Corruption
MSK	Marketing Society of Kenya
MTP	Medium Term Plans
NACADA	National Authority for the Campaign Against Alcohol and Drug Abuse
NACOSTI	National Commission for Science, Technology and Innovation
NACP	National Anti-Corruption Plan
NACCSC	National Anti-Corruption Campaign Steering Committee
NAMLEF	National Muslim Leaders Forum
NCCK	National Council of Churches of Kenya
NCIC	National Cohesion and Integration Commission
NEMA	National Environment Management Authority
NEMIS	National Education Management Information System
NIS	National Intelligence Service
NITA	National Industrial Training Authority
NLAS	National Legal Aid Services
NLC	National Lands Commission
NGO	Non-Governmental Organisation
NHIF	National Hospital Insurance Fund
NIAca	National Integrity Academy
NSSF	National Social Security Fund
NTSA	National Transport and Safety Authority
OAG	Office of Auditor General
OAIC	Organisation of African Instituted Churches
ODPP	Office of the Director of Public Prosecutions
ORPP	Office of the Registrar of Political Parties
POEA	Public Officer Ethics Act
PPARB	Public Procurement Administrative Review Board
PPADA	Public Procurement and Asset Disposal Act
PPRA	Public Procurement Regulatory Authority
PSC	Public Service Commission
PWDs	Persons with Disabilities
PESTLE	Political, Economic, Social, Technological, Legal and Environmental
RCBs	Religious Coordinating Bodies
SCC	Sector Coordinating Committee
SDA	Seventh Day Adventist

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SDG	Sustainable Development Goals
SIDA	Swedish International Development Cooperation Agency
SMEs	Small Medium Enterprises
SNV	Stichting Nederlandse Vrijwilligers
DANIDA	Danish International Development Agency
OSIEA	Open Society Initiative for Eastern Africa
SRC	Salaries and Remuneration Commission
SUPKEM	Supreme Council of Kenya Muslims
SWOT	Strengths, Weaknesses, Opportunities and Threats
TI	Transparency International
TVET	Technical, Vocational and Education Training
TSC	Teachers Service Commission
TUC	Trade Unions Congress
UNCAC	United Convention Against Corruption
UNDP	United Nations Development Programme
USAID	United States Agency for International Development

FOREWORD

The strength, vitality and prosperity of a Nation are intrinsically linked with good governance, which is the golden thread that weaves together all facets of the national fabric.

For Kenya to achieve greater prosperity, equality and our national goals; every individual, organization, institution, corporation and state agency must exemplify transparency, accountability and integrity. These fundamental values embody the hopes and aspirations of the People of Kenya as our Nation journeys down the path of progress.

A key plank of my administration's transformative agenda for the nation has been enhancing integrity, good governance, transparency and accountability across the full spectrum of national life. In that regard, the fight against corruption dovetails perfectly with our national agenda under the Kenya Vision 2030, which aims to transform Kenya into a newly industrialized middle-income country providing a high-quality of life to all its citizens by the year 2030.

Over the last two decades, Kenya has made remarkable progress in the fight against graft. To secure and deepen those gains, my administration has provided enhanced support and facilitation to all agencies in the Justice Sector, including the Ethics and Anti-Corruption Commission (EACC).

The EACC is a specialized anti-corruption investigating agency in Kenya, as required by the United Nations Convention Against Corruption adopted on 31st October, 2003 by the UN General Assembly Resolution (58/4); to which Kenya is a signatory.

The fight against corruption requires collective action both within and outside of government. It is for this reason that the Kenya Leadership Integrity Forum (KLIF) was established. KLIF is a multi-sectoral forum bringing together stakeholders for a unified and integrated fight against corruption. The KLIF is supported by a Secretariat from the EACC for smooth coordination of its operations; and KLIF's membership is comprised of 20 state and non-state actors from the Executive, the Legislature, the Judiciary, County Governments, Labour Organisations, Anti-Corruption Agencies, Law Enforcement and Watchdog Agencies, Media, Private Sector, Professional Bodies, Education Sector players, Civil Society, Faith Sector, Constitutional Commissions, Development Partners, Regional and Sub-Regional Bodies, Regulatory Boards and Institutions in the Financial Services Sector.

As the Patron of the Kenya Leadership Integrity Forum, I am proud to present its third strategic plan, formally known as the Kenya Integrity Plan (KIP) 2019-2023.

This Plan sets out the strategic objectives of the KLIF for the period, and guides on how the strategies will be implemented by the member sectors in furtherance of the seminal effort to enhance integrity in Kenya.

The Kenya Integrity Plan also provides a powerful framework for all citizens to play their part in making our country corruption-free. A critical aspect of this is ensuring that we elect leaders of integrity, hold them to account, and build a culture that does not condone impunity and circumvention of due processes.

In order to achieve our national development goals, we must shun corruption and take active measures as individuals, organisations, communities and as a Nation against the vice. I remain committed to the fight against corruption and I urge all stakeholders to take urgent and decisive actions to stem the spread of corruption.

In that regard, they can always count on my support. I will take all necessary action to ensure that the Kenya Integrity Plan achieves its objectives, the most critical of which is empowering every Kenyan to serve as a change-agent.

I urge every Kenyan, every institution within and outside of government, our development partners and international organisations to lend their wholesome support to the Kenya Leadership Integrity Forum (KLIF), as they steer the nation towards the implementation of the Kenya Integrity Plan (KIP) 2019-2023.

H.E. UHURU M. KENYATTA, C.G.H.

PRESIDENT OF THE REPUBLIC OF KENYA

PREFACE

The challenges of corruption have the potential to impede the attainment of Kenya's blue print on development, Vision 2030. In addition, reducing corruption is at the heart of the Sustainable Development Goals that are in line with Vision 2030. Corruption has a disproportionate impact on the poor and most vulnerable thus increasing costs and reducing access to services, including health, education, food and justice. Empirical studies have shown that the vulnerable in society pay the highest percentage of their income in bribes.

During the Multi-Sectoral Initiative Conference held in January, 2019, it was widely acknowledged that corruption is entrenched in many institutions. There is need to take deliberate efforts to eradicate corruption and promote integrity in the society. The Kenya Leadership Integrity Forum (KLIF), being a multi-sectoral forum upholds this approach by promoting a unified stakeholder involvement in the fight against corruption. As a result, KLIF has developed and seeks to implement a national plan: The Kenya Integrity Plan (KIP) – which outlines strategies and actions for implementation to enhance integrity and ethics in each sector, respective institutions and the society at large. By taking up their responsibility and playing their role actively, both public and private sector actors, contribute to the implementation of governance reform initiatives geared towards enhancing accountability, transparency and integrity.

This KIP (2019-2023) is the successor of KIP (2015-2019) and has focused on the evolving nature of corruption and unethical practices in the private and public sectors. The KIP will be fulfilled through implementation of various strategic objectives that include:

1.   To strengthen KLIF as a body of stakeholders for the promotion of integrity;

2.   To strengthen administration of justice;

3.   To strengthen political accountability;

4.   To promote a responsive and accountable public sector;

5.   To promote integrity in the private sector; and

6.   To promote citizen participation and ownership of the fight against corruption and unethical practices.
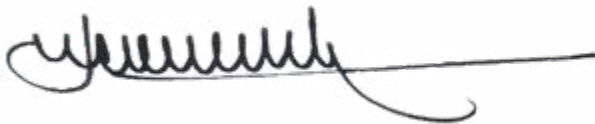
The KIP 2019-2023 was developed through a participatory approach involving various KLIF stakeholders from twenty sectors. The strategies and key activities are aligned to the current government development goals contained in the Constitution of Kenya, International and Regional Conventions, The National Ethics and Anti-

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Corruption Policy, Anti-Corruption Laws and Development Goals. The Plan outlines strategies and actions to be undertaken by each of the twenty sectors in order to enhance integrity and ethics in the society.

In addition, the KIP outlines the design for monitoring and evaluation to ensure proper and timely tracking of activities and further equip stakeholders with accurate and timely data on progress and performance in the implementation process. This evaluation will be undertaken periodically to measure effectiveness and impact of anti-corruption interventions by the sectors. This will in turn hold the implementing agencies accountable to Kenyans on the progress made in the fight against corruption and promotion of integrity in the country.

This KIP 2019-2023 has outlined its Vision **"Integrity Driven and Prosperous Kenya"** and Mission – **"To provide a collective and collaborative forum for a multi-sectoral and citizen-driven initiative against corruption"** and core values. Moreover, it makes a deliberate effort to enhance commitment of stakeholders and visibility of KLIF as a multi-sectoral forum. Further, the strategic objectives are themed to provide stakeholder collaboration and citizenry participation in the fight against corruption and unethical practices. The KIP 2019-2023 also proposes to decentralise KLIF to the county level in order to expand its scope to the devolved system of governance. Sectors will identify priority programmes for implementation in their respective institutions to combat corruption, economic crime and unethical conduct in line with the Plan.

As the chairperson of the National Coordinating Committee (NCC), I commit that i will dutifully guide the implementation of this Plan in collaboration with all stakeholders.

P. KIHARA KARIUKI

ATTORNEY GENERAL OF KENYA AND

CHAIRPERSON, NATIONAL COORDINATING COMMITTEE

KENYA LEADERSHIP INTEGRITY FORUM

STATEMENT BY THE CHAIRPERSON, ETHICS AND ANTI-CORRUPTION COMMISSION
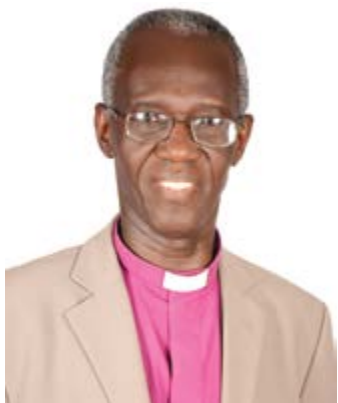
The Ethics and Anti-Corruption Commission (EACC), a Constitutional Commission established under Article 79 of the Constitution discharge its mandate pursuant to the provisions of EACC Act No. 22 of 2011. The key functions of the Commission include; law enforcement, prevention, public education and awareness, and promotion of best practices and standards of ethics and integrity in public service.

In furtherance of its mission, the Commission complies with the national aspirations as set out under Sustainable Development Goals, the Third Medium Term Plan (2018-2022), the Big 4 Agenda and the Vision 2030. The imperatives therein are implemented vide the Commission's Strategic Plan, which currently spans the period 2018-2023.

The Commission recognizes the need for collaboration and partnership while serving the people of Kenya. In order to achieve this, the Commission is working with several Sectors across the society under the auspices of Kenya Leadership Integrity Forum (KLIF).

The activities and aspirations of KLIF are guided by the Kenya Integrity Plan (KIP) which outlines strategies and actions to be undertaken by each sector. The key strategic issue in the Kenya Integrity Plan 2019-2023 is enhancing accountability and commitment of stakeholders in the fight against corruption and coordination of the functions of KLIF.

In order to achieve this aim, KLIF will support sectors to develop anti-corruption policies, strategies and plans aimed at coming up with an all-inclusive anti-corruption framework with sectoral mapping on corruption and governance.

Finally, in recognition that there is need to create awareness, change attitude, motivate people to action, harness the available resources, tap existing linkages and networks, EACC will endeavor to advocate for partnership in combating corruption, economic crime and unethical conduct in line with the Kenya Integrity Plan 2019-2023.

ARCHBISHOP (RTD.) DR. ELIUD WABUKALA, EBS

CHAIRMAN, ETHICS AND ANTI-CORRUPTION COMMISSION

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ACKNOWLEDGEMENT

Finally, we are grateful to our stakeholder, the Media Council of Kenya (MCK) for contributing to the design of the Plan making it reader friendly and to the Ethics and Anti-Corruption Commission for the financial support towards the development, publication and dissemination of the Plan.

TWALIB MBARAK, CBS
SECRETARY/CHIEF EXECUTIVE OFFICER, EACC,
SECRETARY, NATIONAL COORDINATING COMMITTEE
KENYA LEADERSHIP INTEGRITY FORUM

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EXECUTIVE SUMMARY

Following the expiry of the second edition of the Kenya Integrity Plan (KIP) 2015-2019 on 30th June 2019, Kenya Leadership Integrity Forum (KLIF) embarked on the preparation of the third edition of the KIP 2019-2023, which is aligned to several policies and legal instruments such as: the Constitution of Kenya, the National Ethics and Anti-Corruption Policy, Kenya Vision 2030 among other relevant anti-corruption laws.

The Plan was developed through a collaborative process involving all the fifteen sectors of KLIF, namely: the Executive, the Legislature, the Judiciary, the County Government, Ethics and Anti-Corruption Commission, Enforcement, Oversight agencies, Education, Labour, Media, Private sector, Faith Sector, Professional bodies, Constitutional Commissions, and Civil Society sector. A KIP technical Committee with representation from the fifteen sectors was constituted to undertake end term review of the previous Plan and development of KIP 2019-2023.

The preparation of the Plan was guided by the need to provide a strategic and a comprehensive framework for stakeholder engagement in the fight against corruption and unethical practices in Kenya for the period 2019-2023. It builds on the previous Plan by incorporating a new vision, mission and core values of KLIF, as follows:

(a)   **Vision:** Integrity Driven and Prosperous Kenya

(b)   **Mission:** To provide a collective and collaborative forum for a multi-sectoral and citizen-driven initiative against corruption

(c)   **Mandate**: To provide a mechanism through which stakeholders design and implement anti-corruption initiatives in their sectors; creating partnerships and networks for greater impact

(d)   **Core values:** Integrity, Inclusivity and Innovation

The Plan makes a deliberate effort to enhance commitment of stakeholders and visibility of KLIF as a multi-sectoral forum. For successful anti-corruption initiatives and efforts to be realised, concerned and affected sectors must be brought on board. Hence, the Plan has expanded KLIF's stakeholders' scope to twenty (20) sectors. The extra five sectors include: Development partners, Transport sector, Regional and sub-regional bodies, Regulatory boards, and Financial services sector.

The Plan also provides six strategic objectives and activities that the twenty sectors will implement in the next four years. The strategic objectives are themed to provide stakeholder collaboration and citizenry engagement in the fight against corruption. The Plan further proposes to expand its scope to County Governments.

In developing the Plan, strategic issues were considered, which further gave direction to strategic themes and objectives. The proposed strategic objectives, which are issue-based, result-oriented, people-centered and accountable to the public, will augment the Government's development agenda and the aspirations of

the common mwananchi in an attempt to change the *status quo* of corruption and unethical practices in the Country.

Strategic Issues

(i)   Coordination of KLIF;

(ii)   Inadequate resources towards promotion of integrity and anti-corruption initiatives;

(iii)   Inadequate policy and legal framework in the fight against corruption;

(iv)   Accountability and commitment of stakeholders in the fight against corruption;

(v)   Inadequate participation and support of anti-corruption initiatives by all sectors; and

(vi)   Socio-cultural practices that impede the fight against corruption and unethical practices.

Strategic Themes

(i)   Strengthening KLIF as a forum of stakeholders;

(ii)   Effective administration of justice;

(iii)   Political Accountability;

(iv)   Responsive public sector;

(v)   Integrity in private sector; and

(vi)   Citizen ownership.

Strategic Objectives

(i)   To strengthen KLIF as a body of stakeholders for the promotion of integrity;

(ii)   To strengthen administration of justice;

(iii)   To strengthen political accountability;

(iv)   To promote a responsive and accountable public sector;

(v)   To promote integrity in private sector; and

(vi)   To promote citizen participation and ownership of the fight against corruption and unethical practices.

For successful implementation of the KIP, an implementation and coordination framework has been developed. The framework outlines how the planned outputs will be achieved, highlighting the financial requirements for Plan implementation. In addition, a Monitoring and Evaluation (M&E) and reporting framework is embedded in the Plan to facilitate tracking of progress in implementation of activities and evaluating results. A mid and end term evaluation of the Plan will also be undertaken.

Members of the Technical Committee pose for a group photo during a retreat held at Gelian Hotel Machakos on 1st August 2019, where they developed the 1st draft of KIP 2019-2023

CHAPTER 1

INTRODUCTION

1.1   Background

The fight against corruption in Kenya has been a long journey. Kenya enacted the first law specifically dedicated to anti-corruption in 1956, namely the Prevention of Corruption Ordinance. The legal instrument was being enforced by the Kenya Police. At independence, the Prevention of Corruption Ordinance became the Prevention of Corruption Act (Cap. 65) (now repealed)) and was enforced by the Kenya Police up to 1997 when it was amended to create Kenya Anti-Corruption Authority (KACA) as a special dedicated agency of government for dealing with corruption offences. After the disbandment of KACA in 2000, the fight was for a short time reposed in a special police unit known as the Anti-Corruption Police Unit (ACPU), which was somewhat independent but operated under the oversight of the Criminal Investigations Department (CID), the precursor to the Directorate of Criminal Investigations (DCI).

Prior to the promulgation of the Constitution of Kenya 2010, the main legislation, which governed the fight against corruption was the Anti-Corruption and Economic Crimes Act, No. 3 of 2003. It was one of the several laws that were enacted by the National Rainbow Coalition (NARC) government to address corruption, which had permeated every sphere of the society during the preceding political regimes. The Act provided a comprehensive legal and institutional framework under which anti-corruption efforts were premised. Notable among its provisions was the establishment of various organs namely the Kenya Anti-Corruption Commission (KACC) as the principal body charged with fighting corruption.

The promulgation of the Constitution in 2010 marked the start of far reaching changes in Kenya's governance structure giving emphasis to integrity, ethics and sound leadership. The Constitution further established Ethics and Anti-Corruption Commission (EACC) in Article 79 as the national dedicated and premier anti-corruption agency. Despite initiatives that include the enactment of various anti-corruption laws, policies and regulations, establishment and strengthening of institutions, corruption remains a major challenge in Kenya.

The National Ethics and Corruption Survey, 2017 by Ethics and Anti-Corruption Commission (EACC) revealed that 7 out of 10 Kenyans perceive corruption levels to be very high and that it is increasing. In the 2018 Transparency International Corruption Perception Index, Kenya obtained a score of 27 out of 100. In addition, the Global Economic Crime and Fraud 2018 Survey, 6th South African edition

undertaken by Price Water House Coopers (PWC) reported that Kenya had the second highest percentage of economic crime in the world.

Corruption has permeated every aspect of the Kenyan community with reports of frequent demands for bribes by public officials, procurement fraud in government transactions, tax evasion by the citizenry, conflict of interest in public offices, pervasion of justice in the courts, stashing of public coffers in foreign jurisdictions, among other evils. It is systemic, going beyond individuals to institutions.

The high level of graft in Kenya denies it a competitive edge as it stunts development and discourages foreign direct investment by increasing the costs of doing business. The menace of corruption, economic crimes and money laundering has threatened the core moral and social fabric of society. Hence, the effectiveness of these interventions need to be re-examined and strengthened.

Section 2 of the Anti-Corruption and Economic Crimes Act (ACECA), 2003 defines corruption as bribery, abuse of office, fraud, embezzlement of public funds among others. World Bank defines corruption as misuse or abuse of public office for private gain. In addition, Transparency International describes corruption as the abuse of entrusted power for private gain. Clearly, there is no universally accepted definition of corruption.

In order for the country to attain its development goals, there is need for both national and county governments to take proactive steps to detect, prevent and combat corruption. This calls for all stakeholders and partners in all sectors to synergise and collaborate in developing and implementing integrity and anti-corruption initiatives. In Kenya, the effort to combat and prevent corruption focuses on law enforcement, prevention and public education and awareness creation.

For these initiatives in the fight against corruption to succeed, a multi-sectoral approach that brings together all relevant stakeholders is desirable. It is against this background that the Kenya Leadership Integrity Forum (KLIF) was established.

1.2   Kenya Leadership Integrity Forum (KLIF)

The Kenya Leadership Integrity Forum (KLIF), initially referred to as the Kenya Integrity Forum (KIF), was established following the launch of the National Anti-Corruption Plan (NACP) on 5th July 2006. The Forum was initiated in recognition of the fact that no single person or organisation can win the war against corruption and unethical practices. KLIF brings together 20 sectors with the EACC as the Secretariat.

1.3   Kenya Integrity Plan (KIP)

The Kenya Integrity Plan (KIP) is an all-inclusive anti-corruption framework with sectoral mapping on corruption and governance. It provides an opportunity for state and non-state actors to launch practical action-based initiatives that provide immediate reinforcement of anti-corruption reform efforts. It also provides a

mechanism through which the stakeholders can provide input and participate in both the design and implementation of the overall Plan in individual sectoral projects and activities.

The KIP was first conceptualised in 2006 when the first National Anti-Corruption Plan (NACP) was developed and implemented. The Plan was developed by sector-based stakeholders who sought for a unified and coherent front for prevention and combating corruption. It provided the first multi sectoral and structured approach to fighting corruption in Kenya. The second Plan was developed and implemented from 2015-2019. The third Plan covers period 2019-2023. This new Plan builds on the previous one by incorporating a new vision, mission and core values of KLIF. The Plan makes a deliberate effort to enhance commitment of stakeholders and visibility of KLIF as a multi sectoral forum. The strategic objectives in the Plan are themed to provide stakeholder collaboration and citizenry engagement in the fight against corruption and unethical practices.

The KIP 2019-2023 encompasses the aspirations of the Kenyan people as espoused in the Constitution and the Kenya Vision 2030, and has also expanded its scope to the devolved system of government. The Plan will be implemented under the auspices of KLIF. The sectors will identify priority programmes for implementation in their respective institutions to combat corruption, economic crime and unethical practices in line with the Plan.

Hon. the Attorney General of Kenya and Chairperson, National Coordinating Committee (NCC) KLIF, P. Kihara Kariuki and Secretary/CEO EACC/Secretary National Coordinating Committee (NCC) KLIF, Twalib Mbarak, going through the 1st draft of KIP 2019-2023 during the 51St NCC Meeting held at Intercontinental Hotel Nairobi on 14th August, 2019

CHAPTER 2

ALIGNING KENYA INTEGRITY PLAN TO THE NATIONAL DEVELOPMENT GOALS

2.1 Introduction

Corruption ranks high as an impediment to the attainment of the national development goals. Various efforts have been put in place towards reigning in on corruption through the Constitution, review and enactment of laws, international cooperation and mutual legal assistance among other interventions.

The country's growth trajectory is anchored on the attainment of various national development goals. Underpinning these national goals and growth projections, is the commitment by state and non-state actors to fight corruption in all its manifestations. Kenya Integrity Plan (KIP) 2019-2023 has, therefore, been aligned to the following policies and legal instruments:

    (a)   The Constitution of Kenya, 2010;

    (b)   International and Regional Conventions;

    (c)   The National Ethics and Anti-Corruption Policy;

    (d)   Anti-Corruption Laws; and

    (e)   Development Goals.

2.2 The Constitution

The Constitution is the overarching document that sets the framework upon which the country's aspirations are drawn. It introduces and provides for broad mechanisms for good governance. Among the provisions of the Constitution that create impetus to the vision of KIP include:

- ***Article 10:*** Provides for the national values and principles of governance and these include; patriotism, the rule of law, good governance, integrity, transparency and accountability and sustainable development, among others. These are key drivers to the realisation of KIP.

- ***Chapter Six:*** Provides for the principles of leadership and integrity. Among the salient provisions include principles on determining appointive and elective positions to state and public offices. The provisions emphasise on objectivity, impartiality, accountability and discipline for state and public officers, as well as commitment to service, promotion of public good and confidence.

- ***Article 73(2):*** Stipulates the guiding principles on leadership and integrity, which include meritocracy in selection, objectivity in decision making, selfless service, accountability for decisions and actions, discipline and commitment in service. Other provisions include mechanisms to regulate the conduct of state officers by managing conflict of interest as well as disciplinary action for officers who breach those provisions and financial probity.

- ***Article 232:*** Provides for values and principles of public service including; high standards of professional ethics; efficient, effective and economic use of resources; involvement of the people in the process of policy making; accountability for administrative acts; transparency and provision to the public of timely, accurate information; fair competition and merit as the basis of appointments and promotions; as well as the representation of Kenya's diverse communities among others.

The KIP aims at fostering anti-corruption measures both at the National and County Governments. For this reason, both levels of Government are also expected to engage citizens, coordinate anti-corruption interventions to prevent and combat corruption, enact anti-corruption laws and policies, promote ethical conduct, partnerships and coalitions in the fight against corruption.

2.3   International and Regional Conventions

International and regional conventions are catered for under the Constitution of Kenya. Article 2(5) and 2(6) of the Constitution provides that general international law shall form part of the laws of Kenya. This includes any treaty or convention ratified by Kenya. Some of the Conventions ratified by Kenya include the United Nations Convention Against Corruption (UNCAC) and the African Union Convention on Preventing and Combating Corruption, 2003 (AUCPCC).

2.4   The National Ethics and Anti-Corruption Policy

The Sessional Paper No. 2 of 2018 on the National Ethics and Anti-Corruption Policy is one of the Government's key reform measures for enhanced transparency and accountability.

It was adopted by Parliament on 30th July 2019 and is aimed at mainstreaming the fight against corruption in the management of public affairs and governance. It aims at synergizing and coordinating the fight against corruption, provides a policy framework for the design and development of an effective legal and institutional framework for fighting corruption, citizen participation and promoting ethics and integrity in Kenya to ensure effective Monitoring and Evaluation (M&E) on the efficacy of anti-corruption measures. The policy obligates the Government to ensure inclusion and facilitation of all stakeholders in the fight against corruption and unethical practices.

2.5   Anti-Corruption Laws

The implementation environment within which KIP 2019-2023 operates will benefit immensely from the legal framework that supports the national anti-corruption efforts. The key legislations that will guide KIP implementation include: The Ethics and Anti-Corruption Act, 2011; Anti-Corruption and Economic Crimes Act (ACECA), 2003; Leadership and Integrity Act (LIA), 2012; The Bribery Act, 2016; Public Officer Ethics Act (POEA), 2003; Public Procurement and Asset Disposal Act (PPADA), 2015; and the Proceeds of Crime and Anti-Money Laundering Act (POCAMLA), 2009.

2.6   The Development Goals

The KIP is linked to the Government's agenda through the following key documents:

(i)   The 2030 Sustainable Development Agenda;

(ii)   Africa Union 2063 Development Agenda; and

(iii)   Kenya Vision 2030.

2.6.1   The 2030 Agenda for Sustainable Development

The 2030 Agenda for Sustainable Development, commonly referred to as the Sustainable Development Goals (SDGs) are a set of global development statements organised in thematic areas, with time bound targets and indicators to be adopted by all state nations. The SDGs aim to catalyse pathways to end poverty, protect the planet and ensure prosperity for all. The SDG 16 promotes peaceful and inclusive societies for sustainable development. It also provides for access to justice for all and builds effective, accountable and inclusive institutions at all levels. KIP 2019-2023 provides the necessary forum for achieving the SDG 16 by ensuring inclusivity and common approach for effective and accountable national development agenda.

2.6.2   Africa Union 2063 Development Agenda

The African Union (AU) Agenda 2063 is Africa's strategic framework that aims to deliver on Africa's goal for inclusive and sustainable development. It is a concrete manifestation of the Pan-African drive for unity; self-determination; freedom; progress; and collective prosperity. KIP 2019-2023 seeks to align itself with the third aspiration, that is, "An Africa of good governance, democracy, respect for human rights, justice and the rule of law".

2.6.3   Kenya Vision 2030

The Country's national development agenda is driven by the Kenya Vision 2030 which is the long-term development blueprint. The Vision is motivated by collective aspirations for a much better society. It aims to transform Kenya into a newly-

industrialising middle-income country which is globally competitive, prosperous and providing high quality of life to all its citizens in a clean and secure environment.

The Kenya Vision 2030 identified a number of flagship projects to be implemented on a sustainable basis to facilitate the desired growth. The projects have been implemented through successive five-year Medium Term Plans (MTP), the current one being MTP III 2018-2022. MTP III outlines the main policies, legal and institutional reforms as well as programmes and projects that the Government plans to implement during the period 2018-2022.

Significant progress has been made in fulfilling Vision 2030 since its inception through the collective dedication and commitment of all stakeholders. KLIF has continued to provide a unique platform that allows a broad range of national stakeholders to leverage on their competitive advantages and contribute to the fight against corruption. This way, KIP has enabled requisite synergies for better results with shared resources.

The KIP 2019-2023 seeks to facilitate the attainment of Vision 2030 by advocating for promotion of integrity, ethics and good governance, which are important ingredients in the realization of the nation's development and transformation agenda. KIP 2019-2023 seeks to align its strategies with MTP III programmes.

The programmes under MTP III are articulated in the "Big Four" agenda which are: Food and Nutrition Security (FNS); Universal and Affordable Healthcare; Affordable and Decent Housing; and increasing the manufacturing share of GDP. Overall, the Big Four agenda focuses on the basic needs that are critical in raising the standards of living of Kenyans and promoting a strong inclusive economic growth as the country moves towards becoming a middle income country by 2030.

Within the purview of the "Big Four" development agenda, the KIP 2019-2023 recognises that, for the above interventions to be realized, greater focus should be on the fight against corruption and promotion of ethical conduct.

The plan provides mechanisms for supporting administration of justice, citizen empowerment, political accountability and a responsive and accountable public service, all of which have a significant bearing in the achievement of the national development goals.

2.7   Institutional Linkages

The implementation of the national development goals is vested on the diverse sectors of the economy as well as the myriad institutions that implement government policies. The success in executing the national agenda requires a multi-sectoral approach. As such, KIP 2019-2023 constitutes the broad views collected during the numerous consultations of the sectors.

The Kenya Integrity Plan (KIP) 2019-2023 is an all-inclusive anti-corruption framework with sectoral mapping on corruption and governance. Therefore, KIP is aligned to the national development agenda where all the state and non-state actors play a key role in the fight against corruption.

Chairman of EACC, Archbishop (Rtd.) Dr. Eliud Wabukala, Chairman of APSEA Felix Okatch, Commissioner Rose Mghoi Macharia of EACC with other NCC Members, going through the 1st draft of KIP 2019-2023 during the 51st NCC Meeting held at Intercontinental Hotel Nairobi on 14th August, 2019

CHAPTER 3

REVIEW OF THE KENYA INTEGRITY PLAN 2015 - 2019

3.1 Introduction

The KIP 2015-2019 was anchored on five strategic objectives, namely: to reduce incidences of corruption and unethical conduct; to improve institutional governance and business ethics; to enhance efficiency in service delivery in the public and private sector; to strengthen partnerships and collaborations in the fight against corruption and unethical conduct; and to strengthen the integrity and anti-corruption legal and policy framework.

This chapter highlights achievements, challenges and lessons learnt by the 15 sectors under the aegis of KLIF during the 2015-2019 Plan period.

3.2 Achievements

The following are the sector achievements under the KIP 2015-2019:

3.2.1 Executive

(i)   Implemented the Kenya National Integrated Civic Education (KNICE) programme to promote collective national aspirations and enhance citizen participation in governance process;

(ii)   All Ministries, Departments and Agencies (MDAs) established Integrity Committees which file regular reports with EACC under the Performance Contracting system;

(iii)   Undertook digitisation of public service and records management, which has enhanced service delivery in the public sector. Further, the government rolled out a national biometric registration project of all citizens to assign a unique personal identification number (*Huduma Namba*) to facilitate access to government services, and detect and prevent fraud or any other crime; and

(iv)   The Kenya second cycle review on the implementation of UNCAC was completed and the government has embarked on the dissemination of the report recommendations.

3.2.2 Legislature

(i)   The National Assembly vetted 74 proposed state officers in compliance with the requirements of Chapter 6 of the Constitution on leadership and integrity;

(ii)   Bribery Act, 2016 enacted as law. The Act provides for the prevention, investigation and punishment of bribery;

(iii) Codes of Ethics and Integrity developed for Members of National Assembly, the Senate and the Parliamentary Service Commission; and

(iv)   Establishment and strengthening of the committee system as a key avenue for oversight and public participation.

3.2.3   Judiciary

(i)   Established Anti-Corruption and Economic Crimes Division of the High Court and deployed judges and magistrates. The Courts have now been decentralised by gazetting Judicial Officers of the rank above Principal Magistrate as anti-corruption Magistrates and Judges;

(ii)   Operationalised the office of the Judiciary Ombudsman headed by the Deputy Chief Justice. The office receives and investigates complaints against the judiciary and its employees;

(iii) Introduction of Judicial Service Weeks to clear backlog of cases;

(iv)   Undertook an exercise to map out high risk corruption Courts. This has helped identify areas prone to maladministration; and

(v)   Automated case management system that includes uploading cause list in the National Council Law Reporting website, e-diary in the High Court, e-receipting of fees and fines etc.

3.2.4   Enforcement

(i)   Enhanced inter-agency cooperation, collaboration and coordination amongst stakeholders' for effective investigations of various corruption and economic crimes cases;

(ii)   The Office of the Director of Public Prosecutions (ODPP) adopted plea bargaining as an alternative to prosecution hence reducing the backlog of cases in court;

(iii) The National Police Service (NPS) revamped Internal Affairs Unit to conclusively deal with corruption and other complaints against the Police. Complaints reporting mechanisms have been diversified to include the Anonymous Reporting Information System (ARIS);

(iv)   The NPS has incorporated matters of integrity and ethics into the police training curriculum and regular briefings on issues of corruption and unethical conduct organised for serving personnel;

(v)   The NPS undertook ethics and awareness programs for members of the service and public through community policing and seminars;

(vi)   Partnered with members of the public to carry out community policing;

(vii)   Automated various public services to minimise human interface, e.g., Kenya Revenue Authority (KRA) automation of tax collection;

(viii) Emphasis on corruption prevention awareness programmes to the public in order to curb corruption, e.g., fully-fledged Intelligence and Strategic Operations Department at KRA that oversees Integrity Programme;

(ix)   Emphasis on corruption prevention awareness programmes to the public to curb corruption at KRA; and

(x)   Conducted life style audit, vetting of staff for promotion and background check for recruitment of external staff at the KRA.

3.2.5 Ethics and Anti-Corruption Commission

(i)   Successfully investigated corruption and unethical conduct cases. Table 1 highlights the number of cases completed, number of assets recovered and their value, number and value of disrupted corruption cases;

Table 1: Number of corruption and unethical cases completed by EACC from 2015 to 2019

Financial Year	2015/2016	2016/2017	2017/2018	2018/2019	Total
Completed cases	167	143	183	249	742
Number of assets recovered	3	15	17	43	78
Value of assets recovered	700,582,155	256,044,092	352,185,804	4,500,000,000	5,808,812,051
No. of disrupted corruption cases	13	25	12	14	64
Value of disruptions	2,600,000,000	6,181,466,000	4,702,004,878	14,489,000,000	27,972,470,878

(ii)   The EACC vetted persons aspiring to hold state and public offices;

(iii)   Undertook ethics and integrity awareness for public, private and CSO institutions;

(iv)   The National Integrity Academy (NIAca) was launched and is now operational. Its curricula focuses on capacity development of all sectors in leadership, ethics and anti-corruption; and

(v)   The EACC has expanded regional presence by opening and operationalising additional eight regional offices.

3.2.6   Labour

(i)   Undertook sensitisation on labour laws, good governance and integrity;

(ii)   Advocated for good governance and enhanced service delivery; and

(iii)   The Ministry of Labour has introduced electronic payment systems and formed committees at constituency levels to assess and monitor cash transfer programmes.

3.2.7   Education

(i)   Mainstreamed ethics and integrity through integrity clubs, drama and music festivals in partnership with EACC;

(ii)   Teachers Service Commission (TSC) has automated the filing of wealth declaration which makes it easier in monitoring compliance;

(iii)   Issues of integrity and ethics have been integrated in the new Competency Based Curriculum (CBC); and

(iv)   Installed National Education Management Information System (NEMIS), to enhance transparency and accountability in education management.

3.2.8   Civil Society

(i)   The Civil Society is developing a policy on donor funding and sponsorship that will enhance transparency and accountability in the sector;

(ii)   The Non-Governmental Organisations (NGO) Council with other sector players developed and implemented an online Finance and Grants Tracking System, which was piloted in two counties;

(iii)   Transparency International (TI)-Kenya established corruption reporting initiatives comprising of an Integrated Complaints Referral Mechanism *(Uwajibikaji Pamoja)*, action for Transparency. TI-Kenya also established Advocacy and legal advice centers; and

(iv)   Twenty-six sectoral administrative and public petitions filed at county and national level; six public interest litigation cases also advanced in the courts to push for accountability and enhanced service delivery.

3.2.9   Faith Sector

(i)   Developed faith based Information, Education and Communication (IEC) materials against corruption with EACC and National Anti-Corruption Campaign Steering Committee (NACCSC);

(ii)   Mobilised Religious members to participate in decision making in various governance processes;

(iii)   Represented in various governance committees;

(iv)   Set up committees to resolve corruption and unethical conduct allegations in the Faith Sector;

(v)   Held regular media briefings on issues corruption and unethical conduct; and

(vi)   Institutionalised Chaplaincy service in learning institutions.

3.2.10   Private Sector

(i)   Undertook corruption risk assessment in key functional areas in the private and public sector; and

(ii) Multi-Sectoral initiatives against Corruption organised a National Anti-Corruption Conference whose outcome was commitments by state and non-state actors on anti-corruption.

(iii) Instrumental in enactment of the Bribery Act, 2016.

3.2.11 Professional Bodies

(i) Developed code of conduct for eight professional bodies; and

(ii) Integrated ethics content in Continuous Professional Development programmes.

3.2.12 County Governments

(i) Held six devolution conferences to benchmark and deliberate on county governance issues;

(ii) Participated in the National and County Government Coordinating Summit to enhance intergovernmental relations and cooperation on governance and other matters; and

(iii) Developed strategic plans on delivery of services in the counties.

3.2.13 Constitutional Commissions

(i) Undertook capacity assessment and rationalisation programme for the public service to harmonise terms and conditions for public officers;

(ii) Undertook evaluation of the extent of compliance of values and principles under Article 10 and 232 in the public service;

(iii) Developed a policy framework on implementation of values and principles in the public service; and

(iv) Reviewed and disseminated administrative procedures for declaration of income, asset and liabilities for public service (Legal Notice No. 53 of 2016).

3.2.14 Media

(i) Created anti-corruption awareness broadcasting and filming of stories to support anti-corruption and integrity issues;

(ii) Established annual award scheme for journalists who exhibit excellence and integrity in the discharge of their duties; and

(iii) Exposed corruption scandals through investigative journalism.

3.2.15 Watchdog

(i) The Independent Police Oversight Authority (IPOA) established a robust complaints handling mechanism to receive reports on corruption and refer them to EACC;

(ii)   Office of the Auditor General operationalised the Public Audit Act, 2015;

(iii)   Developed innovative measures to address changing trends of corruption; automated records and document management, and exchequer processes; and introduced mobile application to enable public access the budget implementation reports and library system for knowledge management; and

(iv)   The Office of the Auditor General opened more regional offices to improve on timeliness of audit services. From eight to twelve regional offices.

3.3   Challenges

In implementing the Plan, KLIF experienced a number of challenges. They include:

3.3.1   Legal and Policy Challenges

(i)   Slow progress in commencement of the Public Benefits Organisations law, which would play a crucial role in improving coordination of the Civil Society sector;

(ii)   Gaps and weaknesses in anti-corruption laws;

(iii)   Inadequate framework to manage and enforce requirement for conflict of interest in public service;

(iv)   Slow progress in development of regulations for the Bribery Act; and

(v)   Inadequate legal framework for integrity vetting as envisaged in the Constitution.

3.3.2   Institutional Challenges

(i)   Ineffective enforcement of codes of conduct by professional associations;

(ii)   Inadequate financial, technical and material support for anti-corruption initiatives;

(iii)   Weak linkages and ineffective coordination and participation in the implementation, monitoring and reporting within the sectors; and

(iv)   Weak institutionalisation of the fight against corruption in MDAs.

3.3.3   Socio-Cultural Challenges

(i)   Inadequate involvement of faith sector in support of anti-corruption initiatives;

(ii)   Inadequate engagement of citizens in the fight against corruption;

(iii)   Public apathy has led to low public demand for accountability despite increased knowledge on corruption; and

(iv)   Corruption is a deeply rooted culture that impedes the fight against corruption.

3.4   Lessons Learnt

The following are some of the lessons learnt during implementation of the Plan:

(i)   Significant advancements in internet penetration, increased use of mobile telephony, social media, and other web-based platforms provide opportunities for improved access to information as well as corruption reporting channels;

(ii)   Applying participatory methodologies in anti-corruption programmes has proven successful and more efficient in ensuring that initiatives are impactful due to the diverse views, capacities and buy-in by different stakeholders;

(iii)   Corruption risks continue to affect devolution thus the need to improve civilian oversight at the county level;

(iv)   Some counties have made significant efforts in operationalising the Leadership and Integrity Act, e.g., Makueni and Nyandarua;

(v)   Perception that corruption can only be fought through enforcement inhibits successful implementation of preventive measures;

(vi)   More focused support should be availed to Small Medium Enterprises (SMEs) who do not have the capacity or resources to address corruption risks;

(vii)   Inherent moral values are the most effective when dealing with the challenge of corruption hence the need to inculcate positive value systems from a young age; and

(viii) Automation has aided in promoting efficiency in service delivery.

3.5   Way Forward

In order to mitigate the challenges identified during implementation of the 2015-2019 Plan, the following suggestions are incorporated in the 2019-2023 Plan:

(i)   Involve additional stakeholders in KLIF for holistic engagement in anti-corruption efforts;

(ii)   Joint multi-sectoral outreach interventions to amplify the impact of anti-corruption initiatives;

(iii)   Each sector/county government to budget and allocate resources to enhance the fight against corruption;

(iv)   Implementation of the Public Benefits Organisation Act, 2013 to enhance coordination of the Civil Society Organisations (CSOs);

(v)   Restructuring of the linkages, coordination, participation, implementation, monitoring and reporting framework of KLIF;

(vi)   Make anti-corruption initiatives a deliverable for top management;

(vii)   Openly recognise Integrity champions to encourage promotion of ethical culture;

(viii) Use the appropriate channels to shame acts of corruption;

(ix)   Effectively regulate professional bodies; and

(x)   Anchor codes of conduct in the legislation for private sector.

EACC CEO/ Secretary National Coordinating Committee KLIF, Twalib Mbarak, and members of the Technical Committee, pose for a group photo during a workshop to develop 2nd draft of KIP 2019-2023 at Kenya Institute of Curriculum Development (KICD), Nairobi on 16th September, 2019

CHAPTER 4

ENVIRONMENTAL SCAN

4.1   Introduction

This chapter identifies the critical strategic, technical and operational issues and their implications on the strategic objectives of KLIF. Four models were adopted: Political, Economic, Socio-Cultural, Technological, Legal and Environmental factors (PESTLE); Strengths, Weaknesses, Opportunities and Threats (SWOT); Stakeholder Mapping; and Risk Analysis.

An environmental scan identifies the critical strategic, technical and operational issues and their implications on the strategic objectives of KLIF. The PESTLE model: Political, Economic, Social-Cultural, Technological, Legal and Environmental factors are adopted in the analysis of the issues and impact towards achievement of KLIF's agenda.

4.2   PESTLE Analysis

Political, Economic, Socio-Cultural, Technological, Legal and Environmental factors (PESTLE) is a model used to analyse the factors that impact on programmes performance. Table 2 summarises the factors in respect of KLIF.

Table 2: PESTLE Analysis

Factor	Issues	Implications
Political	• Composition of KLIF by both political and non-political stakeholders • There is ambivalent political support • Proliferation of political initiatives to fight corruption • The perception of corruption among the political actors is not backed by solid evidence • Influence of the electoral cycle in shaping the anti-corruption agenda	• Inclusion of political actors provides the needed support but can also lead to politicisation of the fight • Makes the fight against corruption unpredictable • Amplifies the fight against corruption, but does not unify the same and can be politically manipulated to create confusion • Makes it difficult in establishing the extent and magnitude of corruption and holding politicians accountable • It determines the objectivity, vigour and continuity in the fight against corruption

Legal	• Myriad laws on corruption but still not exhaustive to address all aspects of corruption • Perceived selective application of the law • Diverse jurisdictional legal framework in the fight against corruption • Deliberately distractive tactics in the use of the justice system • Determinable timelines in processing corruption cases • Weak enforcement mechanisms of certain anti-corruption laws • Inadequate implementation of measures to improve access to and understanding of legal information	• Gaps, overlaps and inconsistencies in anti-corruption laws to guarantee proper enforcement • Delays in conclusion of corruption cases • Conflicting judicial decisions • Creates loopholes in the fight against corruption • Erodes public confidence • Slows down the fight against corruption and unethical practices
Economic	• Inadequate anti-corruption policies within the development agendas/blue-print • The development projects and programmes have not fully integrated anti-corruption strategies • Fiscal and monetary policies that do not focus on efficient and effective public expenditure • High level of unemployment • High cost of living and cost of doing business • International economic policy shift	• Presents opportunities for corruption but also creates opportunity to embed anti-corruption policies within the development plan and harnessing the goodwill of development partners • Affects development and service delivery • Creates an environment for rent seeking behaviour • Increase in crime rate (economic crime) • It disempowers Kenyans and creates apathy • Limits foreign direct investment • Affects the support for anticorruption initiatives
Socio-Cultural	• Ethnic polarisation, cronyism and stereotypes • Eroded moral value system (culture) • Public apathy • Low empowerment and engagement of youth, women and Persons With Disabilities (PWD)	• Sanitises and emboldens the corrupt thus derailing the fight against corruption • Increase in levels of corruption and economic crimes • Ineffective fight against corruption
Technology	• Technological advancement and disruptions	• Facilitates the fight against corruption • Enables corrupt and unethical practices • Enables citizen mobilisation in the fight against corruption
Environment	• Cultural and psychological attachment to land • Environmental degradation • Resource conflicts	• Compromised environmental sustainability • Undue competition for scarce resources • Compromised approvals in land use patterns and resources utilisation

4.3   SWOT Analysis

A SWOT analysis is designed to facilitate a realistic, fact based, data driven approach to the internal and external capabilities of an organisation. Table 3 outlines the strengths, weaknesses, opportunities and threats related to KLIF.

Table 3: SWOT Analysis

Strengths	Weaknesses
• Goodwill amongst political and non-political actors • The multi-sectoral engagement platform of stakeholders • Established relationships/networks of stakeholders in the fight against corruption • Experience in the fight against corruption • Existence of partnership and cooperation within KLIF • The conflation of KLIF and EACC operations	• Inadequate funding • Ineffective structure • Ineffective linkages and coordination of KLIF • Inadequate implementation, monitoring and evaluation of KIP • Poor visibility of KLIF • Inadequate commitment by KLIF members • Uncoordinated corruption prevention strategies by KLIF members
Opportunities	**Threats**
• Existence of legal framework for the fight against corruption • Informed citizenry to fight corruption • Robust mainstream and social media • Diverse capabilities of stakeholders • Pooling of resources from members for KLIF activities • Multi-sectoral approach to the fight against corruption	• Citizens and stakeholder apathy • Uncoordinated efforts in the fight against corruption leading to duplication of efforts • Politicization, ethnicization and stereotyping of the fight against corruption • Porous borders leading to transnational crimes

4.4 Stakeholder's Mapping

Stakeholder mapping analysis is the systematic identification and evaluation of a stakeholder who can influence or has an interest in a programme. Table 4 provides identified KLIF stakeholders.

Table 4: Stakeholder's Mapping

Stakeholders	Institutions	Responsibilities	Expected Results
Executive	• The Presidency • Office of the Attorney General & Department of Justice • Cabinet Office • Ministry of Devolution • National Treasury • Kenya Law Reform Commission • Kenya Law (National Council for Law Reporting) • National Legal Aid Services (NLAS) • Public Service Commission	• Policy and Strategy direction • Resource mobilisation and allocation • Goodwill and commitment to the fight against corruption • Development of an anti-corruption legal framework • Negotiation and implementation of regional and international anti-corruption instruments	• Effective leadership and governance • Adequate resources including a budget line for each MDA • Strengthened legal and policy framework on ethics, integrity and anti-corruption • Public confidence in the fight against corruption
Legislature	• National Assembly • County Assembly • The Senate • Departmental and Oversight Committees of Parliament • Parliamentary caucuses • Centre for Parliamentary Studies and Training (CPST) • Parliamentary Service Commission	• Oversight role • Enactment of anti-corruption laws • Resource allocation • Mainstreaming anti-corruption studies in the curriculum • Research and Policy analysis • Initiate, originate and/or sponsor bills	• Effective leadership on anti-corruption initiatives • Robust and relevant legislation • Allocation of adequate resources for anti-corruption initiatives
Judiciary	• Judiciary • Judicial Service Commission • National Council on the Administration of Justice • Judiciary Training Institute (JTI) • Tribunals	• Adjudication over anti-corruption cases • Develop case law • Promote alternative dispute resolution • Mainstreaming anti-corruption studies in the curriculum • Coordination of the criminal justice sector	• Expeditious disposal of cases • Transparent judicial processes • Developed progressive jurisprudence

	Institutions	Roles	Outcomes
County Governments	• Council of County Governors • The Inter-Governmental Relations Technical Committee (IGRTC) • County Assemblies • County Public Service Boards • Speakers Forum • County Assemblies Forum • Association of County Governments of Kenya	• Oversight role • Enact anti-corruption laws at county level • Provide a framework for collaboration in the fight against corruption • Resource mobilisation and allocation • Human resource management and development in ethics and integrity	• Robust and relevant legislation • Enhanced accountability • Adequate resources for anti-corruption initiatives • Budget line for anti-corruption initiatives
Labour	• Ministry of Labour and Social Protection • COTU • NITA • FKE • Trade Union Congress of Kenya • Kenya Union of Journalists • KNUT • KUPPET	• Advocacy for good governance • Equal employment opportunities • A workforce with integrity • Mainstreaming ethics in technical training curriculum • Advisory	• Improved service delivery • Increased public awareness • Reduced incidences of corruption • Fair labour practices
Anti-Corruption Agencies	• EACC • National Integrity Academy • ARA • NACCSC	• Combat corruption and unethical practices through: Promotion of ethics; Education; Prevention; Investigation; Asset tracing and recovery • Advisory • Mainstream ethics and develop skills and competencies • Formulation and implementation of awareness campaign programmes	• Reduction in incidences of corruption • Strengthened partnerships and coalitions • Expedited investigations for prosecution • Recovery of public assets • Enhanced skills and competencies to fight corruption • Ethical society • Increased public awareness

Sector	Institutions	Role	Expected Outcome
Enforcement	• ODPP • KRA • National Police Service • KWS • National Intelligence Service (NIS) • Anti-Counterfeit Agency • FRC • EACC • ARA	• Collaborative enforcement of anticorruption laws	• Timely and effective investigations and prosecution • Public awareness • Timely Information sharing
Oversight Agencies	• NEMA • Inspectorate of State Corporations • Office of Auditor General • PPRA • PPARB • Controller of Budget • IPOA • NACADA	• Enhancing accountability • Oversight and assurance • Monitoring utilisation of public resources • Audit • Advisories	• Good governance • Prudent management of resources • Quality and timely audits
Media	• Media Council of Kenya • Communication Authority of Kenya • Kenya Union of Journalists • Kenya Film Commission • Kenya Film Classification Board • Media Owners Association • Kenya Editors Guild • Bloggers Association of Kenya • Kenya Correspondents' Association • Association of Media Women in Kenya • Media Training Institutions • Digital Broadcasters Association	• Monitor and enhance Public accountability • Enhance media freedom and balanced reporting • Investigative journalism • Public education and awareness creation • Mainstream anti-corruption curriculum in media education • Reporting of corruption and whistleblowing	• Increased public awareness and participation • Sustained reporting on corruption • Positive attitude towards anti-corruption

Category	Institutions	Strategies	Outcomes
Private Sector	• KEPSA • KAM • Chamber of Commerce (KNCCI) • Global Compact Network Kenya	• Promote ethical business practices • Signing of Integrity pacts • Lobbying • Legislative proposals • Resource mobilisation • Promote whistleblowing	• Public private partnership in the fight against corruption • Ethical business practices • Good governance • Increased public awareness • Strengthened anti-corruption policy and legal regime
Professional Bodies	• APSEA • Law Society of Kenya • Public Relations Society of Kenya • Marketing Society of Kenya • APA • ICPAK • KISM • Other professional bodies	• Develop and implement Codes of conduct • Mainstreaming ethics and integrity in the Career Professional Development • Promotion of integrity and accountability in the professional practice	• Enhanced professionalism and ethical practices • Efficient service delivery
Education	• Ministry of Education • TSC • KICD • KNEC • HELB • CUE • KLB • TVET • Universities • KISE • Kenya Private Schools Association • KEPSHA • KESSHA • NACOSTI • Kenya Publishers Association (KPA)	• Mainstreaming ethics and anti-corruption in the curriculum • Holistic development of students • Awareness creation through themed activities • Developed curriculum that responds to industry needs • Educating the society on the effects of corruption • Audit and quality assurance of educational institutions	• Ethical society • Credible, accountable and innovative institutions • Promotion of values • Enhanced public awareness • Enhanced service delivery and resources management in education institutions

Civil Society (Public Benefit) Organisations	• NGO Council • TI-Kenya • NGOs • CSO Reference Group • CBOs • FBOs • East Africa Civil Society Forum	• Promotion of self-regulation • Vigilance, monitoring and oversight • Civic education and advocacy • Research for evidence-based advocacy • Capacity development • Promote partnerships • Promotion of ethics • Support development of legislation • Anti-corruption campaigns • Public interest litigation	• Good governance • Sustainable development • Public awareness • Improved legal framework for anti-corruption
Faith Sector	• Inter-Religious Council of Kenya (IRCK) • Hindu Council • SUPKEM • NCCK • EAK • KCCB • OAIC • SDA • Ithna Sheria • NAMLEF • Other religious bodies	• Spiritual guidance • Chaplaincy • Instill ethical values • Awareness creation • Advocacy and lobbying on corruption prevention • Role modelling and mentoring • Whistleblowing	• Moral upright society • Increased public awareness • Improved values system

Category	Institutions	Roles	Outcomes
Constitutional Commissions	• National Police Service Commission • SRC • TSC • CAJ • JSC • NCIC • Public Service Commission • NLC • IEBC • CRA • National Gender and Equality Commission • KNCHR • Chairs of Constitutional Commissions and Independent Offices Forum	• Promote good governance • Maintain independence • Promote fairness and inclusiveness • Redress of public complaints • Advisory • Vetting • Awareness creation • Investigations on human rights violations resulting from corruption • Public interest litigation • Research, monitoring and evaluation	• Good governance • Integrity in the work place • Ensure increased public confidence in public service • A representative and meritocratic public service
Development Partners	• UNDP • GIZ • UNODC • JICA • World Bank/AfDB • USAID • DFID • Trade Mark East Africa • SIDA • SNV • DANIDA • OSIEA • FORD Foundation • Foreign Missions • IDLO	• Promote democracy • Financial and technical assistance • Lobbying and advisory	• Increased public awareness and participation • Improved capacity • Good governance

Transport Sector	• Ministry of Transport, Infrastructure Housing, Urban Development and Public Works • NTSA • Kenya Airports Authority • Kenya Civil Aviation Authority • Kenya Transporters Association • Kenya Railways • Kenya Maritime Authority • Matatu Owners Association • Boda boda Association • Taxi Owners and Drivers Association	• Efficient transport service • Sector regulation • Mainstreaming ethics and anti-corruption in training • Health and Safety Standards • Licensing and certification • Collection of revenue • Development and maintenance of infrastructure	• Law and order • Safe and reliable transport services • Enhanced accountability and professionalism • Enhanced revenue collection • Competitive costing of transport services • Reduced maintenance cost • Quality transport services
Regional and Sub-Regional Bodies	• COMESA • East Africa Association of Anti-Corruption Authorities • East Africa Legislative Assembly • EAC • AU • AUACB • IGAD • East Africa Court of Justice	• Harmonisation of laws and regulations • Conflict and dispute resolution • Regional integration • Information sharing • Enforcement of common regulation • Facilitation of trade and free movement	• Uniform standards and tariffs • Reduced cost of trade • Reduced illicit trade and cross border crime • Developing jurisprudence on good governance

Regulatory Bodies	• Board of Registration of Architects and Quantity Surveyors • Pharmacy and Poisons Board of Kenya • Engineers Board of Kenya • Kenya Medical Practitioners and Dentists Board • Communication Authority of Kenya • Energy and Petroleum Regulatory Authority • Competition Authority of Kenya • Copyrights Board • Technical Vocational Education and Training Authority • NGO Coordination Board • National Council of PWD • Kenya Civil Aviation Authority • Media Council of Kenya • KEBS • PPRA • IRA • ICT Authority	• Enforcement of law and regulation of codes of conduct • Sector regulation • Quality assurance and standards • Entrenching professionalism and ethics • Licensing, clearance and certification • Mainstream anti-corruption and ethics in research and development	• Enhanced compliance • Enhanced professionalism and accountability • Enhanced knowledge and skills • Improved service delivery
Financial Services Sector	• Insurance Regulatory Authority • Ethics Commission for Cooperatives • Capital Market Authority • Kenya Bankers Association • Central Bank of Kenya • Retirement Benefits Authority • NSSF • NHIF • Sacco Society Regulatory Authority	• Enforcement of codes of conduct, law and regulation • Quality assurance and standards • Provision of social services • Entrenching professionalism and ethics • Licensing, clearance and certification • Mainstream ethics and anticorruption curriculum in Research and development	• Enhanced compliance • Enhanced professionalism and accountability • Enhanced knowledge and skills • Improved service delivery

4.5 Risk Analysis and Mitigation

Risk Analysis and Mitigation involves the identification, evaluation and prioritisation of actual and potential threats with the view to managing the impact on organisational performance. The identified risks and mitigation measures are presented in Table 5.

Table 5: Risk Analysis and Mitigation

Type of Risk	Risk	Mitigation Measurers
Strategic risks	• KLIF reputational/image risk	• Effective implementation of KLIF strategies • Promote good governance • Continuous communication and feedback to stakeholders
	• Politicisation of the fight against corruption	• Strengthen partnerships and coalitions • Public sensitisation and civic education • Advocacy to the adherence to the rule of law
	• Failure to implement the plan by the respective sectors	• Alignment of sectoral operational Plans to KIP • Periodic monitoring and feedback for corrective action and re-focussing • Communicate the plan to all stakeholders and hold them accountable (signed commitment from stakeholders)
	• Lack of a monitoring and evaluation framework	• Develop and implement an M&E framework • Annual conference and reporting by sector executives • Sector reporting at quarterly NCC meetings • Continuous engagement/meetings within the sectors • Periodic monitoring of linkages among the sectors
	• Failure to mainstream anti-corruption programmes into sector and institutional plans	• Establish a peer review mechanism for KIP implementation by sectors
	• Ineffective communication strategy within and among the sectors	• Develop and implement a robust communication strategy
	• Apathy and moral decadence in the society	• Public sensitisation and civic education • Continuous public engagement • Effectiveness in the fight against corruption • Publicity of the gains made in the fight against corruption

Risk	Risks	Mitigation measures
Technological risks	• Emerging and complex trends in corruption due to rapid advancement in technology	• Integrating technology in the fight against corruption • Continuous scanning and incorporating the relevant technological changes • Continuous capacity building on application of technology • Regular review and update of legal framework
Sectoral risks	• Inconsistency in the representation in various KLIF committees • Lack of collaboration, cooperation and coordination among sectors	• Establishment of ethics units in implementing agencies and institutions • Sharing of knowledge • Establish relevant committees for implementation of KIP • Periodic engagement/meetings with the sectors • Align institutional operational plans to KIP
Financial risks	• Unpredictable economic developments/conditions • Inadequate funding • Poor project planning and implementation • Imprudent use of funds • Unpredictable sources of funding	• Lobby the National Treasury and Parliament for adequate allocation • Source funds from development partners • Get financial commitments from sectors for allocation of funds for anti-corruption activities through specific budget lines • Establish project management framework
Legal risk	• Changes to anti-corruption legislation and regulations that undermines the fight against corruption • Adverse judicial rulings that undermines the fight against corruption • Varying interpretation of the law by judicial officers on corruption cases	• Lobby for strong legislation and regulations • Partnership with JTI on capacity building forums for judicial officers on anti-corruption • Strengthen collaboration with Judiciary
Human resource risk	• Inability to retain regular representation from the sectors for continuity • Relapse of anti-corruption champions	• Succession planning • Attachment of specific officers to KLIF • Continuous vetting
Compliance/ Monitoring Risks/ Partnership risks	• Inadequate monitoring of KLIF activities • Inadequate awareness about KLIF activities by the public • Unclear partnership framework for the sectors	• Sectoral/institutional annual work plans • Sensitise and educate the public on KLIF and its mandate • Outline partnership framework for sectors

State House Comptroller, Kinuthia Mbugua, Chairperson EACC, Archibishop (Rtd.) Dr. Eliud Wabukala with other distinguished guests, pose for a group photo during public participation and validation workshop of KIP 2019-2023, held at Kenya School of Monetary Studies in Nairobi on 25th October, 2019

CHAPTER 5

STRATEGIC MODEL

5.1   Introduction

The Strategic Model presents the Vision, Mission, Core Values, Strategic Goals, Strategic Objectives, Strategies and Key Activities that will drive KLIF towards attainment of its goals and objectives in the fight against corruption and unethical practices.

5.2   Vision, Mission and Core Values

Vision

Integrity Driven and Prosperous Kenya

Mission

To provide a collective and Collaborative forum for a multi-sectoral and citizen-driven initiative against corruption

Core Values

- Integrity
- Inclusivity
- Innovation

5.3   Strategic Issues

1. Coordination of KLIF;

2. Inadequate resources towards promotion of integrity and anti-corruption initiatives;

3. Inadequate policy and legal framework in the fight against corruption;

4. Accountability and commitment of stakeholders in the fight against corruption;

5. Inadequate participation and support of anti-corruption initiatives by all sectors; and

6. Socio-cultural practices that impede the fight against corruption.

5.4 Strategic Themes

1. Strengthening KLIF as a forum of stakeholders;
2. Effective administration of justice;
3. Political accountability;
4. Responsive public sector;
5. Integrity in private sector; and
6. Citizen ownership.

5.5 Strategic Objectives, Strategies and Key Activities

5.5.1 Strategic Objectives

1. To strengthen KLIF as a body of stakeholders for the promotion of integrity;

2. To strengthen administration of justice;

3. To strengthen political accountability;

4. To promote a responsive and accountable public sector;

5. To promote integrity in private sector; and

6. To promote citizen participation and ownership of the fight against corruption and unethical practices.

The strategic objectives, strategies and key activities that will address the strategic themes in 5.3 as presented in Table 6.

Table 6: Strategic Objectives, Strategies and Key Activities

No.	Strategic Objectives	Strategy	Key Activities
1.	**To strengthen KLIF as a body of stakeholders for the promotion of integrity**	Establish a framework for structured collaboration	• Develop and operationalise KLIF through regulation as a forum • Commit KLIF membership through ratification of membership instruments • Review and operationalise a structure for KLIF • Implement Kenya Integrity Plan • Establish and implement a monitoring, evaluation and reporting framework for KIP
		Enhance capacity for the implementation of KLIF programmes	• Undertake joint resource mobilisation • Develop and operationalise KLIF through regulation as a forum • Develop skills and competences among KLIF stakeholders
		Enhance the visibility of KLIF	• Develop and implement a Communication Strategy

2.	To strengthen administration of justice	Enhance law enforcement	• Co-ordinate research, information gathering and sharing
		Enhance access to justice	• Advocate for expansion of anti-corruption courts • Support the clearance of case back-logs
		Strengthen the legal policy framework for anti-corruption, ethics and integrity	• Lobby for the enactment of the Whistle-blower Protection law, the False Claims law, Vetting law, Access to Information Regulations and the Bribery Regulations • Lobby for the development of conflict of Interest law • Support development of policies and guidelines for lifestyle audit, asset recovery and vetting
3.	To Strengthen political accountability	Promote accountability for political financing	• Advocate for full implementation of the Political Parties Act • Lobby for implementation of the Election Campaign Financing Act
		Enhance Civilian oversight of electoral processes	• Empower civilian oversight committees and other networks on electoral processes
		Enhance vetting and clearance of aspirants for elected and appointed offices	• Advocate for a strengthened framework
4.	To promote a responsive and accountable public sector	Improve public service accountability framework	• Advocate for establishment of Ethics Units in MDAs • Lobby for the revision and implementation of Public Sector Integrity Programme (PSIP) • Lobby for implementations of recommendation by the oversight institutions • Lobby for the review and Implementation of the public complaints handling mechanism
5.	To Promote integrity in private sector	Improve private service transparency and accountability framework	• Advocate for establishment of codes of conduct • Advocate for mechanisms for preventing corruption • Advocate for establishment of mechanism for reporting corruption • Lobby for establishment of mechanism for customer feedback • Lobby for the establishment of disciplinary and reward mechanisms
		Promote membership integrity awareness	• Support education and sensitisation of membership on integrity • Lobby development and operationalisation of targeted multi-media messages on anti-corruption

6.	To promote citizen participation and ownership of the fight against corruption and unethical practices	Advocate for public participation framework	• Lobby for finalisation and passage of Kenya National Public Participation Policy
		Enhance citizen empowerment	• Advocate for the Civic Education
			• Support development and implementation of mentorship programmes
			• Advocate for mainstreaming of ethics within special groups
			• Enhance citizen access to information
			• Advocate for public education and awareness
		Promote value-based culture in learning institutions	• Advocate for mainstreaming of ethics and values in learning institutions

5.6   Financing of the Plan

5.6.1   Cost of Implementing the KIP 2019-2023

The resources required to implement each strategic objective is shown in Table 7. The total cost for implementation is Ksh. 2.25 Billion.

Table 7: Total cost of Implementing the KIP in Kshs. Million

No.	Strategic Objectives	2019-2020	2020-2021	2021-2022	2022-2023	Total Cost
1.	To strengthen KLIF as a body of stakeholders for the promotion of integrity	121	179	125	131	**556**
2.	To strengthen administration of justice	19	23	24	21	**87**
3.	To strengthen political accountability	32	49	48	40	**169**
4.	To promote a responsive and accountable public sector	21	139	154	182	**496**
5.	To promote integrity in private sector	33	45	45	45	**168**
6.	To promote citizen participation and ownership of the fight against corruption and unethical practices	173	202	197	197	**769**
	Total Cost	**399**	**637**	**593**	**616**	**2,245**

5.6.2   Resources Mobilisation

During the Plan period, we envisage that KLIF stakeholders will play a significant role in providing support for successful implementation of the plan. To this end, resource mobilization will be achieved through the following activities:

(i)   Each stakeholder contribution on the activities they will be implementing;

(ii)   Government financing through EACC;

(iii)   Donors;

(iv)   Civil society; and

(v)   Private individuals.

EACC Vice Chairperson, Commissioner Sophia Lepuchirit and members of the Technical Committee pose for a group photo during finalization of KIP 2019-2023 workshop, at Mombasa Beach Hotel on 28th October, 2019.

CHAPTER 6

IMPLEMENTATION, MONITORING AND EVALUATION

6.1   Introduction

This chapter outlines the plan for implementation, monitoring and evaluation of the KIP. For successful implementation of the plan, sectors are expected to prepare annual action plans for execution within a specified time frame and integrate them into their annual work plans. This will ensure proper and timely tracking of activities being implemented. Through monitoring, stakeholders will be equipped with accurate and timely data about progress and performance in implementation of the plan. The KIP evaluation, which will be undertaken periodically will help measure effectiveness and impacts of anti-corruption intervention by the sectors. All sectors will account to Kenyans during the Annual Integrity Conference on their progress in the fight against corruption and promotion of ethical conduct in public service delivery.

6.2   Coordination Framework

Coordination framework refers to arrangements that encourage joint decision-making with regard to implementation and review of the KIP. KIP is developed through multi-sectoral approach and thus all sectors are accountable to each other for the implementation of the plan. Similarly, KIP is guided by sectoral approach where different sectors collectively participate in the implementation of the plan. In the management of the KIP there is the National Forum on Integrity (NFI), National Coordinating Committee (NCC), Sector Coordinating Committee (SCC) and KLIF Secretariat.

National Forum on Integrity (NFI)

National Coordinating Committee (NCC)

Sector Coordinating Committee

KLIF-Secretariat

Figure 1: KLIF Coordination Organogram

Pamoja Tudumishe Maadili
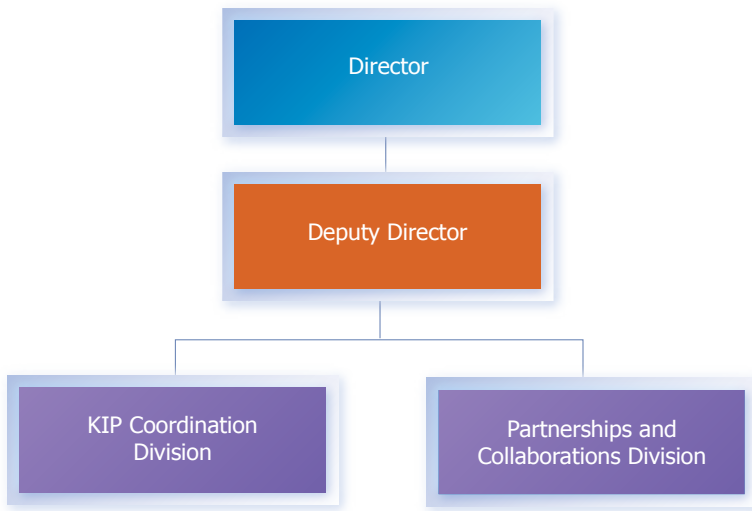
Figure 2: KLIF Secretariat organogram

6.2.1 National Forum on Integrity (NFI)

The patron of the NFI is the President of the Republic of Kenya and members are drawn from policy level leadership of the participating sectors. The NFI provides the policy direction on anti-corruption initiatives in the country and implementation of the KIP. The NFI will meet annually.

6.2.2 National Coordinating Committee (NCC)

Membership to the National Coordinating Committee will comprise heads of institutions in KLIF. Each sector will appoint at least two (2) members to NCC who shall be Chief Executive Officers or Accounting Officers in their respective institutions. Members of the NCC are expected to be persons of high integrity. The NCC will be chaired by the Honourable Attorney General of Kenya and the Secretary/ Chief Executive Officer of the Ethics and Anti-Corruption Commission (EACC) will serve as the secretary. The NCC will meet quarterly to set priorities and review the implementation of KIP. The NCC will constitute committees from its membership as may be necessary to support it in its coordination role. The NCC will be responsible for resource mobilization for the implementation of KIP and other activities of KLIF.

6.2.3 Sector Coordinating Committee (SCC)

The stakeholders within each sector will form the Sector Coordinating Committees (SCC) to spearhead the implementation of KIP in the sector. Each sector will nominate a convenor who will provide coordination, planning, progress reviewing, as well as general consultations on matters of the KIP. The Committee in liaison with Secretariat will develop a framework to align institutional annual workplans to KIP and monitor implementation.

The key responsibilities of the SCC are:

- Developing action plans for the implementation of the KIP;

- Coordinating sectoral matters and emerging issues in the implementation of the KIP;

- Monitoring implementation of the KIP;

- Reviewing implementation of the KIP; and

- Preparing and submitting quarterly reports to the NCC on the KIP implementation progress.

6.2.4 Kenya Leadership Integrity Forum Secretariat

The Kenya Leadership Integrity Forum will have a full-time secretariat working under the guidance of the NCC Secretary. The responsibilities of the Secretariat are:

- Providing Secretariat services to all sub-committees of the NCC and the NFI;

- Implementing decisions of the NCC and the NFI;

- Supporting NCC in monitoring implementation of the KIP;

- Coordinating monitoring and evaluation of the KIP;

- Maintaining a database of the partners/stakeholders;

- Serving as a resource and documentation centre for the stakeholders;

- Providing or arranging for professional and technical support to stakeholders anti-corruption initiatives;

- Coordinating sector workshops to address cross cutting anti-corruption issues;

- Organizing forums for continuous engagement with county leadership and members of the public; and

- Organizing and coordinating the commemorations of the African Anti-Corruption Day on 11th July, and the International Anti-Corruption Day on 9th December as well as the National Forum on Integrity.

6.3   Goal and Objectives of Monitoring and Evaluation

The M&E framework provides a structured system for National Coordinating Committee to measure and assess performance in the implementation of the plan and to effectively manage the inputs, processes, outputs, outcomes and impacts of anti-corruption initiatives/programmes. Specifically, monitoring and evaluation of KIP aims to:

1. Assess status of KIP implementation;

2. Ensure performance takes place in accordance with annual work plans;

3. Improve awareness on KIP activities among all stakeholders;

4. Identify and explain problems affecting the KIP implementation;

5. Assess effectiveness and impact of the KIP interventions;

6. Assess whether the KIP activities are on track in meeting the KIP goals;

7. Improve implementation of KIP activities through timely feedback to stakeholders for decision making; and

8. Strengthen capacities of governance, monitoring and evaluation at sector level.

6.4 Monitoring and Evaluation Process

A monitoring and evaluation process will be defined by M&E plan. The plan will track and assess the results of interventions throughout the life of the programme. The M&E plan will clarify issues that may arise during implementation, assist in data collection, analysis and dissemination of results.

All sectors are expected to effectively play their role to make the M&E operational. Monitoring and evaluation will be carried out by the Sector Coordinating Committee in four levels which include:

(i) Regular Sector Implementation Progress Reports;

(ii) Periodic Sector Assessment Surveys;

(iii) Sector Performance Assessments/Peer Reviews; and

(iv) Review and Evaluation.

6.4.1 Regular Sector Implementation Progress Reports

This will involve progress updates by the sectors about activities/programmes of the plan implemented in a given time period. Sectors are expected to prepare quarterly progress updates, which will culminate into the Annual Sector progress Reports. A standardised format of reporting KIP progress will be developed by the Sector Coordinating Committee. The template will entail issue being addressed, planned activities, Time frame, who is responsible, implementation status, problems/ challenges faced and way forward.

6.4.2 Periodic Sector Assessment Surveys

Periodic Surveys will be carried out to gather information on implementation of the plan. The specific objectives will be to:

(i) Assess the status of KIP implementation;

(ii) Assess whether KIP activities are on track in meeting KIP goals;

(iii) Identify and explain the problems affecting the KIP implementation; and

(iv) Inform decision making.

Assessments will be carried out using the following tools: Questionnaires, focus group discussions and sector reports from stakeholders to analyse and address the following issues:

(i)   Integration of KIP action plan into the sector's annual work plans;

(ii)   Financing of KIP activities;

(iii)   KIP Action Plans;

(iv)   Cascading plan activities;

(v)   Status of Corruption in the country;

(vi)   Awareness of the KIP activities;

(vii)   Anti-corruption strategies and activities;

(viii) Implementation status of KIP by sectors;

(ix)   Performance rating of sectors in the implementation of KIP;

(x)   Weakness of KIP implementation; and

(xi)   Suggestions to improve KIP implementation.

Data processing will be undertaken by the secretariat to provide feedback to the stakeholders for decision making. Survey reports, comprising findings and corrective measures, will be compiled, published and disseminated to all stakeholders.

6.4.3   Sector Performance Review Report

The assessments will be undertaken by external experts to assess and rate all the sectors in the implementation of the plan. This will be done by use of rating scales and indices. The specific objectives will be to:

(i)   Review implementation of the KIP by all sectors;

(ii)   Compare and rate sectors according to the implementation of the plan;

(iii)   Isolate good practices from the implementation of the plan; and

(iv)   Identify the challenges sectors are facing in implementing the plan.

6.4.4   KIP Reviews and Evaluations

The Plan will be subjected to independent external evaluation to assess whether the implementation has achieved its objectives. On the other hand, sectors are expected to conduct sector mid-term reviews of the implementation of their action plans. The Sectoral Coordinating Committee in collaboration with KLIF Secretariat will design a tool for the sectors to provide their own assessment on how they are implementing the plan with the aim to:

(i)   Establish the implementation progress;

(ii)   Identify implementation problems;

(iii)   Seek solutions to the problems identified; and

(iv)   Correct identified weaknesses.

6.5 Reporting, Dissemination and Feedback

Provision of feedback will ensure that lessons learnt are used to improve the effectiveness of the programme. This will be enhanced by ensuring major findings and recommendations are communicated widely and timely through reporting. The Secretariat will prepare the following reports:

(i)   Regular reports – periodical and sector progress reports;

(ii)   Ad Hoc reports – on specific issues relating to the Plan; and

(iii)   Sector assessment reports – monitoring reports by secretariat.

In addition, Monitoring and Evaluation (M&E) reports will be disseminated at the national and sectoral levels. Other avenues for dissemination will include, dissemination workshops and posting of reports on sectors' websites.

6.6 Financing Monitoring and Evaluation

Implementation of M&E will require resources for data collection, analysis, report writing and dissemination. There is thus the need for adequate budgeting for data collection, analysis, sector assessment surveys and development of annual sector progress reports, which will be provided for in the KLIF annual budget estimates. Sectors are also expected to budget and mobilise adequate resources for sectoral monitoring and evaluation activities. In addition, the NCC will be expected to mobilise resources for monitoring and evaluation activities including capacity building.

Commissioner Dr. Dabar Abdi Maalim of EACC, Secretary/CEO EACC/Secretary, National Coordinating Committee (NCC) KLIF, Twalib Mbarak with other NCC Members when KIP 2019-2023 was adopted , during the 52nd NCC Meeting held at Laico Regency Hotel on 7th November, 2019

APPENDIX

Appendix 1: KIP 2019 - 2023 Implementation Matrix

Strategic Objective 1: To strengthen KLIF as a body of stakeholders for the promotion of integrity

Strategies	Key Activities	Sub-Activities	Performance Indicator	Output Traget	Responsible Institution	Time Frame	Budget KES (Million)				Total
							2019 - 2020	2020 - 2021	2021 - 2022	2022 - 2023	2019 - 2023
Establish a framework for structured collaboration	Develop and operationalise KLIF through regulation as a forum	Develop regulations on operationalisation of KLIF	Draft Regulations developed and operationalised Number of stakeholder's forums Number of validation workshops	Regulations developed and operationalised	OAG & DOJ KLIF Secretariat	2019-2022	1	3	1		5
	Commit KLIF membership through ratification of membership instruments	Develop membership instruments	Draft membership guidelines, commitment form and code of conduct Number of consultative fora Number of validation workshops	Membership guidelines, commitment form and code of conduct developed and implemented	KLIF Secretariat	2019-2021	1	2			3

Strategies	Key Activities	Sub-Activities	Performance Indicator	Output Traget	Responsible Institution	Time Frame	Budget KES (Million)				Total
							2019 - 2020	2020 - 2021	2021 - 2022	2022 - 2023	2019 - 2023
	Review and operationalise a structure for KLIF	Review KLIF structure	Draft KLIF Structure Stakeholders consultative forums held Validation workshop	Approved and operationalised structure	KLIF Secretariat All Sectors	2019-2020	2	1			3
		Devolve KLIF to county level	Number of county forums held	County forums established	KLIF Secretariat All Sectors	2020-2023		20	15	12	47
	Implement Kenya Integrity Plan	Disseminate and sensitise stakeholders on KIP	Number of KIP disseminated Number of sensitisation fora held	Sectors' awareness on KIP enhanced	KLIF Secretariat All sectors	2019-2023	2	3	2	2	9
		Develop and realign Sector Plans to KIP	Number of Annual Sector Plans developed Number of Stakeholders Plans realigned to KIP	Sector plans aligned to KIP	SCC KLIF Secretariat	2019-2023	2	8	2	2	14
		Develop and implement annual institutional operational Plans	Annual operational plans developed Progress reports	Approved Annual operational Plans	SCC KLIF Secretariat Institutional focal point	2019-2023	1	1	1	1	4

Strategies	Key Activities	Sub-Activities	Performance Indicator	Output Traget	Responsible Institution	Time Frame	Budget KES (Million)				Total
							2019 - 2020	2020 - 2021	2021 - 2022	2022 - 2023	2019 - 2023
	Establish and implement a monitoring, evaluation and reporting framework for KIP	Develop and operationalise monitoring and evaluation framework	Draft M&E framework developed	Approved M&E framework operationalised	KLIF Secretariat All Sectors	2019-2020	2	15	6	6	29
		Undertake monitoring, evaluation and reporting	Number of monitoring and evaluation reports	KIP Monitoring and evaluation reports	SCC KLIF Secretariat	2019-2023	10	5	5	15	35
Enhance capacity for the implementation of KLIF programmes	Undertake joint resource mobilisation	Develop and submit joint fundraising proposals	Number of fundraising proposals developed and submitted to stakeholders Amount of resources mobilised	Resources mobilised	KLIF Secretariat All Sectors	2019-2023	2	2	2	2	8
		Lobby for the creation of a budget line for KLIF in MDAs	Budget lines created	Funds availed under respective budget line	KLIF Secretariat All Sectors	2019-2023	1	1	1	1	4
		Attach human resource to KLIF	Number of technical officers attached to KLIF Value of technical and operational support	Technical and operational support provided	KLIF Secretariat All Sectors	2019-2023	60	55	55	55	225

Strategies	Key Activities	Sub-Activities	Performance Indicator	Output Traget	Responsible Institution	Time Frame	Budget KES (Million)				Total
							2019 - 2020	2020 - 2021	2021 - 2022	2022 - 2023	2019 - 2023
	Develop skills and competences among KLIF stakeholders	Undertake training needs assessment	Training needs assessment report	Training needs assessment report	KLIF Secretariat All Sectors	2019-2023		26			26
		Undertake relevant training and sensitisation	Number of Training/ sensitisations programmes undertaken / Number of stakeholders trained/ sensitised	Stakeholders sensitised on the role of KLIF	KLIF Secretariat All Sectors	2019-2023	20	20	20	20	80
Enhance the visibility of KLIF	Develop and implement a communication strategy	Develop a communication strategy	Draft communication strategy	Approved communication strategy	KLIF Secretariat All Sectors	2019-2021	1	1			2
		Implement a Communication Strategy	Number of IEC materials developed and disseminated / No. of Media engaged	IEC materials developed and disseminated / Media engagement reports	EACC TI-Kenya NACCSC KLIF secretariat All Sectors Media Council of Kenya EACC	2019-2023	2	2	2	2	8
		Brand KLIF	KLIF identity established / KLIF merchandise developed and disseminated	Branded KLIF	KLIF Secretariat All Sectors	2019-2023	12	12	11	11	46

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Strategic Objective 2: To Strengthen Administration of Justice

Strategies	Key Activities	Sub-Activities	Performance Indicator	Output Traget	Respnsible Institution	Time Frame	Budget KES (Million)				Total
							2019 - 2020	2020 - 2021	2021 - 2022	2022 - 2023	2019 - 2023
Enhance law enforcement	Co-ordinate research, information gathering and sharing	Support development of a case digest on emerging anti corruption jurisprudence	Number of case digests developed	Case digest on emerging anti-corruption jurisprudence developed	Kenya Law Enforcement Sector All sectors	2020-2023		2	2	2	6
		Lobby for development of mechanisms on timely sharing of gathered information	Number of meetings Number of reports prepared	Meetings held Reports shared	Law enforcement Sectors All sectors	2019-2023	2	2	2	2	8
		Create mechanisms for stakeholders to share information, experiences and feedback	Number of mechanisms created Number of fora held	Feedback reports	Enforcement Sector KLIF Secretariat All sectors	2019-2023	2	2	2	2	8
Enhance access to justice	Advocate for expansion of anti-corruption courts	Lobby for the creation of additional anti-corruption courts	Number of courts created	Additional anti-corruption courts created	Judiciary All Sectors KLIF Secretariat	2019-2023	1	1	1	1	4
		Lobby for operationalisation of mobile courts	Number of operationalised mobile courts	Operationalised mobile courts	Judiciary All Sectors KLIF Secretariat Judiciary	2019-2023	1	1	1	1	4

Strategies	Key Activities	Sub- Activities	Performance Indicator	Output Traget	Respnsible Institution	Time Frame	Budget KES (Million)				Total
							2019 - 2020	2020 - 2021	2021 - 2022	2022 - 2023	2019 - 2023
		Lobby for accessibility of courts to the PWD	Provide status	Access for PWDs enhanced	Judiciary All Sectors KLIF Secretariat	2019- 2023	1	1	1	1	4
		Lobby for automation of all court processes	Number of court processes automated	Expedited service delivery	Judiciary All Sectors KLIF Secretariat	2019- 2023	1	1	1	1	4
	Support the clearance of case back-logs	Lobby for adoption of ADR mechanism in resolution of cases	Number of Cases concluded through ADR	Cases concluded through ADR	Judiciary ODPP EACC DCI All sectors KLIF Secretariat	2019- 2023	1	1	1	1	4

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Strategies	Key Activities	Sub- Activities	Performance Indicator	Output Traget	Respnsible Institution	Time Frame	Budget KES (Million)				Total
							2019 - 2020	2020 - 2021	2021 - 2022	2022 - 2023	2019 - 2023
Strengthen the legal policy framework for anti-corruption, ethics and integrity	Lobby for the enactment of the Whistle Blower Protection law, the False Claims law, Vetting Law, Access to Information Regulations and the Bribery Regulations	Review the draft laws Convene workshops and stakeholders consultative fora	Review Reports Number of workshops Number of stakeholder consultative fora	Laws enacted	AOG & DOJ Parliament EACC KLIF Secretariat All sectors	2021-2023	2	3	6	3	14
	Lobby for the review of anti-Corruption laws	Lobby for the review of anti-Corruption laws	Number of Laws reviewed	Anti-corruption laws amended	EACC ODPP OAG & DOJ Judiciary Parliament	2019-2023	5	5	5	5	20
	Lobby for the development of conflict of interest law	Validate Conflict of Interest Bill by stakeholders	Number of validation workshops held Conflict of Interest Bill validated	Conflict of Interest Law	OAG & DOJ EACC Parliament All sectors	2019-2021	1	2			3
	Support development of policies and guidelines for lifestyle audit, asset recovery and vetting	Advocate for the development of policies and guidelines for asset recovery, lifestyle audit and vetting	Number of policies and guidelines on asset recovery, lifestyle audit and vetting developed.	Asset recovery, lifestyle audit and vetting policies and guidelines	EACC KRA ARA ODPP OAG & DOJ	2019-2023	1	1	1	1	4
		Lobby for the operationalisation of the Asset Recovery Fund	Number of consultative meetings and workshops An operational Asset Recovery Fund	An operational Asset Recovery Fund	EACC KRA ARA ODPP OAG & DOJ	2019-2023	1	1	1	1	4

Strategic Objective 3: To Strengthen Political Accountability

Strategies	Key Activities	Sub-Activities	PERFORMANCE INDICATOR	Output Target	Responsible Institution	Time Frame	Budget KES (Million)				Total
							2019 - 2020	2020 - 2021	2021 - 2022	2022 - 2023	2019 - 2023
Promote accountability for political financing	Advocate for full implementation of the Political Parties Act	Lobby for appointment of substantive Registrar of Political Parties	Number of engagements	Appointed substantive Registrar of Political Parties	Civil society Faith Sector NACCSC IEBC Registrar of Political Parties Parliament National Treasury	**2019-2023**	1	1			2
		Undertake advocacy activities for enhanced political financing	Number of media engagement Number of workshops	Enhanced financing of political parties	Civil society Faith Sector NACCSC IEBC Registrar of Political Parties Parliament National Treasury	**2019-2023**		2	2		4

Strategies	Key Activities	Sub-Activities	PERFORMANCE INDICATOR	Output Target	Responsible Institution	Time Frame	Budget KES (Million)				Total
							2019 - 2020	2020 - 2021	2021 - 2022	2022 - 2023	2019 - 2023
	Lobby for implementation of the Election Campaign Financing Act	Undertake advocacy to implement the Election Campaign Financing Act	Number of advocacy fora Number of sensitisation fora	Campaign Financing Act operationalised	IEBC Registrar of Political Parties Judiciary Political Parties Tribunal	2019-2023		2	2		4
Enhance civilian oversight of electoral processes	Empower Civilian Oversight Committees and other networks on electoral processes	Improve capacity of civilian oversight committees and other networks on electoral processes	Number of workshops Number of Training programmes	Strengthened civilian oversight committee and other networks	IEBC Registrar of political parties NACCSC Civil society Faith sector EACC	2019-2023	7	10	10	10	37

Strategies	Key Activities	Sub-Activities	PERFORMANCE INDICATOR	Output Target	Responsible Institution	Time Frame	Budget KES (Million) 2019 - 2020	2020 - 2021	2021 - 2022	2022 - 2023	Total 2019 - 2023
		Strengthen the reporting mechanism of electoral malpractice	Number of reports	Strengthened Reporting mechanisms	IEBC EACC All sectors	2019-2023	7	10	10	10	37
		Lobby for establishment of a multi-agency team on election malpractices	Number of Consultative meetings	Multi agency team established	EACC IEBC DCI OAG & DOJ ODPP	2019-2023		2	2		4
		Undertake citizen social vetting of political aspirants	Number of social vetting undertaken	Social vetting undertaken	Religious Groups IEBC Civil Society NACCSC	2019-2023	7	10	10	10	37

Strategies	Key Activities	Sub-Activities	PERFORMANCE INDICATOR	Output Target	Responsible Institution	Time Frame	Budget KES (Million)				Total
							2019 - 2020	2020 - 2021	2021 - 2022	2022 - 2023	2019 - 2023
Enhance vetting and clearance of aspirants for elected and appointed offices	Advocate for a strengthened framework	Lobby for strengthening of existing mechanisms for elected and appointed public officials	Number of consultative fora held	Improved Vetting framework	EACC IEBC CAJ ODPP DCI KNEC KRA ORPP HELB OAG & DOJ	2019-2023		2	2		4
		Advocate for the amendment of the LIA and electoral related legislations	Draft Miscellaneous Amendment Bill	Miscellaneous Amendment Act	OAG & DOJ EACC IEBC KLRC Parliament	2019-2023	10	10	10	10	40

Strategic Objective 4: To promote a responsive and accountable public sector

Strategies	Key Activities	Sub-Activities	Performance Indicator	Output Target	Responsible Institution	Time Frame	Budget KES (Million)				Total
							2019-2020	2020-2021	2021-2022	2022-2023	2019-2023
Improve public service accountability framework	Advocate for establishment of Ethics Units in MDAs	Develop a policy for establishment of Ethics Unit	Policy document developed and implemented; Launch of the policy	Approved Policy; Policy launched	PSC; All Sectors	2019-2021		3			3
		Operationalise the policy	Policy disseminated; Number of Ethics Units established; Work plans in place	Ethics units established	PSC; All Sectors	2019-2023		100	120	150	370
	Lobby for the revision and implementation of Public Sector Integrity Programme (PSIP)	Carry out a baseline study on the status of compliance with PSIP frameworks	Percentage of compliance with PSIP framework	Compliance Report	PSC; All Sectors	2019-2023	2	5	5	5	17
		Revise the PSIP framework	Revised PSIP framework; Number of stakeholder consultative fora held; Number of validation meetings held	PSIP framework revised	PSC; All Sectors	2019-2022	1	3	1		5
		Operationalise the revised framework	Launch of the framework; Dissemination of framework	Framework operationalised	PSC; All Sectors	2019-2022	1	2	2	1	6
	Lobby for implementations of recommendation by the oversight institutions	Advocate the implementation of recommendations	Number of stakeholder fora convened	Recommendations operationalised	All Sectors	2019-2023	5	5	5	5	20

Strategies	Key Activities	Sub-Activities	Performance Indicator	Output Target	Responsible Institution	Time Frame	Budget KES (Million)				Total
							2019 - 2020	2020 - 2021	2021 - 2022	2022 - 2023	2019 - 2023
		Monitor implementation of recommendations	Number of recommendations implemented Monitoring reports	Recommendations implemented	All Sectors	2019-2023	5	5	5	5	20
	Lobby for the review and Implementation of the public complaints handling mechanism	Advocate for the audit of the complaints handling mechanism	Number of institutions audited Audit report	Complaints handling mechanism audited	CAJ All Sectors	2019-2023	1	2	2	2	7
		Advocate for establishment of complaint handling mechanism in each public entity	Number of institutions that have established complaint handling mechanism	Complaint handling mechanisms established	CAJ All sectors	2019-2023	2	5	5	5	17
		Monitor complaints resolutions	Percentage of complaints resolved	Number of complaints handled	All Sectors	2019-2023	2	5	5	5	17
	Advocate for leverage of technology in public service delivery	Lobby for automation of public service at service interphase	Number of service interphases automated	Services Automated	All state actors	2019-2023	1	2	2	2	7
	Advocate for business process re-engineering in institutions for efficiency	Support re-engineering of business processes	Number of processes re-engineered	Re-engineered processes in place	All state actors	2019-2023	1	2	2	2	7

Strategic Objective 5: To promote integrity in private sector

Strategies	Key Activities	Sub-Activities	Performance Indicator	Output Target	Responsible Institution	Time Frame	Budget KES (Million)				Total
							2019-2020	2020-2021	2021-2022	2022-2023	
Improve private service transparency and accountability framework	Advocate for establishment of codes of conduct	Support development of codes of conduct for private sector	Approved code of conduct for private sector Number of institutions with codes of conduct	Codes of conduct implemented	EACC All non-state actors	2019-2023	1	5	5	5	16
	Advocate for mechanisms for preventing corruption	Support implementation of corruption prevention measures	Number and type of preventive programmes in place	Preventive programmes in place	EACC All non-state actors	2019-2023	5	10	10	10	35
	Advocate for establishment of mechanism for reporting corruption	Support establishment of corruption reporting mechanisms	Number and type of corruption reporting techniques Report handling procedure developed and operationalised	Corruption reporting mechanisms in place	EACC All non-state actors	2019-2023	5	5	5	5	20
	Lobby for the establishment of mechanism for customer feedback	Support the development and operationalisation of mechanisms for customer feedback	Number of institutions with customer feedback mechanisms	Customer feedback mechanisms in place	KLIF secretariat All non-state actors	2019-2023	3	3	3	3	12

Strategies	Key Activities	Sub-Activities	Performance Indicator	Output Target	Responsible Institution	Time Frame	Budget KES (Million)				Total
							2019 - 2020	2020 - 2021	2021 - 2022	2022 - 2023	2022 - 2023
	Lobby for the establishment of disciplinary and reward mechanisms	Advocate for development of disciplinary and reward procedures	Disciplinary and reward procedures in place	Disciplinary and reward procedures developed and operationalised	All non-state actors KLIF secretariat	2019-2023	2	2	2	2	8
Promote membership integrity awareness	Support education and sensitisation of membership on integrity	Undertake continuous integrity education programmes	Number of integrity programmes undertaken Number of members sensitised and educated	Trainings undertaken	All non-state actors EACC Professional Associations	2019-2023	2	5	5	5	17
	Lobby for the development and operationalisation of targeted multimedia messages on anti-corruption	Support development and dissemination of targeted multimedia integrity messages	Number of targeted messages developed and disseminated Number of membership reached	Targeted multi-media messages developed Integrity award programme in place	All non-state actors Professional Associations EACC	2019-2023	8	8	8	8	32
		Support development of integrity award programme	Number of programme developed Number of persons awarded	Integrity award programme in place	All non-state actors	2019-2023	7	7	7	7	28

Strategic Objective 6: To promote citizen participation and ownership of the fight against corruption and unethical practices

Strategies	Key Activities	Sub-Activities	Performance Indicator	Output Target	Responsible Institution	Time Frame	Budget KES (Million)				Total
							2019 - 2020	2020 - 2021	2021 - 2022	2022 - 2023	2019 - 2023
Advocate for participation framework	Lobby for finalisation and passage of Kenya National Public Participation Policy	Lobby for finalisation of Kenya National Public Participation Policy	Kenya National Public Participation Policy	Adopted policy	OAG & DOJ Parliament KLRC KLIF Secretariat	2019-2023	1	1			2
		Lobby for passage of Public Participation Bill in the Senate	Public Participation Bill	An Act operationalised	OAG & DOJ Parliament KLRC KLIF Secretariat	2019-2021	1			1	
	Advocate for the civic education	Support the civic education programme	Number of people sensitised/ reached Number of civic education programmes	A Civic education programme developed and implemented	NACCSC Media Faith Sector EACC County Governments All sectors	2019-2023	47	47	47	47	188
	Support development and implementation of mentorship programmes	Advocate for a mentorship framework	Mentorship programmes developed and implemented	Mentorship programmes in place	EACC All sectors KLIF Secretariat	2019-2023	5	5	5	5	20

Pamoja Tudumishe Maadili

Strategies	Key Activities	Sub-Activities	Performance Indicator	Output Target	Responsible Institution	Time Frame	Budget KES (Million)				Total
							2019 - 2020	2020 - 2021	2021 - 2022	2022 - 2023	2019 - 2023
		Advocate for identification of role models and champions	Number of role models and champions identified	Role models and champions identified	All Sectors EACC KLIF Secretariat	2019- 2023	-	4	4	4	12
	Advocate for mainstreaming of ethics within special groups	Support in the development and Dissemination of targeted messages	Number of messages developed and disseminated Number of people reached	Messages developed and disseminated	EACC NACCSC CSOs All sectors	2019- 2023	10	10	10	10	40
		Support training and sensitisation of special groups	Number of special groups trained/ sensitised Number of people reached	Special groups trained	NACCSC EACC CSOs All sectors	2019- 2023	15	15	15	15	45
	Enhance citizen access to information	Support sensitisation of custodians of public information on their duty of care in providing access to information	Number of custodians sensitised	Custodians sensitised	CAJ PSCK County Governments Media All sectors	2019- 2023	3	3	3	3	12

Strategies	Key Activities	Sub-Activities	Performance Indicator	Output Target	Responsible Institution	Time Frame	Budget KES (Million)				Total
							2019 - 2020	2020 - 2021	2021 - 2022	2022 - 2023	2019 - 2023
		Support creation of awareness amongst the citizenry on access to information	Number of citizens reached Number of access to information request	Citizens sensitised Access to information request processed	CAJ PSCK County Governments Media All sectors	2020-2023	10	10	10	10	40
	Advocate for public education and awareness	Support in sensitisation of the public on social accountability	Number of people reached Number of programmes rolled out	People reached Programmes in place	EACC NACCSC CSOs Media All sectors	2019-2023	30	30	30	30	120
		Support creation of awareness on citizens involvement in public projects	Number of people reached Number of projects undertaken	People reached Projects undertaken	EACC NACCSC CSOs Media All sectors	2019-2023	30	30	30	30	120
Promote value-based culture in learning institutions	Advocate for mainstreaming of ethics and values in learning institutions	Lobby for sponsorship on co-curricular activities on ethics	Number of co-curricular activities sponsored	Co-curricular activities undertaken	EACC MoE TSC All Sectors	2020-2023	7	15	15	15	52

Pamoja Tudumishe Maadili

Strategies	Key Activities	Sub-Activities	Performance Indicator	Output Target	Responsible Institution	Time Frame	Budget KES (Million)				Total
							2019 - 2020	2020 - 2021	2021 - 2022	2022 - 2023	2019 - 2023
		Support dissemination of value-based messages in learning institutions	Number of identified fora / Number of messages disseminated	Fora identified / Messages disseminated	MoE / EACC / TSC / County Governments / All sectors	2019-2023	10	20	20	20	70
		Advocate for strengthening of ethics in curriculum for learning institutions	Number of fora held	Ethics content integrated in the curriculum	KICD / MoE / TSC / EACC / All Sectors	2019-2023	2	5	5	5	17
		Support the development of integrity pledge	Draft integrity pledge	Integrity pledge in place	MoE / TSC / EACC / All Sectors	2019-2021		3			3
		Lobby for recognition and award of integrity champions in learning institutions	Recognition and award scheme implemented	Integrity champions recognized and awarded	MoE / TSC / EACC / All Sectors	2019-2023	3	3	3	3	12

NATIONAL ANTHEM OF KENYA

1. Ee Mungu nguvu yetu
    Ilete Baraka kwetu
    Haki iwe ngao na mlinzi
    Natukae na undugu
    Amani na uhuru
    Raha tupate na ustawi

2. Amkeni ndugu zetu
    Tufanye sote bidii
    Nasitujitoe kwa nguvu
    Nchi yetu ya Kenya
    Tunayoipenda
    Tuwe tayari kuilinda

3. Natujenge Taifa letu
    Ee, ndio wajibu wetu
    Kenya istahili heshima
    Tuungane mikono
    Pamoja kazini
    Kila siku tuwe na shukrani

1. O God of all creation
    Bless this our land and nation
    Justice be our shield and defender
    May we dwell in unity
    Peace and liberty
    Plenty be found within our borders

2. Let one and all arise
    With hearts both strong and true
    Service be our earnest endeavour
    And our Homeland of Kenya
    Heritage of splendour,
    Firm may we stand to defend

3. Let all with one accord
    In common bond united
    Build this our nation together
    And the glory of Kenya
    The fruit of our labour
    Fill every heart with thanksgiving

INTEGRITY SONG: TUANGAMIZE UFISADI

1. Kenya yangu, naipenda
   Nachukia ufisadi
   Waharibu nchi yetu
   Tuangamize ufisadi

2. Kenya yangu ngao yangu
   Naupinga ufisadi
   Hongo mbali, rushwa mbali
   Tuangamize ufisadi

3. Ndugu yangu mwananchi
   Tudumishe maadili
   Tufanyapo kazi zetu
   Tuangamize ufisadi

4. Tuna nia, na sababu
   Na uwezo, nazo mbinu
   Tuungane sisi sote
   Tuangamize ufisadi

EAST AFRICAN ANTHEM

1. Ee Mungu twaomba uilinde
   Jumuiya Afrika Mashariki
   Tuwezeshe kuishi kwa amani
   Tutimize na malengo yetu.

   Jumuiya Yetu sote tuilinde
   Tuwajibike tuimarike
   Umoja wetu ni nguzo yetu
   Idumu Jumuiya yet

2. Uzalendo pia mshikamano
   Viwe msingi wa Umoja wetu
   Na tulinde Uhuru na Amani
   Mila zetu na desturi zetu.

3. Viwandani na hata mashambani
   Tufanye kazi sote kwa makini
   Tujitoe kwa hali na mali
   Tuijenge Jumuiya bora.

KLiF

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REPUBLIC OF KENYA

Ethics and Anti-Corruption Commission

MEDIA COUNCIL OF KENYA

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0783777700; 0727285663; 0733520640
Email address : report@integrity.go.ke
Website : www.eacc.go.ke

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