ETHICS AND ANTI-CORRUPTION COMMISSION

STRATEGIC PLAN
2023 – 2028

Tuangamize Ufisadi, Tuijenge Kenya

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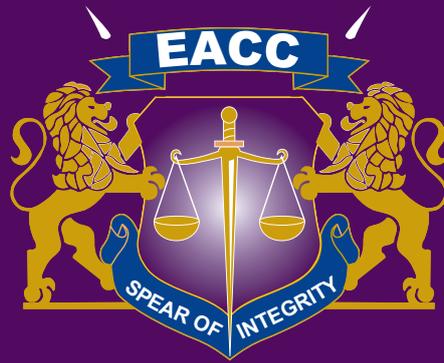**This project is funded
by the European Union**

UNODC
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Programme for Legal Empowerment and Aid Delivery in Kenya – PLEAD ll

ETHICS AND ANTI-CORRUPTION COMMISSION

STRATEGIC PLAN
2023 – 2028

VISION

An Integrity and Values-driven
Kenyan Society

MISSION

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

MANDATE

To combat and prevent corruption, economic crime and
unethical conduct in Kenya through law enforcement,
prevention, public education, promotion of standards and
practices of integrity, ethics and anti-corruption

CORE VALUES

Fidelity to the Law

Integrity

Teamwork

Innovation

Professionalism

Courage

CLARION CALL

Tuangamize Ufisadi, Tuijenge Kenya

David Oginde, PhD
Chairperson

Dr. Monica Wanjiru Muiru
Vice Chairperson

Mr. John Otieno Ogallo
Commissioner

Members of the Ethics and Anti-Corruption Commission

Colonel (Rtd) Alfred Mshimba, MBS
Commissioner

Dr. Cecilia Mutuku, CHRP, CPS-K
Commissioner

Mr. Twalib Mbarak, CBS
Secretary/Chief Executive Officer

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ACRONYMS

AACD	African Anti-Corruption Day
ACECA	Anti-Corruption and Economic Crimes Act, 2003
ACC	Anti-Corruption Court
AD	Assistant Director
ADR	Alternative Dispute Resolution
ARA	Assets Recovery Agency
AR&CL	Asset Recovery and Civil Litigation
AT	Asset Tracing
AU	African Union
AUC	African Union Commission
AUCPCC	African Union Convention on Preventing and Combating Corruption
BETA	Bottom-Up Economic Transformation Agenda
CAK	Competition Authority of Kenya
CA&PC	Corporate Affairs and Public Communication
CBK	Central Bank of Kenya
CDC	Centers for Disease Control and Prevention
CEO	Chief Executive Officer
CMA	Capital Markets Authority
CoK	Constitution of Kenya
CBC	Competency Based Curriculum
CPCs	Corruption Prevention Committees
DCEO	Deputy Chief Executive Officer
DCSS	Director Corporate Support Services
DD	Deputy Director
DFP	Director Finance and Planning
DFS&C	Director Field Services and Coordination
DI	Director Investigations
DIALs	Declaration of Income Assets and Liabilities
DLS&AR	Director Legal Services and Asset Recovery
DPS	Director Preventive Services
EA	Evidence Analysis
EAAACA	East Africa Association of Anti-Corruption Authorities
EAC	East Africa Community

EACC	Ethics and Anti-Corruption Commission
EACCA	Ethics and Anti-Corruption Commission Act, 2011
EC	Ethics Compliance
EDM	Ethics Development and Monitoring
EPA	Education and Public Awareness
ELC	Environment and Land Court
ERM	Enterprise Risk Management
F&A	Finance and Accounts
FI	Forensic Investigations
FRC	Financial Reporting Centre
GDP	Gross Domestic Product
GJLOS	Governance Justice Law and Order Sector
HCCC	High Court Civil Case
HRM	Human Resource Management
IA&RM	Internal Audit and Risk Management
IACD	International Anti-Corruption Day
IAOs	Integrity Assurance Officers
ICT	Information Communication Technology
IEBC	Independent Electoral and Boundaries Commission
IEC	Information Education and Communication
IFMIS	Integrated Financial Management Information System
KACC	Kenya Anti-Corruption Commission
KEBS	Kenya Bureau of Standards
KeNHA	Kenya National Highway Authority
KIP	Kenya Integrity Plan
KLIF	Kenya Leadership Integrity Forum
KPA	Kenya Ports Authority
KRC	Kenya Railways Corporation
KRA	Kenya Revenue Authority
LIA	Leadership and Integrity Act, 2012
LSK	Law Society of Kenya
M&E	Monitoring and Evaluation
MAT	Multi-Agency Team
MDAs	Ministries, Departments and Agencies
MDG	Millennium Development Goal

MLA	Mutual Legal Assistance
MSIAC	Multi-Sectoral Initiative Against Corruption
MSME	Micro, Small and Medium Enterprise
MTEF	Medium Term Expenditure Framework
MTP	Medium Term Plan
NECs	National Ethics and Corruption Surveys
NEMA	National Environment Management Authority
NCA	National Construction Authority
NCAJ	National Council on the Administration of Justice
NTSA	National Transport and Safety Authority
NHIF	National Hospital Insurance Fund
NIAca	National Integrity Academy
NIS	National Intelligence Service
NPS	National Police Service
NYS	National Youth Service
OAG	Office of the Auditor General
ODPP	Office of the Director of Public Prosecution
PAA	Public Audit Act, 2015
PAC	Public Accounts Committee
P&B	Planning and Budgeting
PESTLE	Political, Economic, Social, Technological, Legal and Environmental
PFMA	Public Finance Management Act, 2012
PIC	Public Investment Committee
POCAMLA	Proceeds of Crime and Anti Money Laundering Act, 2009
POEA	Public Officer Ethics Act, 2003
PPADA	Public Procurement and Asset Disposal Act, 2015
PPRA	Public Procurement Regulatory Authority
PS	Principal Secretary
PSC	Public Service Commission
PSIP	Public Service Integrity Programme
REREC	Rural Electrification and Renewable Energy Corporation
R&DM	Report and Data Management
RM	Regional Manager
RO	Regional Office
R&P	Research and Policy

RVWSB   Rift Valley Water Services Board

SCM   Supply Chain Management

SDGs   Sustainable Development Goals

SRC   Salaries and Remuneration Commission

SWOT   Strength, Weaknesses, Opportunities and Threats

TI   Transparency International

T&RC   Transformation and Resource Center Department

TSC   Teachers Service Commission

TVCs   Television Video Commercials

TVETA   Technical and Vocational Education and Training Authority

UNCAC   United Nations Convention Against Corruption

UN   United Nations

UNDP   United Nations Development Programme

UNODC   United Nations Office on Drugs and Crime

WPA   Witness Protection Agency

DEFINITION OF CONCEPTS AND TERMINOLOGIES

Strategy: Means or actions for achieving the strategic objectives of the Commission.

Framework: A system of rules or concepts governing an area of interest.

Pillar: A composition of activities or programme whose implementation will achieve a desired outcome in a specific area. Example: law enforcement; corruption prevention.

Vision: The ideal future the Commission aspires to achieve in the fight against corruption and unethical practices.

Policy: Course of action to be implemented by an organization.

Strategic Plan: Document that communicates Commission's vision, mission, goal and sets of actions needed to achieve the vision, mission and goal of the institution as well as time and resources required to undertake the actions.

Mission: A statement of purpose through which the Commission seeks to achieve its vision.

Core Values: Ideals or norms governing the conduct of staff at the Commission.

Strengths: Positive internal factors influencing Commission's operating environment.

Weaknesses: Negative internal factors influencing Commission's operating environment.

Opportunities: Positive external factors influencing Commission's operating environment.

Threats: Negative external factors influencing Commission's operating environment.

Policy Framework: A document that provides guidance for institutional policy development, including approval, implementation, publication and review.

Legal Framework: A set of laws that establish an organization and sets out the organization's mandate, powers and functions.

Regulatory Framework: A set of rules and regulations that govern the operational procedures of an organization.

Conviction Rate: Number of successful convictions over a specific timeline divided by the total number of concluded cases multiplied by 100.

Concurrence Rate: Number of cases the ODPP agrees with the Commission recommendations divided with the total number of cases submitted to ODD multiplied by 100.

Key Results Areas: Specific areas in which the Commission will deliver results. Example: law enforcement, prevention of corruption.

Key Activities: Actions taken through which inputs are mobilized to produce outputs.

Strategic Risks: The effect of uncertainty on strategic objectives.

Strategic Issues: Critical challenges or opportunities the Commission must address to achieve its vision.

Strategic Goal: Statement of what the Commission needs to work towards or needs to do to fulfil its mission and achieve its vision.

Strategic Objectives: Outcomes or results the Commission commits itself to achieve in its work to achieve its goal.

Target: Result to be achieved within a given time frame.

Output: Immediate results arising directly from implementation of an activity or programme.

Outcome: The intermediate results emanating from implementation of a programme. It describes the actual change in situation because of an intervention on a programme such as change on level of awareness of the Commission.

FOREWORD

The Ethics and Anti-Corruption Commission (EACC) demonstrated commitment and enhanced its anti-corruption efforts in implementing the Strategic Plan 2018-2023. In that period, the Commission made significant gains under its enforcement and preventive mandates.

The third Strategic Plan (2023-2028) articulates the Commission's strategic direction in the fight against corruption in the country over this period. The Plan aligns its strategies and programmes to the current Government policies and programmes as contained in the Constitution of Kenya, Vision 2030, the Fourth Medium Term Plan (2023-2027), Bottom-Up Economic Transformation Agenda (BETA) and the National Ethics and Anti-Corruption Policy (NEAP).

This Strategic Plan provides programmes that the Commission will implement in realizing a transformative mind set on anti-corruption reforms. This will be guided by the Vision *An Integrity and Values-driven Kenyan Society* and the Mission *To promote integrity and combat corruption through law enforcement, prevention and education.*

The Commission will continue to intensify its efforts and direct resources to investigations of all cases of corruption and unethical conduct, trace and recover corruptly acquired assets, prevent corruption and educate the public on the effects of corruption. The Commission will also enlist the support of the public and other stakeholders in promoting transparency, accountability and good governance. The success in implementing this Strategic Plan, will depend on the transformative policy direction, staff commitment, and unwavering support from the citizens and all stakeholders.

Finally, I wish to reassure the public of the Commission's commitment to achieve great milestones in the fight against corruption and promotion of ethics and integrity. I therefore call upon every individual citizen to take personal responsibility in upholding ethics and integrity. Together we can achieve more!

David Oginde, PhD
Chairperson, Ethics and Anti-Corruption Commission

PREFACE AND ACKNOWLEDGEMENT

Development and ultimate unveiling of the Strategic Plan (2023-28) affords us an opportunity to reflect on the gains made in the fight against corruption and draw lessons from the experiences over the preceding five-year period. More importantly, it provides an opportunity to take stock of the challenges and develop strategies to counter them.

In the 2018-2023 Strategic Plan period, the Commission made significant strides in all its areas of mandate, namely, prevention, education, law enforcement and promotion of ethical standards. In law enforcement, the Commission shifted focus to high impact investigations by concentrating on those cases of high public interest or involving huge amounts of public funds or high-profile personalities. The Commission fowarded 752 files on corruption, economic crimes and unethical conduct to the Office of the Director of Public Prosecutions out of which 435 were reccommended for prosecution, 55 for administrative action, 152 for closure and 110 for other actions. Success in those cases has raised the interest and hope of the citizenry and enhanced public confidence in the fight against corruption.

Further, the Commission achieved commendable success in asset tracing and recovery leading to restitution of public properties. Among the properties recovered, was land belonging to the Government or public institutions or otherwise set aside for public utility. A case in point is the recovery of land in Industrial Area of Nairobi belonging to the Meteorological Department, measuring 56 acres on which the Government is currently developing affordable houses. Restitution of such properties has, among other benefits, made land available to the Government to undertake critical public functions such as construction of affordable housing. In total, the Commission managed to recover properties worth KES. 28 billion during the 2018-2023 plan period.

Still on law enforcement, the Commission through proactive investigations, managed to disrupt corrupt activities and averted loss of public funds amounting to KES. 39.2 billion in the preceding strategic plan period. This was made possible by deployment of intelligence-led investigation which led to timely interventions. The Commission in enforcing compliance with Chapter Six of the Constitution, issued 1,333 Advissories, 432 Notices and 288 Cautions to public entities and persons for violation of Chapter Six and LIA, 2012.

The 2023-2028 Strategic Plan considers such gains and enhances strategies that have brought about positive change. To this end, the Commission intends to continue with its focus on high impact cases, put in place mechanisms to address low value corruption and economic crimes, reinvigorate the efforts to recover corruptly acquired and unexplained assets, and work towards enlisting more public support in the fight against corruption.

We wish to sincerely thank the Technical Committee, comprising of Commission staff, for spearheading the development of this Plan; the United Nations Office on Drugs and Crime (Eastern Africa) for partially funding development of this Plan; and stakeholders, both public and private, for validating the Plan.

Twalib Mbarak, CBS
Secretary/Chief Executive Officer, Ethics and Anti-Corruption Commission

EXECUTIVE SUMMARY

The Strategic Plan is the Commission's Accountability Statement to the People of Kenya on the measures it is taking to combat and prevent corruption and unethical practices. This third strategic plan for EACC, 2023-2028, casts the vision of the Commission as *An Integrity and Values-driven Kenyan Society*. Its overall goal is to *Eradicate corruption and enhance ethical conduct*. The Strategic Plan 2023-2028 is founded on the Constitution and all relevant Laws and Legislations in Kenya. It is supported by four key pillars, which are derived from the Commission's mandate. The pillars include: Law Enforcement; Promotion of Ethics and Integrity; Prevention of Corruption and Unethical Practices; and Education, Training and Public Awareness. The pillars provide a framework for Transformation of the Commission into a vibrant, efficient and effective institution in the fight against corruption and unethical practices. The key institutional enablers for this transformation framework include Human Capital and Infrastructure; Financial Resources; Partnerships, Collaborations and Coordination; Technology; Communication and Branding; and Corporate Structures, Policies and Procedures.

The focus of the Law Enforcement Pillar is *To effectively deter and punish corruption and unethical practices* through upscaling investigations and asset recovery on high impact cases. The Commission will leverage technology in carrying out investigations and optimize the use of alternate dispute resolution in asset recovery.

On the Ethics and Integrity Pillar, the Commission seeks *To promote ethics and integrity* through strengthening enforcement of ethics and integrity requirements; and enhancing compliance. The Commission will lobby for strengthening of the legislative, policy and institutional framework on ethics and integrity and at the same time strengthen its capacity on integrity vetting and promotion of ethics and integrity.

On the Prevention of Corruption Pillar, the Commission seeks *To improve institutional accountability in public and private sectors* through institutional empowerment on conducting own CRAs, and intensified system reviews and monitoring of preventive interventions by public and private entities. The Commission will entrench evidence-based anti-corruption interventions through enhanced research, monitoring and evaluation.

On the Education and Public Awareness Pillar, the Commission seeks *To increase public involvement in the fight against corruption and unethical practices* through intensified values-based public education and awareness, media engagement, and training of public and private entities on anti-corruption, ethics and integrity. In the Plan period, the Commission purposes to establish a training complex for its National Integrity Academy (NIAca).

For the Commission to achieve its Strategic Goal and Objectives during the Plan period, it will enhance partnerships and collaborations with its stakeholders in the fight against corruption and unethical practices. The Commission will also continue to enhance its capacity to deliver on its mandate through recruitment, training and performance management; enhanced financial resource mobilization; improved physical infrastructure; enhanced corporate brand and image; integrating modern technologies into all Commission operations; and establishment of robust Risk Management Framework.

The Commission requires an estimated KES 36.7 billion to successfully implement this Strategic Plan. This amount will be mobilized through enhanced engagement with the Government of Kenya, development partners and other stakeholders.

The Strategic Plan 2023-2028 is supported by four key pillars which are derived from the Commission's mandate. The pillars include:

Law Enforcement

Promotion of Ethics and Integrity

Prevention of Corruption and Unethical Practices

Education, Training and Public Awareness

1 BACKGROUND

1.0 INTRODUCTION

The Ethics and Anti-Corruption Commission (EACC) is a statutory body established under the Ethics and Anti-Corruption Commission Act, No. 22 of 2011 (EACCA, 2011) pursuant to Article 79 of the Constitution. In line with its mandate and functions, the Commission designs and implements programmes over a five-year planning cycle. These programmes are laid out in its Strategic Plans. The Plans are aligned to the Governments priorities.

This Chapter outlines the context of the 2023-2028 Strategic Plan. Besides, it highlights development priorities contained in national blue prints and frameworks such as the Constitution of Kenya, the Kenya Vision 2030, Bottom-Up Economic Transformation Agenda and the fourth Medium Term Plan, as well as the National Policy on Ethics and Anti-Corruption (Sessional Paper No.2 of 2018) and other sectoral policies and laws. It also highlights regional and international blueprints and frameworks such as UN Agenda 2063 for sustainable development, African Union Agenda 2063 and East African Community Vision 2050.

1.1 STRATEGY AS AN IMPERATIVE FOR THE SUCCESS OF EACC

Significant strides have been made in the fight against corruption globally, regionally and nationally. However, corruption remains a major challenge in Kenya. Global corruption indices and findings by several corruption surveys (World Bank Control of Corruption Country Ranking, 2021; TI Corruption Perceptions Index, 2022; EACC National Ethics and Corruption Survey, 2021) show that more needs to be done in the fight against corruption in Kenya.

This Strategic Plan spells out the Commission's strategic direction and focus on combating and preventing corruption and promotion of ethics over the 2023 – 2028 Plan period. It also provides the key results areas and the key measures to be taken on: law enforcement; prevention; education, training and awareness; and promotion of ethics and integrity which are critical towards reduction of prevalence of corruption and unethical practices in Kenya.

Chairperson of the Commission, Dr. David Oginde with Commissioners and Chief Executive Officer during the High-Level Workshop to review the Strategic Plan (2023-2028) held in Naivasha from 23 to 26 May 2023

The Plan will guide operations of the Commission from 1st July 2023 to 30th June 2028. It is founded on the Kenyan Constitution, relevant laws and key national and sectoral development blueprints that define the trajectory for development and poverty reduction in the Country. Such documents include the Kenya Vision 2030 which seeks to make Kenya a globally competitive and prosperous nation by 2030; the National Ethics and Anti-Corruption Policy; and other sectoral and institutional policies and guidelines in the fight against corruption.

1.2 The context of Strategic Planning

This Strategic Plan is anchored on Kenya's Development Agenda as outlined in the various national legal and policy documents such as Kenya Vision 2030 and National Ethics and Anti-Corruption Policy. In addition, Kenya subscribes to universal anti-corruption instruments both at the international and regional levels that reinforce the National Development Agenda. The Commission is among government agencies that are supporting implementation of the commitments contained in the instruments. Some of the commitments contained in the instruments and policy documents include:

1.2.1 United Nations Convention against Corruption (UNCAC)

Kenya signed and ratified the United Nations Convention against Corruption. The Convention obligates the country to develop comprehensive measures on prevention, law enforcement, international cooperation, asset recovery, technical assistance and information exchange as responses for dealing with the global problem of corruption.

1.2.2 United Nations Sustainable Development Goals (UNSDG)

The 2030 Agenda for Sustainable Development recognizes corruption as an obstacle for sustainable development and singles Goal 16 to *Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.* In particular, Target 16.5 aims to *Substantially reduce corruption and bribery in all their forms.*

1.2.3 Africa Union Agenda 2063

The African Union adopted Agenda 2063 and three of the seven aspirations foster and prioritize good governance, democracy, respect for human rights, justice and the rule of law, all of which are key ingredients and pillars in the fight against corruption.

1.2.4 African Union Convention on Preventing and Combating Corruption (AUCPCC)

Kenya is a State Party to the African Union Convention on Preventing and Combating Corruption. The Convention aims to achieve five objectives: promote and strengthen anti-corruption mechanisms; promote, facilitate and regulate cooperation among state parties; coordinate and harmonize policies and legislation between state parties; remove obstacles to the enjoyment of human rights; and to establish conditions necessary to foster transparency and accountability in the management of public affairs.

1.2.5 East Africa Community Vision 2050

The EAC Vision 2050 articulates the dreams and aspirations of the East African peoples and makes a commitment to what they will do to achieve these dreams. It follows closely on the development of the African Union Agenda 2063 which articulates the aspiration of all the people of the African continent. The Vision 2050 identifies good governance as one of the cross-cutting issues that needs to be mainstreamed into all development initiatives of the region. The Vision defines good governance as entailing moral, ethical and cultural uprightness; absence of widespread corruption; respect for the rule of law among other ideals.

1.2.6 THE CONSTITUTION OF KENYA

The fight against corruption and the promotion of ethics and good governance in Kenya is anchored in the Constitution. The Constitution is the overarching and supreme law of the land that makes provisions that are geared towards addressing pertinent problems facing the country. Key among such problems include weak governance, culture of impunity and corruption that has stifled national development and progress. Provisions of the Constitution that are key to the fight against corruption and promotion of integrity, ethics and good governance include:

a) Article 10 on National Values and Principles of Governance;

b) Chapter 4 on the Bill of Rights;

c) Chapter 6 on Leadership and Integrity that sets the ethical leadership benchmarks required for holders of State and Public Offices;

d) Article 232 on the Values and Principles of Public Service;

e) Chapter 10 that sets up the Judicial system to address governance, corruption and any other criminal activities that stifle the wellbeing of the people of Kenya; and

f) Article 201 lays out the principles of public finance that include equity, openness, accountability and efficiency in public spending.

1.2.7 KENYA VISION 2030, BOTTOM-UP ECONOMIC TRANSFORMATION AGENDA AND THE FOURTH MEDIUM TERM PLAN

a) The Kenya Vision 2030

The Kenya Vision 2030 is the Country's long-term development blueprint. The Vision aims at transforming the Country into an industrialized, *Middle income Country providing a high-quality life to all Citizens by the year 2030* in a clean and secure environment. The Vision also aims at creating a cohesive, equitable and just society based on democratic principles and issue-based politics grounded on our rich and diverse cultures and traditions. It spells out actions that will be taken to achieve the goals.

The Vision is anchored on three pillars: Economic, Social and Political. The Economic Pillar aims to achieve an average economic growth rate of 10 per cent per annum and sustain the same until 2030. The Social Pillar seeks to create just, cohesive and equitable social development in a clean and secure environment. The Political Pillar aims to realize an *issue-based, people-centered, result-oriented and accountable democratic political system*. The transformation of the Country's political governance system cuts across seven strategic thrusts. These are: Rule of Law; Electoral and Political Processes; Democracy and Public Participation; Transparency and Accountability; Public Administration and Service Delivery; Security, Peace Building and Conflict Management and National Reconciliation and Recovery. One of the challenges identified under this Pillar, and which the Commission must play a lead role in tackling, is persistent corruption and weak governance. The Kenya Vision 2030 is implemented through Five-Year Medium –Term Plans (MTPs).

b) Bottom-Up Economic Transformation Agenda (BETA)

The Bottom-Up Economic Transformation Agenda (BETA) is geared towards economic turnaround and inclusive growth. The priority programmes are classified under two categories: Core Pillars and the Enablers. Under the Core Pillars, the Government seeks to increase investments in five sectors envisaged to have the biggest impact on the economy as well as on household welfare. These include Agricultural Transformation; Micro, Small and Medium Enterprise (MSME) Economy; Housing and Settlement; Healthcare; and Digital Superhighway & Creative Industry. To make these programmes feasible, the Government will implement strategic interventions under the following key enablers: Infrastructure; Manufacturing; Blue Economy; the Services Economy, Environment and Climate Change; Education and Training; Women Agenda; Youth Empowerment and Development Agenda; Social Protection; Sports, Culture & Arts; and Governance.

The Commission will provide oversight in the implementation of these priority programmes by enhancing anti-corruption interventions in law enforcement; prevention; education and awareness; and promotion of ethics and integrity.

c) Fourth Medium Term Plan (MTP IV) 2023-2027

Currently, the Government is implementing the MTP IV which mainstreams BETA into the overall government development plan for the next five years. In the fight against corruption and promotion of ethics, MTP IV seeks to enhance leadership, ethics and integrity programme through nationwide anti-corruption awareness campaign, implementation of the national ethics and anti-corruption policy, strengthening asset tracking and recovery and facilitating the implementation of international treaty obligations for anti-corruption.

High-level Strategic Consultative forum held in Naivasha from 22 to 25 November 2022

1.2.8 SECTORAL POLICIES AND LAWS

On 7 October 2020, the Government launched the National Ethics and Anti-Corruption Policy (NEAP), Session Paper No. 2 of 2018. The Policy is anchored on the Political Pillar of Kenya Vision 2030. The Policy provides a comprehensive, coordinated and integrated framework for the fight against corruption and promotion of ethics. It provides the legal and institutional framework established for fighting corruption and outlines the anti-corruption strategies in the areas of prevention, public education and awareness creation, criminalization, law enforcement and jurisdiction, prosecution of corruption and economic crimes, asset recovery, international co-operation and leadership and integrity. The Policy also provides for institutional collaboration and continuous monitoring and evaluation of the integrity initiatives.

In addition, the Government has enacted several laws to operationalize the Constitution and the Policy in the fight against corruption. The Ethics and Anti-Corruption Commission Act, No. 22 of 2011 (EACC Act) established the Ethics and Anti-Corruption Commission as the lead agency in the fight against corruption and unethical conduct. The Leadership and Integrity Act of 2012 (LIA) was enacted to ensure State and Public Officers adhere to the ethics and integrity requirements under the Constitution. It is operationalized through the LIA Regulations, 2015. The Anti-Corruption and Economic Crimes Act of 2003 (ACECA) provides for offences and prescribes punishment for corrupt conduct while the Bribery Act No. 47 of 2016 provides a robust framework to combat bribery in both the Public and Private Sectors. The Public Officers

Ethics Act, 2003 (POEA) provides mechanisms and instruments for Declaration of Incomes, Assets and Liabilities (DIALs) among others. The Act is operationalized by the Public Officers Ethics Regulations, 2003 and Public Officer Ethics (Management, Verification and Access to Financial Declarations) Regulations, 2011. The other complimentary legal instruments include:

i)   Public Procurement and Asset Disposal Act, 2015 (PPADA);

ii)   Public Procurement and Asset Disposal Regulations, 2020;

iii) Proceeds of Crime and Anti Money Laundering Act, 2009 (POCAMLA);

iv)   Public Finance Management Act, 2012 (PFMA);

v)   Public Finance Management Regulations for National Government, 2015;

vi)   Public Finance Management Regulations for County Government, 2015;

vii) Public Audit Act, 2015 (PAA);

viii) Mutual Legal Assistance Act, 2011; and

ix)   Witness Protection Act, 2006.

1.3 History of the EACC

Establishment of the Commission as a Constitutional Commission came in the wake of several efforts to put in place a robust policy, legal and institutional framework in the fight against corruption. These efforts begun way back in 1956 when the colonial administration put in place a Prevention of Corruption Ordinance recognizing the emerging challenge of corruption at the time. The Ordinance became the Prevention of Corruption Act at independence which was reviewed in 1997 to establish a dedicated Anti-Corruption Agency - the Kenya Anti-corruption Authority (KACA). KACA was declared unconstitutional in 2000 on account of lack of separation of power between the Executive and the Judiciary given that the Authority was headed by a Presiding Judge of the High Court. In 2003 the Government enacted the Anti-Corruption and Economic Crimes Act which established the KACC, the predecessor to the EACC.

The EACC is a Constitutional Commission established under the Ethics and Anti-Corruption Commission Act, No. 22 of 2011 (EACCA, 2011) pursuant to Article 79 of the Constitution with status and power of a Commission under Chapter 15. The EACC is the successor body of the Kenya Anti-Corruption Commission (KACC). The objects of the Commission are provided in Article 249 of the Constitution while its mandate, functions and powers are provided in Sections 3, 11 and 13 of the EACC Act, 2011.

1.4 Methodology of Developing the Strategic Plan

To develop this Strategic Plan, the Commission collected and analyzed both primary and secondary data. The primary data was collected, analyzed and presented through a consultative process that involved internal and external stakeholders. Various reports, policy documents, laws and the 2018-2023 Strategic Plan End Term Review Report were reviewed to obtain secondary data. Both primary and secondary data were used to develop the Plan in line with the Revised Guidelines for Preparation of Fifth-Generation Strategic Plans (2023-2027) by the National Treasury and Economic Planning.

Development of the Strategic Plan was spearheaded by a Steering Committee at the highest level of the Commission and supported by a Technical Committee. The Steering Committee provided overall strategic direction while the Technical Committee provided technical input for the Plan. The Plan formulation was initiated through a High-Level Strategic Consultative Forum held in Naivasha from 22 to 25 November 2022 which provided opportunity for sharing experiences, lessons and best practices in the fight against corruption nationally and in the African region.

The draft Strategic Plan was discussed and adopted in the second High-Level Workshop held in Naivasha from 23 to 26 May 2023. The workshop comprised of Commissioners, Chief Executive Officer, Directors, and head of departments. A Stakeholder Validation Workshop was held on 4 August 2023 in Nairobi where the stakeholders provided input to the Strategic Plan.

Members of the Strategic Plan (2023-2028) Technical Committee.

1.5 STRUCTURE OF THE PLAN

This Strategic Plan is organized into six Chapters. Chapter One provides an introduction into the context of strategic planning and the methodology used to develop the Plan. Chapter Two provides the strategic direction of the Commission for the next five years. Chapter Three provides the situational analysis of the Commission's operating environment. The Chapter also highlights achievements and challenges in implementing the 2018 - 2023 Strategic Plan. Chapter Four provides the strategic issues, goal and key results areas identified for the 2023-28 plan period. Chapter Five presents the strategic objectives and strategies to be implemented in the next five years while Chapter Six outlines the Plan's monitoring, evaluation and reporting Framework. A comprehensive implementation matrix for the Plan is provided in the Appendix.

2 | STRATEGIC DIRECTION

2.0 INTRODUCTION

This chapter provides strategic direction of the Commission for the 2023-2028 plan period. It includes the mandate and functions of the Commission as well as the vision, mission, strategic goal and core values.

2.1 MANDATE

The Commission is mandated to combat and prevent corruption, economic crimes and unethical conduct through law enforcement, prevention, public education and promotion of ethical standards and practices. The mandate is derived from Article 79 and 252 of the Constitution; the Ethics and Anti-Corruption Commission Act, No. 22 of 2011 (EACCA, 2011); the Leadership and Integrity Act, No. 19 of 2012 (LIA, 2012); the Public Officer Ethics Act, No 4 of 2003 (POEA, 2003); the Anti-Corruption and Economic Crimes Act, No. 3 of 2003 (ACECA, 2003); and the Bribery Act, No. 47 of 2016 among other relevant laws and legislation.

The functions of the Commission are to:

i)   Enforce and ensure compliance with Chapter Six and Article 252 of the Constitution;

ii)   Investigate and recommend to the Director of Public Prosecutions the prosecution of any acts of corruption, economic crime, unethical conduct or violation of codes of ethics or other matter prescribed in law;

iii)   Institute court proceedings for preservation, recovery and restitution of corruptly acquired assets;

iv)   Institute proceedings for forfeiture of unexplained assets;

v)   Conduct conciliation, mediation and negotiation;

vi)   Facilitate development and oversee enforcement of codes of ethics for state and public officers;

vii)   Conduct public education and awareness on anti-corruption and ethical issues;

viii)   Provide advisory services on ethics and integrity;

ix)   Collaborate with and facilitate state, public officers and other stakeholders to promote ethics and anti-corruption initiatives;

x)   Conduct integrity verification for persons seeking elective or appointive positions in state and public office;

xi)   Develop and promote standards and best practices in ethics and anti-corruption programmes;

xii)   Monitor the practices and procedures of public bodies to detect corruption and secure revision of methods of work;

xiii)   Assist private and public entities, and any interested person to develop and put in place procedures appropriate for the prevention of bribery and corruption; and

xiv)   Develop and publish guidelines to assist private and public entities in the preparation of procedures appropriate for the prevention of bribery and corruption.

EACC Chairperson, Dr. David Oginde, addressing participants during a Commission function.

2.2 VISION STATEMENT

An Integrity and Values-driven Kenyan Society.

2.3 MISSION STATEMENT

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

2.4 STRATEGIC GOAL

Eradicate corruption and enhance ethical conduct.

2.5 CORE VALUES

The Commission core values are acronymed as FITI – PC.

	Fidelity to the Law	Respect and applying the Law consistently and impartially
	Integrity	Acting in an honest, fair, accountable and transparent manner
	Teamwork	Building corporate ideals to fully tap the rich and multi-skilled human resource base of the Commission to achieve our mandate
	Innovation	Embracing change and continuous improvement
	Professionalism	Maintaining high standards of competence, efficiency, skills and ethics
	Courage	Enforcing the anti-corruption laws firmly and without fear or favor

2.6 QUALITY POLICY STATEMENT

The Ethics and Anti-Corruption Commission is an independent institution committed to providing quality services to the Kenyan Public in law enforcement, prevention of corruption and promotion of ethics and integrity towards an integrity and values driven Kenyan society. In that respect the Commission:

- is committed to enhancing effectiveness and efficiency in operations through continuous design and operationalization of Quality Management Systems;

- shall endeavor to meet and exceed the expectations of the public and stakeholders for consistent delivery of services;

- is committed to timely compliance with the relevant statutory and regulatory requirements; and

- shall regularly measure, analyze and evaluate the effectiveness and efficiency of the programs for continual improvement.

3 SITUATIONAL AND STAKEHOLDER ANALYSIS

3.0 Introduction

This is an analysis of the operating environment of the Commission. Analyses of the external and internal environments have been mapped in PESTLE and SWOT frameworks. The stakeholder analysis is also presented in this chapter. In addition, the chapter presents an analysis of the Commission's performance during the 2018-2023 Strategic Plan period.

3.1 Situational Analysis

3.1.1 External Environment

Kenya is a State Party to the United Nations Convection Against Corruption (UNCAC) having signed and ratified the Convection on 9 December 2003. Kenya is also a State Party to the Africa Union Convention on Preventing and Combating Corruption in the region. Since 2003, the Government of Kenya has endeavored to domesticate these two instruments by establishing policy, legal and institutional framework in the fight against corruption as well as initiating programs intended to enhance anti-corruption law enforcement (Investigations and asset recovery), prevention of corruption, education, training and public awareness, promotion of ethics and integrity and international cooperation.

Anti-corruption efforts at the global level have focused on enhancing government effectiveness and transparency and promoting collective action in the fight against corruption. Post Covid-19 effects have left unprecedented challenges in the fight against corruption, especially in the health sector. The Russia-Ukraine war has created disruptions in the global supply chains and increased insecurity with unintended consequences in promoting transparency and accountability within States. This Strategic Plan recognizes the need for enhanced policy, legal and institutional framework for Kenya to remain effective in the fight against corruption and promotion of ethics. The external environment relevant to the Commission entails macro- and micro-environments.

a) Macro-environment

The macro-environment in the fight against corruption is characterized by political, economic, social, technological, legal and environmental changes and dynamics. On the political front, the fight against corruption is characterized by political influence, hostility and sectarian and ethnic politics that greatly undermine anti-corruption efforts. On the economic front, Kenya has faced depressed economic growth post Covid-19 and the 2022 general elections that has affected budget allocation and resource flows towards anti-corruption efforts. Socially, the fight against corruption is challenged by low public engagement and entrenched culture of corruption. In addition, rapid advancement in technology has presented opportunities and challenges in the fight against corruption given new and emerging forms of corruption that are technologically driven against the backdrop of low automation of government services. The Commission will leverage technology in improving its operations and enhance service delivery during the Plan period.

In the legal environment, anti-corruption laws remain weak. This is compounded by current tendencies by some members of the Legislature to whittle down the laws further. This undermines the Commission's capacity to deliver on its mandate. On the environmental front, there is increased occurrence of natural disasters such as locust invasions, intense drought and flooding which contribute to food insecurity, banditry, and poverty.

b) Micro-environment

The Commission is largely funded from the Consolidated Fund up to 95 percent. Changes in GoK revenue base and budget directly affect the Commission's operations. In the Plan period, the Commission will seek to intensify resource mobilization from development partners and other sources to augment the GoK funding. The Commission will also enhance collaborations and partnerships with stakeholders to support anti-corruption programmes.

Over the years, the Commission has had a stagnant pay structure. This has been linked to the grading structure which limits career progression. The Commission will work with relevant stakeholders to ensure competitive employment terms and a revision of its grading structure to allow for staff upward mobility and career growth.

The Commission's focus on high impact cases has more often meant that a significant number of its cases involve politically exposed persons (PEPs). A PEP is a person who holds a senior political position that allows them a high degree of control and influence within large swathes of the political spectrum (Recovering Stolen Assets, Basel Institute on Governance, 2008). Managing PEPs presents significant challenges in the fight against corruption because their influence can potentially hinder transparency and accountability measures, complicating efforts to prosecute cases and curb corruption. The Commission will seek to strike a balance between engagement with PEPs for legitimate reasons and preventing the abuse of power and potential conflicts of interest, so as to maintain the integrity of anti-corruption initiatives.

3.1.2 PESTLE Analysis

A detailed analysis of the anti-corruption external operating environment is presented in Table 1 which provides the Political, Economic, Social, Technological, Legal and Environmental (PESTLE) issues and effects on the fight against corruption and promotion of ethics.

Table 1: PESTLE Analysis

Factor	Issue	Effect
Political	• Politicization of the war against corruption • Adverse political influence • Hostility and intimidation when investigating politically exposed persons • Change in government	• Perception of political interference on the fight against corruption • Impedes execution of Commission's mandate • Change in priorities • Changes in institutional leadership • Increase in corruption during government transition
Economic	• Depressed economic environment • Unpredictable release of funds by the Exchequer • Emergent unregulated digital currency in financial transaction • Politicization of resource prioritization and allocation • High regulation in certain sectors and over taxation	• Low ceiling in budgetary allocations • Delay in the implementation of activities • Difficulty in tracing proceeds of corruption • Poor management of resource allocation and prioritization • Increased corruption and tax evasion
Social	• Public apathy in fighting corruption • Entrenched culture of corruption • Uncertain social security benefit	• Low levels of public confidence in the fight against corruption • Difficulty in eradicating corruption • Low corruption reporting rates • Acceptance of corruption as a way of life • Increased corruption to supplement livelihood

Factor	Issue	Effect
Technological	• Rapid technological changes • High cost of technology • Automation of government services • Complexity of technology	• Opportunities for the Commission to leverage on technology to improve on its operations • High cost of keeping up with technology • Reduced corruption, bureaucracy, red tape and improved efficiency of government services • Evolving technology complicates the investigation process
Legal	• Weakness in the Leadership and Integrity Act 2012 (LIA) in vetting of electoral aspirants and nominees for appointments to public office • Lack of a framework to implement anti-corruption advisories • Lack of a legal framework to guide diversion of corruption cases • Inadequate framework in investigation and recovery of unexplained wealth • Rigidity of the Amnesty Framework in ACECA • Inconsistent court decisions on enforcement of Chapter Six • Adverse court decisions • Inadequate legal framework to protect whistle blowers • Ineffective implementation of the requirements of Declaration of Income Assets and Liabilities (DIALs) • Lack of a framework for suspension of state officers when charged with corruption	• Renders EACC ineffective in vetting of aspirants and nominees for appointments • Commission advisories are rendered ineffective • Discretion by the ODPP on progression of corruption cases (criminal) without involvement of EACC • Uncertainty in the procedure of investigations and recovery of unexplained wealth • The amnesty law does not encourage voluntary disclosure and surrender of corruptly acquired assets • Uncertainty in the development of jurisprudence on enforcement of Chapter Six • Hampers the execution of enforcement mandate • Intimidation of whistle blowers leading to non-cooperation • Low detection of unexplained wealth and conflict of interest • Intimidation and threatening of witnesses • Concealment, alteration, destruction or removal of evidence
Environmental	• Geographical expanse of the country • Occurrence of natural calamities, crises, disasters and pandemics • Insecurity and banditry	• Increased cost of operations • Responses to natural calamities, crisis and pandemic increases opportunities of corruption • Loss of evidence relevant to corruption investigations • Disruption of business operations • Difficulty in obtaining evidence • Inaccessibility to parts of the country

3.1.3 Internal Environment

The internal operating environment of the Commission is informed by the Strengths, Weaknesses, Threats and Opportunities (SWOT) that exist. The key strengths of the Commission are its institutional stability, strong leadership and strategic focus, highly skilled staff, established organizational structure, policies, systems and procedures and regional presence. The weaknesses that affect the Commission's operations include inadequate human and financial resources and physical infrastructure.

In the Plan period, the Commission will seek to enhance its institutional capacity in terms of human resources, funding and physical infrastructure, including ICT.

The opportunities that the Commission will continue to leverage in the Plan period include existing stakeholder networks; partnerships and collaborations; goodwill of the people; vibrant media; existing constitutional, policy, legal and institutional framework that support the war on corruption. The threats that the Commission will work towards managing include the tendencies to weaken existing laws; inadequate funding; entrenched culture of corruption and impunity; and public apathy. A detailed SWOT analysis is provided in Table 2.

Table 2: SWOT Analysis

STRENGTHS

- Institutional stability and synergy
- Strong institutional leadership and strategic focus
- Skilled and experienced human resource
- Established organizational structure, policies, systems and procedures
- Visibility and regional presence
- Investment in technology
- Risk Management Framework
- Strong work ethic

WEAKNESSES

- Inadequate human resource capacity
- Inadequate specialized training
- Inadequate automation of business processes
- Inadequate Performance Management Framework
- Inadequate Partnership Framework
- Inadequate physical infrastructure
- Weak Monitoring and Evaluation and Reporting System
- Weak Data and Information Management System
- Inadequate guidelines and procedures in operational areas

OPPORTUNITIES

- Constitutionally anchored and wider anti-corruption and ethics mandate
- Intensified anti-corruption agenda
- Goodwill from the public and stakeholders
- Informed and engaging citizenry
- Existing stakeholder networks, partnerships and collaborations
- Vibrant media
- Designated anti-corruption courts
- The National Ethics and Anti-Corruption Policy and Legal Framework
- Existing mechanisms for international cooperation and support such as the Mutual Legal Assistance Framework, MOUs with other jurisdictions and Donor support
- Advancement in technology
- Progressive jurisprudence

THREATS

- Tendencies to weaken the existing anti-corruption laws
- Inadequate legal and regulatory framework for corruption prevention, ethics and integrity
- Inadequate funding for Commission programmes
- Entrenched culture of corruption and impunity in society
- Inadequate political goodwill
- Inadequate public engagement in the war against corruption
- Institutional functional overlaps and duplication in the fight against corruption

3.1.5 Analysis of Commission Performance (2018-2023)

The EACC Strategic Plan for the period 2018 - 2023 was anchored on five strategic objectives namely: Strengthen Policy, Legal and Regulatory Framework; Enhance Law Enforcement against Corruption and Unethical Conduct; Enhance Public Education, Communication and Awareness; Enhance the Prevention of Corruption and Unethical Practices; and Enhance Institutional Capacity of the Commission. The End Term Review of the Strategic Plan focused on the achievements, challenges and lessons learnt in the pursuit of the strategic objectives during the Plan period.

3.1.5.1 Achievements

The key achievements of the Commission during the 2018 – 2023 Plan period are highlighted as follows.

i) Strengthen Policy, Legal and Regulatory Framework

The Commission in collaboration with other stakeholders notably the Office of Attorney General, helped in the development of the National Ethics and Anti-Corruption Policy, Sessional Paper No. 2 of 2018. In addition, the Commission submitted memoranda to Parliament with proposals to amend the Bribery Act, 2016 (No.47 of 2016) to include both private and public entities in the scope of the application of the Act; amend the Anti-Corruption and Economics Crimes Act, 2003 to allow the Commission to seek court orders for State Officers under investigation or those charged with corruption or economic crimes be barred from accessing Office or exercising powers of the Office; amend the Ethics and Anti-Corruption Commission Act, 2011 to require the presentation of the Commission Annual Report within six months, from the current three months to the end of the year to which it relates; and to amend the Leadership and Integrity Act, 2012 to allow the Commission to verify the suitability of candidates applying to be appointed to a public entity, and to allow the High Court on application by any person, to declare the assumption of office by a State Officer to be invalidated for not committing to the Specific Leadership and Integrity Code.

The Commission developed Guidelines on Registrable Interests and Administrative Procedures on Declaration of Income, Assets and Liabilities (DIALs).

Among the key challenges affecting policy, legal and regulatory frameworks in the fight against corruption included: Adverse Judicial decisions in anti-corruption cases; Constitutional petitions and Judicial Review applications that impede execution of the Commission's mandate; Inadequate Legal and Regulatory framework for enforcement of Chapter Six of the Constitution, Leadership and Integrity Act, Anti-Corruption and Economic Crimes Act (ACECA) and other complementary legislation; and Lack of commitment by partners to engage in the fight against corruption due to differing priorities and interests.

To address the challenges in the policy, legal and regulatory framework, the Commission proposes to lobby National Assembly to legislate appropriate laws; fast-track the development and gazettement of anti-corruption policy documents; and develop a framework for enhancing partnership engagement within the Kenya Leadership Integrity Forum (KLIF) and other mechanisms.

ii) Outcomes on strengthening policy, legal and regulatory framework

Effective policy, legal and regulatory framework

- The National Ethics and Anti-Corruption Policy, Session Paper No. 2 of 2018 was adopted in 2020 and is expected to provide a comprehensive, coordinated and integrated framework in the fight against corruption.

- The Companies Act, 2015 was amended to establish Business Registration Services (BRS) and require companies to disclose their beneficial owners. In addition, the EACC Act, 2011 was amended to expand the powers of the Commission to institute proceedings for recovery of properties or proceeds of corruption outside Kenya. These amendments have created a more effective legal and regulatory framework by minimizing incidences of conflict of interest and allowing recovery of proceeds of corruption stashed outside the country.

- Supreme Court Petition No. 2 of 2020 Waititu v Republic [2021] KESC 11 (KLR): The Supreme Court upheld the decision of the Court of Appeal that barring a Governor from accessing his/her office pending his/her prosecution for corruption offences does not amount to removal from office but was to safeguard the integrity of the criminal trial during its pendency.

iii) Enhance Law Enforcement

The Commission received and analysed 30,523 reports during the 2018-2023 Plan period. Out of these reports, 11,620 reports were relevant to the Commission Mandate. The Commission undertook 444 digital forensic and 836 forensic document examinations; and extracted 1,583 Integrated Financial Management Information Systems (IFMIS) Reports. A total of 752 files on corruption, economic crimes and unethical conduct were forwarded to the Office of the Director of Public Prosecutions (ODPP). Out of these files, the Commission recommended 435 for prosecution, 55 for administrative action,152 for closure and 110 for other action. In addition, the Commission supported prosecution of 1,710 cases in Court resulting in 168 convictions, 96 acquittals and 49 withdrawals/discharges.

The Commission traced assets worth KES 47.9 billion and preserved assets worth KES 15.6 billion. Additionally, the Commission filed 205 Civil Suits for Recovery of Assets worth KES 27.9 billion and recovered assets worth KES 28 billion. Among the notable recoveries made were:

i) Land measuring 56 acres belonging to Meteorological Department located at Industrial Area Nairobi valued at KES 5.2 billion;

ii) Recovery of Naivasha KALRO Land measuring 227.9 hectares worth KES 800 million;

iii) Recovery of Nyahururu Municipality Block 6/580, 581, 583, 587, 589 and 592 reserved for a bus park worth KES 42 million through an out of court settlement;

iv) Recovery of High Court Land in Kisumu valued at KES 830 million;

v) Recovery of six parcels of land located in Eldoret belonging to the County Government of Uasin Gishu and the National Police Service valued at KES 1.9 billion;

vi) Recovery of KRA land parcel number MN/III/293 in Mtwapa Creek, measuring 0.4047 hectares;

vii) Recovery of illegally acquired Kenya Railways land in Kisumu, land parcels numbers, Kisumu Municipality Block 7/410, 467, 465, 478, 524, 529, 514, 498, 539, and 511; and

viii) Recovery of public land Mombasa Blocks XVII/1547, XVII/1548 and XVII/1549 where Hobley Estate in Buxton area stands valued at KES 398 million.

EACC Secretary/CEO, Mr. Twalib Mbarak during a courtesy call by the CEO Independent Police Oversight Authority, Mr. Elema Halake on 26 October 2022

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on corruption, economic crimes and unethical conduct were forwarded to the ODPP

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KES 47.9 billion

and preserved assets worth

KES 15.6 billion

The Commission recovered assets worth

KES 28 billion

Further, the Commission averted loss of

KES 39.2 billion

of public funds through disruption of corruption and economic crime networks

The Commission also recovered assets through Alternative Dispute Resolution (ADR) mechanism. Among the recoveries were KES 18 million in cash belonging to County Government of Isiolo; Nakuru Municipality Block 12/124 valued at KES 33.5 million; Nakuru Municipality Block 5/246 valued at KES 35 million; Nakuru Municipality 4/226 valued at KES 13.2 million; and Nakuru Municipality Blocks 4/227 and 4/228 each valued at KES 13 million. Further, the Commission averted loss of KES 39.2 billion of public funds through disruption of corruption and economic crime networks.

Key challenges affecting law enforcement included slow Judicial processes due to backlog of cases in Courts; lenient penalties on offences of corruption and economic crime; inadequate cooperation by institutions in provision of documents required in investigation; intimidation of witnesses by suspects and their associates due to inadequate witness protection framework; interference in investigation process by suspects who are in office; and backlog of cases under investigation.

The Commission proposes the following as measures to address some of the challenges encountered in law enforcement: upscale high impact investigation and asset recovery cases; ensure speedy conclusion of investigations; strengthen cooperation with public institutions in investigations; and enhance compliance with Guidelines and Procedures for prevention of Bribery and Corruption under the Bribery Act 2016.

iv) Outcomes on enhancing Law Enforcement

a) Improved quality of investigations

During the 2013-2018 Plan period, **the conviction rate** was 51.5 percent which increased to 53.7 percent during the 2018-2023 Plan period.

The completed investigation files are submitted to the ODPP for review and determination. The independent review by prosecutor results in either **concurrence** with EACC recommendation or guidance on other directions. During the 2013-2018 Plan period, the concurrence rate was 90.2 percent which increased to 92 percent during the 2018-2023 Plan period.

b) Improved Recovery of Corruptly Acquired Assets

The Commission recovered corruptly acquired and unexplained assets valued at KES 3.565 billion during the 2013-2018 plan period which increased to KES 28 billion in the 2018-2023 plan period, a 686.1 percentage increase.

v) Enhance Public Education, Communication and Awareness

The Commission undertook 398 Electronic and Print Media programmes which included: talk shows, interviews, media appearances and media coverage reaching out to an average of 46,572,101 people per year. In addition, the Commission contributed to the publications of 1,406 news and articles in print and electronic media. The Commission further conducted proactive sensitizations in 112 targeted spots that are prone to corruption. The hot spots targeted include National Registration Bureau offices; Huduma Centers; National Police Institutions/Facilities; Immigration Offices; Public Health Facilities; Open Air Markets; Youth Groups; Judiciary; and County Revenue Offices among others. Further, the Commission undertook outreach clinics in primary and secondary schools, colleges and universities aimed at inculcating values and attitude change in the fight against corruption. A total of 4,951 institutions of learning and 610,957 learners were reached.

The Commission undertook
398 Electronic and Print Media programmes reaching out to approximately
46,572,101 people per year

Commissioner John Ogallo addressing members of press during the EACC workshop for religious leaders in Meru County.

The Commission registered the National Integrity Academy (NIAca) with the Technical and Vocational Education and Training Authority (TVETA) under the Ministry of Education on 18th July 2018 and officially launched the Academy on 17th October 2018. The main objective of the Academy is to empower the public officers and non-state actors with requisite knowledge, attitude, skills and competencies to prevent and combat corruption, economic crime and unethical practices. In furtherance of the above objective, the Commission in partnership with other relevant stakeholders developed the Curriculum which was approved by the Curriculum Development and Certification Council (CDACC) in August 2018. During the period under review, the Academy trained 2,933 Integrity Assurance Officers (IAOs), 153 Supply Chain Management Officers, 55 Executive Managers on Leadership and Integrity Course, 15 on Trainer of Trainers. In addition, the Academy organized two virtual international conferences and three virtual continuous development programmes for professional accountants.

vi) Outcomes on enhancing public education, communication and awareness

a) Improved levels of awareness on corruption and ethics

According to the National Ethics and Corruption Survey (NECS), 2021 the percentage of respondents who indicated awareness about what constitutes unethical practices in the public service decline from 76 percent in 2018 to 62.3 percent in 2021. In addition, the perception on the level of corruption and unethical conduct in the country rose to 73.5 percent in 2021 from 65.3 percent in 2018.

b) Increased awareness about the Commission

According to the National Ethics and Corruption Survey (NECS) of 2021, the percentage of respondents who indicated awareness about the Commission declined from 60.8 percent in 2018 to 53.3 percent in 2021. (Figure 1).
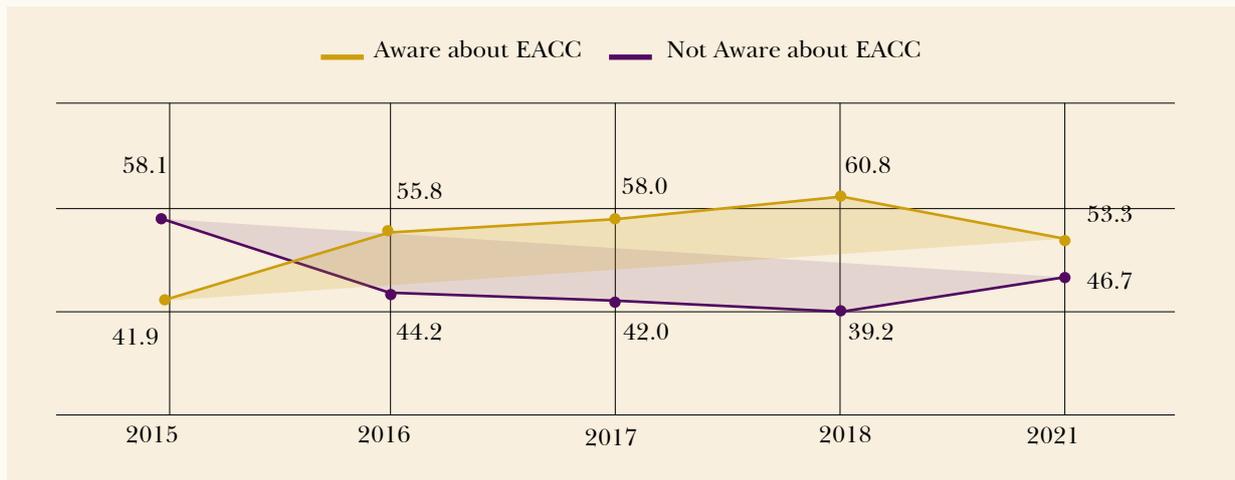
Figure 1: Awareness about EACC

c) Increased public support in the fight against corruption and unethical conduct

According to the National Ethics and Corruption Survey (NECS), 2021 more than half of the respondents (51.3%) did nothing at individual level to help in the fight against corruption and unethical practices which is a decline from 67 percent and 61.7 percent in 2018 and 2017 respectively. In addition, more than 18 percent of respondents who participated in the 2021 survey refused to give or take bribes compared to 14.5 percent and 17.2 percent in 2018 and 2017 respectively, an improvement on proportion of respondents who refused to give or take bribe.

vii) Enhance the Prevention of Corruption and Unethical Practices

The Commission undertook System Reviews in institutions through Examinations and Corruption Risk Assessments (CRAs). The Commission finalized 68 Systems Reviews in public institutions and one private institution. These included Centralized Procurement of ICT Equipment and Services, Ministry of Environment and Forestry, Various functional areas of the National Youth Service and the Judiciary.

The Commission in enforcing compliance with Chapter Six of the Constitution, issued 1,333 Advisories, 432 Notices and 288 Cautions to Public Entities and Persons for Violation of Chapter Six and LIA, 2012 in the reporting period. In its efforts to promote Leadership and Integrity, the Commission developed and reviewed 12 Specific Leadership and Integrity Codes for State Officers and 94 Codes of Conduct for Public Officers in Public Entities.

EACC Commissioner, Colonel (Rtd) Alfred Mshimba, MBS during Corruption Risk Assessment of the Masinde Muliro University of Science and Technology.

The Commission in enforcing compliance with Chapter Six of the Constitution, issued **1,333 Advisories, 432 Notices** and **288 Cautions** to Public Entities and Persons for Violation of Chapter Six and LIA, 2012 in the reporting period.

The Commission continued to undertake research to provide evidence for informed anti-corruption interventions in public institutions. During the period under review, the Commission undertook the following studies: Three National Ethics and Corruption Surveys in 2018, 2021 and 2022; Public Officer's Survey 2019; Assessment of Implementation of Chapter Six of the Constitution and Related Laws; and Corruption and Unethical Conduct in Kenyan Health Care Projects. In addition, the Commission developed, published and publicised its achievements in the fight against corruption and promotion of ethics in five Annual Reports for the period between 2018 and 2023.

To establish Purposive Partnerships and Coalitions, the Commission facilitated Kenya Leadership and Integrity Forum (KLIF) to expand from 15 to 20 Sectors for State and Non-State Actors. The Commission supported KLIF in the development and implementation of the Kenya Integrity Plan (KIP) for 2019-2023. In addition, the Commission coordinated the commemoration of African Anti-Corruption Day (AACD) and International Anti-Corruption Day (IACD) annually in the plan period.

viii) Outcomes on enhancing the prevention of corruption and unethical practices

a) Improved deterrence of corruption and unethical conduct

The Commission averted a loss of KES 19.7 billion of public funds through disruption of corruption and economic crimes networks in the 2013-18 plan period. The loss averted increased to KES 39.2 billion in the 2018-23 plan period, a 99-percentage increase.

b) Reduced incidences of corruption in the private sector
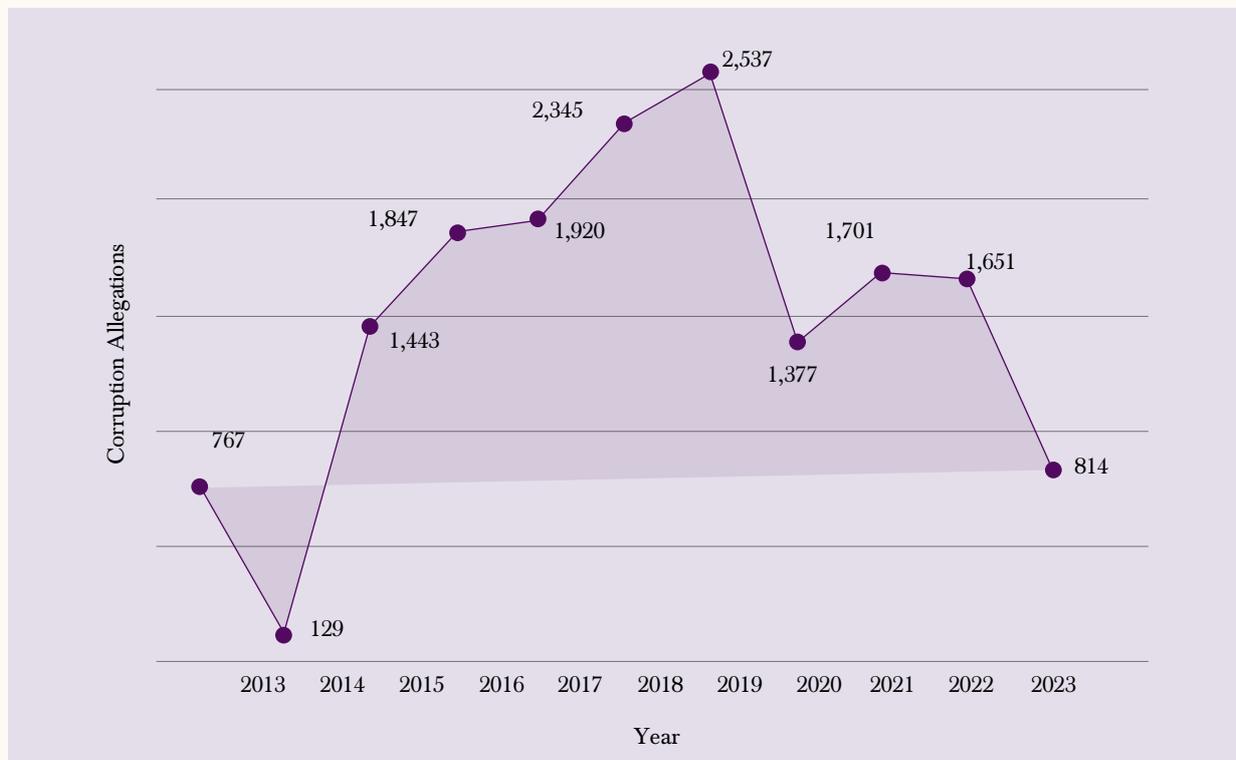
Figure 2: Trend in Corruption Allegations in the Private Sector

The number of allegations of corruption touching on the private sector reported to the Commission increased from 129 allegations in 2014 to a high of 2,537 in 2019. However, during the 2018-2023 Plan period, the allegations have declined to 814 by May 2023, an indication of reduced incidences of corruption in the private sector (Figure 2).

c) Reduced corruption and unethical conduct

The number of reports on corruption and unethical conduct received and were relevant to the Commission's mandate increased from 1,950 reports in 2013/14 FY to a high of 3,856 reports in 2015/16 FY. For the subsequent four financial years, the reports remained in the range of 3,000 reports and started to decline in 2018/19 FY to a low of 1,916 reports in the FY 2021/22 (Figure 3).
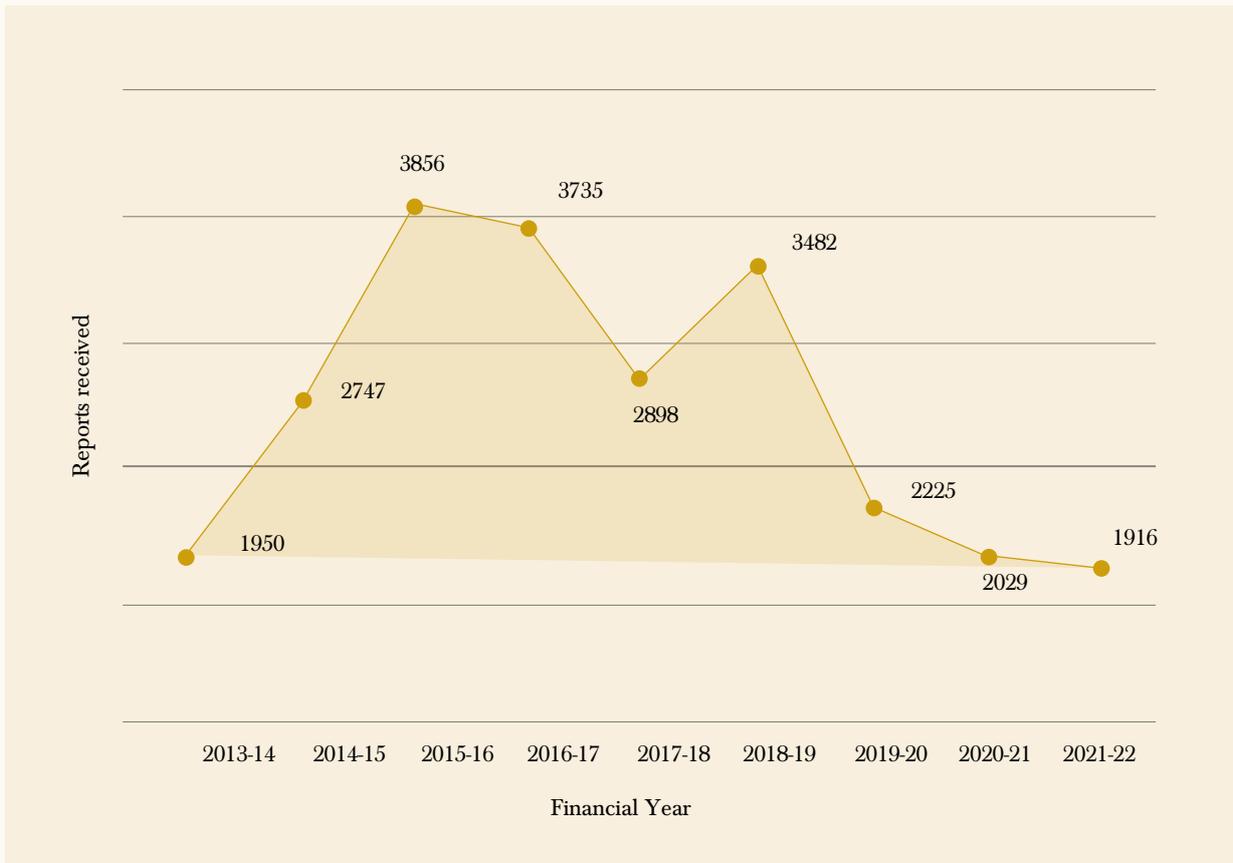
Figure 3: Trend of Reports Received and Relevant to the Commission's Mandate

ix)Enhance Institutional Capacity

During the period under review, staff retention rate in the Commission was 99 percent. In its effort to enhance institutional capacity, the Commission recruited 38 officers. This raised the Staff Complement from 721 to 759. Total accumulated budgetary allocation to the Commission in the period under review was KES 16,815,033,119. The Commission exercised prudence and adhered to the Public Financial Management Act and Regulations in the utilization and accounting for the Funds allocated. In the entire period, the Commission consistently received Unqualified Audit Reports from the Office of the Auditor General (OAG).

In its effort to have a robust and reliable ICT environment, including automation and modernization of business processes, the Commission upgraded its network infrastructure by 40 percent, increased its bandwidth by more than 600 percent, and automated 10 processes.

Automation of 11 additional processes is ongoing. The Commission continued to expand its footprint and presence across the country by opening an additional office in Bungoma. This brought the number of Regional Offices to 11 countywide. To decongest Integrity centre and improve the work environment, the Commission rented office space in Madison House. It further leased space for offsite storage of records. To modernize its fleet and improve operational efficiency and effectiveness, the Commission acquired 30 additional vehicles. In bolstering compliance with statutory and legal requirements for improved corporate governance, the Commission constituted its Risk and Audit Committee, and developed and implemented an Enterprise Risk Management (ERM) Policy Framework. The Commission also reviewed its Corporate Services Policies and Procedures Manual and developed a Compendium on Anti-Corruption Jurisprudence both at local and international level.

Some of the key challenges affecting institutional capacity of the Commission included: inadequate budget/financial allocation; inadequate staff in specialized areas such as electrical engineering, land survey, investigation, asset tracing and recovery, evidence analysis, ICT and prevention; inadequate specialized training in critical Commission functionalities such as financial investigation, ICT forensics, Mutual Legal Assistance (MLA) and Alternative Dispute Resolution (ADR); inadequate staff numbers to fully implement the approved Commission structure; inadequate capacity for National Integrity Academy to deliver on its mandate; slow pace in automation of Commission processes such as Case Management System, Monitoring and Evaluation (M&E) System; and impact of Covid-19 pandemic in the fight against corruption.

The Commission proposes the following to address some of the challenges in institutional capacity: lobby for additional budgetary allocation for recruitment, training and implementation of Commission programmes; lobby Parliament to establish EACC Fund; intensify partnerships with Development Partners in resource mobilization; attain full staff complement of the Commission; enhance specialised training for staff in critical skills areas; strengthen M&E for Commission programmes; and upscale integration of ICT Commission operations and processes.

3.1.5.2 Emerging Jurisprudence, Laws and Regulations that affected Operations of the Commission

i)   Amendment of Section 27 of the Bribery Act brought clarity in prosecution of bribery cases that occurred before the enactment of the Bribery Act;

ii) The Supreme Court decision on Praxcedes Saisi & others vs EACC & another laid the law that criminal cases pending in the subordinate court can only be stopped if the prosecution was actuated by bad faith, dishonesty or abuse of power;

iii) The Court of Appeal in Civil Appeal 184 of 2018: Stanley Amuti vs EACC, held that Section 55 of ACECA, which empowers the Commission to recover unexplained assets, was constitutional;

iv) The Court rulings in the Lenolkulal and Sonko Cases that State Officers charged with corruption and economics crimes cases are barred from accessing their offices pending hearing and determination of their cases;

v)   Adverse decision in Prof. Tom Ojienda Case that challenged Sections 23, 26, 27 and 28 of the Anti-Corruption and Economic Crimes Act, 2003 on investigative warrants and investigations into unexplained wealth that impeded investigations for three years prior to its overturning by the Supreme Court;

vi) Public Property Recovery Case where the former Commissioner of Land was ordered to pay damages for breach of public trust and the illegal occupants ordered to pay damages for denying government use of the land for public benefit; and

vii) Disparate decisions that failed to set a clear threshold on the applicability of Chapter Six on clearance by IEBC to seek elective positions by persons who have corruption and economic crimes cases pending before court or under investigations by the Commission.

3.1.5.3 Lessons Learnt/Success Factors

i) Adoption of technology in virtual implementation of programmes and processes, and adoption of flexi modes of work during the Covid-19 pandemic;

ii) Focus on high impact cases involving huge amounts of money, high-profile personalities and or matters of great public interest;

iii) Focus on recovery of illegally acquired land and subsequent restitution for public use such as construction of affordable housing. Use of ADR in asset recovery;

iv) Project management approach to investigation enhanced timely completion of high profile cases;

v) Effective prosecution and convictions especially in high profile cases such as Waluke, Discount Securities, Oswago and Youth Fund enhance public confidence in the fight against corruption;

vi) Staff welfare and motivation are key to high performance culture;

vii) Adequate budgetary allocation and predictable exchequer flows enhance plan implementation;

viii) Stakeholder partnership and collaboration are critical to success of anti-corruption programmes;

ix) Automation of processes results in operational efficiency and effectiveness;

x) Value-based public education and awareness promote attitude and behaviour change and create grassroots-based coalition against corruption;

xi) Establishment and operationalization of the National Integrity Academy enhanced capacity in anti-corruption, integrity, ethics and governance related areas; and

xii) Use of digital platforms (digital content) and the media enhances wider reach of public education and awareness.

3.2 Stakeholder Analysis

For the Commission to succeed in the fight against corruption, it must work closely with stakeholders derived from State and Non-State actors. The key State actors include the National Executive, the Legislature, the Judiciary and the County Government. The key non-State actors in the fight against corruption include the Private Sector, the Civil Society, the Faith Sector and the general public. The Commission will endeavour to enhance partnerships and collaborations with key stakeholders to entrench an inclusive Whole-of-Society approach in the fight against corruption and promotion of ethics. A detailed analysis of stakeholders is provided in Table 3.

Table 3: Stakeholder Analysis

Stakeholder	Role/Responsibility	What they can do for EACC	What EACC can do for them
The Presidency and National Executive	• Political goodwill, commitment and leadership • National policy formulation	• Assent to anti-corruption laws • Appoint top leadership • Set national anti-corruption agenda • Monitor implementation of policies	• Align with the national agenda • Provide reports on the state of corruption • Implement policies • Provide periodic reports on policy implementation

Stakeholder	Role/Responsibility	What they can do for EACC	What EACC can do for them
Parliament	Legislation and oversight	• Appropriate and approve budget • Oversight commission operations • Enact and amend anti-corruption laws and regulations	• Implement decisions of Parliamentary committees (PIC, PAC, JLAC) • Engage Parliament to propose enactments and amendments to the law
The Judiciary	Deliver justice in line with the Constitution and other laws	• Adjudicate corruption matters • Convene NCAJ and Court Users Committees respectively	• Present cases to court • Provide evidence • Abide by court decisions • Participate in Court Users Committee • Participate in NCAJ committees
Office of Attorney General and Department of Justice	• Government's principal legal advisor • Provide policy, coordination, and oversight • Promote the rule of law and defend public interest	• Facilitate formulation and enactment of anti-corruption legislation and policy • Provide policy and legal advice on anti-corruption • Table the anti-corruption quarterly report before Parliament • Transmit and receive Mutual Legal Assistance requests	• Provide proposals for amendments and new anti-corruption law • Submit quarterly anti-corruption reports • Provide information relevant to the implementation of international and regional anti-corruption instruments • Prepare and submit MLA requests
Office of the Director of Public Prosecution (ODPP)	Institute and undertake criminal proceedings	Prosecute corruption, economic crime and unethical conduct cases	Provide completed investigation files on corruption, economic crime and unethical conduct
Ministries, Departments, Agencies and County Governments and Assemblies	• Provide public services • Issue directives and guidelines on relevant matters • Manage and coordinate devolved functions	• Share information and support investigation, prosecution, and asset recovery • Collaborate in the fight against corruption • Entrench culture of ethics and integrity in the counties • Implement recommendations arising from System Reviews, CRAs and Advisories	• Act on the relevant information • Implement directives and guidelines on the relevant matter • Investigate corruption • Refer matters to them for further action • Undertake System Reviews and CRAs • Provide advisories on corruption prevention • Training and awareness on anti-corruption, ethics and integrity
Office of Auditor General	Audit and report on the management of public resources	Share information	Act on the relevant reports

Stakeholder	Role/Responsibility	What they can do for EACC	What EACC can do for them
• All Responsible Commissions at the National Government Level • At the Counties level: County Public Service Boards &County Assemblies Service Boards	• Exercise disciplinary control over officers in their jurisdiction; • Promote the values and principles referred to in Articles 10 and 232 of COK • Investigate and monitor personnel practices of the public service; and • Ensure that the public service is efficient and effective.	• Enforce the provisions of LIA and Chapter Six. • Support the execution of the EACC's mandate in implementation of codes of conduct for public officers and promote ethical conduct within public institutions.	• Refer matters on ethical breaches • Build capacity to enforce the provisions of LIA and Chapter 6 in responsible Commissions. • Provide advisories
Law Enforcement Agencies (NPS, FRC, NIS, WPA, KRA, ARA)	Enforce provisions of enabling law(s) and regulations	Support investigation and prosecution of corruption and economic crime matters	Act on report and refer witnesses provided
Development Partners	• Foster partnerships through collaboration • Provide financial and technical support	• Provide financial and technical support • Share information	• Implement programmes • Account for the resources
Civil Society	Civic education, advocacy and promotion of accountability	• Vigilant and monitor the fight against corruption • Promote public awareness on corruption • Support development of legislation on anti-corruption	Provide updates on anti-corruption activities
Media	Gather and disseminate useful information	Publicize and educate the public on ant-corruption	• Provide Information. • Build media capacity
Financial Institutions – Commercial Banks, SACCOs, Micro Finance Institutions, telecos	Provide financial and telecommunication, and related services	• Provide relevant information to support investigation and prosecution and asset recovery • Geospatial services	Act on the information
Professional Bodies	Register and regulate professionals	Promote professional standards, ethics and values	Share relevant information on members
Education Sector	Promote education, awareness and training services	Embed culture of integrity and values in the curriculum	Build capacity in the education sector

Stakeholder	Role/Responsibility	What they can do for EACC	What EACC can do for them
Government Regulatory Institutions (NTSA, CMA, PPRA, NCA, NEMA, KEBs, CAK, CBK)	Regulatory measures in respective fields	• Support investigation, prosecution and asset recovery • Provide transactional services	Act on information provided
Council of Governors	Support devolution	Advocate for the implementation of anti-corruption initiatives in the Counties	• Policy guidance on anti-corruption • Provision of advisories on corruption prevention to the Counties
Faith Based Organizations	Promote moral and spiritual nourishment	Entrench ethics and integrity in faithfuls	Build capacity
Private Sector Institutions	Contribute to economic development	• Prevent bribery and corruption in institutions • Report corruption • Adopt and implement model procedures on prevention of bribery and corruption	• Provide advisories • Disseminate model procedures on prevention of bribery and corruption • Undertake training and awareness on bribery, corruption, economic crimes and unethical practices
Commission Employees	Combat and prevent corruption	Provide requisite competencies and skills	Provide an enabling work environment
International & Regional Anti-Corruption Associations	Champion cause on anti-corruption and ethics	• Build capacity • Share relevant practices	• Share information • Build capacity members
Public	Support anti-corruption activities	Provide information to support Commission mandate	• Receive and process corruption reports • Create awareness and prevent corruption

4 STRATEGIC GOAL, ISSUES AND KEY RESULT AREAS

4.0 INTRODUCTION

This Chapter presents the strategic goal, issues and key result areas that will drive implementation of the Commission's mandate.

4.1 STRATEGIC GOAL

The overall strategic goal of the Commission is to *Eradicate corruption and enhance ethical conduct*.

4.2 STRATEGIC ISSUES AND KEY RESULTS AREAS

In the medium term (2023-28), the Commission will pursue a transformative agenda intended to upscale implementation of its mandate and realize significant outcome in the fight against corruption. In the Plan period, the Commission will adopt Four Key Pillars derived from its mandate to drive the transformative agenda. The Pillars are Law Enforcement; Promotion of Ethics and Integrity; Prevention of Corruption and Unethical Practices; and Education, Training and Public Awareness. The Pillars are supported by the Constitutional and Legal Framework as well as the Core Values of the Commission. The Pillars form key results areas from which the strategic objectives, strategies and activities are formulated.

Vision
An Integrity and Values-driven Kenyan Society
Goal
Eradicate Corruption and enhance Ethical Conduct

Institutional Enablers: Human Capital & Infrastructure; Partnerships, Collaborations & Coordination; Corporate Structures, Policies & Procedures; Financial Resources; Technology; Communication & Branding

Pillar 1
Law Enforcement

Pillar 2
Promotion of Ethics and Integrity

Pillar 3
Prevention of Corruption and Unethical Practices

Pillar 4
Education, Training and Public Awareness

Core Values: Fidelity to the Law; Integrity; Teamwork; Innovation; Professionalism; Courage

Constitutional and Legal Framework

Figure 4: EACC Transformative Framework for the Plan Period 2023 – 2028

The Institutional Enablers that bind the Pillars together to form a strong framework for transformation include Human Capital and Infrastructure; Partnerships and Collaborations; Corporate Structures, Policies and Procedures; Financial Resources; Communication and Branding; and Technology. Figure 4 illustrates the transformative framework of the Commission. The Pillars and the Institutional Enablers form the key result areas of the Commission for the Plan period 2023-2028. The key result areas include law enforcement; promotion of ethics and integrity; prevention of corruption and unethical practices; education, training and public awareness; partnerships, collaborations and coordination; human capital and infrastructure; financial resources; technology; communications and branding. The strategic issues are derived from the SWOT, PESTLE, stakeholder analysis as well as the analysis of Commission past performance (2018-2023 Strategic Plan). The issues are categorized within the Pillars and Institutional Enablers.

4.2.1 PILLAR 1 – LAW ENFORCEMENT

Key Result Area 1

The Law Enforcement mandate of the Commission includes: to investigate and recommend to the Director of Public Prosecutions the prosecution of any acts of corruption, economic crime, and bribery; to trace and institute court proceedings for preservation and recovery of corruptly acquired assets or payment of compensation; to institute proceedings for forfeiture of unexplained assets; and to employ alternative dispute resolution such as conciliation, mediation and negotiation in its work.

Under the law enforcement pillar, the following strategic issues were identified:

i)   Prevalence of corruption and unethical conduct in the country;
ii)   Backlog of cases;
iii)   Adverse judicial decisions in anti-corruption and ethics cases;
iv)   Inadequate compliance with the requirements of Declaration of Income Assets and Liabilities (DIALs); and
v)   Inadequate mechanisms for managing preserved and recovered assets.

4.2.2 PILLAR 2 – PROMOTION OF ETHICS AND INTEGRITY

Key Result Area 2

The Pillar on Promotion of Ethics and Integrity will focus on strengthening the enforcement of ethics and integrity requirements and enhancing compliance with ethics and integrity requirements. Under the pillar, the following strategic issues were identified:

i)   Prevalence of corruption and unethical conduct in the country;
ii)   Inadequate legal and regulatory framework for enforcement of Chapter Six of the Constitution, Leadership and Integrity Act, EACC Act and POEA and other complementary legislation;
iii)   Inadequate framework for integrity verification for elective and appointive positions;
iv)   Inadequate compliance with the requirements of Declaration of Income Assets and Liabilities (DIALs);
v)   Inadequate compliance and monitoring of ethical and integrity requirements; and
vii)   Untapped opportunities for stakeholder engagement on promotion and enforcement of ethics.

4.2.3 PILLAR 3 - PREVENTION OF CORRUPTION AND UNETHICAL PRACTICES

Key Result Area 3

Section 13 (2b) of the Ethics and Anti-Corruption Commission Act, 2011 empowers the Commission to undertake preventive measures against unethical and corrupt practices. Furthermore, Section 9(3) of the Bribery Act, 2016 requires the Commission to assist private and public entities, and any interested person to develop and put in place procedures for prevention of bribery and corruption.

Under this pillar of Prevention of Corruption and Unethical Practices, the following strategic issues were identified:

a) Prevalence of corruption and unethical conduct in the country;

b) Inadequate monitoring of already reviewed institutions;

c) Inadequate implementation of Bribery Act requirements;

d) Weak link between research evidence and policy actions;

e) Inadequate research on emerging issues of corruption and unethical conduct; and

f) Weak M&E systems in the Commission.

4.2.4 Pillar 4 - Education, Training and Public Awareness

Key Result Area 4

Education is the foundation for building an informed and responsible citizenry. It involves imparting knowledge and promoting critical thinking skills to understand the detrimental effects of corruption on society. Educational institutions, such as schools, colleges and universities, have a vital role in integrating anti-corruption education into their curriculum. By teaching students about ethics, moral values, the rule of law and good governance, education empowers individuals to recognize and resist corrupt practices. It also equips them with the necessary skills to contribute to a corruption-free society.

Under this pillar, the following strategic issues were identified:

i) Prevalence of corruption and unethical conduct in the country;
ii) Public apathy in the fight against corruption;
iii) Lack of training infrastructure for the Academy; and
iv) Inadequate positive role modeling.

4.2.5 Institutional Enablers

Strengthening institutional capacity is crucial for proper strategy implementation. It ensures organizations have the necessary structures, resources, and capabilities to effectively execute strategies, drive performance, and achieve their desired outcomes. Building institutional capacity enhances coordination, decision-making, and accountability, laying the foundation for successful strategy implementation and long-term organizational success. The Commission identified Partnerships, Collaborations & Coordination; Human Capital and Infrastructure; Financial Resources; Technology; Communications and Branding as the critical enablers necessary to enable the Commission to achieve its mandate (Figure 4). In the next five years, the Commission seeks to implement several strategies under each institutional enabler as discussed below. The strategies to address the enabler Corporate Structures, Policies & Procedures are discussed in the Pillar on law enforcement and enabler of human capital and infrastructure.

4.2.5.1 Partnership, Collaboration and Coordination

Partnership, Collaboration and Coordination are identified as enablers in the transformation framework for plan period 2023-2028 Plan period (Figure 4). Strategic issues identified in this enabler include:

i) Prevalence of corruption and unethical conduct in the country;
ii) Inadequate mechanisms for partner engagement, commitment and accountability in the fight against corruption;
iii) Inadequate opportunities for stakeholder financial and technical support for anti-corruption programmes;
iv) Untapped opportunities for stakeholder engagement within the law; and
v) Inadequate frameworks for regional and international partnerships.

EACC CEO, Mr. Twalib Mbarak during the ceremonial signing of the Program for Legal Empowerment and Aid Delivery (PLEAD) phase II on 10 May 2023 in Nairobi

4.2.5.2 Human Capital and Infrastructure

Adequate human resources and a positive culture are vital components of successful strategic plans. Having the right people with the right skills and attitudes operating in the right environment with the right tools is essential for executing strategies effectively. A positive culture fosters employee engagement, innovation, and collaboration, enabling organizations to adapt to change, achieve their objectives, and drive long-term growth.

EACC Vice Chairperson, Commissioner Dr. Monica Muiru during meeting with Justice Legal Affairs Committee of the National Assembly from 16 to 18 February 2023 in Mombasa.

The strategic issues identified during the review of the Strategic Plan 2018-2023 and the environmental scan touching on human capital include:

i)   Inadequate staff complement;

ii)   Weak performance management framework;

iii) Inadequate skills and competencies in specialized areas;

iv)   Stagnant pay structure;

v)   Inadequate physical infrastructure; and

vi)   Weak knowledge management system.

4.2.5.3 Financial Resources

Effective financial management is crucial for the realization of strategic vision. It ensures optimal allocation of resources, risk mitigation and sustainable growth. By aligning financial goals with strategic objectives, organizations can make informed decisions, seize opportunities and navigate challenges, ultimately driving long-term success.

The Commission identified the following three strategic issues that affect financial resources:

i)   Inadequate financial resources;

ii)   Weak development, implementation and monitoring of the procurement plan; and

iii) Inadequate risk management framework.

4.2.5.4 Technology

Technology plays a vital role in modern organizations, serving as a catalyst for efficiency, innovation and growth. From streamlining operations to enhancing communication and collaboration, technology empowers organizations to adapt, compete and thrive in today's fast-paced digital landscape. Its strategic integration is essential for achieving organizational goals and staying ahead in a rapidly evolving world.

During review of the 2018-23 Strategic Plan and environmental scan, the Commission identified the following two strategic issues affecting technology:

i)   Low automation of business processes; and

ii)   Rapid change in technologies.

4.2.5.5 Communications and Branding

Communication and branding are essential pillars for any organization's success. Effective communication fosters internal cohesion, ensuring that team members are aligned and informed. Externally, it enables companies to build strong relationships with clients and stakeholders. Meanwhile, branding establishes a unique identity, creating differentiation and loyalty. Combined, these elements enhance reputation, trust, and positioning, driving organizational growth and success.

The Commission identified the following two strategic issues on communications and branding:

i)   Inadequate strategic communication; and

ii)   Inadequate mechanisms for management of the Commission's corporate brand.

5 STRATEGIC OBJECTIVES AND STRATEGIES

5.0 INTRODUCTION

The Strategic Objectives are formulated based on the strategic issues identified in Chapter 4 for each of the Pillars and enablers. This Chapter presents the Strategic Objectives as well as strategies that will be pursued in the Plan period for the attainment of the Strategic Goal and realization of the Vision and Mission of the Commission.

5.1 STRATEGIC OBJECTIVES

The Commission formulated six strategic objectives that it will implement over the 2023 – 2028 plan period. The strategic objectives are aligned into the four pillars described in chapter four. The strategic objectives are:

i)   To effectively deter and punish corruption and unethical practices;

ii)   To promote ethics and integrity;

iii) To improve institutional accountability in public and private sectors;

iv)   To increase public involvement in the fight against corruption and unethical practices;

v)   To enhance cooperation, collaboration and coordination in the fight against corruption and unethical practices; and

vi)   To improve organizational efficiency and effectiveness.

5.1.1 STRATEGIC OBJECTIVE 1

To effectively deter and punish corruption and unethical practice

This Strategic Objective is aligned to the Law Enforcement Pillar. The strategies and activities to be applied in the Plan period are provided in Table 4.

Table 4: Strategic Objective, Strategies and Key Activities under the Pillar on Law Enforcement

Strategic Objective 1	Strategies	Key Activities
To effectively deter and punish corruption and unethical practices	Strengthen policies, laws and regulations on corruption and unethical conduct	• Institutionalize implementation of National Ethics and Anti-Corruption Policy
		• Review existing anti-corruption, integrity, laws and regulations
	Upscale investigation on corruption, economic crime and bribery	• Strengthen report management system • Conduct investigation on corruption, economic crimes and bribery • Mainstream technology and professional services in investigations • Undertake analysis of evidence • Support prosecution • Provide legal advice and support
	Enhance disruption of corruption, economic crimes and bribery	Mainstream intelligence led investigations

Strategic Objective 1	Strategies	Key Activities
	Upscale tracing of high value corruptly acquired assets, unexplained wealth and irregularly obtained benefits	• Trace corruptly acquired assets, unexplained wealth and irregularly obtained benefits
	Enhance recovery of corruptly acquired assets, unexplained wealth and irregularly obtained benefits and management of seized assets	• Recover corruptly acquired assets, unexplained wealth and irregularly obtained benefits • Prioritize Alternative Dispute Resolution in asset recovery • Operationalize the policy and guidelines on management and disposal of seized and confiscated assets

5.1.2 STRATEGIC OBJECTIVE 2

To promote ethics and integrity

The Strategic Objective is aligned to the Pillar on Promotion of Ethics and Integrity. The Pillar focus on strengthening the enforcement of ethics and integrity requirements and enhancing compliance with ethics and integrity requirements. The strategies and activities to be applied in the Plan period are provided in Table 5.

Table 5: Strategic Objective, Strategies and Key Activities to be Implemented under the Pillar on Promotion of Ethics and Integrity

Strategic Objective 2	Strategies	Key Activities
To promote ethics and integrity	Strengthen enforcement of ethics and integrity requirements	• Strengthen policies, laws and regulations on ethics and integrity • Upscale investigation on ethical violations • Intensify support for prosecution of ethical breaches • Contribute to jurisprudence on ethics and integrity
	Enhance compliance with ethics and integrity requirements	• Strengthen mechanisms for compliance with ethics and integrity requirements • Engage and guide stakeholders and public bodies in entrenching ethics and integrity • Intensify monitoring of compliance with ethics and integrity requirements by public officers and entities • Establish mechanism for delegation of responsibility to enforce ethics and integrity requirements

5.1.3 STRATEGIC OBJECTIVE 3

To improve institutional accountability in public and private sectors

The Strategic Objective is aligned to the Pillar on Prevention of Corruption and Unethical Practices. The strategies and activities to be applied in the Plan period are provided in Table 6.

Table 6: Strategic Objective, Strategies and Key Activities under the Pillar on Prevention of Corruption and Unethical Practices

Strategic Objective 3	Strategies	Key Activities
To improve institutional accountability in public and private sectors	Intensify preventive interventions	• Mainstream anti-corruption standards and best practices in public and private entities • Accelerate systems reviews in public sector and institutions • Enhance monitoring the implementation of prevention interventions

Strategic Objective 3	Strategies	Key Activities
	Mainstream evidence based anti-corruption interventions	• Strengthen linkage of research evidence with anti-corruption interventions • Enhance monitoring and evaluation of anti-corruption programmes

5.1.4 STRATEGIC OBJECTIVE 4

To increase public involvement in the fight against corruption and unethical practices

The Strategic Objective is aligned to the Pillar on Education, Training and Public Awareness. The strategies and activities to be applied in the Plan period are provided in Table 7.

Table 7: Strategic Objective, Strategies and Key Activities to be Implemented under the Pillar of Education, Training and Public Awareness

Strategic Objective 4	Strategies	Key Activities
To increase public involvement in the fight against corruption and unethical practices	Enhance education and awareness on ethics and integrity	• Intensify targeted public education and awareness programmes • Conduct value-based ethics and integrity awareness
	Enhance capacity and participation of various target groups	• Develop and implement training programmes on ethics and integrity • Develop capacity for NIAca to deliver on its mandate • Develop and operationalize Strategic Plan for NIAca

Technical Committee members during a workshop to formulate the 2023 – 2028 Strategic Plan

5.1.5 STRATEGIC OBJECTIVE 5

To enhance cooperation, collaboration and coordination in the fight against corruption and unethical practices

The Strategic Objective is aligned to the enabler on Partnership, Collaboration and Coordination. The strategies and activities to implement this enabler are presented in Table 8.

Table 8: Strategic Objective, Strategy and Key Activities under the Enabler Partnership, Collaboration and Coordination

Strategic Objective 5	Strategy	Key Activities
To enhance cooperation, collaboration and coordination in the fight against corruption and unethical practices	Strengthen partnerships and collaboration mechanisms	• Establish and maintain robust partnership and collaboration frameworks • Revamp the Kenya Leadership Integrity Forum

From left: Dr. Stephen Jackson, UN Resident Coordinator in Kenya; Ms. Mary Muthoni, the then PS for the State Department for Correctional Services; Ms. Henriette Geiger, EU Ambassador to Kenya; Lady Justice Martha Koome, Chief Justice of the Republic of Kenya and President of the Supreme Court of Kenya; Hon. Anne Amadi, Chief Registrar of the Judiciary; Mr. Twalib Mbarak, Chief Executive Officer, EACC among other dignitaries during the launch of the Program for Legal Empowerment and Aid Delivery (PLEAD) phase II on 10 May 2023 in Nairobi.

5.1.6 STRATEGIC OBJECTIVE 6

To improve organizational efficiency and effectiveness

The Strategic Objective is aligned in the transformation framework as institutional enablers (Figure 4). Strengthening institutional capacity is crucial for proper strategy implementation. It ensures organizations have the necessary structures, resources and capabilities to effectively execute strategies, drive performance, and achieve their desired outcomes. Building institutional capacity enhances coordination, decision-making and accountability, laying the foundation for successful strategy implementation and long-term organizational success.

The strategies and key activities to be implemented under this Strategic Objective are categorized in the enablers of Human Capital and Infrastructure; Financial Resources; Technology; and Communication and Branding.

5.1.6.1 Human Capital and Infrastructure

Adequate human resources and a positive culture are vital components of successful strategic plans. Having the right people with the right skills and attitudes operating in the right environment with the right tools is essential for executing strategies effectively.

The enabler on Human Capital and Infrastructure falls under the sixth Strategic Objective *To improve organizational efficiency and effectiveness*. The strategies and activities to be applied in the Plan period under this enabler are provided in Table 9.

Table 9: Strategic Objective, Strategies and Key Activities on Improving Human Capital and Infrastructure

Strategic Objective 6	Strategies	Key Activities
To Improve organizational efficiency and effectiveness	Streamline organizational functions	Implement new organizational structure
	Improve Human Resource capacity	• Enhance human capital • Enhance employee productivity
	Enhance physical infrastructure	• Acquire and enhance office space and environment • Provide efficient transport services
	Enhance mechanisms for knowledge management	• Upgrade and modernize Transformation & Resource Center Department • Undertake sensitization for utilization of e-learning resources

5.1.6.2 Financial Resources

Adequate financial resources are also a key requirement in improving organizational efficiency and effectiveness. The strategies and activities to be applied in the Plan period to ensure adequate funding are provided in Table 10.

Table 10: Strategic Objective, Strategies and Key Activities on Financial Resources

Strategic Objective 6	Strategies	Key Activities
To Improve organizational efficiency and effectiveness	Enhance financial adequacy	• Intensify financial resource mobilization
		• Adopt prudent measures in utilization of resources
	Strengthen supply chain management system	Enhance compliance to public procurement legal framework
	Strengthen Risk Management	• Monitor development and implementation of standard operating procedures
		• Develop a business continuity and disaster recovery plan

5.1.6.3 Technology

Over the next five years, the Commission will focus on integrating technology into its operations and upgrading the ICT infrastructure. The latest technologies such as Artificial Intelligence and Big data mining will be utilized to ensure efficiency is attained in all functional areas. This will be achieved through Strategic Objective 6. The strategies and key activities are listed in Table 11.

Table 11: Strategic Objective, Strategies and Key Activities to Aid the Commission Leverage on Modern Technologies

Strategic Objective 6	Strategies	Key Activities
To improve organizational efficiency and effectiveness	Integrate technology into all Operations	• Automate business processes • Integrate modern technologies into operations • Enhance Data Management and decision making • Enlighten end users to fully utilize ICT resources
	Upgrade and maintain the ICT Infrastructure	• Enhance primary, secondary and disaster recovery server Sites and Networks • Provide adequate end users devices • Enhance IT security and data protection • Enhance and maintain ICT operational efficiency

5.1.6.4 Communication and Branding

Communication and branding are essential pillars for any organization's success. Effective communication fosters internal cohesion, ensuring that team members are aligned and informed. Externally, it enables institutions to build strong relationships with clients and stakeholders. Meanwhile, branding establishes a unique identity, creating differentiation and loyalty.

Effective communication and branding will be achieved through Strategic Objective 6. The strategies and activities to be applied in the Plan period are provided in Table 12.

Table 12: Strategic Objective, Strategies and Key Activities on Communication and Branding

Strategic Objective 6	Strategies	Key Activities
To improve organizational efficiency and effectiveness	Revamp corporate communication	• Undertake thematic multi-media communication campaigns • Establish and sustain public engagement mechanisms • Build collaborations for stakeholder communication of the anti-corruption agenda • Implement communication strategy
	Enhance brand visibility	Re-position corporate brand

Appendix 2 provides a detailed implementation matrix for the Strategic Plan. The matrix provides activities, output indicators, output targets, expected outcomes and estimated cost of implementing the activities.

6 IMPLEMENTATION, MONITORING & EVALUATION AND REPORTING FRAMEWORK

6.0 Introduction

The framework will enable the Commission to execute its mandate along the identified objectives and strategies. The Commission, management and staff will play strategic, managerial and operational roles respectively in a synergetic manner in implementing the Plan. The chapter also provides a comprehensive risk analysis and framework for monitoring and evaluating plan implementation.

6.1 Implementation and Coordination Framework

6.1.1 Implementation of the Plan

The schedule for implementing the Commission's 2023-2028 Strategic Plan is detailed in the Implementation Matrix (Appendix 2). The Implementation Matrix provides for each of the six strategic objectives, strategies, key activities, activities, output indicators, output targets, expected outcomes, outcome indicators, offices responsible for implementation of a particular activity and expected budget for the five years of implementation.

6.1.2 Coordination Framework

The organizational structure of the Commission is arranged in two levels: the Commission and the Secretariat. The Commission is comprised of the Chairperson, Commissioners and Commission Secretary. In accordance with Section 11 (6) of EACC Act, 2011 the Commission is responsible for policy formulation, strategic direction and monitoring implementation of the Plan. The Secretariat comprises the Commission Secretary and staff.

The Secretariat is organized into directorates that carry out each of the key results areas of law enforcement; ethics and integrity; corruption prevention; and education, training and public awareness. The directorates responsible for key results areas are: the directorate of investigations, directorate of legal services and asset recovery, directorate of ethics and leadership and directorate of preventive services. The enablers are organized into the directorates of corporate support services; finance and planning; and field services and coordination. Each of the directorates is further organized into functional units to carry out specific tasks that aim to achieve the key results. Each directorate reports to the Commission Secretary/Chief Executive Officer. This organizational structure is presented in Appendix 1.

6.1.2.1 Staff establishment, skills set and competence development

The Commission will continue to grow and expand its human resource capacity through recruitment, training and development to meet the service delivery needs of the country. There are five Commissioners and 759 staff against a staff establishment of 1,508 presenting a deficit of 749 staff as shown in Table 13.

Table 13: Current Staff Establishment

Designation	Grade	Establishment	In-Post	Variance
Secretary/CEO	1	1	1	0
Deputy Secretary/CEO	2	1	1	0
Directors	3	7	6	-1
Deputy Directors	4	28	25	-3
Assistant Directors	5	54	34	-20
Officer II/I/Senior	8/7/6	1027	433	-594
Assistant II/I/Senior	10/9/8	267	198	-69
Assistant III/II/I	12/11/10	123	61	-62
Total		1,508	759	-749

Besides the staffing deficit observed in Table 13, it is notable that there are skill gaps as highlighted in Table 14.

Table 14: Skills Set and Competence Development

Cadre	Skills Set	Skills Gap	Competence Development
3/4	a. Strategic decision-making skills b. Managerial and supervisory skills c. Conceptual skills d. Leadership skills e. Report writing skills f. Communication skills g. Analytical skills h. Negotiation skills i. Interpersonal skills j. Team building k. Problem solving and conflict resolution	a. Interpersonal skills b. Conflict management skills c. Negotiation Skills d. Collaboration skills e. Staff motivation skills	Build capacity in the following competencies: a. Leadership and corporate governance b. Financial management c. HR Management d. Collaboration skills
5	a. Managerial and supervisory skills b. Technical skills c. Problem solving skills d. Analytical skills e. Interpersonal skills f. Negotiation skills g. presentation skills h. Communication skills i. Team building	a. Interpersonal skills b. Conflict management skills c. Negotiation and d. Collaboration skills e. Staff motivation skills	Build capacity in the following competencies: a. Leadership and corporate governance b. Financial management c. HR Management d. Collaboration skills
6/7/8	a. Interpersonal skills b. Investigative skills c. Organizational skills d. Report writing and presentation skills e. Communication skills f. Analytical skills g. Computing skills h. Supervisory skills i. Presentation skills j. Problem solving and conflict resolution	a. Technical skills b. Critical thinking and problem solving skills c. Supervisory skills d. Report writing skills; e. Communication and interpersonal skills f. Problem solving skills g. Negotiation skills h. Team building skills i. Investigation skills	Build capacity in the following competencies: a. Supervisory management b. Senior Management c. Advanced and Basic investigation d. Financial investigation skills e. Continuous on the job training f. Job rotation in the department g. Coaching and mentoring programmes

Cadre	Skills Set	Skills Gap	Competence Development
			h. Encourage Personal development programmes i. Job enrichment and enlargement
9/10	a. Customer care skills b. Report writing skills c. Computing skills d. Communication skills e. Interpersonal skills f. Problem solving g. Technical skills	a. Technical skills b. Communication skills c. Interpersonal skills d. Problem solving	Build capacity in the following competencies: a. Computer application skills b. Continuous on the job training c. Job rotation in the department d. Coaching and mentoring programmes e. Encourage Personal development programmes f. Job enrichment and enlargement
11/12	a. Customer care skills b. Mechanical skills c. Driving skills d. Communication skills e. Interpersonal skills f. Organizational skills g. Computing skills h. Problem solving skills i. Technical skills	a. Technical skills b. Communication skills c. Interpersonal skills d. Organizational skills e. Computing skills f. Problem solving skills	Build capacity in the following competencies: a. Continuous on the job training b. Suitability grade tests c. Refresher driving courses d. Encourage Personal development programmes e. Job enrichment and enlargement

6.1.3 Risk Management Framework

In the implementation of this Strategic Plan, the Commission will endeavor to mitigate the risks identified in Table 15.

Table 15: Risk Analysis and Mitigation Measures

Strategic Objectives	Strategic Initiatives	Strategic Risks	Risk Level	Mitigation Measures
To effectively deter and punish corruption	Strengthen policies, laws and regulations on corruption and unethical conduct	Political goodwill	High	Strengthen of policy, legal and regulatory framework
	Upscale investigation on corruption	Political goodwill	High	Engage partners and stakeholders
		Low and slow prosecution rates for corruption cases	High	Engage ODPP
	Enhance disruption of corruption, economic crimes	Political goodwill	High	Engage partners and stakeholders
	Upscale tracing of high value corruptly acquired assets unexplained wealth and irregularly obtained benefits	Slow process of preservation of assets held in other jurisdictions	High	Establish a liaison office
		Slow judicial process	High	Engage stakeholders for more Judges in ACEC Division

Strategic Objectives	Strategic Initiatives	Strategic Risks	Risk Level	Mitigation Measures
		Dissipation of seized and confiscated assets	High	Operationalization of policy and guidelines on management and disposal of seized assets
To promote ethics and integrity	Strengthen enforcement of ethics and integrity requirements	Lengthy legislation process	Medium	Strengthening of policy, legal and regulatory framework
	Enhance compliance with ethics and integrity requirements	Low level of compliance with ethics and integrity requirements	Medium	Review of legislation to strengthen mechanisms for enforcement; and strengthen monitoring of compliance
To improve institutional accountability in public and private sectors	Intensify preventive interventions	Inadequate preventive interventions	Medium	Lobby for adequate budgetary allocation and addition staff
	Mainstream evidence based anti-corruption interventions	Lack of an automated M&E system	Medium	Lobby for budgetary allocation
To increase public involvement in the fight against corruption and unethical practices	Enhance education and awareness on ethics and integrity	Inadequate public education, communication and awareness programs	Medium	Engage for adequate budgetary allocation and additional staff
To enhance cooperation, collaboration, and coordination in the fight against corruption and unethical practices	Strengthen partnerships and collaboration mechanisms	Inadequate engagement with stakeholders	High	Framework for frequent engagement
To improve institutional efficiency and effectiveness	Enhance financial adequacy	Budget reductions and austerity measures	Medium	Continuous lobbying and Internal Austerity measures that prioritizes key activities
		Inadequate staff	Medium	Recruit additional staff

Ms. Charity Kagwi, Head of the Anti-Corruption, Crime Prevention and Criminal Justice Programme -UNODC, Rev. Father Joseph Mutie, Chairperson, Inter-Religious Council of Kenya among other stakeholders during the EACC Strategic Plan (2023-2028) Validation Workshop held on 4 August 2023 in Nairobi.

6.2 RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

6.2.1 FINANCIAL REQUIREMENTS

Table 16 enumerates the financial requirements for implementing the 2023-2028 Strategic Plan. Operational budget is not included in the computation. The Plan will require a total of **KES 36.7 billion** for the five years (Table 16).

Table 16: Projected Financial Requirement

	Strategic Objective	2023 - 2028 (KES Millions)					Total (KES Millions)
		2023/24	2024/25	2025/26	2026/27	2027/28	
1.	To effectively deter and punish corruption and unethical practices (Key Result Area 1)	191.0	235.1	238.0	245.0	254.7	1,163.8
2.	To promote ethics and integrity (Key Result Area 2)	30.2	64.6	45	48.9	54.3	243.0
3.	To improve institutional accountability in public and private sectors (Key Result Area 3)	65.2	149.9	126.4	127.9	157.4	626.8
4.	To increase public involvement in the fight against corruption and unethical practices (Key Result Area 4)	100.5	622.3	1,133.6	627.1	128.4	2,612.0
5.	To enhance cooperation, collaboration and coordination in the fight against corruption and unethical practices	59.8	62.8	67.0	60.0	64.2	313.8
6.	To Improve organizational efficiency and effectiveness	3,977.3	6,795.0	6,653.5	6,859.2	7,443.2	31,728.2
Total		4,424.0	7,929.7	8,263.5	7,968.1	8,102.2	36,687.6

6.2.2 RESOURCE MOBILIZATION STRATEGIES

Table 17 shows the gap the Commission intends to mobilize resources for during the five-year period in its quest to implement the Strategic Plan. The analyses show a deficit of **KES 15.6 billion** in financing the Plan. To bridge the resource gap and complement exchequer funding, the Commission will continue to lobby and mobilize financial resources for its activities through:

i)   Remittance from the Exchequer;

ii) Development partners;

iii) Public private partnership; and

iv) Donations and grants.

Table 17: Resource Gaps In Financing the 2023-28 Plan

Financial Year	Estimated Financial Requirements (KES Millions)	Estimated Allocations (KES Millions)	Variance (KES Millions)
2023/24	4,424	3,851.8	-572.2
2024/25	7,929.7	4,068.9	-3,860.8
2025/26	8,263.5	4,163.0	-4,100.5
2026/27	7,968.1	4,380.2	-3,587.9
2027/28	8,102.2	4,597.4	-3,504.8
Total	36,687.6	21,061.4	-15,626.2

6.2.3 Resource Management

The Commission will put in place measures to ensure prudent management of resources. These will include implementation of efficient and effective systems, processes and procedures such as:

i)   Activity-based costing for activity planning and financial control. This will ensure that the Commission allocates costs of inputs based on each planned and prioritized activity as depicted in the implementation matrix (Appendix 2);

ii) Robust monitoring, evaluation and reporting of the performance of funded projects;

iii) Budget rationalization of the available resources to realize the stated objectives;

iv) Strengthen management and administration policies, procedures and practices; and

v)   Internal auditing.

6.3 Monitoring, Evaluation and Reporting Framework

6.3.1 Monitoring Framework

The Commission will build and adopt a Results-Based Monitoring and Evaluation (RBM&E) system to continuously collect and analyse information so as to assess the status of implementing planned activities, programmes and strategies. The Commission will seek to automate it's monitoring, evaluation and reporting framework to ensure efficiency and effectiveness. This will allow for linking of monitoring and evaluation to performance management.

Standard templates will be developed for each key result area from the implementation matrix. The templates will be used to collect primary data on output indicators on a continuous basis to assess the level of implementation of the Plan. The data will be analysed and presented in quarterly monitoring reports. The reports will be shared with the functional units to inform on areas of improvements.

The Commission will hold quarterly monitoring meetings to discuss findings of the quarterly monitoring reports so as to inform management decisions, review and adjust programmes where necessary.

6.3.2 Evaluation Framework

The RBM&E system will focus on assessing the implementation status of Commission's programmes and activities against the expected results. The implementation matrix in Appendix 2 has identified outcomes to be measured as well as their indicators. Data collected on the outputs during the quarterly monitoring will be used to assess the extent to which the outputs realized have contributed towards achievements of the expected outcomes. The outcomes provide a basis for assessing the level and extent of achievement of the strategic objectives and strategic goal of the Commission. The outcomes will be assessed in mid-term and end-term evaluations.

The mid-term evaluation on implementation of the Plan will be undertaken during the 2025/26 financial year. The evaluation will assess the relevance of Commission interventions, effectiveness and efficiency. On relevance, the evaluation will seek to assess if the intervention has addressed the priorities it was meant to address. On effectiveness, the evaluation will assess the extent to which the objectives of an intervention were achieved while on efficiency the evaluation will measure how inputs were utilized to achieve the desired results. The mid-term evaluation will thus provide information on areas of improvements for successful implementation of the Plan. An end-term evaluation of the Plan will be undertaken during the 2027/2028 financial year using the same criteria as the mid-term evaluation.

However, the end-term evaluation will provide information to aid in the formulation of the 2028-2033 Strategic Plan for the Commission. Both the end- and mid-term evaluation reports will be shared with both the functional units and the Commission for implementation of the recommendations therein by the functional units and policy and strategic direction by the Commission.

In addition to the mid- and end-term evaluation on implementation of the Plan, the Commission will undertake regular impact evaluation, positive or negative, of specific Commission programmes. The evaluations will provide information on impact of interventions and causes of the observed changes.

APPENDICES

APPENDIX 1: CURRENT EACC ORGANIZATIONAL STRUCTURE
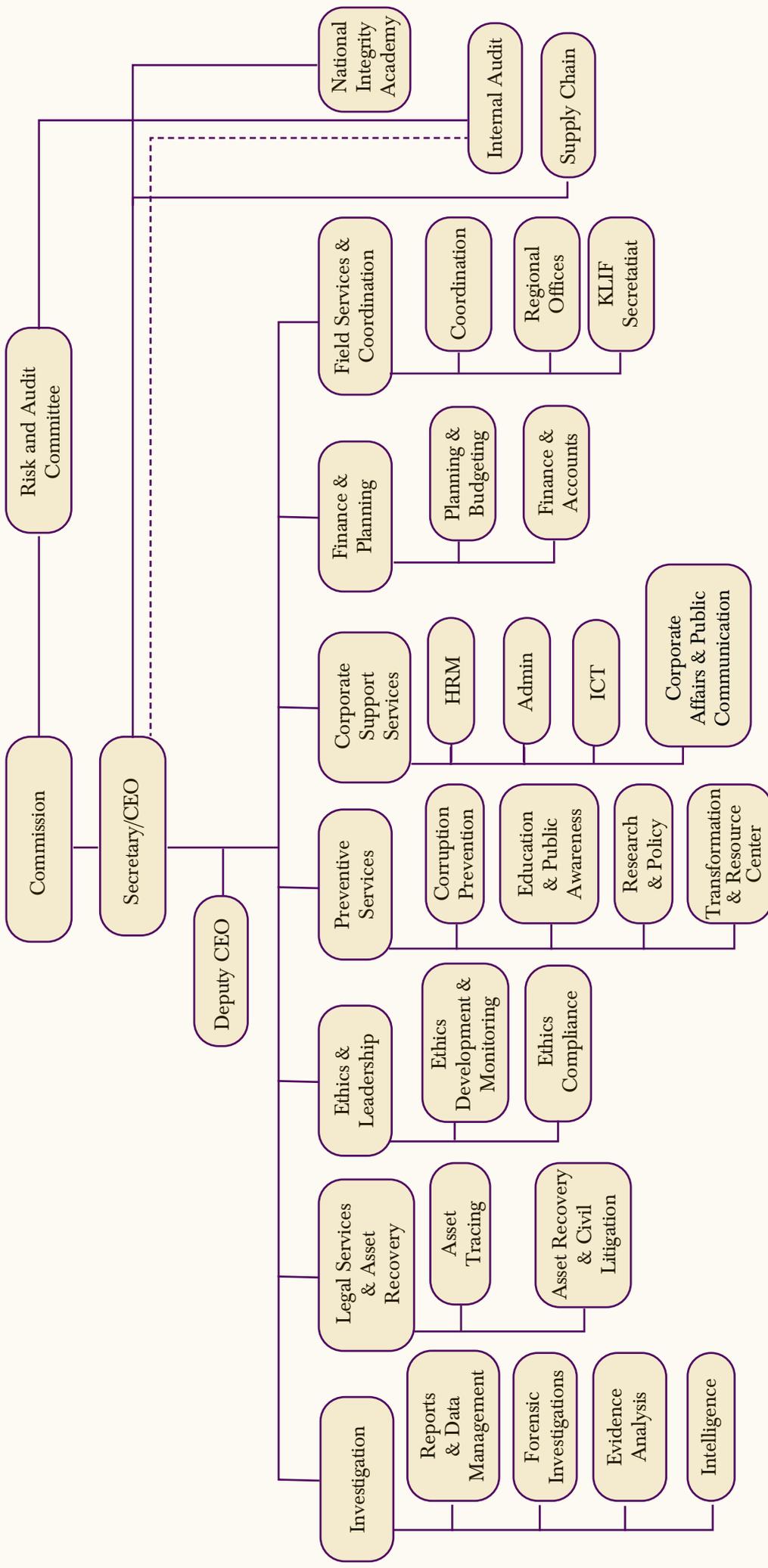
Figure 5: Current EACC Organizational Structure

Note: A dash (-) in the matrix denotes that either no activity is being implemented or there is no financial implication of an activity in the given financial year

STRATEGIC OBJECTIVE 1: TO EFFECTIVELY DETER AND PUNISH CORRUPTION AND UNETHICAL PRACTICES

Strategy	Key Activity	Activity	Output Indicator	Output Target					Expected Outcome	Outcome Indicators	Responsibility	Expected Budget (KES Million)				
				2023/24	2024/25	2025/26	2026/27	2027/28				2023/24	2024/25	2025/26	2026/27	2027/28
Strengthen policies, laws and regulations on corruption, economic crimes and bribery	Institutionalize implementation of National Ethics and Anti-Corruption Policy	Develop guidelines for tracing of unexplained wealth and for utilization of recovered assets	Guidelines developed and operationalized	1	-	-	-	-	Effective policy, legal and regulatory framework	Anti-corruption laws and policies amended, enacted and instituted	D-LS&AR D-FS&C DD-AR&CL DD-EA DD-AT RM-ROs	-	2.0	3.0	-	-
		Develop regulations and guideline for Alternative Dispute Resolution	Regulations developed	1	-	-	-	-				1.0	3.0	2.5	-	-
			Guidelines developed	1	-	-	-	-				1.0	1.5	2.0	-	-
		Build capacity in legal research and advocacy	No of subscriptions to online legal resources	4	4	4	4	4				1.0	1.0	1.0	1.0	1.0
		Engage stakeholders within the criminal justice sector	No of stakeholder workshops held	1	1	1	1	1				7.0	7.5	8.0	8.5	9.0
	Review existing anti-corruption, integrity, laws and regulations	Propose appropriate amendments of existing anti-corruption laws (ACECA, EACC Act, Bribery Act, Evidence Act, POCAMLA)	No. of amendments proposed	5	-	-	-	-			D-LS&AR D.I D-FS&C DD-AR&CL DD-EA DD-AT DD-FI RM-ROs	0.25	0.25	0.25	0.25	0.25

Strategy	Key Activity	Activity	Output Indicator	Output Target					Expected Outcome	Outcome Indicators	Responsibility	Expected Budget (KES Million)				
				2023/24	2024/25	2025/26	2026/27	2027/28				2023/24	2024/25	2025/26	2026/27	2027/28
			Amnesty regulations reviewed	1	-	-	-	-				1.0	1.0	1.0	1.0	1.0
			No. of new regulations proposed	-	1	-	-	-				-	2.0	1.0	1.0	1.0
		Revamp Alternative Dispute Resolution Policy	Policy reviewed	1	-	-	-	-				3.0	3.0	-	-	-
		Develop and Operationalize Forensic Lab Standard Operating Procedures	Standard Operating Procedures developed and operationalized	1	-	-	-	-			D.I AD-Forensic Lab	2.5	0.5	1.5	-	-
		Develop and operationalize specialized services Standard Operating Procedures	Standard Operating Procedures developed and operationalized	1	-	-	-	-			D.I DD-AT D-FS&C DD-FI RM-ROs	1.5	1.5	1.0	-	-
		Develop and adopt a Policy for Case Backlog Management	Policy developed and operationalized	1	-	-	-	-			D.I D-FS&C DD-R&DM DD-FI DD-AT DD-EA DD-INT DD-EC DD-AR&CL RM-ROs	3.5	3.0	1.0	0.5	-

Strategy	Key Activity	Activity	Output Indicator	Output Target 2023/24	2024/25	2025/26	2026/27	2027/28	Expected Outcome	Outcome Indicators	Responsibility	Expected Budget (KES Million) 2023/24	2024/25	2025/26	2026/27	2027/28
		Collaborate with stakeholders on compliance with regional and international instruments	Level of compliance with regional and international instruments	100%	100%	100%	100%	100%			D-LS&AR D-FS&C D.I DD-AR&CL DD-EA	2.0	2.0	2.0	2.0	2.0
Upscale investigation on corruption, economic crimes and bribery	Strengthen report management system	Review and audit corruption reporting management system	Audit Report	-	1	-	-	-	Improved corruption reporting management system	Percentage increase in corruption reports processed	D.I DD-R&DM	-	3.0	-	-	-
		Review and prioritize high impact cases	No. of analyzed cases	100% (200)	100% (220)	100% (230)	100% (245)	100% (260)				-	-	-	-	-
		Carry out a comprehensive assessment of investigation processes	Periodic Investigation Process Assessment Reports	1	1	1	1	1			D.I D-FS&C DD-R&DM DD-FI DD-INT DD-EA DD-EMC RM-ROs DD-AT DD-AR&CL	0.5	1	1	1	1
		Review mechanisms for case referral (IPCRM)	Referral mechanisms reviewed	1	1	1	1	1			D.I DD-R&DM	2.0	3.0	1.5	1.5	1.5
			No. of cases referred	400	420	440	460	480								
		Improve management of enforcement data	No. of periodic enforcement reports	4	4	4	4	4				1.5	1.5	1.5	1.5	1.5

Strategy	Key Activity	Activity	Output Indicator	Output Target					Expected Outcome	Outcome Indicators	Responsibility	Expected Budget (KES Million)				
				2023/24	2024/25	2025/26	2026/27	2027/28				2023/24	2024/25	2025/26	2026/27	2027/28
	Conduct investigation corruption, economic crimes and bribery	Expedite completion of forensic and bribery investigations	No. of high impact forensic investigations completed	124	124	126	126	128	Improved investigation out-turn	Percentage increase in concurrence rate	D.I D-FS&C DD-FI DD-INT DD-R&DM RMs-ROs DD-EC	62	72	76	80	86
			Conduct low-value forensic investigations	132	132	132	132	132		Percentage increase in conviction rate						
			No. of bribery investigations completed	163	168	173	178	183			DD-EA	7.6	10.1	10.6	11.1	11.35
		Develop mechanisms for handling low value cases	Mechanisms on handling low value cases developed and operationalized	1	-	-	-	-			D.I D-FS&C DD-AT DD-FI DD-INT DD-R&DM RM-ROs DD-EC DD-EA	0.5	1	-	-	-
		Expedite analysis and disposal of backlog cases	No. of cases disposed	300	330	360	390	420	Reduced backlog of cases	Percentage decline in backlog cases	D.I D-FS&C DD-AT DD-FI DD-INT DD-R&DM RM-ROs DD-EC DD-EA	-	-	-	-	-

Strategy	Key Activity	Activity	Output Indicator	Output Target					Expected Outcome	Outcome Indicators	Responsibility	Expected Budget (KES Million)				
				2023/24	2024/25	2025/26	2026/27	2027/28				2023/24	2024/25	2025/26	2026/27	2027/28
		Review practitioners' guide on investigation	Reviewed guide on investigation	1	-	-	-	-			D.I D-FS&C DD-AT DD-FI DD-INT DD-R&DM RM-ROs DD-EC DD-EA	3.5	-	-	-	-
		Review case management system	Case management system review report	1	1	1	1	1			D.I D-FS&C DD-R&DM	5.0	5.0	5.0	5.0	5.0
		Operationalize exhibit management standard operating procedures	Standard operating procedures operationalized	1	-	-	-	-			D.I D-FS&C DD-AT DD-FI DD-INT DD-R&DM RM-ROs DD-EC	1.0	0.5	0.5	0.5	0.5
		Optimize support for investigations	No. of investigative warrants orders obtained	850	900	950	1000	1050			D.I D-FS&C DD-EA DD-FI DD-INT DD-AT DD-EMC DD-AR&CL RM-ROs	0.315	0.465	0.615	0.765	0.915

Strategy	Key Activity	Activity	Output Indicator	Output Target 2023/24	2024/25	2025/26	2026/27	2027/28	Expected Outcome	Outcome Indicators	Responsibility	Expected Budget (KES Million) 2023/24	2024/25	2025/26	2026/27	2027/28
			No. of Mutual Legal Assistance (MLA) Requests processed	8	9	10	11	12				6.0	8.0	9.0	10.0	11.0
			No. of legal opinions	42	47	52	57	62			D.I DD-EA	-	-	-	-	-
	Mainstream technology and professional services in investigations	Increase use of digital forensic examinations, bulk data analysis and document examination	No. of digital forensic examinations reports	80	100	120	140	160			D.I D-FS&C DD-AT AD-FI Lab	20.0	25.0	25.0	30.0	25.0
			No. of bulk data analysis reports	430	492	534	586	638			DD-INT	-	-	-	-	-
			No. of document examination reports	260	270	280	290	300			RM-ROs	-	-	-	-	-
		Intensify use of audio and video analysis	No. of audio and video analysis reports	105	115	125	135	145			D.I D-FS&C DD-INT DD-ROs	0.1	0.5	0.5	0.5	1
		Step up engineering audits, valuation and survey of assets	No. of valuation reports	290	300	310	320	330			D.I D-FS&C	2.2	3.59	3.67	3.76	3.84
			No. of engineering audit reports	25	28	31	34	37			DD-AT	2.2	3.80	4.10	4.40	4.70
			No. of land survey reports	4	5	5	6	6			DD-ROs	0.6	1.75	1.75	1.9	1.9
	Undertake analysis of evidence	Expedite evidence analysis	No. of files analyzed	240	260	270	280	290			D.I D-FS&C DD-EA RM-ROs	0.3	0.4	0.5	0.6	0.7

Strategy	Key Activity	Activity	Output Indicator	Output Target 2023/24	2024/25	2025/26	2026/27	2027/28	Expected Outcome	Outcome Indicators	Responsibility	Expected Budget (KES Million) 2023/24	2024/25	2025/26	2026/27	2027/28
		Develop and implement evidence analysis guide	Evidence Analysis guide developed and operationalized	1	-	-	-	-			D.I, D-FS&C, DD-FI, DD-INT	0.5	0.5	1	0.5	0.5
		Develop and submit Quarterly Reports to the President and Parliament	No. of Reports Submitted	4	4	4	4	4			DD-R&DM, RM-ROs, DD-EC, DD-EA	1.2	1.4	1.6	1.8	2.0
	Support prosecution	Optimize participation in case management conferences and watching brief and executing warrants of arrest	No. of pre-trial conferences	100	105	110	115	120			D.I, D-FS&C, DD-FI, DD-INT, RMs-ROs, DD-EC, DD-EA	1.8	2.0	2.2	2.4	2.6
			No. of case management conference	10	12	14	16	18				0.4	0.75	1	1.2	1.5
			No. of watching brief sessions	100	105	110	115	120				1.8	2.0	2.2	2.4	2.6
			No. of arrest warrants executed	2	4	6	8	10				0.1	0.2	0.3	0.4	0.5
		Enhance participation in plea bargaining	No. of plea-bargaining sessions attended	19	21	23	25	27				0.4	0.5	0.6	0.7	0.8
	Provide legal advice and support	File and defend petitions, appeals and judicial review applications	No. of petitions, appeals and judicial review applications filed and defended	51	56	61	66	71			D-LS&AR, D-FS&C, DD-AR&CL, DD-EA, RMs-ROs	2.0	2.25	2.50	2.75	3.0
		Provide legal opinions and advisories	No. of legal opinions	40	45	50	55	60				-	-	-	-	-

Strategy	Key Activity	Activity	Output Indicator	Output Target 2023/24	2024/25	2025/26	2026/27	2027/28	Expected Outcome	Outcome Indicators	Responsibility	Expected Budget (KES Million) 2023/24	2024/25	2025/26	2026/27	2027/28
			No. of advisories	6	6	6	6	6				-	-	-	-	-
		Develop and disseminate anti-corruption jurisprudence	No. of judgements, rulings and research papers on anti-corruption analyzed	12	12	12	12	12				-	-	-	-	-
			Compendium of jurisprudence developed and disseminated	-	1	1	1	1				1	1	1	1	1
Enhance disruption of corruption, economic crimes and bribery	Mainstream intelligence led investigations	Increase disruption of corruption networks	No. of disruptions executed	15	18	21	24	27	Improved detection of corruption networks	Percentage increase in number of corruption networks disrupted	D.I DFS&C DD-Int RMs-ROs	3.0	4.0	4.0	4.0	4.0
			Value of loss averted (KES)	7 Bn	8 Bn	8 Bn	9 Bn	10 Bn		Percentage increase in value of loss averted						
		Undertake surveillance	No. of surveillance operations	70	80	90	100	110				-	-	-	-	-
		Expedite analysis of information gathered	No. of investigation cases supported	120	140	160	180	180				-	-	-	-	-
			No. of intelligence probes completed	35	39	43	47	51				-	-	-	-	-
			No. of information reports	80	90	100	110	120				-	-	-	-	-
		Increase integrity testing	No. of tests executed	75	100	125	150	175				2.0	3	3.5	4.0	4.5

Strategy	Key Activity	Activity	Output Indicator	Output Target 2023/24	2024/25	2025/26	2026/27	2027/28	Expected Outcome	Outcome Indicators	Responsibility	Expected Budget (KES Million) 2023/24	2024/25	2025/26	2026/27	2027/28
Upscale tracing of high value corruptly acquired assets, unexplained wealth and irregularly obtained benefits	Trace corruptly acquired assets, unexplained wealth and irregularly obtained benefits	Expedite tracing of corruptly acquired assets, unexplained wealth and irregularly obtained benefits	No. of asset tracing files completed	80	85	90	95	100	Improved recovery of corruptly acquired assets	Percentage increase in value of corruptly acquired assets recovered	D-LS&AR D-FS&C DD-AT RMs-ROs	-	-	-	-	-
			Value of assets traced (KES Millions)	5,200	5,500	6,100	6,400	6,700				16.0	23.1	24.2	25.3	26.4
Enhance recovery of corruptly acquired assets, unexplained wealth and irregularly obtained benefits and management of seized assets	Recover corruptly acquired assets, unexplained wealth and irregularly obtained benefits	Speed up preservation of assets	No. of preservation applications filed	73	78	83	88	93			D-LS&AR D-FS&C DD-AR RMs-ROs	1.40	1.45	1.50	1.55	1.60
			Value of assets preserved (KES Million)	2000	2100	2200	2300	2,400				-	-	-	-	-
		Expedite filing and prosecution of recovery suits	No. of asset recovery suits filed	52	57	62	67	72				-	-	-	-	-
			Value of assets recovered	3,100	3,700	3,900	4,100	4,300				10.05	11.54	13.03	14.53	16.02
	Prioritize Alternative Dispute Resolution in asset recovery	Optimize negotiation for recovery	No. of cases settled	25	27	29	31	33			D-LS&AR DD-AR DD-AT DD-FS DD-FI DD-EC	5.3	5.9	6.5	7.1	7.7
			Value of assets recovered (% of total assets recovered)	10%	10%	10 %	10%	10%								
		Capacity building on ADR Policy	No. of training sessions held	4	4	4	4	4			D-LS&AR D-FS&C DD-NIAca DD-AT DD-AR RMs-ROs DD-FI DD-EC	1.0	1.0	1.0	1.0	1.0

Strategy	Key Activity	Activity	Output Indicator	Output Target					Expected Outcome	Outcome Indicators	Responsibility	Expected Budget (KES Million)				
				2023/24	2024/25	2025/26	2026/27	2027/28				2023/24	2024/25	2025/26	2026/27	2027/28
	Operationalize the policy and guidelines on management and disposal of seized and confiscated assets	Develop and maintain an inventory of seized and confiscated assets	Inventory of seized and confiscated assets developed and maintained	1	-	-	-	-	Improved management of seized and confiscated assets	Percentage increase in value of assets restituted	D-LS&AR D-FS&C DD-AR DD-AT DD-FS	1.0	1.2	1.4	1.6	1.8
		Support establishment of a national register of confiscated assets	National register of confiscated assets established	-	1	-	-	-				-	0.5	-	-	-
		Restitute recovered assets to legitimate owners/victims	Value of assets restituted (% of total recovered assets)	100%	100%	100%	100%	100%				3.0	4.0	5.0	6.0	7.0

Strategic Objective 2: To promote ethics and integrity

Strategy	Key Activity	Activity	Output Indicator	Output Target					Expected Outcome	Outcome Indicators	Responsibility	Expected Budget (KES Million)				
				2023/24	2024/25	2025/26	2026/27	2027/28				2023/24	2024/25	2025/26	2026/27	2027/28
Strengthen enforcement of ethics and integrity requirements	Review of the legal framework for ethics and integrity	Propose amendments to existing legal framework on integrity and ethics	No. and nature of proposals made for amendment to LIA and POEA	2	-	-	-	-	Improved compliance with ethics and integrity requirements	Level of compliance with ethics and integrity requirements	D-EL DD-EDM DD-EC	-	-	-	-	-
			No. of existing regulations reviewed	1	1	-	-	-			D-EL DD-EDM DD-EC	1.1	3	-	-	-
		Propose enactment of new laws, regulations and policies on ethics and integrity	No. and nature of new laws proposed	-	1	-	-	-			D-EL DD-EDM DD-EC	-	3.5	-	-	-
			No. and nature of new regulations proposed	-	1	-	-	-			D-EL DD-EDM DD-EC	-	3	-	-	-
			No. and nature of new policies proposed	-	1	-	-	-			D-EL DD-EDM DD-EC	-	3	-	-	-
	Upscale investigation on ethical violations	Increase investigations on unethical violations	No. of ethical violations investigations completed	80	85	90	100	110	Improved investigation turnaround	Percentage increase in value of irregularly obtained benefits recovered; Percentage increase in concurrence rate on unethical cases	D-EL DD-EC	7.7	10	11.5	13	14.5

Strategy	Key Activity	Activity	Output Indicator	Output Target 2023/24	2024/25	2025/26	2026/27	2027/28	Expected Outcome	Outcome Indicators	Responsibility	Expected Budget (KES Million) 2023/24	2024/25	2025/26	2026/27	2027/28
		Improve analysis of evidence on ethical violations investigations	No. of files analyzed	80	85	90	100	110		Percentage increase in number of convictions on unethical practices	D-EL DD-EC	-	-	-	-	-
		Intensify recovery of irregularly obtained benefits	Value in KES (Millions) of irregularly obtained benefits recovered	1.5	2	2.5	3	3.5		Percentage increase in number of cautions, notices, warnings and advisories issued	D-EL DD-EC	-	-	-	-	-
		Issue cautions, notices, warnings and advisories in all relevant cases	% of advisories, Cautions, warnings and notices issued	100	100	100	100	100			D-EL DD-EC	-	-	-	-	-
	Enhance support for prosecution of ethical breaches	Participate in all relevant pre-trial and case management conferences	% of pre-trial conferences held	100	100	100	100	100			D-EL DD-EC	0.4	0.5	0.6	0.7	0.8
			% of case management conference held	100	100	100	100	100			D-EL DD-EC	1.8	2.0	2.2	2.4	2.6
		Participate in all relevant watching brief sessions	• % of watching brief sessions • No. of witnesses bonded • Value of witness expenses	100	100	100	100	100			D-EL DD-EC	1.5	2.0	2.2	2.4	2.6
		Participate in all relevant plea-bargaining sessions	% of plea-bargaining sessions attended	100	100	100	100	100			D-EL DD-EC	-	-	-	-	-

Strategy	Key Activity	Activity	Output Indicator	Output Target					Expected Outcome	Outcome Indicators	Responsibility	Expected Budget (KES Million)				
				2023/24	2024/25	2025/26	2026/27	2027/28				2023/24	2024/25	2025/26	2026/27	2027/28
	Contribute to jurisprudence on ethics and integrity	Develop and disseminate a compendium of case law and legal research on ethics and integrity	No. of judgements, rulings and research papers on ethics analyzed	12	12	12	12	12	Enhanced legal knowledge on ethics and integrity	Compendium of jurisprudence on ethics	D-EL DD-EDM DD-EC	-	-	-	-	-
			Compendium of ethics jurisprudence developed and disseminated	-	1	1	1	1			D-EL DD-EDM DD-EC	-	1	1	1	1
Enhance compliance with ethics and integrity requirements	Strengthen mechanisms for compliance with ethics and integrity requirements	Develop and implement a framework for integrity and ethics vetting	Vetting framework developed/ disseminated	1	1	-	-	-	Improved compliance with ethics and integrity requirements	Percentage increase in Vetting Reports and Self declaration;	D-EL DD-EC	1.2	1	-	-	-
			Standard Operating Procedures for integrity verifications	1	1	-	-	-		Percentage increase in requests for approval to operate of bank accounts outside Kenya;	D-EL DD-EC	-	1	-	-	-
		Process all requests for integrity vetting and self-declarations	% vetting requests processed	100	100	100	100	100			D-EL DD-EC	-	-	-	1	1
			% self-declarations processed	100	100	100	100	100			D-EL DD-EC	2.4	3.7	3.8	3.9	4.0
		Expand scope of compliance by public officers with requirements for operating banks accounts outside Kenya	% increase in the number of applications for approvals to operate of bank accounts outside Kenya	40	45	50	55	60		Percentage increase in number of statements of bank accounts outside Kenya submitted	D-EL DD-EDM	-	-	-	-	-
			% compliance with requirements to submit bank accounts statements annually	100	100	100	100	100		DIALs compliance report	D-EL DD-EDM	-	-	-	-	-

Strategy	Key Activity	Activity	Output Indicator	Output Target					Expected Outcome	Outcome Indicators	Responsibility	Expected Budget (KES Million)				
				2023/24	2024/25	2025/26	2026/27	2027/28				2023/24	2024/25	2025/26	2026/27	2027/28
			% compliance with requirements to submit notification for closure of bank account	100	100	100	100	100			D-EL DD-EDM	-	-	-	-	-
		Expedite issuance of advisories, notices and warnings in all relevant cases	% applicable cautions, advisories and notices issued	100	100	100	100	100			D-EL DD-EDM DD-EC	-	-	-	-	-
			No. of advisories developed and published	2	2	2	2	2			D-EL DD-EC DD-EDM	1.0	1.0	1.0	1.0	1.0
	Entrench ethics and integrity in all sectors	Expedite development, review and approval of codes of conduct and ethics for remaining public entities	No. of codes of conduct and ethics developed, reviewed, approved or gazetted	6	9	12	15	18	Improved compliance on ethics and integrity requirements	Percentage decline in number of breaches on Codes of conduct; Percentage increase in number of Gift Registers; Conflict of Interest Registers opened; DIALs compliance report; Stakeholder Engagement Reports	D-EL DD-EDM	-	-	-	-	-

Strategy	Key Activity	Activity	Output Indicator	Output Target 2023/24	2024/25	2025/26	2026/27	2027/28	Expected Outcome	Outcome Indicators	Responsibility	Expected Budget (KES Million) 2023/24	2024/25	2025/26	2026/27	2027/28
		Support implementation of gifts, donations and conflict of interest registers	No. of gifts, donations and conflict of interest registers operationalized	10	10	10	10	10		Guidelines on Compliance with Chapter Six Requirements	D-EL DD-EDM	-	-	-	-	-
			No. of institutions supported to implement gifts, donations and conflict of interest registers	10	10	10	10	10		Percentage increase in number of automated DIALs Management by Responsible Commissions and other public entities;	D-EL DD-EDM	-	-	-	-	-
		Increase compliance with the law on DIALs	% level of compliance with the requirement for submission of DIALs by state and public officers	70	75	80	85	90			D-EL DD-EDM	-	-	-	-	-
			No. of responsible commissions and other public entities supported	5	5	5	5	5			D-EL DD-EDM	1	2.5	3	4.5	5
		Undertake stakeholder engagements and support	No. of public entities and engagements held	30	30	30	30	30			D-EL DD-EDM	3	5.2	5.4	5.6	5.8
		Develop and disseminate guidelines on compliance with ethics and integrity requirements	No. of guidelines developed and issued	10	5	5	-	-			D-EL DD-EDM	1.5	1	1	-	-

Strategy	Key Activity	Activity	Output Indicator	Output Target					Expected Outcome	Outcome Indicators	Responsibility	Expected Budget (KES Million)				
				2023/24	2024/25	2025/26	2026/27	2027/28				2023/24	2024/25	2025/26	2026/27	2027/28
		Hold Ethics and Integrity fora	Nature and no. of fora held; Conference Report	-	1	1	1	1			D-EL DD-EDM DD-EC	-	7	7	7	7
	Enhance monitoring of compliance with ethics and integrity requirements by public officers and entities	Develop, review and implement a compliance reporting framework for public entities	Compliance Reporting framework for Public entities	1	-	-	-	-			D-EL DD-EDM	1.5	-	-	-	-
		Develop and disseminate compliance reports annually	Annual Compliance Reports	1	1	1	1	1			D-EL DD-EDM	1	1	1	1	1
		Review and revamp the Adili Online ethics modules for operational effectiveness	Adili Online Review report	1	1	1	1	1			D-EL DD-EDM DD-EC	3.5	3.5	3.5	3.5	3.5
		Facilitate and monitor commitment to specific leadership and integrity codes by all appointed and elected state officers	% level of compliance on commitment by all appointed and elected state officers	100	100	100	100	100			D-EL DD-EDM	-	-	-	-	2.5
		Undertake compliance monitoring visits to specific public entities	No. of public entities visited	3	3	3	3	3			D-EL DD-EDM	1.6	1.7	1.8	1.9	2
			No. of compliance monitoring reports	3	3	3	3	3				-	-	-	-	-

Strategy	Key Activity	Activity	Output Indicator	Output Target 2023/24	2024/25	2025/26	2026/27	2027/28	Expected Outcome	Outcome Indicators	Responsibility	Expected Budget (KES Million) 2023/24	2024/25	2025/26	2026/27	2027/28
	Establish mechanism for delegation of responsibility to enforce ethics and integrity requirements	Develop a framework for state organs to assist the Commission in ensuring compliance with and enforcing Chapter 6 and LIA	Framework developed	-	1	-	-	-	Enhanced compliance with ethics and integrity requirements		D-EL DD-EDM DD-EC	-	4	-	-	-
		Develop a framework to delegate to a public entity or an authorised officer the powers to exercise Commission powers and functions under the LIA	Framework developed	-	1	-	-	-			D-EL DD-EDM DD-EC	-	4	-	-	-

STRATEGIC OBJECTIVE 3: TO IMPROVE INSTITUTIONAL ACCOUNTABILITY IN PUBLIC AND PRIVATE SECTORS

Strategies	Key Activities	Activities	Output Indicator	Output Targets 2023/24	2024/25	2025/26	2026/27	2027/28	Expected Outcome	Outcome Indicators	Responsibility	Expected Budget (KES Million) 2023/24	2024/25	2025/26	2026/27	2027/28
Intensify preventive interventions	Mainstream anti-corruption standards and best practices in public and private entities	Provide advisories on bribery and corruption prevention	No. of advisories	100	200	200	200	200	Reduced incidences of corruption in public and private sector	Percentage decrease in number of corruption reports in public and private sector	D-PS DD-CPD	-	-	-	-	-
		Develop and disseminate sectoral and functional corruption prevention standards.	No. of standards developed and disseminated	1	1	1	1	1				1.2	2.2	2.2	2.2	2.2
		Conduct sectoral corruption prevention fora	No. of fora conducted	3	3	3	3	3				3	5	5	5	5
	Accelerate systems reviews in public sector institutions	Empower public institutions to carryout own CRAs	A guideline developed	1	-	-	-	-			D-PS DD-CPD	1.1	-	-	-	-
			No. of institutions empowered	7	10	10	10	10				6.3	11	11	11	11
			No. of people trained	70	100	100	100	100								
			No of institutions that have undertaken own CRAs	-	7	10	10	10				-	-	-	-	-
		Conduct comprehensive system reviews in key/large propgrammes, projects, sectors and functional areas at national and county level based on budget allocation and strategic importance	No. of system review reports	3	3	3	3	3				6.9	8.9	8.9	9.9	9.9
		Undertake targeted monitoring compliance checks/inspections in high impact government projects/ programmes	No. of targeted compliance checks/inspections undertaken	2	2	2	2	2				2.2	3.9	3.9	3.9	3.9

Strategies	Key Activities	Activities	Output Indicator	Output Targets 2023/24	2024/25	2025/26	2026/27	2027/28	Expected Outcome	Outcome Indicators	Responsibility	Expected Budget (KES Million) 2023/24	2024/25	2025/26	2026/27	2027/28
	Enhance monitoring the imple-mentation of prevention interventions.	Digitize and automate monitoring of implementation of system review recommendations and corruption prevention advisories	Digitized and automated monitoring systems	-	1	-	-	-	Evidence based anti-corruption interventions	Percentage increase in number of corruption interventions based on research findings	D-PS DD-ICT DD-CPD	-	-	-	-	-
		Review the operation of the automated monitoring system	Review Report	-	-	1	-	1			D-PS DD-CPD	-	-	0.5	-	0.5
		Increase the number of follow-ups to assess the implementation of system review recommendations	No. of assessment reports	10	14	14	14	14				11.4	18	18	18	18
		Assess implementation of advisories	No. of reports	5	5	5	5	5				4.0	6.3	6.3	6.3	6.3
			No. of institutions	50	70	70	70	70								
		To partner and collaborate with oversight agencies in the implementation of prevention recommendations	No. of engagements	2	2	2	2	2			D-PS DD-CPD D-FS&C	0.1	0.1	0.1	0.1	0.1
		Engage for anchorage in law of mechanisms to enforce System Reviews Recommendations	Proposal for anchorage in law submitted	1	-	-	-	-			D-PS DD-CPD DD-CLAR D-FS&C	-	-	-	-	-
Mainstream evidence based anti-corruption interventions	Strengthen linkage of research evidence with anti-corruption interventions	Undertake research in new and emerging issues related to corruption and unethical conduct	No. of research reports	2	2	2	2	2			D-PS DD-R&P	19	30	32	34	35

Strategies	Key Activities	Activities	Output Indicator	Output Targets					Expected Outcome	Outcome Indicators	Responsibility	Expected Budget (KES Million)				
				2023/24	2024/25	2025/26	2026/27	2027/28				2023/24	2024/25	2025/26	2026/27	2027/28
		Engage stakeholders on uptake and implementation of research findings and recommendations	No. of stakeholder engagement	2	2	2	2	2				2	3	4	5	5
		Monitor implementation of anti-corruption reforms in public bodies	Assessment/ evaluation report	-	1	-	1	-				-	6	-	6	-
		Develop and implement EACC Strategic Plan 2028-2033	EACC Strategic Plan Developed	-	-	-	-	1			D-PS DD-R&P All	-	-	-	-	30
	Enhance monitoring and evaluation of anti-corruption programmes	Develop and implement an integrated automated M&E system	Integrated Automated M&E system developed and implemented	-	1	-	-	-			D-PS DD-R&P	-	35	2	2	2
		Undertake targeted programmes evaluations	No. of programmes evaluated	-	1	1	1	1				-	10	12	12	12
			No. of evaluation reports (mid-term and end-term)	-	-	1	-	1			D-PS DD-R&P All	-	-	9	-	4
		Undertake continuous monitoring of programme implementation	No. of monitoring reports (Quarterly and Annual)	3	3	3	3	3			DPS DD-R&P	8	10.5	11.5	12.5	12.5

STRATEGIC OBJECTIVE 4: TO INCREASE PUBLIC INVOLVEMENT IN THE FIGHT AGAINST CORRUPTION AND UNETHICAL PRACTICES

Strategies	Key Activities	Activities	Output Indicator	Output Target					Responsibility	Expected Outcomes	Outcome Indicators	Expected Budget (KES. Millions)				
				2023/24	2024/25	2025/26	2026/27	2027/28				2023/24	2024/25	2025/26	2026/27	2027/28
Enhance education and awareness on anti-corruption, ethics and integrity	Intensify targeted public education and awareness programmes	Implement media-based education and awareness	Types of media programmes developed (print, electronic and digital)	3	3	3	3	3	D-PS D-FS&C DD-EPA	Reduced levels of corruption and unethical conduct	Percentage reduction in level of corruption in the country	0.5	0.55	0.605	0.666	0.732
			No. of media programmes implemented	60	60	70	75	80	D-PS D-FS&C DD-EPA	Increased levels of public engagement and awareness in ethics and anti-corruption	Percentage increase in level of knowledge and awareness on ethics and integrity	2.5	5.3	6.63	9.993	10.392
			No. of persons reached	25m	30m	35m	40m	45m	D-PS DD-EPA			-	-	-	-	-
		Enlist public support through targeted public outreach programmes	No. of targeted public outreach programmes implemented	16	18	20	22	24	D-PS D-FS&C DD-EPA	Improved adoption of values in institutions of learning	Percentage increase in level of confidence of members of public in the commission	6.6	9.2	9.9	10.7	11.6
			No. of targeted persons reached	0.3m	0.4m	0.5m	0.6m	0.7m	D-PS DD-EPA	Improved levels of knowledge skills, and attitudes on corruption and unethical conduct		-	-	-	-	-
	Conduct value-based education and awareness	Mainstream value-based education in institutions of learning	Review and roll out of Digital Adili content		1	1	1	1	D-PS DD-EPA	Improved levels of transparency and accountability		-	5	3	3.2	3
			No. of institutions of learning reached	250	300	350	400	450	D-PS DD-EPA			3.5	4.9	5.3	5.6	6.1
			No. of learners sensitized	100,000	125,000	150,000	175,000	200,000	D-PS DD-EPA			-	-	-	-	-

Strategies	Key Activities	Activities	Output Indicator	Output Target 2023/24	2024/25	2025/26	2026/27	2027/28	Responsibility	Expected Outcomes	Outcome Indicators	Budget 2023/24	2024/25	2025/26	2026/27	2027/28
			No. of Education stakeholders fora reached	11	13	15	17	19	D-PS DD-EPA			1.3	2.4	2.6	2.8	3.0
			Adoption levels of ethics and integrity in institutions of learning	%	%	%	%	%	D-PS DD-EPA			-	10	10	-	10
		Develop and disseminate physical and digital IEC materials	Type of IEC materials developed	2	2	2	2	2	D-PS DD-EPA DD-NIAca			-	3	4.5	6.7	-
			No. of IEC material (assorted) printed and disseminated	20,000	30,000	30,000	35,000	30,000	D-PS DD-EPA DD-NIAca			2.695	5.5	7.5	8.5	-
Enhance capacity and participation of various target groups	Develop and implement training programmes on ethics and integrity	Undertake sector based awareness and sensitization programmes	No. of state and non-state institutions reached	60	72	85	72	70	D-PS DD-EPA DD-NIAca			5.05	7.5	8	9.6	10.2
			No. persons sensitized	1800	2060	2350	2060	2000	D-PS D-FS&C DD-EPA RMs-ROs							
			No. of training manuals reviewed and developed	-	1	2	-	-	D-PS D-FS&C DD-EPA RMs-ROs DD-NIAca			-	9	10	-	-
		Develop and review curricula and training manuals	No. of curricula reviewed and developed	1	1	1	1	1	DD-NIAca			4.2	4.4	4.6	4.6	4.7

Strategies	Key Activities	Activities	Output Indicator	Output Target 2023/24	2024/25	2025/26	2026/27	2027/28	Responsibility	Expected Outcomes	Outcome Indicators	Budget 2023/24	2024/25	2025/26	2026/27	2027/28
			No. of training manuals reviewed and developed	1	1	1	1	1	DD-NIAca			2.0	2.2	2.4	2.4	2.5
			Type of training manuals reviewed and developed	1	1	1	1	1	DD-NIAca			7.2	7.4	7.6	7.6	7.7
		Develop and implement training calendar	Training calendar developed	1	1	1	1	1	DD-NIAca			2	3	3	3	3
		Develop a marketing strategy for the courses	Marketing strategy developed and implemented	1	1	1	1	1	DD-NIAca			2	2	2	2	2
		Undertake training in various sectors	No. of training reports	10	11	12	13	14	DD-NIAca			6.0	7.5	9.0	10.5	12.0
			No. of sectors covered in training	9	10	11	12	13	DD-NIAca							
			No. of persons trained	100	120	150	170	180	DD-NIAca							
	Develop capacity for NIAca to deliver on its mandate	Develop and operationalize Strategic Plan for NIAca	NIAca Strategic Plan developed and Operationalized	1	-	-	-	-	DD-NIAca			10	-	-	-	-
		Acquire and equip a training center	Training center acquired and equipped	-	1	-	-	-	DD-NIAca			-	500	1000	500	-
		Develop and operationalize an e-learning management system	E-learning management system developed and operationalized	1	-	-	-	-	DD-NIAca			20	-	-	-	-

Strategies	Key Activities	Activities	Output Indicator	Output Target					Responsibility	Expected Outcomes	Outcome Indicators	Expected Budget (KES. Millions)				
				2023/24	2024/25	2025/26	2026/27	2027/28				2023/24	2024/25	2025/26	2026/27	2027/28
		Develop and operationalize financing frameworks for NIAca	Financing framework developed and operationalized	1	-	-	-	-	DD-NIAca			15.0	20.0	22.0	23.0	25.0
		Develop a pool of skilled facilitators and resource persons	A data base of skilled resource persons developed	1	1	1	1	1	DD-NIAca			6.0	8.5	9.0	9.2	9.5
		Develop networks and partnerships at national, regional and international level on specialized anti-corruption training	No. of partners engaged	1	2	3	4	5	DD-NIAca D-FS & C			4.0	5	6.0	7.0	7.0

Strategies	Key Activity	Activity	Output Indicators	Output Target					Responsibility	Expected Outcome	Expected Budget (KES Million)				
				2023/24	2024/25	2025/26	2026/27	2027/28			2023/24	2024/25	2025/26	2026/27	2027/28
Strengthen partnerships, collaboration and coordination mechanisms	Facilitate coordination of programmes and activities	Coordinate programmes and activities	No. of reports submitted	12	12	12	12	12	D-FS&C	Improved cooperation, collaboration and coordination in the fight against corruption and unethical conduct	-	-	-	-	-
		Facilitate statutory obligations	No. of statutory meetings held	40	40	40	40	40			6	7	7	8	8
	Establish and maintain robust partnership and collaboration frameworks	Develop and operationalize a Partnership and Collaboration Policy for the Commission	Partnerships and collaboration policy developed and operationalized	-	1	-	-	1	D-FS&C DD-KLIF		-	2	-	-	2
		Engage development partners to mobilize support for Commission programmes	Number of development partners engagement forums held (round-table forums, courtesy visits etc)	3	3	3	3	3	D-FS&C		0.6	0.6	0.8	0.8	1
			Resources mobilized through development partners (KES millions)	200	200	200	200	200	D-FS&C						
		Forge international, regional, national, county and institutional partnerships and collaborations in the fight against corruption and promotion of ethics	Number of engagement forums with national stakeholders	5	5	5	5	5	D-FS&C All Directors		-	-	-	-	-
			Number of regional and international fora attended	5	5	5	5	5			20	20	20	20	20
			Partnership framework for implementation of prevention recommendations developed and operationalized	-	1	-	-	1	D-FS&C D-PS DD-CPD DD-AR&CL		-	2	-	-	2
		Carry out joint initiatives against corruption (Commemorations, Criminal justice sector engagements, NCAJ)	Number of joint initiatives implemented	10	10	10	10	10	D-FS&C DD-KLIF		26	26	26	26	26

Strategies	Key Activity	Activity	Output Indicators	Output Target					Responsibility	Expected Outcome	Expected Budget (KES Million)				
				2023/24	2024/25	2025/26	2026/27	2027/28			2023/24	2024/25	2025/26	2026/27	2027/28
		Develop partnership agreements with Government and private agencies for data and information sharing relevant to the Commission's mandate (ICT, Legal, Investigation, IACCC)	Number of information sharing partnership agreements, MOU pacts developed and implemented	5	5	5	5	5	D-FS&C D.I D-L&AS		0.2	0.2	0.2	0.2	0.2
	Revamp the Kenya Leadership Integrity Forum	Develop and implement the Kenya Integrity Plan 2023-2028	KIP developed and operationalized	1	-	-	-	-	D-FS&C DD-KLIF		3	-	-	-	-
		Develop and implement collective action agreements among the KLIF partners	Number of KLIF partners committing to implement the KIP	30	60	90	120	150	D-FS&C DD-KLIF		0.5	0.5	0.5	0.5	0.5
		Build capacity for implementation of the KIP by partners	Number of partners trained	60	60	60	60	60	D-FS&C DD-KLIF		1.5	2.5	2.5	2.5	2.5
		Conduct quarterly and annual partner meetings and conferences	Number of periodic meetings held	10	8	9	8	8	D-FS&C DD-KLIF		2	2	10	2	2

Strategic Objective 6: To Improve Organizational Efficiency and Effectiveness

Strategies	Key Activities	Activities	Output Indicator	Output Target 2023/24	2024/25	2025/26	2026/27	2027/28	Responsibility	Expected Outcome	Outcome Indicators	Expected Budget (KES Million) 2023/24	2024/25	2025/26	2026/27	2027/28
Streamline Organizational Functions	Implement new Organizational Structure	Review and implement new organizational structure	New Organizational structure implemented	-	-	1	-	-	D-CSS All Directors DD-HRM	Enhanced organizational efficiency and effectiveness	Percentage increase in number of staff in-post	-	-	8	1	-
			Staff establishment reviewed	-	-	1	-	-			Percentage increase in office space	-	-	-	-	-
Improve Human Resource Capacity	Enhance human capital	Recruitment and replacement of staff	No. of employees recruited	3	200	200	200	100	D-CSS All Directors DD-HRM		Percentage increase in number of fleets acquired	19.36	837	827	827	408
		Retain and maintain current staff	No. of employees retained and maintained	765	765	765	765	765			Percentage increase in number of Commission processess automated	2600	2730	2867	3009	3160
	Enhance employee productivity	Review and implement performance management system	Performance management system developed and implemented	1	-	-	-	-	D-CSS All Directors DD-HRM			1.2	-	-	-	-
			Internship/ Attachment policy developed and implemented	2	-	-	-	-				-	14	16	18	20
			Staff recognition and reward mechanism operationalized	-	-	1	-	-				-	-	3	-	-
		Improve employees relations and welfare	No of staff welfare programmes implemented	1	1	1	1	1	D-CSS DD-HRM			-	15	20	25	30
			Reviewed HR Policies	-	1								7.5			
			Reviewed Career Progression Guidelines	-	1	-	-	-					7.5			-

Strategies	Key Activities	Activities	Output Indicator	Output Target					Responsibility	Expected Outcome	Outcome Indicators	Expected Budget (KES Million)				
				2023/24	2024/25	2025/26	2026/27	2027/28				2023/24	2024/25	2025/26	2026/27	2027/28
			Revised insurance schemes implemented (Staff Medical Scheme, GLA&GPA)	3	3	3	3	3				252	300	350	400	450
		Improve staff skills and competencies	Skills audit report	-	-	1	-	-	D-CSS DD-HRM			-	-	2	-	-
			Database of skills and competencies established	-	1	-	1	-				-	-	-	-	-
			Number of employees trained	500	700	900	1200	1300				80	112	144	192	208
		Implement culture change programmes	Baseline survey undertaken	1	1	1	1	1	D-CSS All Directors DD-HRM			-	-	-	-	-
			No. of programmes implemented	1	1	1	1	1				16	35	40	45	50
		Lobby for review of terms of employee compensation	Improved employees compensation	-	1	1	1	1				-	300	400	500	600
Enhance financial adequacy	Intensify financial resource mobilization	Lobby for increment in budgetary allocation	Percentage increase in Budget Allocation	5%	5%	5%	5%	5%	D-FP DD-B&P All Departments Regional Offices			6	6	7	7	7
			Percentage of Actual disbursed budget	100%	100%	100%	100%	100%	D-FP DD-F&A			-	-	-	-	-

Strategies	Key Activities	Activities	Output Indicator	Output Target					Responsi-bility	Expected Outcome	Outcome Indicators	Expected Budget (KES Million)				
				2023/24	2024/25	2025/26	2026/27	2027/28				2023/24	2024/25	2025/26	2026/27	2027/28
	Adopt prudent measures in utilization of resources	Link budget to annual work plans	Compliance in Departmental annual work plans	100%	100%	100%	100%	100%	D-FP All Directors DD-B&P All Departmental Heads RMS-Regional Offices			-	-	-	-	-
		Link budget allocation against performance	Quarterly Performance report	4	4	4	4	4				-	-	-	-	-
		Monitor and report on budget imple-mentation	Quarterly Budget absorption reports	8	8	8	8	8				6	6	5	5	5
			Unqualified Annual Financial Report	1	1	1	1	1	D-FP DD-F&P			5	5.5	6	6	6.5
			Implement Budgets and Financial Controls	100%	100%	100%	100%	100%	D-FP DD-B&P DD-F&P			11	15	18	21	25
Enhance physical infrastructure	Acquire and enhance office space and environment	Expand office space	Proportion of additional office space acquired	60%	65%	70%	80%	85%	D-CSS DD-Admin			205	150	60	60	50
		Improve work place environment	Survey Report on workplace environment	Stone Wall	Stone Wall	IC Beautifica-tion	IC Beautifica-tion	IC Beautification				9	10	12	14	16
		Acquire Additional Space	Acquire additional spaces (12,248 metres)	-	3,122 metres Workplace space acquired	3,122 metres Workplace space acquired	3,122 metres Workplace space acquired	3,122 metres Workplace space acquired	D-CSS DD-Admin			-	22	22	22	22
		Equip additional staff complement		Three (3) staff equipped	One Hundred Seventy-Five (175) staff equipped	One Hundred Seventy-Five (175) staff equipped	One Hundred Seventy-Five (175) staff equipped	One Hundred Seventy-Five (175) staff equipped				4.7	55	55	55	55

Strategies	Key Activities	Activities	Output Indicator	Output Target 2023/24	2024/25	2025/26	2026/27	2027/28	Responsibility	Expected Outcome	Outcome Indicators	Expected Budget (KES Million) 2023/24	2024/25	2025/26	2026/27	2027/28
		Enhance occupational safety	No. of security features	Biometrics	Perimeter wall	Integrated security in 4 regional offices	Integrated security	Integrated security				1	3	15	15	15
		Provide un-interrupted power	Uninterrupted power supply	1 Unit at IC Maintained	2 in Two Regional Offices	2 in Two Regional Offices	2 in Two Regional Offices	2 in Two Regional Offices	D-CSS DD-Admin			3	9	9	9	9
		Enhance regional reach	Percentage of concept and Planning for Regional office developed	-	15%	5%	-	-	D-FS&C D-CSS DD-Admin			-	300	100	-	-
			Construction execution-Kisii	-	-	6.5%	6.5%	6.5%				-	-	130	130	130
			Construction execution-NIAca	-	-	7%	7%	7%				-	-	135	135	135
			Monitoring and Control of construction of Kisii office	-	-	-	8%	8%				-	-	-	200	200
			Project closure of Kisii construction	-	-	-	-	16%				-	-	-	-	400
			Concept and Planning for Academy	13%	4%	-	-	-				300	100	-	-	-
			No. of mobile clinic vans acquired	-	1	1	1	1				-	15	15	15	15
			Percentage of concept and Planning for Regional office refurbishment/developed -Kisumu	-	15%	5%	-	-				-	300	100	-	-

Strategies	Key Activities	Activities	Output Indicator	Output Target					Responsibility	Expected Outcome	Outcome Indicators	Expected Budget (KES Million)				
				2023/24	2024/25	2025/26	2026/27	2027/28				2023/24	2024/25	2025/26	2026/27	2027/28
			Construction execution-Kisumu	-	-	6.5%	6.5%	6.5%				-	-	130	130	130
			Monitoring and Control of construction of NIAca office	-	-	-	8%	8%				-	-	-	200	200
			Project closure of NIAca construction	-	-	-	-	16%				-	-	-	-	400
	Provide efficient transport services	Acquire new fleet	New fleet acquired	30 Refurbished	30 MV Acquired	30 MV Acquired	30 MV Acquired	30 MV Acquired	D-CSS DD-Admin DD-SCMD			10	160	160	160	160
		Explore alternative means of transport	Policy on alternative transport developed and implemented	1	-	-	-	-	D-CSS DD-Admin			1	-	-	-	-
			Proportion of Alternative Transport Lease Implementation	Development Policy on Alternative Transport	Airport Transfers engaged	Management of Airport Transfers	Management of Airport Transfers	Management of Airport Transfers				-	5	5	5	5
Integrate technology into all Operations	Automate business processes	Automate Enforcement processes	No. of processes automated	7	-	-	-	-	D-CSS DD-ICT All Investigations Departmental Heads All Legal Departmental Heads DD-Ethics Compliance			160	25	25	20	20

Strategies	Key Activities	Activities	Output Indicator	Output Target					Responsibility	Expected Outcome	Outcome Indicators	Expected Budget (KES Million)				
				2023/24	2024/25	2025/26	2026/27	2027/28				2023/24	2024/25	2025/26	2026/27	2027/28
		Automate Prevention Processes	No. of processes automated	1	4	1	-	-	D-CSS DD-ICT All Prevention Services Departmental Heads DD-Ethics Monitoring DD-NIACA			20	70	70	10	-
		Automate Resource Mobilization Processes	No. of processes automated	-	3	1	-	-	D-CSS DD-ICT DD-Finance DD-Administration D-FS&C			-	20	-	-	-
		Automate administrative Support Processes	No. of processes automated	-	3	3	2	-	D-CSS DD-ICT DD-Admin			-	50	50	30	-
		Implement Staff Management Systems	No. of processes automated	-	6	-	-	-	D-CSS DD-ICT DD-HRM			-	150	50	-	-
		Automate Audit & Risk Processes	No. of processes automated	2	-	-	-	-	D-CSS DD-ICT DD-Internal Audit			23	7	-	-	-
		Enhance and maintain existing and newly acquired solutions	Systems Availability	99%	99%	99%	99%	99%	D-CSS DD-ICT			19	25	30	35	40
	Integrate modern technologies into Operations.	Apply Artificial Intelligence (AI) and leverage on emerging internet services across our business processes	Modern Equipment, Software or Service Acquired	1	1	1	1	1	D-CSS DD-ICT All Departmental Heads			10	25	25	25	25

Strategies	Key Activities	Activities	Output Indicator	Output Target					Responsibility	Expected Outcome	Outcome Indicators	Expected Budget (KES Million)				
				2023/24	2024/25	2025/26	2026/27	2027/28				2023/24	2024/25	2025/26	2026/27	2027/28
		Apply modern technologies into Field operations	No. of instances new Technologies are applied	-	5	5	5	5	D-CSS DD-ICT Investigations Departmental Heads			-	25	25	15	10
	Enhance Data Management and decision making	Create functional external gateways that facilitate information sharing with other Government Agencies (APIs)	No of Functional API's operational	-	5	5	5	5	D-CSS DD-ICT			-	25	25	25	25
		Implement business intelligence (BI) System for analytics and reporting.	BI system in place and operational	-	1	-	-	-	D-CSS DD-ICT All Departmental Heads			-	45	5	5	-
			No of BI reports	-	1	1	1	1				-	5	5	5	5
	Enlighten end users to fully utilize ICT resources	Implement mandatory ICT Training programs for all staff.	No of Staff Trained	-	500	500	250	250	D-CSS DD-ICT DD-HRM DD-NIAca			-	25	25	12.5	12.5
		Develop & implement self-paced learning courses	No of Learning Courses Developed	-	10	10	-	-	D-CSS DD-ICT DD-HRM DD-NIAca			-	9.5	9.5	-	-
		Build capacity for current and future skills and ways of working	No of New Tech Skills acquired	2	15	15	15	15				1.5	20	16	15	15
Upgrade and maintain ICT Infrastructure	Enhance primary, secondary and disaster recovery server Sites and Networks	Enhance data center Infrastructure and Systems	No of systems acquired and installed	-	15	4	10	-	D-CSS DD-ICT			-	225	150	62	-

Strategies	Key Activities	Activities	Output Indicator	Output Target 2023/24	2024/25	2025/26	2026/27	2027/28	Responsibility	Expected Outcome	Outcome Indicators	Expected Budget (KES Million) 2023/24	2024/25	2025/26	2026/27	2027/28
		Implement High Availability (HA) for Commission Systems and Services	Primary, Secondary and DR Sites Uptime	99%	99%	99%	99%	99%	D-CSS DD-ICT DD-Admin			10	10	10	10	10
		Implement Software Defined Wide Area Network and structured cabling across all regional offices	Level of Implementation	10%	40%	40%	10%	-	D-CSS DD-ICT			10	80	80	29.2	-
		Implement Call Centre Infrastructure	System in place	1	-	-	-	-	D-CSS DD-ICT DD-CAPC			10	9	-	-	-
	Provide adequate end users devices	Upgrade Obsolete End User Equipment	No. of Equipment's Purchased	170	750	750	750	750				14	140	140	140	126.2
		Implement Voluntary device purchase program (Laptops and PDAs) for staff	Policy in Place	-	1	-	-	-				-	48	-	-	-
	Enhance IT Security and Data protection	Develop and implement mechanisms	Policy and guidelines in place	1	-	-	-	-	D-CSS DD-ICT			8	-	-	-	-
		for conducting security audits and Penetration tests	No. of Audits and tests conducted	-	1	1	1	1				0	5	5	5	5
		Acquire modern Cyber security Equipment's	No. of Equipment acquired	-	10	11	-	-				-	35	40	-	-
		Implement Bring your own device (BYOD) environment to facilitate working from home arrangement	Policy and guidelines in place	-	1	-	-	-				-	5	1	1	1

Strategies	Key Activities	Activities	Output Indicator	Output Target 2023/24	2024/25	2025/26	2026/27	2027/28	Responsibility	Expected Outcome	Outcome Indicators	Expected Budget (KES Million) 2023/24	2024/25	2025/26	2026/27	2027/28
	Enhance and maintain ICT Operational efficiency	Enhance, maintain and support ICT Systems	Systems Availability	99%	99%	99%	99%	99%	D-CSS DD-ICT			19	25	30	35	40
		Provide connectivity and maintain hardware and security installations	Connectivity and Hardware Uptime	99%	99%	99%	99%	99%				34	35	40	40	40
Strengthen supply chain management system	Enhance compliance to public procurement legal framework	Build procurement stakeholder competence and controls	Percentage procurement opportunities to reserve groups	30%	33%	34%	35%	35%	DD-SCM All departmental Heads All RMs-Regional Offices			3	3	4	5	5
			percentage completion of annual procurement plan	90%	91%	92%	93%	94%	D-FS&C			10	10	10	10	10
		Standardize procurement documentations	No. of procurement documents drafted and reviewed	20	25	30	35	40	DD-SCM DD-CLARIS			5	5	5	5	5
		Manage buying to maximize value for money	Percentage of actual budget saved	5.0%	5.5%	6.5%	7.0%	7.5%	DD-SCM All departmental Heads RMs-Regional Offices D-FS&C			5	5	5	5	5
Strengthen Risk Management	Monitor development and implementation of standard operating procedures	Develop and implement SOPs of all functional areas of the Commission	No. of SOP's Developed	10	10	10	10	10	All Departmental Heads DD-IA&RM			5	7	8	9	10

Strategies	Key Activities	Activities	Output Indicator	Output Target 2023/24	Output Target 2024/25	Output Target 2025/26	Output Target 2026/27	Output Target 2027/28	Responsibility	Expected Outcome	Outcome Indicators	Expected Budget (KES Million) 2023/24	2024/25	2025/26	2026/27	2027/28
		Undertake review of implementation of SOPs for all functional areas of the Commission	No. of SOPs reviewed	21	0	0	0	0	DD-IA&RM			-	-	-	-	-
		Conduct internal review of all system processes	No. of audit reports	10	10	10	10	10				1.5	1.5	2	2	2
	Develop a business continuity and disaster recovery plan	Develop Business Continuity Management Plans	No. of Business Continuity Plans developed and implemented	-	-	21	-	-	DD-IA&RM All departmental Heads			-	-	10	-	-
Revamp corporate communication		Develop and broadcast media content on TV and Radio platforms	No. of programmes	2	4	4	4	4	D-CSS DD-CA&C			4	8	8	8	8
		Undertake proactive digital communication for real time debates and sentiments	Monthly Report	12	12	12	12	12				1	1	1.5	1.5	2
	Undertake thematic multi-media communication campaigns	Undertake daily media monitoring and analysis	Monthly Report	12	12	12	12	12				2	2	2.5	2.5	3
		Undertake National communication baseline survey	Baseline Survey Report	-	1	-	-	1				3	-	-	-	4

Strategies	Key Activities	Activities	Output Indicator	Output Target					Responsibility	Expected Outcome	Outcome Indicators	Expected Budget (KES Million)				
				2023/24	2024/25	2025/26	2026/27	2027/28				2023/24	2024/25	2025/26	2026/27	2027/28
	Establish and sustain public engagement mechanisms	Develop and maintain a structured public information base on EACC milestone	Structured public information base developed	-	1	-	-	-	D-CSS DD-CA&C DD-R&DM DD-R&TC DD-CA&C All Depts Heads			-	2	1	1	1
		Undertake proactive digital communication	No. of operational digital platforms e.g. YouTube news channel, TikTok, podcast	2	2	2	-	2				-	3	2	2	2
		Organize public engagement forums to engage in strategic communication	Number of forums organized	-	4	4	4	4	D-CSS DD-CA&C			-	4	4	4	4
			Types of public engagement content developed and disseminated	-	4	4	4	4				-	3	3	3	3
	Build collaborations for stakeholder communication of the anti-corruption agenda	Organize annual consultative fora with Editors umbrella body	No. of consultative forums	1	1	1	1	1	D-CSS DD-CA&C D-FS&C			3	3	3.5	3.5	4
		Build technical capacity of Journalists for accurate and analytical anti-corruption reporting	No. of capacity building workshops	3	3	3	4	4	D-CSS DD-CA&C			6	6	6	8	8
		Sponsor annual awards for Journalists	No. of media awards	1	1	1	1	1				2	2	2	2	2

Strategies	Key Activities	Activities	Output Indicator	Output Target 2023/24	2024/25	2025/26	2026/27	2027/28	Responsibility	Expected Outcome	Outcome Indicators	Expected Budget (KES Million) 2023/24	2024/25	2025/26	2026/27	2027/28
		Identify and develop Communication Champions	No. of champions communicating the anti-corruption agenda	4	4	4	4	4	D-CSS DD-CA&C			-	0.5	1	1	1.5
		Organize special public events	No. of events organized	2	2	2	2	2				6	6	6	6	6
	Implement communication strategy	Develop internal communication structures	No. of communication equipment acquired	2	4	3	2	2	D-CSS DD-CA&C			5	10	7.5	5	5
		Build internal media capacity of key officials	No. of workshop held or attended	1	1	1	1	1	D-CSS DD-CA&C			2	2	3	3	4
Enhance brand visibility	Reposition corporate brand	Undertake brand perception survey	Survey Report	0	1	0	0	1	D-CSS DD-CA&C DD-R&P	Increased visibility and profile of the Commission	Percentage increase in number of people aware about the Commission	-	4	-	-	5
		Develop and implement branding policy and guidelines	Policy and guidelines developed	1	0	0	1	0	D-CSS DD-CA&C		Percentage increase in number of media coverage of the Commission	2	-	-	-	-
		Strengthen corporate brand	No. of assets branded	8	8	10	10	12				2	2	2.5	2.5	3
		Strengthen client relation management framework	Types of branded corporate items	4	4	5	5	5	D-CSS DD-CA&C			5	5	6	6	6
			Client relations desks established in all regional offices	0	2	2	3	3	D-CSS DD-CA&C DD-HRM DD-Admin			-	3	3	4.5	4.5
			Established Call Centre	50%	50%	0	0	0	D-CSS DD-ICT DD-CA&C DD-Admin			-	-	-	-	-

Strategies	Key Activities	Activities	Output Indicator	Output Target 2023/24	2024/25	2025/26	2026/27	2027/28	Responsibility	Expected Outcome	Outcome Indicators	Expected Budget (KES Million) 2023/24	2024/25	2025/26	2026/27	2027/28
Enhance mechanisms for knowledge management	Upgrade and modernize Resource Centre	Revamp Repository Centre	Revamped Repository Centre (Report)	1	1	1	1	1	D-PS DD-T&RC DD-ADMIN DD-HR DD-ICT All DDs			17	15	12	15	17
		Review and implement Knowledge Management Policy	Reviewed and implemented knowledge management policy	1	1	1	1	1	D-PS DD-T&RC All Depts Heads			10	10	7	7	10
	Undertake sensitization for utilization of e-learning resources	Assess information needs	Needs assessment survey report	1	1	1	1	1	D-PS DD-R&TC All Depts Heads			5	5	6	7	10
		Monitor the use of e-Resources	No of monitoring reports	2	2	2	2	2	D-PS DD-R&TC All Depts Heads			4	4	4.5	5	7

National Anthem

(Swahili)

Ee Mungu nguvu yetu

Ilete baraka kwetu

Haki iwe ngao na mlinzi

Natukae na undugu

Amani na uhuru

Raha tupate na ustawi.

Amkeni ndugu zetu

Tufanye sote bidii

Nasi tujitoe kwa nguvu

Nchi yetu ya Kenya,

Tunayoipenda

Tuwe tayari kuilinda.

Natujenge taifa letu

Ee, ndio wajibu wetu

Kenya istahili heshima

Tuungane mikono

Pamoja kazini

Kila siku tuwe na shukrani.

(English)

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.

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.

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.

EAC Anthem

Chorus

We should protect/guard our community
We should be committed and
Stand strong
Our unity is our anchor
Long live our community.

Oh God we pray
For preservation of the East African
Community;
Enable us to live in peace;
May we fulfill our objectives.

Patriotism and togetherness
Be the pillars of our unity
May we guard our independence
And peace
Our culture and traditions.

Industries and farms
We should work together
We should work hard
We should build a better community.

Integrity Song

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

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

Ndugu yangu mwananchi
Tudumishe maadili
Tufanyapo kazi zetu
Tuangamize ufisadi.

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

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