# 

**KENYA INTEGRITY PLAN**

**2023 - 2028**

**November 2023**

# Pamoja Tudumishe Maadili

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# ACROYNYMS AND ABBREVIATIONS

|  |  |
| --- | --- |
| AACD  ACA  ACECA  ADR  APNAC  APSEA  ARA  AU  AUACB  BeTA  CACCOC  CAJ  CBO  CMA  COB  COFEK  CoG  COMESA  COTU  CPST  CRA  CSPN  CSO  CUE  DANIDA  DCI  DFID  EAC  EACC  EAK  EPRA  FBO  FKE  FRC  GIZ  HELB  HR  IACD  IAO/QM  ICPAK  IDLO  IEBC  IEC  IGAD  IGRTC  IPOA  IRA  IRCK  JSC  JTI  KAM  KCCB  KEBS  KENHA  KEPSA  KEPSHA  KESSHA  KICD  KIP  KISE  KISM  KLB  KLIF  KNCCI  KNCHR  KNEC  KPA  KRA  KSG  KUJ  KURA  KWS  LIA  M&E  MCK  MDA  MOU  MSME  MTP  NACADA  NACCSC  NACOSTI  NAMLEF  NCA  NCC  NCCK  NCIA  NCIC  NCPWD  NEAP  NEMA  NFI  NGO  NHIF  NIS  NITA  NLC  NPS  NSE  NSSF  NTSA  OAG  OAG&DOJ  OAIC  ODPP  OSIEA  PESTLE  POCAMLA  POEA  PPADA  PPARB  PPRB  PSC  SASRA  SCC  SDA  SDG  SIDA  SNV  SRC  SUPKEM  SWOT  TI  TSC  TVET  UNCAC  UNDP  UNODC  USAID | * African Anti-Corruption Day * Anti-Counterfeit Authority * Anti-Corruption and Economic Crimes Act * Alternative Dispute Resolution * African Parliamenterians’ Network Against Corruption * Association of Professional Societies in East Africa * Asset Recovery Agency * African Union * African Union Anti-Corruption Board * Bottom-Up Economic Transformation Agenda * County Anti-Corruption Civilian Oversight Committee Commission on Administrative Justice * Community Based Organization * Capital Markets Authority * Controller of Budget * Consumers Federation of Kenya * Council of Governors * Common Market for Eastern and Southern Africa * Central Organization of Trade Unions * Centre for Parliamentary Studies and Training * Commission on Revenue Allocation * Civil Society Parliamentary Network * Civil Society Organization * Commission for University Education * Danish International Development Agency * Directorate of Criminal Investigations * Department for International Development * East African Community * Ethics and Anti-Corruption Commission * Evangelical Alliance of Kenya * Energy and Petroleum Regulatory Authority * Faith Based Organizations * Federation of Kenya Employers * Financial Reporting Centre * Deutsche Gesellschaft für Internationale Zusammenarbeit * Higher Education Loans Board * Human Resource * International Anti-Corruption Day * Integrity Assurance Officer/Quality Management * Institute of Certified Public Accountants of Kenya * International Development Law Organization * Independent Electoral and Boundaries Commission * Information Education and Communication * Intergovernmental Authority on Development * Inter-Governmental Relations Technical Committee * Independent Policing Oversight Authority * Insurance Regulatory Authority * Inter-Religious Council of Kenya * Judicial Service Commission * Judiciary Training Institute * Kenya Association of Manufacturers * Kenya Conference of Catholic Bishops * Kenya Bureau of Standards * Kenya National Highways Authority * Kenya Private Sector Alliance * Kenya Primary Schools Heads Association * Kenya Secondary Schools Head Association * Kenya Institute of Curriculum Development * Kenya Integrity Plan * Kenya Institute of Special Education * Kenya Institute of Supplies Management * Kenya Literature Bureau * Kenya Leadership Integrity Forum * Kenya National Chamber of Commerce and Industry * Kenya National Human Rights Commission * Kenya National Examination Council * Kenya Publishers Association * Kenya Revenue Authority * Kenya School of Government * Kenya Union of Journalists * Kenya Urban Roads Authority * Kenya Wildlife Service * Leadership and Integrity Act * Monitoring and Evaluation * Media Council of Kenya * Ministries, Departments and Agencies * Memorandum of Understanding * Micro, Small and Medium Enterprises * Medium Term Plans * National Agency for the Campaign Against Drug Abuse * National Anti-Corruption Campaign Steering Committee * National Commission For Science And Technology * National Muslim Leaders Forum * National Construction Authority * National Coordinating Committee * National Council of Churches of Kenya * Nairobi Centre for International Arbitration * National Cohesion and Integration Commission * National Council for Persons with Disabilities * National Ethics and Anti-Corruption Policy * National Environment Management Authority * National Forum on Integrity * Non-Governmental Organization * National Hospital Insurance Fund * National Intelligence Service * National Industrial Training Authority * National Lands Commission * National Police Service * National Stock Exchange * National Social Security Fund * National Transport and Safety Authority * Office of Auditor General * Office of Attorney General and Department of Justice * Organization of African Instituted Churches * Office of the Director of Public Prosecutions * Open Society Initiative for Eastern Africa * Political, Economic, Social, Technological, Legal and Environmental * Proceeds of Crime and Anti-Money Laundering Act * Public Officer Ethics Act * Public Procurement and Asset Disposal Act * Public procurement Administrative Review Board * Public procurement Regulatory Authority * Public Service Commission * Sacco Society Regulatory Authority * Sector Coordinating Committee * Seventh Day Adventist * Sustainable Development Goal * Swedish International Development Cooperation Agency * Stichting Nederlandse Vrijwilligers * Salaries and Remuneration Commission * Supreme Council of Kenya Muslims * Strengths, Weakness, Opportunities and Threats * Transparency International * Teachers Service Commission * Technical, Industrial, Vocational and Education Training * United Nations Convention against Corruption * United Nations Development Programme * United Nations Office on Drugs and Crime * United States Agency for International Development |

# DEFINATION OF CONCEPTS AND TERMINOLOGIES

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

**Policy:** Course of action to be implemented by an organization or the government.

**Kenya Integrity Plan:** Document that communicates the Forum’s vision, mission, goal and the actions needed to achieve the vision, mission and goal of the institution and the time and resources required to undertake the actions.

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

**Mission:** A statement of purpose through which the Forum seeks to achieve its Vision.

**Strategy:** Means or actions through which to achieve the strategic objectives of the Forum.

**Core values:** Ideals or norms governing the conduct of staff.

**Strengths:** Positive internal factors influencing the Forum’s operating environment.

**Weaknesses:** Negative internal factors influencing the Forum’s operating environment.

**Opportunities**: Positive external factors influencing the Forum’s operating environment.

**Threats:** Negative external factors influencing the Forum’s operating environment.

**Key results areas:** Broad areas in which the Forum will deliver results.

**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 Forum must address in order for it to achieve its Vision.

**Strategic goal:** Statement of what the Forum needs to work towards or needs to do in order to fulfil its mission and achieve its vision.

**Strategic objectives:** Outcomes or results the Forum commits itself to achieve in its work in order for it to achieve its goal.

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

**Output:** Immediate results resulting 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 levels of corruption in a sector.

# FOREWORD

Worldwide corruption ranks high as an impediment to the attainment of national goals and aspirations. As a nation, we are not afraid to acknowledge the challenge posed by corruption in the attainment of our national socioeconomic and political aspirations but rather, we remain steadfast and ready to fight it head-on.

Kenya’s national development goals and aspirations are firmly anchored on the policy of zero tolerance for corruption. For Kenya to realize its potential and achieve greater prosperity, all efforts must not be spared to fight corruption. This calls for our collective effort in tackling and preventing corruption. Such a resolve embodies and speaks to what every Kenyan wants of all of us.

Besides anchoring the government’s development agenda on economic blueprints like the Kenya Vision 2030 –and recently – BeTA, the government is also keen to strengthen the anti-corruption legal and policy frameworks as a strategy to expediting economic development. For this reason and indeed based on our commitment to the people of Kenya to promote transparency and accountability in service delivery, I am happy that through the Kenya Leadership Integrity Forum (KLIF), there is now a developed strategic plan to guide the country’s anti-corruption trajectory for the period 2023-2028.

Corruption keeps evolving making it even more complex and hence requires collective action both within and outside government. It is for this reason that KLIF was established as a multi-sectoral forum to promote a unified stakeholder approach in the fight against corruption. That we have such a multi-sectoral forum of both state and non-state actors is unprecedented and therefore it is satisfying to note that the Forum brings together public and private sectors, religious and civil society organisations and development partners. Though the EACC acts as the Secretariat of KLIF while the Executive, through the Office of the Attorney General, chairs the Forum, this by no means overshadows the important role of non-state actors in the Forum. All the 20 state and non-state actors that make up KLIF are urged to continue partnering for a unified and integrated fight against corruption.

In my capacity as the Patron of Kenya Leadership Integrity Forum, I am delighted to present the fourth strategic Plan of KLIF, better known as Kenya Integrity Plan (KIP) 2023-2028. This Plan sets out the strategic objectives for the anti-corruption cycle 2023-2028 by outlining strategies and actions to be undertaken by the member sectors to enhance integrity in Kenya. In addition, the Plan provides a concise implementation matrix which member sectors will find useful in guiding them meet their output targets in good time. In line with that, the government will spare no effort in supporting all sector players to achieve the vision of this Plan of having an ethics and integrity-driven society.

In that regard, I urge every Kenyan to lend their full support to the Kenya Integrity Forum in their efforts to have an ethics and integrity-driven Kenya as envisaged in the Kenya Integrity Plan (KIP) 2023 – 2028.

**H.E. Dr. WILLIAM S. RUTO, C.G.H**

**PRESIDENT OF THE REPUBLIC OF KENYA**

# PREFACE

Kenya has over the years had to grapple with the threat of corruption that threatened to permeate every fabric of the Kenya society. Various interventions put in place to fight corruption ranging from setting up a dedicated anti-corruption body to enacting a host of legal and policy frameworks on corruption have so far yielded results. However, the unyielding menace of corruption even in the face of these interventions serves to strengthen our resolve to conceive additional strategies to combat corruption. The creation of Kenya Leadership Integrity Forum (KLIF) as a multisectoral forum is one such strategy conceived to promote unified stakeholder involvement in the fight against corruption.

In fulfilment of its multi-sectorial mandate, KLIF has developed yet another national plan – The Kenya Integrity Plan (KIP) for the cycle 2023-2028. This KIP (2023-2028) is the successor of KIP (2019-2023). The new KIP borrows and builds on the successes and challenges of the retired KIP (2019-2023). Indeed, the development of the new KIP was preceded by a review of the retired KIP to take stock of achievements, challenges, and lessons learnt as well as give a way forward in light of the review findings.

The KIP 2023-2028 was developed through the efforts of a technical committee whose membership was drawn from the various sectors that make up KLIF. Through the KLIF Secretariat, the Committee convened several meetings and workshops which provided an opportunity for deliberations and consensus building. The final draft Plan was subjected to a validation workshop of the sectors making up KLIF including representatives of the public and private sectors, religious and civil society organisations and development partners. The process was, therefore, participatory, consultative and inclusive.

Corruption is dynamic and it keeps evolving. I therefore welcome you all to take a look at the new KIP that will henceforth guide the multi-sectoral approach in the fight against corruption. Overall, the KIP focuses on the evolving nature of corruption more so on strengthening existing legal and policy framework on corruption and setting the stage for the enactment of new laws where there are legislative gaps.

The KIP identifies four strategic objectives that will guide its implementation. They include: -

1. To enhance the capacity of KLIF to implement a collective approach in the fight against corruption;
2. To promote strengthening of policy, legal and institutional framework in the fight against corruption;
3. To promote Ethics and integrity in Public and Private sector; and
4. To promote ethics and integrity in the society.

Under each strategic objective, relevant strategies, activities as well as sub-activities to be implemented by the sectors are identified. The implementation of the activities is designed to contribute to the realization of the objectives. The sectors are called to implement activities assigned to them to the letter.

In my capacity as the Chairperson of the National Coordinating Committee (NCC) and as the head of the Government entity responsible for the design, coordination and implementation of ethics, integrity and anti-corruption strategies in Government, I assure you of the government’s unwavering support and commitment in the fight against corruption.

**HON. JUSTIN B. N. MUTURI, E.G.H**

**ATTORNEY GENERAL OF THE REPUBLIC OF KENYA AND**

**CHAIRPERSON, NATIONAL COORDINATING COMMITTEE**

**KENYA LEADERSHIP INTEGRITY FORUM**

# STATEMENT BY THE CHAIRPERSON, EACC

The Ethics and Anti-Corruption Act, 2011 recognizes the role of partnership in the fight against corruption and promotion of ethics and integrity. Therefore, partnerships form a critical facet of Commission’s strategies in fulfilment of its mandate.

Kenya Leadership Integrity Forum (KLIF) which brings on board 20 sectors and numerous stakeholders is pivotal in fostering a multi-stakeholder approach in the prevention of corruption and promotion of good governance, ethics and integrity.

During the formulation of KLIF’s Kenya Integrity Plan (KIP) 2023- 2028, the following key result areas were identified: Institutional effectiveness of KLIF; Policy, Legal and Institutional Reforms; Inculcation of ethics and integrity in public and private sector and instilling ethics and integrity in the society. These strategic areas are important in addressing corruption issues in Kenya.

Notably, KIP 2023- 2028, has provided specific interventions for each stakeholder to put in place in the fight against corruption. It is my desire that all stakeholders become intentional and committed to meeting obligations as outlined in the activities of KIP 2023-2028. In this way, corruption and unethical behaviour will be extinguished from our society and institutions both in the private and public sector.

Finally, I wish to extend by appreciation to the multi-sectoral technical team that has put this Plan together. I also wish to thank the leadership of all stakeholders for partnering in the process of formulating the KIP 2023-2028 that will go a long way in supporting the fight against corruption for the next five years.

**DAVID OGINDE, PhD**

**CHAIRMAN, ETHICS AND ANTI-CORRUPTION COMMISSION**

# ACKNOWLEDGEMENT

The Kenya Integrity Plan KIP 2023-2028 is a blue print that envisages collective action and partnerships in enhancing integrity and accountability in Kenya. The benefits of collaborative approach envisioned through KLIF in the fight against corruption in Kenya cannot be gainsaid.

The objectives of KLIF include:

1. Provide a platform for a comprehensive stakeholder approach to the fight against corruption and unethical practices;
2. Mobilize and empower all Kenyans to contribute to/engage in the fight against corruption;
3. Develop and implement a mechanism for evaluating the effectiveness of the initiatives against corruption;
4. Develop and mainstream anti-corruption policies and strategies; and
5. Mobilize resources for the fight against corruption and unethical practices.

It is against this backdrop that formulation of a strategic plan (KIP 2023-2028) to guide KLIF programs is a fundamental step in capitalizing strengths of all stakeholders to help stump out corruption and promote ethics and integrity in our society and institutions.

In the KLIF structure, EACC is tasked to provide secretariat services. In this respect, I wish to assure stakeholders of the commitment of the Commission in enhancement of this duty. This will ensure that KLIF has capacity to discharge its mandate and effectively support stakeholders. In the same breadth, I urge members to support the strengthening of policy, legal and institutional framework of KLIF to collectively promote the fight against corruption. The EACC continues to provide technical support and coordination role to all stakeholders as they undertake activities in the Plan to fight corruption at institutional level.

This Plan has been developed by a team of dedicated technical officers drawn from all stakeholders across the 20 sectors of KLIF. I wish to applaud their effort and commend their work ethic in formulating the KIP 2023-2028. I would like to make a special mention goes to the United Nations Office on Drugs and Crime and the Ethics and Anti-Corruption Commission for the financial support towards the development, publication and dissemination of the KIP 2023-2028.

**TWALIB MBARAK, C.B.S**

**SECRETARY/CHIEF EXECUTIVE OFFICER, E.A.C.C,**

**SECREATARY, NATIONAL COORDINATING COMMITTEE**

**KENYA LEADERSHIP INTEGRITY FORUM**

# EXECUTIVE SUMMARY

This is the Strategic Plan for the Kenya Leadership and Integrity Forum (KLIF) for the period 2023 – 2028. The Plan is known as the Kenya Integrity Plan (KIP). The Plan provides a framework through which the 20 sectors of the Forum come together to fight corruption and promote ethics and integrity amongst its members and society at large. The Vision of this Plan is an *Ethics and Integrity-driven Society* while its mission is *to promote ethics and integrity in the society through a collective and collaborative multi-sectoral forum against corruption*. The Forum’s strategic goal for the next five years is *to have an enlightened community on ethics and integrity and improved institutional integrity by the end of the plan period*. The KIP 2023 – 2028 is founded on the Constitution and all the Laws and Legislations on Combating and Preventing Corruption in Kenya.

The Plan has identified four key result areas through which its strategies and activites are geared towards achieving. This are: institutional effectiveness of KLIF; Policy, legal and institutional reforms; ethics and integrity inculcated in public and private sector; and inculcating ethics and integrity in society.

The key result area of institutional effectiveness of KLIF will be achieved through the strategic objective *to enhance the capacity of KLIF to implement a collective approach in the fight against corruption*. The focus in this key result area is on revamping KLIF capacity building and integrating KLIF programs in partner institutions.

In the policy, legal and institutional reforms result area, the strategic objective is *to promote strengthening of policy, legal and institutional framework in the fight against corruption*. The focus will be to advocate for the legislation and review of anti-corruption legal framework and enhance institutional capacity on the fight against corruption.

The key result area of ethics and integrity inculcated in public and private sector will be achieved through the strategic objective to promote ethics and integrity in public and private sector. The main focus will be to mainstream ethics and integrity in public and private sectors. The strategic objective *to promote ethics and integrity in the society* seeks to inculcate ethics and integrity in society through enhanced community engagement and action on integrity and values.

The Forum will put in place a robust implementation, coordination and monitoring and evaluation framework that will ensure effective and efficient implementation of the Plan. A risk management framework is also put in place to identify possible risks that will be encountered in the course of this Plan implementation and put in place mitigation measures.

The Forum requires an estimated KES 657.42 million for the successful implementation of this Strategic Plan. This amount will be mobilized through each stakeholder contributing on the activities they will be implementing; government financing through EACC, development partners and other stakeholders. The Forum will ensure prudent utilization of resources available to it to ensure efficiency and effectiveness.

# Chapter 1

# BACKGROUND

## Introduction

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

The country’s growth trajectory is anchored on the attainment of various national development goals. Underpinning these national goals and growth projections is the commitment by state and non-state actors to fight corruption in all its manifestations.

Kenya Integrity Plan (KIP 2023-2028) has therefore been aligned to the following policies and legal instruments.

1. International and Regional Conventions;
2. United Nations Convention against Corruption
3. African Union Convention on Preventing and Combating Corruption
4. United Nations Sustainable Development Goals;
5. Africa Union Agenda 2063;
6. East Africa Community Vision 2050;
7. The Constitution of Kenya;
8. Kenya Vision 2030;
9. Bottom-Up Economic Transformation Agenda;
10. Fourth Medium Term Plan (MTP IV); and
11. Sectoral Policies and Laws
12. The National Ethics and Anti-Corruption Policy
13. Anti-Corruption Law.

## Strategy as an Imperative for the Success of KLIF

Having a sound strategy is the cornerstone for the success of KLIF. The KIP is the official blueprint guiding the attainment of KLIF objectives. It helps set the direction in which KLIF must travel, and aid in establishing realistic objectives and goals that are in line with its vision, mission and mandate statements. Overall, the KIP provides KLIF with the roadmap to align the stakeholder’s sectoral and institutional plans to achieve goals set out in the KIP 2023-2028.

## The Context of Strategic Planning

### **United Nations Convention Against Corruption**

By dint of Article 2(5) and 2(6) of the Constitution of Kenya 2010, general rules of international law shall form part of the laws of Kenya. This includes any treaty or convention ratified by Kenya. Kenya was the first country to sign and ratify the United Nations Convention Against Corruption when it was opened for signature on the 9th of December, 2003. As a signatory to the Convention, Kenya effectively committed to putting in place anti-corruption measures with the treaty acting as the main anti-corruption reference document.

The Convention introduces standards and measures that state parties can apply in order to strengthen their legal and regulatory regimes to fight corruption. It provides for preventive measures and the criminalization of the most prevalent forms of corruption in both public and private sectors. It also addresses the cross-border nature of corruption with provisions on international cooperation and on the return of the proceeds of corruption. Anchoring the KIP to the Convention will in many ways contribute to attaining Kenya’s anti-corruption commitments arising from the Convention.

### **United Nations Sustainable Development Goals**

The 2030 Agenda for Sustainable Development, commonly referred to as the Sustainable Development Goals (SDGs) are a set of global development statements organized in thematic areas, with time bound targets and indicators to be adopted by all State nations. The SDGs aim to catalyze pathways to end poverty, protect the planet and ensure prosperity for all. The SDG 16 promotes peaceful and inclusive societies for sustainable development. It also provides for access to justice for all and builds effective, accountable and inclusive institutions at all levels. KIP 2023-2028 provides the necessary forum for achieving the SDG 16 by ensuring inclusivity and common approach for effective and accountable national development agenda.

### **Africa Union Agenda 2063**

The African Union (AU) Agenda 2063 is Africa’s strategic framework that aims to deliver on Africa’s goal for inclusive and sustainable development. It is a concrete manifestation of the Pan-African drive for unity; self-determination; freedom; progress; and collective prosperity. KIP 2023-2028 seeks to align itself with the third aspiration, that is, *An Africa of good governance, democracy, respect for human rights, justice and the rule of law*.

### **African Union Convention on Preventing and Combating Corruption**

At the regional level, Kenya is a signatory to the African Union Convention on Preventing and Combating Corruption. One key objective of the Convention is to promote and strengthen the development in Africa by each State Party, of mechanisms required to prevent, detect, punish and eradicate corruption and related offences in the public and private sectors. In addition, the Convention seeks to coordinate and harmonize the policies and legislation between State Parties for the purposes of prevention, detection, punishment and eradication of corruption on the continent. To achieve these objectives, the Convention commits State Parties to adopt national legislative measures on corruption. The KIP is anchored on the treaty objectives and seeks to achieve Kenya’s commitments to the Convention.

### **East Africa Community Vision 2050**

The East Africa Community Vision 2050 lays out a broad perspective in which the region optimizes the utilisation of its resources to accelerate productivity and the social wellbeing of its people. It portrays a future East Africa with rising personal prosperity in cohesive societies, competitive economies, and strong inter-regional interaction. KIP 2023-2028 seeks to align itself with the Pillars of the Vision, that is, Good Governance. The goal of the governance pillar is democratic values, human rights, access to justice and the rule of law entrenched in all East African Partner States. The EAC Vision identifies good democratic governance as the bedrock of growth, poverty eradication and sustainable human development. It entails moral, ethical and cultural uprightness; respect for the rule of law, human rights and rights to development, zero tolerance for corruption, and determination and ownership of a society‘s own development agenda.

### **The Constitution of Kenya**

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

* Article 10 - Provides for the national values and principles of governance and these include; patriotism, the rule of law, good governance, integrity, transparency and accountability and sustainable development, among others. These are key drivers to the realization of KIP.
* Chapter Six – Provides for the principles of leadership and integrity. Among the salient provisions include principles on determining appointive and elective positions to state and public offices. The provisions emphasize on objectivity, impartiality, accountability and discipline for state and public officers, as well as commitment to service, promotion of public good and confidence.
* Article 73(2) stipulates the guiding principles on leadership and integrity which include meritocracy in selection, objectivity in decision making, selfless service, accountability for decisions and actions, discipline and commitment in service. Other provisions include mechanisms to regulate the conduct of state officers by managing conflict of interest as well as disciplinary action for officers who breach those provisions and financial probity.
* Article 232 - Provides for values and principles of public service including; high standards of professional ethics; efficient, effective and economic use of resources; involvement of the people in the process of policy making; accountability for administrative acts; transparency and provision to the public of timely, accurate information; fair competition and merit as the basis of appointments and promotions; as well as the representation of Kenya’s diverse communities among others.

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

### **Kenya Vision 2030, Bottom-Up Economic Transformation Agenda and the Fourth Medium Term Plan**

## *The Kenya Vision 2030*

The Country’s national development agenda is driven by the Kenya Vision 2030 which is the long-term development blueprint. The Vision is motivated by collective aspirations for a much better society. It aims to transform Kenya into a newly-industrializing middle-income country which is globally competitive, prosperous and providing high quality of life to all its citizens in a clean and secure environment.

The Kenya Vision 2030 identified a number of flagship projects to be implemented on a sustainable basis to facilitate the desired growth. The projects have been implemented through successive five-year Medium Term Plans (MTP), the current one being MTP IV 2023-2027. MTP IV outlines the main policies, legal and institutional reforms as well as programmes and projects that the Government plans to implement during the period 2023-2027.

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

The KIP 2023-2028 seeks to facilitate the attainment of Vision 2030 by advocating for promotion of integrity, ethics and good governance which are important ingredients in the realization of the nation’s development and transformation agenda. KIP 2023-2028 seeks to align its strategies with MTP IV programmes.

The programmes under MTP IV are articulated in the “Bottom-Up Economic Transformation Agenda” whose five key pillars include: Agriculture, MSME Economy, Housing and Settlement, Healthcare, as well as Digital and Creative Economy. Overall, the Bottom-Up Plan’s overarching objective is to create most jobs and raising standard of living at the bottom of the pyramid while promoting a strong inclusive economic growth as the country moves towards becoming a middle income country by 2030.

Within the purview of the Bottom-Up Plan, the KIP 2023-2028 recognizes that, for the above interventions to be realized, greater focus should be on the fight against corruption and promotion of ethical conduct.

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

## *Bottom-Up Economic Transformation Agenda*

The Bottom-UP Economic Transformation Agenda – The Plan – is the government’s development blueprint for the period 2022-2027. It is set to ultimately support and complement other efforts geared towards achievement of Kenya Vision 2030 which is the country’s long-term development blueprint.

The Bottom-Up Plan is anchored on five key pillars: Agriculture, MSME Economy, Housing and Settlement, Healthcare, as well as Digital and Creative Economy. The priority interventions in the Plan are expected to contribute towards economic growth and eradication of poverty among other citizen-oriented objectives. Among key interventions, the Bottom-Up Plan commits the government to anchor its development aspirations on sound legal and policy frameworks touching on key priority areas that ultimately have a direct bearing on ethics, integrity and anti-corruption. Noting that the Plan is also conscious of the fiscal constraints the country is operating in, the place of KIP in ensuring fiscal discipline in the course of implementation of the Plan’s priority interventions cannot be overemphasized.

KIP is tailored to support the delivery of the Bottom-Up Plan. It is designed with the legal and policy goals that are relevant to the Plan’s priority sectors. This is in recognition of the fact that the economic goals set out in the Plan will best be achieved through a sound and strengthened legal and policy framework on corruption.

## *Fourth Medium Term Plan Plan (MTP IV) 2023-2027*

The Kenya Vision 2030 has guided development planning in Kenya since 2008. The First MTP 2008-2012, Second MTP 2013-2017, Third MTP 2018-2022 and Fourth MTP (MTP IV) 2023-2027 will transition the Country to the next long-term development plan. 25 MTP III Sectors have been mapped into Five (5) MTP IV Sectors key among these include the National Values and Ethics Sector now mapped into MTP IV Sector of Governance and Public Administration. KIP is tailored to achieve the governance and public administration objectives of MTP IV through, among other sectors, the Governance and Public Administration sector. Ultimately, KIP 2023-2028 seeks to align its strategies with MTP IV programmes.

### **Sectoral Policies and Laws**

## *National Ethics and Anti-Corruption Policy*

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

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

## *Anti-Corruption Laws*

The implementation environment within which KIP 2023-2028 operates will benefit immensely from the legal framework that supports the national anti-corruption efforts. The key legislations that will guide KIP implementation include: The EACC Act, 2011; ACECA, 2003; Leadership and Integrity Act (LIA), 2012; The Bribery Act, 2016; Public Officer Ethics Act (POEA), 2003; Public Procurement and Asset Disposal Act (PPADA), 2015; and the Proceeds of Crime and Anti-Money Laundering Act (POCAMLA), 2009.

## History of KLIF

Kenya Integrity Leadership Forum was initially referred to as the Kenya Integrity Forum (KIF). It was established after the launch of the National Anti-Corruption Plan (NACP) on the 15th July 2006. The NACP was developed by sector based stakeholders who sought for a unified and coherent front for prevention and combating corruption. It provided the first Multi- sectoral and structured approach to fighting corruption in Kenya.

In August 2015, the National Anti-Corruption Plan was replaced with a more positive and result oriented Kenya Integrity Plan (KIP). Since then the Forum has had two successful plans (KIP 2015-2019) and (KIP 2019-2023).

The Forum was initiated in recognition of the fact that no single individual or organization can win the war against corruption and unethical conduct. The Forum started with 14 sectors but it has since grown its membership to 20. All these organizations map out an integrated approach to prevent and combat corruption. The forum approach is to allow each sector to leverage on its competitive advantage to contribute to the war against corruption, creating and implementing anti-corruption initiatives in their respective sectors.

The Forum draws its mandate from several legislation, Conventions and Frameworks. Article 5, 12 and 13 of the United Nations Convention Against Corruption (UNCAC) of which Kenya is a State Party, provide for involvement of public, civil society and other sectors in the fight against corruption and requires parties to mainstream this through legislation or policies or through formal structured arrangements.

## Methodology of Developing the Kenya Integrity Plan

To develop this Plan, the KLIF Secretariat collected and analyzed both primary and secondary data. The primary data was collected, analyzed and presented through a consultative process that involved stakeholders from all the sectors that comprise the Forum. Various reports, policy documents, laws and the 2019-2023 KIP 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 KIP was spearheaded by a Multi-Sectoral Planning Committee that was drawn from the KLIF Secretariat and representatives from various sectors. The draft Strategic Plan was shared with all stakeholders who provided input on the Plan. The draft was thereafter discussed and adopted by the National Coordinating Committee.

## Structure of the Plan

This Kenya Integrity Plan for 2023-2028 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 Forum for the next five years. Chapter Three provides the situational analysis of the Forum’s operating environment. The Chapter also highlights achievements and challenges in implementing the 2019 - 2023 Kenya Integrity 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.

# Chapter 2

# STRATEGIC DIRECTION

* 1. Introductio**n**

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

* 1. Mandate

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

* 1. Vision Statement

Ethics and Integrity-driven Society.

* 1. Mission Statement

To promote ethics and integrity in the society through a collective and collaborative multi-sectoral forum against Corruption.

* 1. Core Values

|  |  |
| --- | --- |
| **Integrity** | Acting in an honest, fair, accountable and transparent manner |
| **Inclusivity** | Involving all stakeholders in enhancing ethics and integrity |
| **Innovation** | Embracing change and continuous improvement |

* 1. Clarion Call

Pamoja Tudumishe Maadili

* 1. Quality Policy Statement

At the Kenya Leadership Integrity Forum, we are committed to promote ethics and integrity in the society through a collective and collaborative multi-sectoral forum against Corruption. Our quality policy is centered on promoting integrity, transparency, and accountability in all aspects of both public and private spaces. KLIF shall endeavor to:

1. Foster an environment where institutions prioritize honesty, ethical decision-making, and respect for all stakeholders;
2. Support the provision of opportunities to empower all stakeholders to make principled choices and inspire ethical behavior in the society;
3. Continuously improve our programs, structures, activities, and resources to ensure they align with the laws of our country and the evolving standards of integrity;
4. Collaborate with all stakeholders including the citizens to stay at the forefront of integrity in all aspects;
5. Monitor and measure our progress in promoting ethics and integrity, setting clear objectives and striving for continual improvement; and
6. Communicate this commitment on integrity, not only within the forum but also to the broader citizenry in Kenya.

By adhering to this quality policy statement, the Kenya Leadership Integrity Forum aims to foster a society where leaders in both public and private spaces serve as ethical role models, ensuring a better future for all.

# Chapter 3

# SITUATIONAL AND STAKEHOLDER ANALYSIS

## Introduction

This is an analysis of the operating environment of the Forum. Analyses of the external and internal envoronments have been mapped in PESTLE and SWOT frameworks. The chapter also presents an analysis of of the Forum’s performance during the 2019-2023 Kenya Integrity Plan period. In addition, the stakeholder analysis is presented in this chapter.

## Situational Analysis

* + 1. **External Environment**

The establishment of KLIF recognizes that the fight against corruption and promotion of ethics and integrity is a collective responsibility. KLIF offers a platform to laverage on ability of the various stakeholders to fight corruption at sector and institutional level. It is expected that through this approach, each sector under KLIF will contribute immensely in the reduction of corruption and promotion of Ethics and Integrity.

However, KLIF faces challenges of legal anchorage that compromises accountability and commitment to the fight against corruption by some stakeholders, disproportionate budgetary allocation among stakeholders, an apathetic society in anticorruption initiatives and rapidly changing technology that is double edged in the fight agaist corruption.

The KIP 2023-2028 has identified various laws that require ammendments to make the fight against corruption more effective.Additionally, through enhanced partnership and progressive consultation on implementation of programs, KLIF will bridge the budgetary constraint. Further, KLIF will laverage on technology in delivering programs in a more cost efficient manner.

* + 1. **PESTLE Analysis**

Table 1 provides a detailed analysis of the KLIF external operating environment comprising of 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** | **Issues** | **Implications** |
| --- | --- | --- |
| **Political** | * Political willingness to fight corruption * Election and appointment of persons of questionable integrity * Withdrawal of high-profile corruption cases * Lack of corruption prevention indicator in performance contracting framework * Perceived weaponization of the fight against corruption * Perceived skewed appointments in public service | * Support in the fight against corruption * Compromises the fight against corruption. * Demotivates and creates apathy in the fight against corruption * Erosion of public confidence on institutions involved in the fight against corruption * Reduction of accountability in corruption eradication * Leads to inefficient service delivery in public service |
| **Economic** | * Inadequate budgetary allocation by KLIF partners * Rising cost of living * Inadequate integration of corruption mitigation measures in development programs * Exaggerated cost estimates in budgets * Discontinuation of incomplete projects during regime changes | * Low level implementation of KLIF programs * Makes people susceptible to corrupt practices * Undetected corruption practices * Wastage of resources * Skewed resource allocation |
| **Social Cultural** | * Erosion of societal values * Glorification of wealth/ Persons of questionable integrity * Ethnicization of the fight against corruption * Vulnerable society * Unrealistic expectation on leaders and Institutions * Lack of whistle-blowing culture * Gifting Culture * Ignorance of anti-corruption issues amongst citizenry | * Normalization of corrupt practices by society * Apathy in the fight against corruption * Lack of role models in society * Compromises the fight against corruption. * Emboldens impunity * A population that is susceptible to corruption * Creates incentives for leaders to explore corrupt practices * Erodes confidence in institutions * Undeserving persons taking leadership roles * Incidences of corruption cases go unreported |
| **Technology** | * Rapid technological advancement * High cost * Increased information insecurity * Misinformation enhanced by technology * Unregulated and uncensored social media content | * Enhances the fight against corruption * Limits automation of processes * Complicates fight against corruption * Unauthorised access to information * Creation of wrong perception in the fight against corruption * Erosion of societal values * Increased information access |
| **Legal** | * Weak election campaign financing laws * Inadequate legal and regulatory framework for enforcement of Chapter 6 of the Constitution * Lack of a binding partnership framework for KLIF * Slow administration of justice * Inadequate Enforcement of anti-corruption laws | * Unregulated election financing * Electoral malpractices * Weak enforcement of Chapter 6 * Ineffective implementation of KLIF programmes * Incentivises commission of corruption offenses * Increases impunity |
| **Environment** | * Irregular acquisition of public land * Climate change * Environmental degradation | * Leads to loss of public land * Makes society susceptible to corruption |

* + 1. **Internal Environment**

Analysis of KLIF Strengths, Weaknesses, Opportunities and Threats (SWOT) provides the status of internal operating environment. Some of the exceptional strenths for KLIF include diversity in expertise and areas of influence of stakeholders, the willingness to cooperate and collaborate and existence of National Ethics and Anti-Corruption Policy that recognizes and establishes KLIF. These strengths will provide strategic advantage in the implementation of KIP 2023-2028.

However, non-optimal implementation of the KLIF structure, inadequate branding that makes KLIF invisible in the corruption fight space and rapid turnover of stakeholder representatives have been identified as some of the weaknesses facing KLIF.

In the Plan period, KLIF will leverage on the new political leadership as an opportunity for rebranding, revamping, relaunching, revitalization. In addition, the Plan envisages opportunities through integrating use of technology and robust mainstream and social media in the fight against corruption.

Some of the threats that KLIF will manage include politicization, ethnicization and stereotyping of the fight against corruption and absence of regulations to support KLIF operations.

* + 1. **SWOT Analysis**

Table 2 provides a detailed SWOT analysis.

**Table 2: SWOT Analysis**

|  | **NOTES** |
| --- | --- |
| **Strengths** | * The diversity of KLIF as a multi-sectoral platform with various capabilities and areas of influence. * KLIF as a partnership platform is anchored in policy and legal framework in the fight against corruption. * Ease of collaboration and partnership of all stakeholders. * Goodwill among KLIF partners to engage in the fight against corruption. * Experienced and skilled manpower. * Revitalized and revamped KLIF. * KLIF identity is a renowned and established multi-sectoral forum. |
| **Weaknesses** | * Non optimal implementation of the existing KLIF structure. * Inadequate awareness and brand visibility. * Inadequate coordination and engagement of stakeholders. * Lack of information sharing framework among stakeholders. * Lack of a communication strategy. * Inadequate funding of KIP. * Rapid turnover of stakeholder representation. |
| **Opportunities** | * New political leadership as an opportunity for rebranding, revamping, relaunching, revitalization, etc. * Leverage on technology in the fight against corruption. * Robust mainstream and social media. * Engagement of political actors to drive the corruption agenda e.g. oversight committees. Goodwill among political actors to engage. * Elaborate anti-corruption legal framework. * Public goodwill in the fight against corruption. * Existence of a National Ethics and Anti-Corruption Policy. * Incorporation of the private sector through the Bribery Act. * Availability of potential stakeholders with financial resources to fund joint anti-corruption activities. |
| **Threats** | * Politicization, ethnicization and stereotyping of the fight against corruption. * Absence of regulations to support KLIF operations. * Public apathy on the fight against corruption. * Inadequate implementation of the National Ethics and Anti-Corruption Policy. * Lack of political goodwill. * Devolved Government increases the risk of corruption. * Inefficient service delivery which leads to corruption. * Election and appointment of persons of questionable integrity. |

* + 1. **Achievements in the Implementation of the Plan (2019-2023)**

This Section presents the achievements realized in the implementation of the Plan and highlights of unimplemented activities over the 2019-2023 plan period. Besides, the Section details activities undertaken by stakeholders over the period that were not part of the Plan but are relevant in the fight against corruption and unethical conduct. The achievements are presented along the six strategic objectives as encapsulated in the Kenya Integrity Plan (2019-23).

* + - 1. ***Achievements***

## Strengthening KLIF as a body of stakeholders for the promotion of integrity

Under the strategic objective of strengthening KLIF as a body of stakeholders for the promotion of integrity, the Plan earmarked three strategies and a number of activities to be implemented over the four-year period. The strategies entailed establishing a framework for a structured collaboration; enhancing capacity for implementation of KLIF programmes; and enhancing the visibility of KLIF. The following are the key achievements realized in the implementation of the planned activities during the period under review:

* EACC deployed five technical officers to KLIF Secretariat as follows: One Deputy Director, three technical officers and one administrative secretary. However, the KLIF structure is yet to be fully operationalized.
* Two thousand copies of the Kenya Integrity Plan 2019-2023 were printed and disseminated to stakeholders. The Plan was also uploaded in the EACC website for easy accessibility of the public.
* Twelve sensitization fora held on KIP. Other institutions sensitized their staff on KIP. 2,001,989 no of stakeholders sensitized.
* Two monitoring reports developed. Midterm and end term review reports of KIP 2019-2023.
* Eight fundraising proposals developed and submitted to stakeholders.
* The Secretariat was funded by EACC with an amount of Kshs.69,159,360 in the period 2019-2023, besides the support of personnel emoluments, provision of offices, facilities and equipment.
* Various stakeholders supported AACD and IACD commemorations between 2019-2022 in form of cash Kshs.44,578,440, facilitation of training, procurement of media, IEC material, and entertainment.
* KLIF was rebranded by developing a new logo, a clarion call, office signage, official email address, twitter handle, Facebook and revamped KLIF webpage. In addition, KLIF developed and disseminated branded merchandise to enhance the visibility of KLIF.

In strengthening KLIF as a body of stakeholders for the promotion of integrity, some programs were not achieved during the plan period. The activities which were not implemented include: Developing regulations on operationalization of KLIF, developing membership instruments, operationalizing KLIF structure, devolving KLIF to county Level, lobbying for the creation of a budget line for KLIF in MDAs, failure to undertake assessment, review and evaluation on the implementation of the Plan, undertaking training needs assessment and developing and implementing a Communication Strategy.

## Strengthening administration of justice

In strengthening of administration of justice, KLIF stakeholders were to enhance law enforcement and access to justice and strengthen the legal policy framework for anti-corruption, ethics and integrity. The following are the key achievements realized in the implementation of the planned activities during the period under review:

* OAG & DOJ Spearheaded the development of a case digest on anti-corruption and economic crimes as a “one-stop shop” tool for research which is pending publishing and dissemination. Five case digests developed on emerging anti-corruption jurisprudence.
* Various stakeholders created mechanisms to share information and experiences. However there were no feedback reports provided.
* The Judiciary increased the number of anti-corruption courts from 3 to 15 and gazzeted 60 Judicial officers to enhance the capacity of the anti-corruption courts in all counties.
* The Judiciary established and operationalized six (6) Mobile courts.
* The Judiciary automated the E-filing of cases, E-receipting and created Virtual Courts.
* KEPSA lobbied for the introduction of instant court fines with secured systems of management.
* The ODPP developed an Automated Internal Case Management System (Uadilifu) linked to e-filing at the Judiciary.
* The Judiciary established full registry for ADR to roll out Alternative Justice Systems (AJS) and mediation.
* KEPSA Signed MOU with Nairobi Centre for International Arbitration (NCIA) to reduce case backlogs; developed awareness creation programs on ADR mechanisms to enhance best practices on utilization of ADR mechanisms; introduced fact check mechanisms for identification of accredited arbitrators; signed a tripartite agreement between the Judiciary, private sector and the ADR mechanism institutions. NCAA-KEPSA MOU is operational.
* TI-Kenya and other CSOs lobbied for the development of the Whistleblower Protection Bill 2022. OAG & DOJ developed Whistleblower Protection Bill 2022, Conflict of Interest Bill, Bribery Regulations and Guidelines and convened workshops and stakeholder’s consultative fora to review the bills and draft regulation and guidelines.
* EACC lobbied for the formulation and amendment of the following laws and regulations: Anti-Corruption and Economic Crimes Act, 2003 (No.3 of 2003); Leadership and Integrity Act, 2012 (No. 19 of 2012); Ethics and Anti-Corruption Commission Act, 2011 (No. 22 of 2011; Bribery Act, 2016 (No. 47 of 2016); Development of Model Procedures for Prevention of Corruption and Bribery; Development of Conflict of Interest Bill, 2020; Development of Lifestyle Audit Bill, 2019; Development of the Regulations and Guidelines to Assist Public and Private Entities to develop procedures for prevention of bribery and corruption under the Bribery Act; and submitted Memorandum to Parliament for incorporation into the Statute Law (Miscellaneous Amendments) Bill, 2020 to address gaps and weaknesses in the existing statutes governing the fight against corruption and promotion of ethics including the Leadership and Integrity Act, 2012, Public Officer Ethics Act, 2003. POCAMLA amended through Act 16 of 2021.
* KRA concluded 63 lifestyle audit cases and referred some lifestyle audit cases with recommendations for recovery of assets to the Asset Recovery Agency (ARA); vetted 9,202 staff for recruitment, promotion and deployment to sensitive operational areas; vetted 640 IAOs to determine their suitability to continue serving as IAOs, of which 448 IAOs were re-appointed in July 2020 to serve for two years; and vetted 306 nominees for the joint IAO/QMS course as a pre-requite for the training. Approved integrity policies and guidelines are in place.
* OAG & DOJ maintained ministerial oversight over anti-corruption, ethics and integrity issues, implementation of National Ethics and Anti-Corruption Policy 2018 and facilitated the work of various anti-corruption bodies through the provision of an enabling legal and policy framework as well as local and international linkages under the auspices of UNCAC and AUCCPC;
* OAG & DOJ iInitiated and participated alongside other stakeholders in the review of anti-corruption legislation including the Leadership and Integrity Act, Public Officer Ethics Act, Lifestyle Audit Bill, Anti-Corruption and Economic Crimes Act, 2003;
* OAG & DOJ undertook sensitization of state counsels and county attorneys on anti-corruption;

In the strengthening administration of justice, the activities not implemented include: Lobbying for development of mechanisms on timely sharing of gathered information; Creating mechanisms for stakeholders to share information, experiences and feedback; Lobbying for accessibility of courts to the PWD; Enactment of the Whistle-blower Protection law, the False Claims law, vetting law, Access to Information Regulations and the Bribery Regulations and Conflict of Interest law; Advocating for the development of policies and guidelines for asset recovery, lifestyle audit and vetting and Lobbing for the operationalization of the Asset Recovery Fund.

## Strengthening political accountability

Under the strategic objective of strengthening political accountability, the Plan earmarked three strategies and a number of activities to be implemented over the four-year period. The strategies entailed promoting accountability for political financing; enhancing civilian oversight of electoral processes; and enhancing vetting and clearance of aspirants for elected and appointed offices. The following are the key achievements realized in the implementation of the planned activities during the period under review:

* Held meetings with stakeholders to review and harmonize Election Campaign Financing Act amendment proposals for presentation to the Justice and Legal Affairs Committee.
* TI-Kenya lobbied for the implementation of election campaign Financing Act and Regulations through Civil Society Parliamentary Network (CSPEN) and Africa Parliamentary Network Against Corruption (APNAC).
* Undertook four social vetting and clearance of political aspirants in 14 counties through organized community foras. Among the counties the exercise was undertaken include Vihiga, Machakos, Kisumu, Nairobi, Kwale, Uasin Gishu, Mombasa.
* Undertook pre-elections, during and post elections Kenya Daima Campaign to advocate for peace, voter education and sensitization. Engaged IEBC, NCIC, NPS, and other mandated electoral agencies on voter education and sensitization; engaged Nairobi gubernatorial candidates in the peace campaign, involved in presidential debates on accountability agenda; had peace caravans across the Uasin Gishu county with emphasis on peace message.
* Hosted a private sector dialogue on the role of business on integrity, good governance in line with Chapter six of the Constitution.
* Undertook capacity building for 33 county anti-corruption civilian oversight committees (CACCOCs) on electoral processes and malpractices.
* Held a national election conference and monitored elections. The report was launched in 2022.
* Various stakeholders participated in election monitoring of the 2022 general election, generated reports that listed any malpractices they observed and shared the reports with various oversight institutions including IEBC. Some of the stakeholders that undertook election monitoring included EACC, KNCHR, NACCSC and faith sector.
* The Judiciary formed Judiciary Committee to review jurisprudence, and come up with a practice on handling election petitions.
* The ODPP prepared a compendium on electoral justice that provided a reference guide for prosecutors and investigators in handling of electoral cases.

The activities of undertaking advocacy to implement the Election Campaign Financing Act and Lobbying for establishment of a multi-agency team on election malpractices were partially implemented during the Plan period.

## Promoting a responsive and accountable public sector

Under the strategic objective of promoting a responsive and accountable public sector, the Plan earmarked the strategy of improving public service accountability framework and a number of activities to be implemented over the four-year period. The following are the key achievements realized in the implementation of the planned activities during the period under review:

* Public institutions established ethics units to deal with corruption and ethics issues. Some of the institutions include KWS; PPB; KRA; and TSC. Other institutions have delegated the ethics function to HR or legal departments such institutions include EPRA, NCPWD and NLC.
* CAJ audited and reviewed public audit mechanisms of public institutions, rolled out a revised guideline for resolution of public complaints mechanism and rolled out an integrated online complaints portal.
* NITA developed a draft Resolution of Public Complaints Policy while its management and Complaints Champions were trained by the Commission on Administrative Justice on effective Complaints Handling Mechanisms.
* NITA developed a complaints procedure manual and complaints feedback forms which are all operational.
* TSC automated teachers’ registration process, online teacher entry/Exit Module, Human Resource Information Management System for both teachers and secretariat staff. Developed an Electronic Document Management System which aims at digitizing all teachers’ and secretariat files.
* Ministry of Roads and Transport has automated almost all NTSA services.
* KWS automated revenue collection; human wildlife conflict data, and wildlife trophies inventory.
* NLC automated public lands information management system and automated Haki kwa Ground for complaints. The Commission partnered with Ministry of Lands to incorporate operations/function in the Ardhi Sasa System.
* KRA has Integrated modern technology/ICT in operations to enhance service delivery e.g. iTax, iCMS, iSupport, RECTS, ECTS, iWhistle etc. Tax Information Management Systems integrated with iTax.
* TI Kenya partnered with OAG to pilot the implementation of citizen accountability audits during the period.

Several activities were not implemented during the Plan period. These included development of policy for establishment of Ethics Units in MDAs, carrying out a baseline study on the status of compliance with PSIP frameworks, revision of the PSIP framework that is partially done and operationalization of the revised PSIP framework.

## Promotion of Integrity in the Private Sector

In order to realize the promotion of integrity in the private sector, stakeholders were to advocate for establishment of codes of conduct, mechanisms for preventing and reporting corruption and customer feedback within the private sector. It was also envisaged that institutions will have established disciplinary and reward procedures on integrity matters.

The following are the key achievements realized in the implementation of the planned activities during the period under review:

* 176 private institutions developed and adopted respective Codes of Ethics.
* Up to 700 private institutions in the private sector signed their Codes of Ethics in their sector.
* Kenya Bankers Association facilitated all banks to sign the banking Code of Ethics.
* Kenya Institute of Supply Management facilitated supplies practitioners/Supply Chain Managers to sign Code of Conduct.
* Institute of Certified Public Accountants of Kenya facilitated adoption of the Code of Conduct for accountants.
* Small and Micro Enterprises were trained on implementation of preventive measures in their operations.
* A number of agencies conducted sensitization programmes on integrity through various platforms including media appearances.
* The Federation of Kenya Employers established Employer of the Year Awards based on best practices on leadership and corporate governance and responsible business conduct.

## Promotion of Citizen participation and ownership of the fight against corruption and unethical practices

For the purpose of advocating for public participation, KLIF partners were to lobby for the finalization and passage of the Kenya National Public Participation Policy. Partners were also expected to support civic education programs, enhance access to information, put in place mentorship framework on integrity and advocate for identification of role models and champions.

In addition, under this objective, partners were to promote a value based culture in institutions of higher learning. In this regard, mainstreaming of ethics and values in learning institutions was considered through sponsoring curricular and co-curricular activities.

The following are the key achievements realized in the implementation of the planned activities during the period under review:

* Public participation policies/laws as a framework to guide on public participation in counties were passed.
* A draft Public Participation policy was developed and currently pending re-submission to Cabinet.
* Stakeholders participated and supported numerous Civic Education programmes.
* Various institutions packaged and disseminated value based messages to their audiences
* IRCK sensitized over 400 senior religious across the country.
* IRCK developed a code of ethics among faith communities

Three activities were not implemented during the Plan period. These include lobbying for passage of the Public Participation Bill in the Senate, supporting the development of the Integrity Pledge and creation of awareness on citizen’s involvement in public projects.

* + - 1. ***Challenges***

The following were challenges encountered during implementation of KIP (2019-2023):

1. Inconsistent representation of partners in the Forum;
2. Inadequate political goodwill impacts negatively on governance/integrity;
3. Weak governance systems that do not institutionalize integrity;
4. Inadequate national legal framework and institutional policy guiding whistleblowing;
5. Slow process in the formulation and legislation of anti-corruption and good governance laws e.g., Whistleblower Protection Bill and Lifestyle Audit Bill;
6. Lack of designated integrity officers in most organizations and institutions;
7. Lack of regulations establishing KLIF;
8. Inadequate legal and regulatory framework for public participation;
9. Inadequate implementation of the KLIF secretariat structure;
10. Inadequate engagement of sectors;
11. Inadequate framework for integrity vetting and clearance of political aspirants;
12. Inadequate financial resources to support the implementation of KIP;
13. Non-establishment of Ethics Units in organizations; and
14. Lack of National Framework for Integrity Awards.

## Stakeholder Mapping

The Forum recognizes the great importance its stakeholders play in the successful achievement of its mission. Therefore, each of its stakeholders have been carefully analysed and mapped in Table 3, taking cognizance of of their roles and responsibilities.

**Table 3: Stakeholder Analysis**

| **Stakeholders** | | **Institutions** | | **Responsibilities** | | **Expected Results** |
| --- | --- | --- | --- | --- | --- | --- |
| **Executive** | | Convenor - Office of the Attorney General & Department of Justice  Members:   * The Presidency * Office of the Attorney General & Department of Justice * Public Service Commission * Office of the Prime Cabinet Secretary * All Ministries, departments and related agencies. | | * Policy and Strategy direction * Resource mobilization and allocation * Goodwill and commitment to the fight against corruption * Development and implementation of an anti-corruption legal framework * Negotiation and implementation of regional and international anti- corruption instruments * Enhance coordination and synergy of all stakeholders in the fight against corruption; * design, coordinate and implement ethics, integrity and anti-corruption strategies in Government. * Mainstream ethics and integrity in the management of public affairs; * Establish an effective monitoring and evaluation framework for anti-corruption initiatives. | | * Effective leadership and governance * Adequate resources including a budget line for each Ministries, Departments and Agencies * Strengthened legal and policy framework on ethics, integrity and anti-corruption. * Public confidence in the fight against corruption * Effective and coordinated fight against corruption * Reduction and eradication of corruption in the delivery of government services * Enhanced implementation of anti-corruption measures |
| **Legislature** | | Convenor- National Assembly  Members:   * National Assembly * The Senate * County Assemblies * Departmental and Oversight Committees of Parliament * Centre for Parliamentary Studies and Training (CPST) * Parliamentary Service Commission | | * Oversight role * Enactment of anti-corruption laws * Resource allocation * Embed anti-corruption studies in the curriculum * Research and Policy analysis * Initiate, originate and/or sponsor bills | | * Effective leadership on anti- corruption initiatives * Robust and relevant legislation * Adequate resources for anti-corruption initiatives |
| **Judiciary** | | Convenor – Judiciary  Members:   * Judiciary * Judicial Service Commission * National Council on the Administration of Justice * Judiciary Training Institute (JTI) Tribunals * Kenya Law (National Council for Law Reporting) | | * Adjudication over anti-corruption cases * Develop case law. * Promote alternative dispute resolution. * Embed anti-corruption studies in the curriculum. * Coordination of the criminal justice sector | | * Expeditious disposal of cases * Transparent judicial processes * Developed progressive jurisprudence |
| **County Governments** | | Convenor- Council of County Governors  Members   * Ministry of Devolution * Council of County Governors * The Inter-Governmental Relations Technical Committee (IGRTC) * County Assemblies * County Public Service Boards * County Assemblies Forum | | * Oversight role * Enact anti-corruption laws at =county level * Provide a framework for collaboration in the fight against corruption. * Resource mobilisation and allocation * Human resource management and development in ethics and integrity | * Robust and relevant legislation * Enhanced accountability * Adequate resources for anti- corruption initiatives |
| **Labour** | | Convenor- Ministry of Labour and Social Protection  Members:   * Ministry of Labour and Social Protection * COTU * FKE * Trade Union Congress of Kenya * Kenya Union of Journalists * KNUT * KUPPET * KMPDU * KNUN * UASU * NSSF * NITA * National employment authority * National productivity and competitiveness center | | * Advocacy for good governance * Equal employment opportunities * A workforce with integrity * Advisory on labour practices | * Improved service delivery * Increased public awareness. * Reduced incidences of corruption * Fair labour practices * Motivated work force |
| **Anti- Corruption Agencies** | | Convenor- EACC   * EACC * National Integrity Academy * NACCSC * ARA | | * Combat corruption and unethical practices through: Promotion of ethics; Education; Prevention; Investigation; Asset tracking and recovery * Advisory on anti-corruption ethics and integrity * Mainstream ethics and develop skills and competencies. * Formulation and implementation of awareness campaign programmes | * Reduction in incidences of corruption * Strengthened partnerships and coalitions. * Expedited investigations for prosecution. * Recovery of public assets * Enhanced skills and competencies to fight corruption. * Ethical society * Increased public awareness |
| **Enforcement**  ***23*** | | Convenor- KRA  Members:   * ODPP * KRA * National Police Service * KWS * National Intelligence Service (NIS) * Anti-Counterfeit Agency * FRC * EACC * ARA * DCI | | * Collaborative enforcement of anti-corruption laws | * Timely and effective investigations and prosecution * Public awareness * Timely Information sharing * Recovery of public assets * Increase revenue. |
| **Oversight Agencies** | | Convenor- Office of Auditor General Members:   * NEMA * Inspectorate of State Corporations * Office of Auditor General * PPRA * PPARB * Controller of Budget * IPOA | | * Enhancing accountability * Oversight and assurance * Monitoring utilisation of public resources * Audit on controls, risk and governance * Advisories on good governance | * Good governance * Prudent management of resources * Quality and timely audits |
| **Media** | | Convenor- Media Council of Kenya  Members   * Ministry of Information, Communication and Digital Economy * Media Council of Kenya * Kenya Union of Journalists * Kenya Film Commission * Kenya Film Classification Board * Media Owners Association * Kenya Editors Guild * Bloggers Association of Kenya * Kenya Correspondents’ Association * Association of Media Women in Kenya * Media Training Institutions * Digital Broadcasters Association | | * Monitor and enhance public accountability. * Enhance media freedom and balanced reporting. * Investigative journalism * Public education and awareness creation * Embed anti-corruption curriculum in media education. * Reporting of corruption and whistleblowing | * Increased public awareness and participation. * Sustained reporting on corruption * Positive attitude towards anti- corruption |
| **Private Sector**  ***24*** | | Convenor- Kenya Association of Manufactures  Members   * KEPSA * KAM * Chamber of Commerce (KNCCI) * Global Compact Network Kenya * Institute of clearing agents * Kenya international freight warehousing association | | * Promote ethical business practices. * Signing of Integrity pacts * Lobbying for anti-corruption legislative proposals * Resource mobilisation * Promote whistleblowing | * Public private partnership in the fight against corruption * Ethical business practices * Good governance * Increased public awareness. * Strengthened anti-corruption policy and legal regime |
| **Professional Bodies** | | Convenor- APSEA Members:   * APSEA * Law Society of Kenya * Institute of Engineers in Kenya * Kenya Medical Association * Institute of Internal Auditors. * Public Relations Society of Kenya * Marketing Society of Kenya * Association of Practitioner Advertisers * ICPAK * KISM * Other professional bodies | | * Develop and implement Codes of conduct. * Embed ethics and integrity in the Career Professional Development * Promotion of integrity and accountability in the professional practice | * Enhanced professionalism and ethical practices * Efficient service delivery |
| **Education** | | Convenor- TSC Members   * Ministry of Education * KUCPS * National commission for science and technology * National research fund * Universities funding board * TSC * KSG * NITA * National Qualification Authority * Council of Legal Education * KICD * KNEC * HELB * CUE * KLB * TVET * Universities * KISE * Kenya Private Schools Association * KEPSHA * KESSHA * NACOSTI   Kenya Publishers Association (KPA) | | * Mainstreaming ethics and anti- corruption in the curriculum * Holistic development of students * Awareness creation through themed activities * Developing curriculum that responds to industry needs on issues of ethics and integrity. * Educating the society on the effects of corruption * Audit and quality assurance of educational institutions | * Ethical society * Credible, accountable and innovative institutions * Promotion of values * Enhanced public awareness. * Enhanced service delivery and resources management in education institutions |
| **Civil Society (Public Benefit) Organizations** | | Convenor- TI  Members:   * NGO Council * TI-Kenya * NGOs * CSO Reference Group * CBOs * East Africa Civil Society Forum * National Tax payers Association * COFEK * Mzalendo Trust * Kenya Human Rights Commission | | * Promotion of self-regulation * Vigilance, monitoring and oversight * Civic education and advocacy * Research for evidence-based advocacy * Capacity development * Promote partnerships * Promotion of ethics * Support development of legislation * Anti-corruption campaigns * Public interest litigation | * Good governance * Sustainable development * Public awareness * Improved legal framework for anti- corruption |
| **Faith Sector** | | Convenor - Inter-Religious Council of Kenya (IRCK)  Member:   * Inter-Religious Council of Kenya (IRCK) * Hindu Council of Kenya * SUPKEM * NCCK * EAK * KCCB * OAIC * SDA * Shia Athna AShri Jamaat * NAMLEF * FBOs * Other religious bodies | | * Spiritual guidance * Institutionalize Chaplaincy in learning institutions * Instill ethical values and integrity. * Awareness creation * Role modelling and mentoring * Whistleblowing * Speak against corruption * Demand accountability from public and Private Sector institutions | * Moral upright society * Increased public awareness * Improved value system * Increased effectiveness of public institutions |
| **Constitutional Commissions** | | Convenor- CAJ  Members   * National Police Service Commission * SRC * TSC * CAJ * JSC * NCIC * Public Service Commission * NLC * IEBC * CRA * National Gender and Equality Commission * KNCHR * Chairs of Constitutional Commissions and Independent Offices Forum * Parliamentary Service Commission | | * Promote and advice good governance. * Maintain independence. * Promote fairness and inclusiveness. * Redress of public complaints * Integrity vetting * Awareness creation * Investigations on human rights violations resulting from corruption. * Public interest litigation * Research, monitoring and evaluation | * Good governance * Integrity in the work place * Ensure increased public confidence in public service. * A representative and meritocratic public service |
| **Development Partners** | | Convenor – KLIF  Members   * UNDP * GIZ * UNODC * JICA * World Bank/AfDB * USAID * DFID * Trade Mark East Africa * SIDA * SNV * DANIDA * OSIEA * FORD Foundation * Foreign Missions * IDLO | | * Promote democracy. * Financial and technical assistance * Lobbying and advisory on anti-corruption programs | * Increased public awareness and participation. * Improved technical and financial capacity. * Good governance |
| **Transport Sector** | | Convenor- Ministry of Roads and Transport  Members:   * Ministry of Roads and Transport * NTSA * Kenya Airports Authority * Kenya Ports Authority * Kenya Civil Aviation Authority * Kenya Transporters Association * Kenya Railways * Matatu Owners Association * Boda boda Association * Taxi Owners and Drivers Association * KURA * KERRA * KENHA * Kenya Road Board | | * Efficient transport service * Sector regulation * Embed ethics and anti- corruption in training. * Health and Safety Standards * Licensing and certification * Collection of revenue * Development and maintenance of infrastructure | * Enhanced Law and order in the transport sector * Safe and reliable transport services * Enhanced accountability and professionalism * Enhanced revenue collection * Competitive costing of transport services * Reduced maintenance cost * Quality transport services |
| **Regional and Sub-Regional Bodies** | | Convenor-KLIF  Members   * COMESA * East Africa Association of Anti- Corruption Authorities * East Africa Legislative Assembly * EAC * AU * AUACB * IGAD * East Africa Court of Justice * African Court on Human and Peoples Right | | * Harmonization of laws and regulations * Regional integration * Information sharing * Enforcement of common regulation * Facilitation of trade and free movement * Conflict and dispute resolution | * Uniform standards and tariffs * Reduced cost of trade * Reduced illicit trade and cross border crime. * Developing jurisprudence on good governance |
| **Regulatory Bodies** | | Convenor-KEBS  Members:   * Board of Registration of Architects and Quantity Surveyors * Pharmacy and Poisons Board of Kenya * Engineers Board of Kenya * Kenya Medical Practitioners and Dentists Board * Communication Authority of Kenya * Energy and Petroleum Regulatory Authority * Competition Authority of Kenya * Copyrights Board * Technical Vocational Education and Training Authority * NGO Coordination Board * National Council of PWD * Kenya Civil Aviation Authority * Media Council of Kenya * PPRA * IRA * ICT Authority * KEBS * NCA * KENAS * RBA * CMA * Sacco Society Regulatory Authority * Insurance Regulatory Authority * NACADA * Central bank of Kenya | | * Enforcement of law and regulation s * Sector regulation * Quality assurance and standards * Entrenching professionalism and ethics * Licensing, clearance and certification * Embed ethics and anti-corruption trainings in the curriculum. | * Enhanced compliance * Enhanced professionalism and accountability * Enhanced knowledge and skills * Improved service delivery |
| **Financial Services Sector** | | Convenor- Ministry of Cooperatives and Micro, small and medium enterprises development  Members:   * Ethics Commission for Cooperatives * Kenya Bankers Association * Central Bank of Kenya * NSSF * NHIF * NSE * Saccos * MSMEs * Kenya Mortgage Finance Company * Unclaimed financial asset authority * Kenya Deposit Insurance Cooperation | | * Provision of social services * Entrenching professionalism and ethics * Embed ethics and anticorruption in training | * Enhanced professionalism and accountability * Fair and transparent practices * Enhanced knowledge and skills * Improved service delivery |
| **Citizens** | | Convenor- KLIF  Citizens | | * Demanding accountability and transparency * Expose corrupt activities. * Saying No to corruption * Public participation in anti- corruption legislation | * Improved service delivery * Transparency and accountability * Recovery of public funds/ conviction * Reduction in corruption incidence |

**Expectation from Stakeholders to KLIF**

Stakeholders expect;

* Enforce reporting and monitoring of KIP activities.
* Establish a framework for structured collaboration.
* Enhance capacity for the implementation of KLIF programmes
* Enhance the visibility of KLIF.
* Enhance access to justice.
* Strengthen the legal policy framework for anti-corruption, ethics and integrity
* Promote accounting for political financing
* Enhance civilian oversight of electoral processes
* Improve public service accountability framework
* Advocate for public participation framework

# Chapter 4

# STRATEGIC GOAL, ISSUES AND KEY RESULT AREAS

## Introduction

This chapter presents the strategic goal, issues and key result areas that will drive implementation of the Forum’s mandate and vision.

## Strategic Goal

To have an enlightened community on ethics and integrity and improved institutional integrity by the end of the plan period (2027/28). This is through strengthened legislation and enhanced institutional capacity in the fight against corruption.

## Strategic Issues and Key Results Areas

The Forum identified four key result areas that it will pursue as it seeks to fulfil its vision of an Ethics and Integrity-driven Society. Under each key result area, the Forum identified strategic issue that will be addressed in the 2023-28 plan period.

* + 1. **Key Result Area 1**

*Institutional Effectiveness of KLIF*

**Strategic Issues**

Inadequate capacity of the Kenya Leadership Integrity Forum (KLIF) to collectively enhance integrity.

* + 1. **Key Result Area 2**

*Policy, Legal and Institutional Reforms*

**Strategic Issue**

Inadequate and weak policy, legal and institutional framework in the fight against corruption.

* + 1. **Key Result Area 3**

*Ethics and Integrity inculcated in public and private sector*

**Strategic Issue**

Inadequate capacity of public and private sectors to mainstream ethics and integrity.

* + 1. **Key Result Area 4**

*Inculcating Ethics and Integrity in Society*

**Strategic Issue**

Weak values and societal norms that lead to politicization, ethnicization and stereotyping of the fight against corruption.

# Chapter 5

# STRATEGIC OBJECTIVES AND STRATEGIES

## Introduction

The strategic objectives are formulated based on the strategic issues identified in chapter four for each of the key result area. This chapter presents the objectives and strategies that will be pursued in the Plan period.

## Strategic Objectives

The Forum formulated four strategic objectives that will be implemented over the 2023-28 plan period. These are:

1. To enhance the capacity of KLIF to implement a collective approach in the fight against corruption;
2. To promote strengthening of policy, legal and institutional framework in the fight against corruption;
3. To promote Ethics and integrity in Public and Private sector; and
4. To promote ethics and integrity in the society.
   * 1. **Strategic Objective 1**

*To enhance the capacity of KLIF to implement a collective approach in the fight against corruption*

**Table 4: Strategic Objective 1, Strategies and Key Activities**

|  |  |  |
| --- | --- | --- |
| **Strategic Objective 1** | **Strategies** | **Key Activities** |
| To Enhance the capacity of KLIF to implement a collective approach in the fight against corruption | Revamp KLIF  Capacity building | * Develop and operationalize partnership mechanisms. * Review and operationalize coordination mechanisms for KLIF. * Empower KLIF partners to implement KIP. |
| Integrate KLIF programs in partner institutions | * Mainstream KIP in sectoral and institutional plans. * Develop and implement standard Monitoring, Evaluation and Reporting framework for KIP. |

* + 1. **Strategic Objective 2**

*To promote strengthening of policy, legal and institutional framework in the fight against corruption*

**Table 5: Strategic Objective 2, Strategies and Key Activities**

| **Strategic Objective 2** | **Strategies** | **Key Activities** |
| --- | --- | --- |
| To promote strengthening of policy, legal and institutional framework in the fight against corruption | Advocate for the legislation and review of anti-corruption legal framework | * Lobby for full implementation of the National Ethics and Anti-Corruption Policy * Support the strengthening of the Leadership and Integrity Act, EACC Act, POCAMLA, Commission on Administrative Justice Act, and Election Campaign Financing Act. * Advocate for enactment and implementation of laws on whistle blowing. * Stregthen framework on public participation |
| Enhance institutional capacity on the fight against corruption | * Lobby for the streghthening of oversight bodies. * Lobby for the streghtening of legislation and regulations that govern government appointments and elective positions. |

* + 1. **Strategic Objective 3**

*To promote Ethics and integrity in Public and Private sector*

**Table 6: Strategic Objective 3, Strategy and Key Activities**

|  |  |  |
| --- | --- | --- |
| **Strategic Objective 3** | **Strategy** | **Key Activities** |
| To promote Ethics and integrity in Public and Private sector | Mainstream ethics and integrity in public and private sectors | * Develop and implement policies to prevent bribery and corruption. * Create awareness and action on integrity and anti-corruption initiatives. * Develop and implement recognition and award of integrity champions. * Entrench ethics and integrity in the curriculum in all levels of learning. |

* + 1. **Strategic Objective 4**

*To promote ethics and integrity in the society*

**Table 7: Strategic Objective 4, Strategy and Key Activities**

|  |  |  |
| --- | --- | --- |
| **Strategic Objective 4** | **Strategy** | **Key Activities** |
| To promote ethics and integrity in the society | Enhance community engagement and action on integrity and values | * Empower citizens on ethics and integrity. * Intensify publicity of success stories in the fight against corruption. * Intensify religious teachings on values. * Enhance social accountability among citizens. * Support mainstreaming of mentorship programs |

# Chapter 6

# MONITORING, EVALUATION AND REPORTING FRAMEWORK

## Introduction

The framework will enable the Forum to execute its mandate along the identified objectives and strategies. The chapter provides a comprehensive monitoring, evaluation and reporting framework for KIP implementation.

## Implementation and Coordination Framework

* + 1. **Implementation of the Plan**

The schedule for implementing the KIP (2023-2028) is detailed in the Implementation Matrix (Appendix). The Implementation Matrix provides for each of the four strategic objectives, strategies, key activities, activities, output indicators, output targets, expected outcomes, outcome indicators, institutions responsible for implementation of a particular activity and expected budget for the five years of implementation.

* + 1. **Coordination Framework**

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

* + - 1. ***National Forum on Integrity***

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

* + - 1. ***National Coordinating Committee***

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

* + - 1. ***Sector Coordinating Committee***

The stakeholders within each sector will form the Sector Coordinating Committees (SCC) to spearhead the implementation of KIP in the sector. Each sector will nominate a convenor who will provide coordination, planning, progress reviewing, as well as general consultations on matters of the KIP. The Committee in liaison with Secretariat will develop a framework to align institutional annual workplans to KIP and monitor implementation. Kenya Integrity Plan 2019 – 2023.

The key responsibilities of the SCC are:

• Developing action plans for the implementation of the KIP;

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

• Monitoring implementation of the KIP;

• Reviewing implementation of the KIP; and

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

* + - 1. ***Kenya Leadership Integrity Forum Secretariat***

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

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

• Implementing decisions of the NCC and the NFI;

• Supporting NCC in monitoring implementation of the KIP;

• Coordinating monitoring and evaluation of the KIP;

• Maintaining a database of the partners/stakeholders;

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

• Providing or arranging for professional and technical support to stakeholders

anti-corruption initiatives;

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

• Organizing forums for continuous engagement with county leadership and

members of the public; and

• Organizing and coordinating the commemorations of the African Anti-Corruption

Day on 11th July, and the International Anti-Corruption Day on 9th December

as well as the National Forum on Integrity.

* + 1. **Risk Management Framework**

In the implementation of Kenya Integrity Plan, the Forum will endeavour to mitigate the risks identified in Table 8.

**Table 8: Likely Risks to be encountered during implementation of KIP (2023-28) and their Mitigation Factors**

| **Strategic Objective** | **Type of Risk** | **Likely Risk** | **Risk Level** | **Mitigation** |
| --- | --- | --- | --- | --- |
|
|  |
| *To enhance the capacity of KLIF to implement a collective approach in the fight against corruption* | **Strategic Risks** | Untimely enactment of regulations can derail development and operationalization of binding partnership instruments | High | * KLIF Secretariat and Sector Convenors to sensitize NCC on the importance of enacting the Regulations * NCC to lobby Legislature to expedite enactment of the Regulations * The Forum to expedite preparation of Regulations. |
| Failure to integrate KIP activities in sectoral and institutional plans can impede implementation of KIP | Medium | * KLIF Secretariat to sensitize all stakeholders on their obligations to integrate KIP on their sectoral and institutional plans. |
| **Financial Risks** | Failure to mobilize adequate resources can derail implementation of KIP activities | Medium | * NCC to take a lead role in the mobilization of resources * All Sectors to cater for KIP activities in their institutional budgets |
| **Monitoring and Evaluation Risks** | Inadequate M&E of the implementation of KIP can derail measurement of the impact of KIP intervention measures in the fight against corruption | Medium | * KLIF Secretariat to undertake timely M&E of the implementation of the KIP * All Sectors to prepare and submit timely M&E reports to KLIF secretariat |
| *To promote strengthening of policy, legal and institutional framework in the fight against corruption.* | **Legal Risk** | Slow legislation process | Medium | Lobby for speedy enactment of legislation |
| Retrogressive changes to anti-corruption laws and regulations that undermine the fight against corruption | Medium | Lobby for legislation of progressive laws and regulations that focus on the fight against corruption |
| Inadequate funding for facilitating the implementation of the fight against corruption interventions | Medium | * Lobby for increased budgetary allocation for anti-corruption related interventions * Push for the establishment of anti-corruption fund |
| Inadequate political goodwill in enforcement of anti-corruption laws | Medium | Continuous engagement with relevant institutions on the importance of enforcing/ implementing anti-corruption laws |
| Election and appointment of leaders with integrity issues | High | * Continuous /sustained sensitization of the public/ voter (Civic education) * Legislation of progressive laws on integrity * Push for a coordinated approach in the vetting and clearing of public office seekers/ appointees |
| *To promote Ethics and integrity in Public and Private sector* | **Strategic Risk** | Resistance of institutions to mainstream policies to prevent bribery and corruption compromising promotion of ethics and integrity in Public and Private Sector | Medium | Monitoring and evaluation  Administrative/ Remedial action for non-compliance |
| **Financial Risk** | Inadequate funding for promotion of ethics and integrity in Public and Private sector leading to non-implementation of planned activities | High | * Adequate allocation of resources * Resource Mobilization |
| *To promote ethics and integrity in the society* | **Strategic Risk** | Glorification of unethical practices | High | * Intensify Public sensitization and civic education. * Lobby for the development and operationalization of Name and Shame mechanisms/schemes. * Create enabling environment or framework for citizens to report unethical behaviour |
| Apathy and moral decadence in the society | High | * Public sensitization and civic education. * Recognize and reward ethics and integrity champions. * Rebuke and reprimand people engaged in unethical behavior. |

## Resource Requirements and Mobilization Strategies

* + 1. **Financial Requirements**

Table 9 highlights the financial requirements for implementing the KIP from 2023/24 to 2027/28 financial years. The Plan will require a total of **Kshs 657.42 million** for the five years.

**Table 9: Projected Financial Requirements for Implementing KIP (2023-27)**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Strategic Objective** | **Budget (KShs Million)** | | | | | **Total**  **(Kshs Million)** |
| **2023/24** | **2024/25** | **2025/26** | **2026/27** | **2027/28** |
| To enhance the capacity of KLIF to implement a collective approach in the fight against corruption | 6.56 | 3.32 | 1.54 | 0.54 | 0.54 | **12.5** |
| To promote strengthening of policy, legal and institutional framework in the fight against corruption | 35.5 | 45.24 | 66.45 | 62.6 | 65.3 | **275.09** |
| To promote ethics and integrity in public and private sector | 62.54 | 41.04 | 47.04 | 41.04 | 47.04 | **238.7** |
| To promote ethics and integrity in the society | 26.23 | 20.12 | 20.22 | 32.18 | 32.38 | **131.13** |
| **Total (KShs Million)** | **130.83** | **109.72** | **135.25** | **136.36** | **145.26** | **657.42** |

* + 1. **Resource Mobilization Strategies**

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

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

(ii) Government financing through EACC;

(iii) Donors;

(iv) Civil society; and

(v) Private individuals.

## Monitoring, Evaluation and Reporting Framework

* + 1. **Monitoring Framework**

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

1. Assess status of KIP implementation;
2. Identify and explain problems affecting the KIP implementation;
3. Assess whether the KIP activities are on track in meeting the KIP goals;
4. Improve implementation of KIP activities through timely feedback to stakeholders for decision making; and
5. Strengthen capacities of governance, monitoring and evaluation at sector level.

All sectors are expected to effectively play their role to make the M&E operational. Monitoring and evaluation will be carried out by the Sector Coordinating Committee and produce regular sector implementation progress reports. The report will involve progress updates by the sectors about activities/programmes of the Plan implemented in a given time period. Sectors are expected to prepare quarterly progress updates, which will culminate into the Annual Sector progress Reports. A standardised format of reporting KIP progress will be developed by the Sector Coordinating Committee. The template will entail issue being addressed, planned activities, Time frame, who is responsible, implementation status, problems or challenges faced and way forward.

* + 1. **Evaluation Framework**

The implementation matrix in Appendix has identified outcomes to be measured as well as their indicators. Data collected on the outputs during the regular 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 Forum. 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 Forum’s 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 also provide information to aid in the formulation of the 2028-2033 Kenya Integrity Plan.

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

* + 1. **Reporting Framework**

One of the main goal of Monitoring and evaluation is to provide detailed information on the progress and success or failure of an intervention. Provision of feedback ensure that lessons learnt are used to improve the effectiveness of the programme. This will be enhanced by ensuring major findings and recommendations are communicated widely and timely through reporting. The KLIF Secretariat will prepare the following reports:-

* + 1. Regular reports - regular and periodic Sector Progress Reports;
    2. Ad Hoc reports on specific issue relating to the Plan; and
    3. Monitoring reports.

In addition, Monitoring and Evaluation (M&E) reports will be disseminated at the national and sectoral levels. Other avenues for dissemination will include: Dissemination workshops and posting reports on various sectors’ websites and social media platforms.

# APPENDIX

# KIP 2023-2027 Implementation Matrix

***KEY RESULT AREA: INSTITUTIONAL EFFECTIVENESS OF KLIF***

## *Strategic Objective 1:* To enhance the capacity of KLIF to implement a collective approach in the fight against corruption

| **Strategy** | **Key Activities** | **Activities** | **Output Indicator** | **Output Target** | | | | | **Responsibility** | **Outcome** | **Outcome**  **Indicator** | **Budget (KShs Million)** | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **2023/24** | **2024/25** | **2025/26** | **2026/27** | **2027/28** | **2023/24** | **2024/25** | **2025/26** | **2026/27** | **2027/28** |
| Revamp KLIF  Capacity building | Develop and operationalize binding partnership mechanisms. | Relaunch KLIF | KLIF relaunched | KLIF relaunched | - | - | - | - | KLIF secretariat  All sectors | Enhanced commitment and involvement of stakeholders in KLIF programs  Effective coordination and implementation of KIP | % change in the no. of stakeholders participating and involved in KLIF Programs  % change in the no. of KIP activities implemented by stakeholders | 3.2 | - | - | - | - |
| Develop regulations to operationalize KLIF (Expanding and resourcing of the KLIF Secretariat, structure, representation of stakeholders) | Regulations enacted  Regulations operationalized | - | - | 1 | - | - | EACC  OAG & DOJ  KLIF Secretariat  All sectors | 0.14 | 2.64 | - | - | - |
| Review and operationalize coordination mechanisms for KLIF. | Develop coordination guidelines (set levels of meetings, regularities, convenors, and provide for an information-sharing framework) | Coordination guidelines developed  Guidelines operationalized | - | - | 1 | - | - | KLIF secretariat  All sectors | - | 0.14 | 1 | - | - |
| Empower KLIF partners to implement KIP | Disseminate and distribute KIP | No. of KIP disseminated and distributed and distributed | 2000 | - | - | - | - | - | - | - | - | - |
| Sensitize and train stakeholders on KIP | No. of sector meetings held | 20 | - | - | - | - | 0.54 | - | - | - | - |
| No. of stakeholders trained | 600 | - | - | - | - |  |
| Mobilize resources to implement KIP | Value of resources mobilized |  |  |  |  |  | KLIF secretariat  All sectors |  |  |  |  |  |
| Integrate KLIF programs in partner institutions | Mainstream KIP in sectoral and institutional plans. | Integrate KIP in stakeholders’ operational plans and Performance Contracts | No. of sector plans mainstreamed to KIP | 20 | - | - | - | - | KLIF secretariat  All sectors | 2.04 | - | - | - | - |
| Develop and implement standard Monitoring, Evaluation and Reporting framework for KIP | Develop a Monitoring, evaluation and reporting framework | M&E framework developed (data collection tools) | 1 | 1 | - | - | - | 0.1 | - | - | - | - |
| Undertake monitoring, evaluation and reporting of KIP | M&E Report | 1 | 1 | 1 | 1 | 1 | 0.54 | 0.54 | 0.54 | 0.54 | 0.54 |
| **Total** | | | | | | | | | | | | **6.56** | **3.32** | **1.54** | **0.54** | **0.54** |

***KEY RESULT AREA: POLICY, LEGAL AND INSTITUTIONAL REFORMS***

## *Strategic Objective 2:* To promote strengthening of policy, legal and institutional framework in the fight against corruption

| **Strategy** | **Key Activities** | **Activities** | **Output Indicator** | **Output Target** | | | | | **Responsibility** | **Outcome** | **Budget in Millions** | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **2023/24** | **2024/25** | **2025/26** | **2026/27** | **2027/28** | **2023/24** | **2024/25** | **2025/26** | **2026/27** | **2027/28** |
| Advocate for the legislation and review of anti-corruption legal framework | Lobby for full implementation of the National Ethics and Anti-Corruption Policy (NEAP) | Convene sensitization workshops on Anti-corruption policy. | No. of workshops held | 1 | 1 | 1 | 1 | 1 | OAG & DOJ  All sectors  OAG & DOJ | Strengthened legislation that support the fight against corruption  **Outcome indicator**  Anti-corruption laws amended and enacted to fight corruption. | 10.9 | 13.6 | 16.3 | 19.1 | 21.8 |
| No of stakeholders sensitized | 20 | 25 | 30 | 35 | 40 | - | - | - | - | - |
| Full Implementation of the NEAP by all institutions | No. of institutions that have implemented the NEAP. | 20 | 20 | 25 | 30 | 30 | EACC  All sectors  All sectors | 1.6 | 2.09 | 2.3 | 2.6 | 2.9 |
| Monitor the implementation of the NEAP | Percentage implementation | - | - | 50% | - | 100% |
| Support the strengthening of the Leadership and Integrity Act, EACC Act, POCAMLA Act, Bribery Act, Commission on Administrative Justice Act, Election Campaign Financing Act. | Convene workshops on Anti-Corruption laws. | No. of workshops/ forums | 1 | 1 | 1 | 1 | 1 | OAG & DOJ  All sectors  OAG & DOJ  All sectors | 2.8 | 3.3 | 3.5 | 4.3 | 4.8 |
| Number of stakeholders sensitized | 500 | 600 | 700 | 800 | 900 |
| Amend the Leadership and Integrity Act 2012. | Amended LIA | - | - | 1 | - | - | EACC  OAG & DOJ  Legislature | - | - | 4.9 | - | - |
| Implement Election Campaign Financing Act. | Compliance report on Election Financing Act | - | - | - | 1 | 1 | IEBC  Registrar of political parties  Judiciary  Political parties’ tribunal | - | - | - | 4.9 | 4.9 |
| Implement the Bribery and Corruption Prevention Laws and Regulations | No. of compliance reports | - | - | 1 | - | 1 | All sectors |  | - | - | 4.9 | - | 4.9 |
| Amend the EACC Act (Anchoring KLIF) | Amended EACC Act | - | - | 1 | - | - | EACC  Legislature |  | - | - | 4.9 | - | - |
| Amend the Commission on Administrative Justice Act. | Amended A CAJ Act | - | - | 1 | - | - | CAJ  Legislature |  | - | - | 4.9 | - | - |
| Amend the POCAMLA Act | Amended POCAMLA Act | - | - | - | 1 | - | FRC  ARA  OAG & DOJ  Legislature  Bank |  | - | - | - | 4.9 | - |
| Advocate for enactment and implementation of laws on whistle blowing | Participate in the public participation on the whistle blower law. | Position paper presented | 1 | - | - | - | - | CAJ |  | 4.9 | - | - | - | - |
| Enact whistle blowing laws. | Whistle blowing Act | - | 1 | - | - | - | OAG & DOJ  Legislature |  | - | 4.9 | - | - | - |
| Implement whistle blowing laws in public and private institutions | Annual reports by the private and public bodies | - | - | - | 1 | 1 | CAJ |  | - | - | - | - | - |
| Strengthen framework on public participation | Enhance awareness and engagement on effective public participation. | No. of workshops/ engagements | 1 | 1 | 1 | 1 | 1 | OAG & DOJ  CSO -TI(Kenya)  KEPSA  CoG  OAG & DOJ |  | 2.8 | 3.3 | 3.5 | 4.3 | 4.8 |
| Expedite enactment of the Public Participation Bill, 2023. | Public participation Act | - | 1 | - | - | - | OAG & DOJ  CAJ  Legislature |  | - | 4.9 | - | - | - |
| Enhance institutional capacity on the fight against corruption | Lobby for the strengthening of oversight bodies (EACC and Ombudsman) | Advocate for adequate budgetary allocation | Percentage budget increase | - | 2% | 2% | 5% | 5% | EACC  CAJ  Parliament  Treasury | Enhanced institutional capacity in the fight against corruption  **Outcome indicator**  % change in the budgetary allocation.  % change in the number of people with integrity issues barred from assuming public office. | 4.9 | - | - | - | - |
| Establish the Anti – Corruption Fund | Fund established | - | - | 1 | - | - | EACC  Legislature  National Treasury  OAG & DOJ | - | - | 4.9 | - | - |
| Fund operationalised | - | - | - | 1 | - |  |  |  |  |  |
| Lobby for the strengthening of legislation and regulations that govern government appointments and elective positions | Develop framework on coordination of vetting and clearance of candidates by key stakeholders (including requesting information from the public) | Framework on coordination developed and operationalized | - | - | - | 1 | - | IEBC;  EACC;  Parliament;  Judiciary;  Office of Registrar of Political Parties. | - | 2.45 | 2.45 | - | - |
| Conduct civic education for the public on electing leaders of integrity. | Number of civic education programmes |  | 10 | 15 | 20 | 25 | IEBC  CSOs  Media  NACSSC  County Government EACC  All Sectors | - | 7.4 | 10.4 | 13.4 | 16.4 |
| Number of civic wards sensitized | - | 300 | 300 | 300 | 300 |
| Number of citizens sensitized | 3M | 6M | 9M | 15M | 15M |
| Continuous engagement with relevant institutions involved and clearing of candidates and public office appointees | Number of engagements |  | 10 | 15 | 20 | 25 | CSOS  KLIF | 2.8 | 3.3 | 3.5 | 4.3 | 4.8 |
| Advocate for the enforcement of Chapter 6 of the constitution. | % of people barred from elective and appointments to public office |  | 1% | 1% | 1% | 1% | IEBC  EACC  DCI  Judiciary | 4.8 | - | - | 4.8 | - |
| % of State Officers convicted | - | 1% | 1% | 1% | 1% |

***KEY RESULT AREA: ETHICS AND INTEGRITY INCULCATED IN PUBLIC AND PRIVATE SECTOR***

## *Stratetegic Objective 3:* To promote Ethics and integrity in Public and Private sector

| **Strategy** | **Key Activities** | **Activity** | **Output Indicator** | **Output Target** | | | | | **Responsibility** | **Outcome** | **Outcome Indicator** | **Budget in KShs Millions** | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **2023/24** | **2024/25** | **2025/26** | **2026/27** | **2027/28** | **Total in Mil** |
| **2023/24** | **2024/25** | **2025/26** | **2026/27** | **2027/28** |
| Mainstream ethics and integrity in public and private sectors | Develop and implement policies to prevent bribery and corruption. | Develop Procedures for promotion and detection of Bribery and Corruption | Approved Procedure for Prevention and detection of Bribery and Corruption | - | 1 | - | - | - | All sectors | Improved prevention and detection of corruption | % change in corruption incidences  Corruption perception index | - | 21 | - | - | - | 21 |
| Approved  Bribery,  Corruption  Risk  Assessment  and  Mitigation  Plans | 1 | 1 | 1 | 1 | 1 | All sectors | 21 | 21 | 21 | 21 | 21 | 84 |
| No. of  Operationa  lized CPCs | 1 | - | - | - | - | All Sectors | 1.24 | 1.24 | 1.24 | 1.24 | 1.24 | 4.96 |
| Develop and implement standard Operating Procedures | No. of Standard Operating Procedures approved | 1 | - | - | - | - | All sectors | 21 | - | - | - | - | 21 |
| % of implementation of Standard Operating Procedures | 100% | 100% | 100% | 100% | 100% | All sectors | - | - | - | - | - | - |
| Develop and improve complaints and corruption handling mechanisms | No. of established structures for complaints and corruption handling mechanisms | 1 | - | - | - | - | All sectors | 1 | - | - | - | - | 1 |
| Create awareness and action on integrity and anti-corruption initiatives. | Conduct  sensitization  workshop in  both private and  public | No. of  Sensitization  Workshop  conducted | 2 | 2 | 2 | 2 | 2 | All sectors | 8.3 | 8.3 | 8.3 | 8.3 | 8.3 | 41.7 |
| No. of Media  Campaigns | 3 | 3 | 3 | 3 | 3 | All sectors | 3 | 3 | 3 | 3 | 3 | 15 |
| Type of IEC  materials  disseminated | 3 | 3 | 3 | 3 | 3 | 1 | 1 | 1 | 1 | 1 | 5 |
| Mainstream  mentorship  programme | No. of Mentorship programs undertaken | 1 | 1 | 1 | 1 | 1 | - | - | - | - | - | - |
| Develop and implement recognition and award of integrity champions. | Develop and implement recognition and award mechanism | Recognition and Award mechanism  developed | - | 1 | - | - | - | All sectors | Improved ethics and integrity in institutions | % increase of integrity among employees | - | - | - | - | - | - |
| No. of Awards ceremonies held | - | 1 | 1 | 1 | 1 |  | - | 0.5 | 0.5 | 0.5 | 0.5 | 2 |
| Entrench ethics and integrity in the curriculum in all levels of learning. | Mainstream ethics and integrity in the curriculum | Develop Ethics and Integrity Curriculum at all levels | 4 | - | - | - | - | MOE  TSC  EACC | - | - | - | - | - | - |
| No. of Co-Curricular activities conducted | 2 | 2 | 2 | 2 | 2 | MOE  TSC  EACC  KLIF | 6 | 6 | 6 | 6 | 6 | 30 |
| Conduct surveys to ascertain entrenchment of ethics and integrity in learning institutions | No. of Surveys conducted | - | - | 1 | - | 1 | EACC | - | - | 6 | - | 6 | 12 |
| **TOTAL** | | | | | | | | | | | | **62.54** | **41.04** | **47.04** | **41.04** | **47.04** | **216.66** |

***KEY RESULT AREA: INCULCATING ETHICS AND INTEGRITY IN SOCIETY***

## *Strategic Objective 4:* To promote ethics and integrity in the society

| **Strategy** | **Key Activities** | **Activities** | **Output Indicator** | **Output Target** | | | | | **Responsibility** | **Outcome** | **Outcome Indicator** | **Budget in Millions** | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **2023/24** | **2024/25** | **2025/26** | **2026/27** | **2027/28** | **2023/24** | **2024/25** | **2025/26** | **2026/27** | | **2027/28** |
| Enhance community engagement and action on integrity and values | Empower citizens on ethics and integrity. | Create awareness through various forums | Number of fora held | 10 | 20 | 20 | 30 | 30 | All sectors | Enlightened community on ethics and integrity | Number of feedback and reports from citizenry on matters ethics and integrity /projects.  Number of success stories published. | 3.86 | 7.72 | 7.72 | 11.58 | | 11.58 |
| Develop and disseminate IEC materials with messages on ethics and integrity | IEC materials developed  Number of IEC materials disseminated | 1000 | 2000 | 3000 | 5000 | 5000 | All Sectors(  Per sector) | 0.70 | 0.70 | 0.70 | 1.10 | | 1.10 |
| Intensify publicity of success stories in the fight against corruption. | Develop and operationalize a recognition and rewarding tool for exemplary integrity performance | Recognition and rewarding tool developed  Number of people rewarded. | 1 | - | 1 | - | - | EACC  KLIF Secretariat | 3.07 | - | - | - | | - |
| Use media platforms to publicize integrity success stories against corruption | Success stories publicized | - | - | - | - | - | Media Council  All Sectors | 6.70 | 6.70 | 6.70 | 12.40 | | 12.40 |
| Intensify religious teachings on values. | Review and disseminate scripture-referenced materials with key messages on ethics and integrity | Reviewed scripture-referenced materials | 2000 | 2500 | 3000 | 3000 | 4000 | IRCK  EACC | 0.40 | 0.50 | 0.60 | 0.60 | | 0.80 |
| Translate scripture reference materials to local dialects | Number of scripture materials translated | - | 2500 | 2500 | 2500 | 2500 |  | - | 0.50 | 0.50 | 0.50 | | 0.50 |
| Enhance and support the use of scripture-referenced materials during sermons | Number of fora | 5 | 10 | 15 | 20 | 20 | IRCK | - | - | - | - | | - |
| Hold media advocacy on ethics and integrity | Number of media advocacy sessions | 5 | 10 | 15 | 20 | 20 | Media Council  All Sectors | 3.50 | 4.00 | 4.00 | 6.00 | | 6.00 |
| Enhance social accountability among citizens. | Conduct a baseline survey to establish levels of awareness on social accountability | Baseline survey report | 1 | - | - | - | - | EACC  All Sectors | 8.00 | - | - | - | | - |
| Sensitize community leaders and the community on social accountability | Sensitization activity reports | 1000 | 2000 | 2500 | 3000 | 3000 | EACC  KLIF  COG  CSO | - | - | - | - | | - |
| Support awareness creation on citizen involvement in public projects | Number of people sensitized | 1000 | 2000 | 2500 | 3000 | 3000 | COG  All Sectors | - | - | - | - | | - |
| Number of projects with citizens involvement | 2 | 4 | 4 | 4 | 2 | COG  All Sectors | - | - | - | - | | - |
| Number of billboards and or data on projects | 2 | 4 | 4 | 4 | 2 | COG  All Sectors | - | - | - | - | | - |
| Support mainstreaming of mentorship programs | Develop a criteria to identify and reward integrity champions and role models | Criteria developed | 1 | - | - | - | - | KLIF Secretariat | - | - | - | - | | - |
| Develop and implement a mentorship framework | Framework developed | 1 | - | - | - | - | KLIF Secretariat | - | - | - | - | | - |
| Programs developed under the framework | 3 | 5 | 5 | 5 | 5 | KLIF Secretariat | - | - | - | - | | - |
| Use of the existing fora to promote ethics and integrity in learning institutions | Fora held | 3 | 5 | 5 | 5 | 5 | Education | - | - | - | | - | - |
|  | **TOTALS** | | | | | | | |  |  |  | **26.23** | **20.12** | **20.22** | | **32.18** | **32.38** |