# NATIONAL INTEGRITY ACADEMY

# Strategic Plan

## 2024 - 2028

Ethics and Anti-Corruption Commission (EACC)
Integrity Centre
Jakaya Kikwete/Valley Road Junction
Tel: (020) 4997000
Mobile: 0709 781 000; 0730 997 000
Toll Free: 1551
eacc@integrity.go.ke

National Integrity Academy (NIAca)
Madison House, 1st Floor, Upper Hill
Mobile: +254 741 834 185
niaca@integrity.go.ke
X: NIAca_kenya

In parntership with:

**UNODC**
United Nations Office on Drugs and Crime

Funded by the European Union

**Programme for Legal Empowerment and Aid Delivery in Kenya (Phase II) — PLEAD II**

**NATIONAL INTEGRITY ACADEMY**

# Strategic Plan
## 2024 - 2028

# NIAca ORGANIZATIONAL STATEMENTS

## Vision
A center of excellence in training on ethics and anti-corruption

**Vision**

**Mission**

To provide specialized training on ethics and anti-corruption.

**Mission**

**Core Values**

**Excellence**    **Innovation**    **Integrity**

**Professionalism**    **Diversity**

## Mandate
To provide specialized training on ethics and anti-corruption to both the public and private sector institutions in the country and the region with the aim of fostering harmonized trainings, to improve knowledge and skills in combating corruption and promotion of integrity.

## Clarion Call!
Capacity Building **for Integrity**

# MEMBERS OF THE ETHICS AND ANTI-CORRUPTION COMMISSION

**David Oginde, PhD**
Chairperson

**Dr. Monica Wanjiru Muiru, PhD, MBS**
Vice Chairperson

**CPA John Otieno Ogallo**
Commissioner

**Colonel (Rtd) Alfred Mshimba, MBS**
Commissioner

**Dr. Cecilia Mutuku CHRP, CPS-K**
Commissioner

**Mr. Abdi A. Mohamud, MBS**
Secretary/Chief Executive Officer

# MEMBERS OF THE NIAca MANAGEMENT COMMITTEE

**Mr. Abdi A. Mohamud, MBS**
Secretary/Chief Executive Officer

**Mr. David K. Too, OGW**
Director

**FCPA John Lolkoloi, OGW, CFE**
Director

**Mr. Vincent Okong'o, MBS,'ndc' (K)**
Director

**Mr. Jackson Mue, OGW**
Director

**CPA. Joel I. Mukumu, OGW**
Director

**MR. Paschal K. Mweu, OGW**
Director

**CPA. Dr. Josephine Monyi, OGW**
Head of NIAca
Secretary

# TABLE OF CONTENTS

# LIST OF TABLES

# ACRONYMS AND ABBREVIATIONS

| | | |
|---|---|---|
| ACCA | - | Association of Chartered Certified Accountants |
| ACECA | - | Anti-Corruption and Economic Crimes Act, 2003 |
| AU | - | African Union |
| BETA | - | Bottom-Up Economic Transformation Agenda |
| CCDAC | - | Curriculum Development and Certification Council |
| EAC | - | East Africa Community |
| EACC | - | Ethics and Anti-Corruption Commission |
| ELMS | - | Electronic -Learning Management System |
| ICS | - | Institute of Certified Secretaries |
| ICT | - | Information, Communication and Technology |
| IEC | - | Information, Education Materials |
| IAOs | - | Integrity Assurance Officers (IAOs), |
| IIA | - | Institute of Internal Auditors |
| IHRM | - | Institute of Human Resource Management |
| LIA | - | Leadership and Integrity Act |
| KICD | - | Kenya Institute of Curriculum Development |
| KIP | - | Kenya Integrity Plan |
| KISM | - | Kenya Institute of Supplies Management |
| KRA | - | Key Result Area |
| MOUs | - | Memorandum of Understanding |
| NEAP | - | National Ethics and Anti-Corruption Policy |
| NIAca | - | National Integrity Academy |
| NITA | - | National Industrial Training Authority |
| PESTLE | - | Political, Economic, Social, Technological, Legal and Environmental |
| POCAMLA | - | Proceeds of Crime and Anti-Money Laundering Act |
| POEA | - | Public Officer Ethics Act |
| PPDA | - | Public Procurement and Asset Disposal Act |
| TNA | - | Training Needs Assessment |
| TOTs | - | Training of Trainers |
| MSME | - | Micro, Small and Medium Enterprises |
| M&E | - | Monitoring and Evaluation |
| MTP | - | Medium Term Plans |
| TVETA | - | Technical and Vocational Education and Training Authority |
| TNA | - | Training Needs Assessment |
| UNCAC | - | United Nations Convention Against Corruption |
| UNODC | - | United Nations Office on Drugs and Crime |
| SDGs | - | Sustainable Development Goals (SDGs) |
| SWOT | - | Strengths, Weaknesses, Opportunities and Threats |

## DEFINITION OF CONCEPTS AND TERMINOLOGIES

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

**Policy:** Course of action to be implemented by the Academy, EACC or the Government.

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

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

**Strategy:** Means or actions through which to achieve the Strategic Objectives of the Academy.

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

**Specialised:** Highly differentiated or involving specific knowledge. In the context of the Academy, it refers to particular skills which focus on ethics, integrity and anti-corruption training.

**Strengths:** Positive internal factors influencing the Academy's operating environment.

**Weaknesses:** Negative internal factors influencing the Academy's operating environment.

**Opportunities**: Positive external factors influencing the Academy's operating environment.

**Threats:** Negative external factors influencing the Academy's operating environment.

**Key Results Areas:** Broad areas in which the Academy 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 Academy must address in order for it to achieve its Vision.

**Strategic Goal:** Statement of what the Academy needs to work towards in order to fulfil its mission and achieve its Vision.

**Strategic Objectives:** Outcomes or results the Academy 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 directly emanating 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 awareness.

# FOREWORD

Corruption is a pervasive issue that undermines the very fabric of society, eroding public trust in institutions that deliver services to citizens, hindering economic development, and impeding social progress. Corruption presents corrosive effects across nations, affecting both developed and developing countries. Acting on corruption requires a mutifaceted approach involving a variety of tools. Recognizing the importance of capacity building for agencies and individuals involved in the fight against corruption and establishment of a culture of ethics, the National Integrity Academy of Kenya, as established by the Ethics and Anti-Corruption Commission in 2018, presents this Strategic Plan for the year 2024-2028 as a roadmap towards fostering integrity, ethics and accountability in our governance structure as a country.

This being the first Strategic Plan for the Academy, it aims to give a strategic direction in the quest to institutionalize the Academy as a premier training arm of the Ethics and Anti-Corruption Commission (EACC). The Plan aligns its strategies and programs to the EACC's Strategic Plan 2023-2028, current Government policies and programs as contained in the Constitution of Kenya, Vision 2030, the Fourth Medium Term Plan (2023-2027), Bottom-Up Economic Transformation Agenda (BETA) and the National Ethics and Anti-Corruption Policy (NEAP).

The Plan presents a roadmap towards revitalizing the training courses and methodologies of the Academy with a view to ensuring that it complements the other initiatives by the Commission; the aim is to tackle corruption at its roots so that its effects cannot be felt at the branches. We recognize that no single measure can suffice; instead, a coherent strategy is required to address the underlying systemic issues while addressing the change of individual behaviours through collaborations and partnerships.

The realization of the goal of the Strategic Plan will require the concerted efforts of all the staff of the Academy and the full support of the EACC and other stakeholders ranging from government agencies, civil society organizations, the private sector and international partners. I commit the leadership of EACC in driving the implementation process and cultivating the requisite collaborations and partnerships, while looking forward to the reciprocal engagements of all our partners.

I wish to reassure the public that the National Integrity Academy will achieve significant milestones in promoting ethics and integrity through an inclusive approach. Let us embark on this journey with determination and conviction, knowing that our efforts today will shape the world of tomorrow.

David Oginde, PhD

Chairperson, Ethics and Anti-Corruption Commission

# PREFACE AND ACKNOWLEDGEMENTS

I am delighted as we unveil the inaugural Strategic Plan for the National Integrity Academy (NIAca) covering the period 2024-2028. NIAca is the training arm of the Ethics and Anti-Corruption Commission with a focus on Ethics and Integrity.

On 18th July 2018, the Ethics and Anti-Corruption Commission (EACC) registered NIAca with the Technical and Vocational Education and Training Authority (TVETA). This paved way for the Academy's official launch on 17th October 2018.

NIAca's main objective is to empower public officers and non-state actors with the requisite knowledge, attitude, skills, and competencies to prevent and combat corruption, economic crimes and unethical practices.

The NIAca Strategic Plan 2024-2028 is crucial in ensuring the effective and efficient delivery of the Academy's mandate in order to prevent and combat corruption, economic crime and unethical practices, in Kenya and regionally.

We wish to sincerely thank the Technical Committee for spearheading the development of this Plan and the United Nations Office on Drugs and Crime (Eastern Africa) for collaborating with the Commission in development of this Plan.

**Abdi A. Mohamud, MBS**
**Secretary/Chief Executive Officer,**
**Ethics and Anti-Corruption Commission**

"

*This being the first Strategic Plan for the Academy, it aims to give a strategic direction in the quest to institutionalize the Academy as a premier training arm of the Ethics and Anti-Corruption Commission (EACC)."*

# EXECUTIVE SUMMARY

This is the first Strategic Plan for the National Integrity Academy since its inception in 2018. The Plan covers the period 2024-2028. The Plan seeks to propel the Academy as a centre of excellence providing specialised anti-corruption leadership, integrity and good governance training. The Plan spells out the Academy's strategic direction and focus on training to inculcate a culture of integrity. To guide the strategic direction, the Academy has identified **A Centre of Excellence in Training on Ethics and Anti-Corruption** as its vision in the 2024-28 plan period with a goal to *Enhance Integrity Through Sustained Capacity Building.*

An analysis of the Academy's performance during the 2018–2023 period was undertaken as part of the review of the EACC Strategic Plan implementation period and lessons learnt documented. Evaluation of the Academy's operating environment focusing both on internal and external environment was carried out. Additionally, an extensive stakeholder analysis was carried out to map out key stakeholders and their likely influence to the institutional performance.

Resulting from this review, the Academy identified three Key Result Areas (KRAs) and six strategic objectives in response to the strategic issues identified in the situational analysis. The three KRAs are: *quality training on ethics and anti-corruption; institutional capacity of NIAca*; and *collaboration and coordination.*

The KRA of *quality training on ethics and anti-corruption* will be achieved through two strategic objectives, namely, *to increase knowledge on ethics and anti-corruption*; and *to leverage on technology in training on ethics and anti-corruption.* The KRA of institutional capacity of NIAca will be achieved through two strategic objectives, namely: *To strengthen NIAca's financial, human and infrastructural capacity*; and *to enhance NIAca's positioning as a Centre of excellence on ethics and anti-corruption training.*

The last KRA of collaboration and coordination will be achieved through the strategic objectives: *to enhance collaboration in training on ethics and anti-corruption*; and to strengthen coordination of training.

The Academy requires an estimated Kshs. 720 million to successfully implement this Plan. The projected amount will be mobilized through enhanced engagement with the Ethics and Anti-Corruption Commission, Government of Kenya, development partners and key stakeholders. In addition, the Academy will seek to increase uptake of its training programmes that will help raise additional funds to finance the Plan.

# CHAPTER ONE

## 1.0  BACKGROUND

### 1.1.  INTRODUCTION

This Chapter outlines the context for the development of the Strategic Plan. It also discusses the policy and legislative underpinnings of the Strategic Plan both at the global level and national level. It also provides a history of the National Integrity Academy (NIAca) and concludes by documenting the process and methodology applied in developing the Strategic Plan.

### 1.2.  STRATEGY AS AN IMPERATIVE FOR THE SUCCESS OF NIAca

A Strategic Plan is central to the operations and realization of the mandate of any organization. Since its establishment, NIAca has not had a guiding Strategic Plan. As the inaugural plan, it lays the foundation for the take-off and success of the academy. This Plan is aligned with that of the mother institution, the Ethics and Anti-Corruption Commission whose goal for the 2023-2028 Strategic Plan is to eradicate corruption and enhance ethical conduct. Of the six objectives, the one on increasing public involvement in the fight against corruption and unethical practices, required developing the capacity of NIAca to deliver on its mandate and to develop and operationalize the NIAca Strategic Plan.

The Plan is aligned to 4th Medium Term Plan (MTPIV) of Government and the Bottom-Up Economic Transformation Agenda in addition to other government policies and priorities including international commitments on anti-corruption to which Kenya is a party.

The Plan seeks to institutionalize the National Integrity Academy and form a solid foundation for sustained and structured training on ethics and anti-corruption with a view to enhancing the levels of integrity in the Kenyan society. It also supports the realization of the commitment of the Government of Kenya on having a center of excellence on national integrity.

Significant strides have been made in the fight against corruption globally, regionally and nationally. Despite such successes and in the swirling currents of corruption that threaten the integrity and progress of nations, Kenya inclusive, the National Integrity Academy stands as a bastion of hope, a guardian to propagate accountability, and a beacon of ethics and integrity through training, tasked with the formidable mission of preventing corruption in Kenya.

Global corruption indices and findings by several corruption surveys (World Bank Control of Corruption Country Ranking, 2021; TI Corruption Perceptions Index, 2023; EACC National Ethics and Corruption Survey, 2021) and EACC's Trainings Needs Assessment of 2016 show that more

needs to be done in the fight against corruption in Kenya. It is for this reason that this Strategic Plan spells out the Academy's strategic direction of training as a way of preventing corruption and promotion of ethics over the 2024 – 2028 Plan period.

It also provides the key results areas and the key measures to be taken in the cultivation of partnerships and linkages - both domestically and internationally, while building collaboration with law enforcement agencies, governmental bodies, civil society organizations, and the private sector as essential partners and stakeholders in pooling resources, sharing information, and coordinating efforts to combat corruption effectively. Furthermore, engagement with international counterparts allows for the exchange of best practices, technical assistance, and mutual support in the global fight against corruption. Furthermore, the Plan anchors its actions on the need to invest in building institutional capacity, ensuring that the Academy possesses the necessary human, financial, and technological resources to fulfill its mandate effectively.

The Plan will guide operations of the Academy from 2024 to 2028. The Plan is founded on the Kenyan Constitution, relevant laws and key national and sectoral development blueprints that define the trajectory for development and poverty reduction in the country while addressing the ethical culture. Such documents include the Kenya Vision 2030 which seeks to make Kenya a globally competitive and prosperous nation by 2030; the National Ethics and Anti-Corruption Policy; and other sectoral and institutional policies and guidelines in the fight against corruption including the EACC's 2023-2028 Strategic Plan.

## 1.3.    THE CONTEXT OF STRATEGIC PLANNING

In this sub-section, we discuss various international, regional and national instruments that are applicable to the workings of the Academy. This includes a discussion of the Government's Bottom-Up Economic Transformation Agenda (BETA) and other sectoral policies and laws.

### 1.3.1.  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 is a signatory to the United Nations Convention Against Corruption.

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. In particular, Article 7 (1)(b) and (d) of Chapter II on preventive measures implores state parties to include adequate measures for the selection and training of individuals for public positions and to promote education and training programmes that enhance the awareness of the public officials with the risks of corruption inherent in the performance of their functions. The NIAca programmes are focused towards raising this level of awareness amongst public officials.

### 1.3.2.  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. SDG 4 seeks to ensure inclusive and equitable quality education and promote lifelong learning opportunities for all. The SDG 4 sets a target by 2030 to substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship. In addition, SDG 16 seeks to promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels whereas SDG 17 seeks to strengthen the means of implementation and revitalize the global partnership for sustainable development. These SDGs therefore provide underpinning for The Academy's operations and focus during this strategic planning period. The Academy, through this Plan, seeks to train public officials on ethics and anti-corruption that will help them identify and consequently prevent corruption in their workplaces. This will in turn help build effective and strong public institutions that are accountable to the people of Kenya.

### 1.3.3. 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. The Convention under Article 5 requires State Parties to adopt and strengthen mechanisms for promoting the education of populations to respect the public good and public interest and awareness in the fight against corruption and related offences, including school educational programmes and sensitization of the media. The programmes outlined in this Plan seeks to raise the level of awareness in the fight against corruption amongst public officials in line with the Convention.

### 1.3.4. 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 the NIAca as captured in this Strategic Plan include:

- **Article 10 –** Provides for the national values and principles of governance including; patriotism, the rule of law, good governance, integrity, transparency and accountability and sustainable development, among others. These are key drivers to the realization of this Plan.

- **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 55 (b)** requires the State to take measures to ensure that the youth access relevant education and training.

- **Article 232 –** Provides for values and principles of public service that includes affording adequate and equal opportunities for appointment, training and advancement, at all levels of the public service of both men and women; the members of all ethnic groups; and persons with disabilities.

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

### i) 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.

The NIAca SP 2024-2028 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. This Strategic Plan seeks to align its strategies with MTP IV programmes.

Further, education and training is one of the eight social sectors identified under the social pillar in Vision 2030. The Vision takes cognizance of the fact that education provide the skills that will be required to steer Kenyans to the economic and social goals of the Vision. The education and training sector is charged with the responsibility of creating a knowledge - based society that upholds justice, democracy, accountability and encourages issue-based and results-oriented political engagements.

### ii) Bottom-Up Economic Transformation Agenda

The Bottom-UP Economic Transformation Agenda (BETA) is the government's development blueprint for the period 2022-2027. It is set to support and complement other efforts geared towards achievement of Kenya Vision 2030.

The BETA is anchored on five key pillars: Agriculture, Medium and Small and Micro Entreprises (MSMEs) 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, BETA 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.

### iii) Fourth Medium Term 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. Twenty-five MTP III Sectors have been mapped into Five MTP IV Sectors key among these include the National Values and Ethics Sector now mapped into MTP IV Sector of Governance and Public Administration. The NIAca SP is tailored to achieve the governance and public administration objectives of MTP IV.

## 1.3.6. Sectoral Policies and Laws

### i) 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 identifies education, training and public awareness as one of the strategies for corruption prevention. The policy obligates the Government to enhance resources and the capacity of anti-corruption agencies to undertake public education, training and awareness creation.

### ii) Anti-Corruption Laws

The implementation environment within which the Academy operates will benefit immensely from the legal framework that supports the national anti-corruption efforts. The key legislations that will guide NIAca Strategic Plan 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.

## 1.4. HISTORY OF NIAca

The establishment of the National Integrity Academy by the Ethics and Anti-Corruption Commission (EACC) stems from Commission's mandate to combat and prevent corruption, economic crime and unethical practices as stipulated in Sections 11 and 13 of the EACC Act, 2011. In addition, Section 53 of the Leadership and Integrity Act, 2012 provides for the provision of long-term education and training on leadership and integrity to: all public officers, all levels of the education system and the public. Furthermore, Section 11(h) of the EACC Act, 2011 mandates the EACC to raise public awareness on ethical issues and educate the public on the dangers of corruption.

It was for this reason that in the year 2016, that the Ethics and Anti-Corruption Commission conducted a Countrywide Training Needs Assessment that revealed that the National and County Governments and their organs needed specialized Anti-Corruption and Ethics training programmes for entrenching good governance, mainstreaming anti-corruption and integrity and sealing corruption loopholes in their systems and procedures at institutional level. This led to the registration of the National Integrity Academy in the year 2018 vide Registration Certificate No. TIVETA/PUBLIC/TVC/0030/2018 and in compliance with the TVETA Act, 2013. The Academy is registered as the training arm of the Commission to fulfill these needs in the region in view of the dynamic nature of knowledge evolution in the area of ethics, governance and anti-corruption. Since registration and the launch of the Academy in 2018, the Academy has conducted various trainings targeting the public and non-state actors to build their capacity with requisite knowledge, attitude, skills and competencies to prevent and combat corruption and unethical

practices in institutions and ultimately inculcate a culture of integrity. In furtherance of the above objective, the Commission in partnership with key stakeholders developed a training curriculum which was approved by the Curriculum Development and Certification Council (CDACC) in August, 2018. Additionally, to advance and guide the implementation of the training programmes, the Academy developed a NIAca Policy and Procedures Manual, 2021. Further, The Academy has deepened its partnerships and collaborations with public and private sector institutions and professional bodies among key partners and has developed curriculum and manuals for law enforcement courses due for implementation.

The Academy is the home of cutting-edge and specialized courses on ethics, integrity and anti-corruption as relates to many professional and functional areas of organizations. The courses are designed to respond to the ever-changing anti-corruption and ethics environment and client needs. The courses offered at the Academy seek to ensure that ethics and integrity become values lived by everyone within an organization; that service delivery is optimal and that employees offer professional services, upholding public trust and that the principle of common good is upheld. The courses offered have adopted a Competency Based Approach.

## 1.5.  METHODOLOGY OF DEVELOPING THE NIAca SP

The formulation of this Plan was spearheaded by the NIAca Management Committee and supported by a Technical Committee. The Management Committee offered overall strategic direction and guidance on the Plan formulation while the Technical Committee provided technical input into the Plan. The Plan was formulated using both primary and secondary data that was collected, analyzed and presented through a consultative process that involved both internal and external stakeholders. The formulation was also informed by the achievements, challenges and lessons learnt during the 2018-2023 Commission Strategic Plan. The Plan was developed in line with the 2023 Revised Guidelines for Preparation of Fifth-Generation Strategic Plans (2023-2027) by the National Treasury and Economic Planning.

The Technical Committee held several meetings both in Nairobi and outside Nairobi under the guidance of a consultant to generate consensus on the vision, mission and key strategic focus for the Academy over the next four years. These provided the basis upon which the Draft Strategic Plan was prepared. The Draft was presented to the Management Committee that gave inputs which informed the preparation of a revised draft. The Draft was presented to and approved by the Management of the EACC and finally the Commissioners.  The Plan was also validated by stakeholders of NIAca.

*Members of NIAca Management Committee during a governance training by ICS*

## 1.6.  STRUCTURE OF THE PLAN

This NIAca Strategic Plan for 2024-2028 is organized into Eight 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 NIAca for the next four years. Chapter Three provides the situational analysis of NIAca's operating environment. Chapter Four provides the strategic issues, goal and key results areas identified for the 2024-28 plan period. Chapter Five presents the strategic objectives and strategies to be implemented in the next four years while Chapter Six outlines the Plan's implementation and coordination framework; Chapter Seven provides resource requirements and mobilization strategies; while Chapter Eight highlights the monitoring, evaluation and reporting framework. A comprehensive implementation matrix for the Plan is provided in Appendix I.

# CHAPTER TWO

## 2.0  STRATEGIC DIRECTION

### 2.1.  INTRODUCTION

This Chapter provides strategic direction of the Academy for the 2024-2028 plan period. It includes the mandate and functions of the Academy as well as the vision, mission, strategic goal and core values.

### 2.2.  MANDATE

To fulfil legal requirements under Section 53 of the Leadership and Integrity Act, the National Integrity Academy was established as the training arm of the EACC to provide specialized training on ethics and anti-corruption to both the public and private sector institutions in the country and the region with the aim of fostering harmonized trainings, to improve  knowledge and skills in combating corruption and promotion of integrity.

#### 2.2.1.  The functions of the Academy include:

i)  Undertaking capacity development of all sectors of the economy to entrench ethics and anti-corruption;
ii)  Undertaking research on emerging trends of corruption and unethical conduct;
iii)  Forge partnerships, networks and coalitions with law enforcement agencies, training institutions, international bodies and other sectors;
iv)  Developing and reviewing ethics and anti-corruption curriculum and training materials and
v)  Enhancing internal capacity of the Commission's staff to enable them undertake their mandate efficiently and effectively.

### 2.3.  VISION STATEMENT

A center of excellence in training on ethics and anti-corruption

### 2.4.  MISSION STATEMENT

To provide specialized training on ethics and anti-corruption.

## 2.5. CORE VALUES

### Excellence
High standards in service delivery and in all aspects of training thus ensuring efficiency, effectiveness, value for money and customer satisfaction.
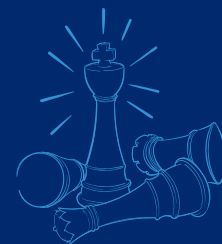
### Professionalism
Maintaining high standards of competence, efficiency, skills and ethics.

### Innovation
Continuous improvement and adaptability in the execution of our mandate.

### Diversity
Commitment to ensuring that staffing, faculty, trainees and areas of operation are diverse and inclusive and prioritizing respect of every opinion to deliver an equal, cohesive and positive work environment.

**NIAca Core Values**

### Integrity
Acting in an honest, fair, accountable and transparent manner.

## 2.6. CLARION CALL

Capacity Building for Integrity.

## 2.7. QUALITY POLICY STATEMENT

The National Integrity Academy is committed to consistently offer quality specialized training and related services to its customers. In pursuit of this commitment, the Academy will:

i) Be guided by its strategic plan in developing and implementing quality specialized training programmes;

ii) Derive its quality objectives from the applicable Academy's strategic plan with focus on quality;

iii) Meet the applicable customer, regulatory and statutory requirements; and

iv) Regularly monitor and review its performance for continuous improvement.

> "*The realization of the goal of the Strategic Plan will require the concerted efforts of all the staff of the Academy and the full support of the EACC and other stakeholders ranging from government agencies, civil society organizations, the private sector and international partners.*"

# CHAPTER THREE

## 3.0 SITUATIONAL AND STAKEHOLDER ANALYSIS

### 3.1. INTRODUCTION

This is an analysis of the operating environment of the Academy. Analysis of both the external and internal environment have been mapped in PESTLE and SWOT frameworks. The Chapter also presents an analysis of the Academy's performance during the 2019-2023 period. In addition, the stakeholder analysis is presented in this chapter.

### 3.2. SITUATIONAL ANALYSIS

#### 3.2.1. External Environment

Kenya is a State Party to the United Nations Convention Against Corruption (UNCAC) having signed and ratified the Convention on 9 December 2003. Kenya is also a State Party to the Africa Union Convention on Preventing and Combating Corruption, which it signed on 17th December 2023 and ratified on 3rd February, 2023. Since 2003, the Government of Kenya has endeavored to domesticate these two instruments by establishing policy, legal and institutional frameworks to aid in the fight against corruption as well as initiating programs intended to enhance ethics and anti-corruption law enforcement through investigations and asset recovery, prevention of corruption, education, training and public awareness, promotion of ethics and integrity and international cooperation.

A sound, policy, legal and institutional framework remains key to effective fight against corruption and promotion of ethics.

The external environment relevant to the Commission entails macro- and micro-environments.

#### i) Macro-environment

The macro-environment in the fight against corruption is characterized by political, economic, social, technological, legal and environmental changes and dynamics. On the political front, the fight against corruption is characterized by political influence, hostility and sectarian and ethnic politics that greatly undermine anti-corruption efforts. Protests by Generation-Z has also raised concerns about corruption levels within Government and its impact on delivery of public services. On the economic front, Kenya has faced depressed economic growth post Covid-19, external debt distress and the 2022 general elections that has affected budget allocation and resource flows towards anti-corruption efforts. Socially, the fight against corruption is challenged by low public engagement and entrenched culture of corruption.

In this regard, the Academy will endeavor to educate the political leaders and public servants tasked with management of our financial and natural resources on the dangers of corruption for enhanced political, social and economic stability and development.

In addition, rapid advancement in technology has presented opportunities and challenges in the fight against corruption given new and emerging forms of corruption that are technologically driven against the backdrop of low automation of government services. The Academy will leverage technology in improving its operations and enhance service delivery during the Plan period.

In the legal front, ethics and anti-corruption laws remain weak. This is compounded by current tendencies by some members of the Legislature to whittle down the laws further. Lastly, on the environmental front, there is increased occurrence of natural disasters such as locust invasions, intense drought and flooding which contribute to food insecurity, banditry, and poverty. The Academy will endeavor to educate public servants and private businesses on legal provisions on prevention and detection of economic crimes, corruption and bribery in the improvement of our justice system and the environment.

### ii) Micro Environment

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

The Commission will work with relevant stakeholders to ensure competitive employment terms and a revision of its grading structure to allow for staff upward mobility and career growth.

NIAca is intended to build capacity of state and non-state actors for purposes of entrenching good governance, ethics and integrity thereby sealing corruption loopholes. The Commission through NIAca will seek to entrench a culture of integrity and create an ethical and value driven society that upholds integrity and the rule of law

## 3.2.2. PESTLE Analysis

Table 1 provides a detailed analysis of the NIAca 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*

**POLITICAL**

| ISSUE | EFFECT |
|---|---|
| Change in Government Policies and regulations related to Education funding, accreditation and curriculum standards | • Change in priorities on training and education funding<br>• Changes in institutional leadership |
| Changes in political leadership | |
| Political instability | • Change in enrolment for local and international participants<br>• Change in priority to support training |
| Quest for good governance | Increase demand for training |
| Good Diplomatic relations with other countries | Greater market to secure international enrolments |

**ECONOMIC**

| ISSUE | EFFECT |
|---|---|
| • Inflation<br>• Fluctuating Exchange rate<br>• Interest rate<br>• Economic recession<br>• Increased taxation<br>• Debt distress<br>• Citizen opposition to taxation | • Increased cost of training<br>• Reduced ability to afford training by clients<br>• Decreased number of student enrolment and retention<br>• Reduced Government subventions |
| Changing priority of development partners | Changes affect reversal of decreased support for training |
| Availability of scholarships, grants and loans | Accessibility to training by participants |
| Inadequate Funding | Unrealized targets and objectives |
| Robust private sector | Increased demand in training |

**SOCIAL**

| ISSUE | EFFECT |
|---|---|
| Changes in Demographic trends e.g. Population growth, Age distribution, and ethnicity | Changes in mode of delivery, content and frequency |
| Social mobility trends and demand for lifelong learning opportunities | Demands for training either increased or reduced |
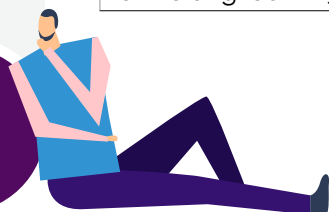
## TECHNOLOGICAL

| ISSUE | EFFECT |
|---|---|
| Rapid Changes in Technology | Changes in mode of delivery or learning content and equipment needs |
| Access to technology | accessibility and uptake to learning especially if online |
| Vibrant social media | Ease in marketing training opportunities |
| | High risk of brand damage in case of negative comments |
| Cyber security | Security and access to e-learning programmes |

## LEGAL

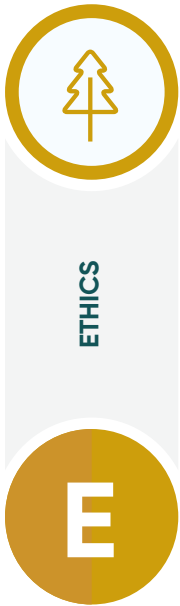| ISSUE | EFFECT |
|---|---|
| Policy and legislative changes | • Can be favorable/unfavorable to training<br>• Changes in accreditation requirements |
| Compliance with education laws and regulations regarding curriculum standards, student rights and data protection. | • Hampers operations of training institutions<br>• Impact on terms of engagement for faculty contracts, tenure and academic freedom. |
| Employment laws | |
| Intellectual property laws | Litigation Risks, revenue share, reputational risk, compliance costs |

## ENVIRONMENTAL

| ISSUE | EFFECT |
|---|---|
| Immigration laws affecting international students' enrolment and faculty recruitment | Effect on Enrolment rate and numbers |
| Natural disasters or climate change | Interruption of Academy operations and damage to Infrastructure |

**S**

**L**

**E**

**ETHICS**

**E**

| ISSUE | EFFECT |
|-------|--------|
| Quest for going green | • Affect delivery methods<br>• Will attract grants and partners interested in greening<br>• Influence cost of training |
| Proliferations of fake academic papers | • Risk of unethical practices on the academy operations<br>• Risk of fake certificates bearing the name of the Academy |

### 3.2.3. Internal Environment

The internal operating environment of the Academy is informed by the Strengths, Weaknesses, Threats and Opportunities (SWOT) that exist. The key strengths of the Academy are goodwill and a strong brand of the Commission; a rich pool of trainers with diverse professional background and expertise drawn from the Commission; accreditation by NITA and TVETA to offer training; and approval by the National Treasury to raise own source revenue to meet operation expenditure. The weaknesses that affect the Academy's operations include inadequate human and financial resources and physical infrastructure and low visibility of and recognition of the Academy.

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

The opportunities that the Academy will continue to leverage in the plan period include: existing partnerships and collaborations; technological advancements; the Academy will also explore the public service criteria to consider NIAca courses for career progression due to the growing demand for ethics and anti-corruption training. The threats that the Academy will work towards managing include inadequate funding; inadequate legal framework; challenges of cyber security and competition from other institutions locally, regionally and internationally.

### 3.2.4. SWOT Analysis

Table 2 provides a detailed SWOT analysis.

*Table 2: SWOT Analysis*

**Strengths**

- Goodwill from the Commission
- A rich pool of trainers drawn from the Commission staff
- Accreditation by NITA and TVETA to offer training on ethics integrity & anti-corruption
- Approval to raise own source revenue to meet operation expenditure
- Strong brand of the Commission
- A new market niche for NIAca courses

**Weaknesses**

- Inadequate budget allocation
- Inadequate infrastructure (Physical, equipment and ICT)
- Inadequate Staff
- Low brand visibility of the Academy
- Duplication of training function amongst different EACC Departments

**Opportunities**

- Growing demand for ethics, anti-corruption and integrity training
- Technological advancement that enables NIAca to offer courses online
- Existing partnerships with professional bodies and other international anti-corruption training institutions
- Supportive strategic development partners
- Explore the Public Service criteria to consider NIAca courses for Career progression

**Threats**

- Competition from other institutions locally, regionally and internationally
- Poor Departmental collaboration and coordination in training functions
- Inadequate legal framework for NIAca
- Inadequate budget allocation
- Reduced enrolment due to requirement for payment for NIAca courses in a depressed economic environment
- cyber security threats compromising data safety

## 3.2.5. Achievements in the Implementation of the Plan (2018-2023)

### i) Achievements

The National Integrity Academy was registered with the TVETA under the Ministry of Education in accordance with the TVETA Act 2013 on 18th July, 2018 and officially launched on 17th October, 2018. The main objective of the Academy is to empower the public and non-state actors with requisite knowledge, attitude, skills and competencies to prevent and combat corruption, economic crime and unethical practices. In furtherance of the above objective, the Commission in partnership with key stakeholders developed a training curriculum which was approved by the Curriculum Development and Certification Council (CDACC) in August, 2018.

This being NIAca's first plan, its operations for the period under review were anchored on the Commissions SP (2019-2023); under two strategies: enhance education and awareness on ethics and integrity; and enhance capacity and participation of various target groups. Additionally, NIAca Policy and Procedures Manual, 2021 was formulated, developed and adopted to advance and guide the implementation of the training programmes.

NIAca deepened its partnerships and collaborations with: Institute of Internal Auditors (IIA); Association of Chartered Certified Accountants (ACCA); Kenya Institute of Supplies Management (KISM) and the Institute of Human Resource Management (IHRM).  It hopes to build on these by cultivating collaborations with other professional bodies and key partners.

During the period under review, the Academy trained a total of 3,692 officers comprising of 2,982 Integrity Assurance Officers (IAOs), 311 Supply Chain Management Officers, 384 Executive Managers on Leadership and Integrity Course, 15 EACC facilitators on Trainer of Trainers (TOT). In addition, the Academy organized two virtual international conferences. The themes of the conferences were *Promoting Integrity, Accountability and Transparency during COVID-19 Period and Beyond* and *The Centrality of leadership in Promoting an Ethical Culture in Public Service*. The Academy also collaborated with Association of Chartered Certified Accountants (ACCA)-Global to carry out three virtual Continuous Development Programmes for accountants. Lastly, the Academy developed and disseminated assorted IEC materials to various target groups.

### ii) Challenges

Some of the key challenges affecting NIAca operations included: Inadequate legal framework, inadequate budget allocation; inadequate staff; lack of physical infrastructure and lack of modern ICT and office equipment.

### iii) Lessons Learnt

i) Operationalization of the National Integrity Academy has enhanced capacity in the public and private sector in anti-corruption, ethics, integrity, leadership and governance;
ii) Adoption of technology and integration of ICT has enhanced efficiency and effectiveness in implementation of training programmes;
iii) Adequate budgetary allocation and predictable exchequer flows enhances programs implementation; and
iv) Stakeholder partnership and collaboration are critical for the success of training programs.

## 3.3. STAKEHOLDER MAPPING

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

*Table 3: Stakeholder Analysis*

| Stakeholder | Role/Responsibility | What they can do for NIAca | What NIAca can do for them |
|---|---|---|---|
| EACC | Combat and prevent corruption | To provide resources Provide strategic direction | To train the staff |
| Civil Society | Advocacy | Champion for enhanced training | Partnerships and regular engagements |
| Kenya School of Government | Capacity Development for Public Service | Partnerships and Collaborations | Collaborate and partner by leading ethics courses and modules under KSG trainings |
| Public Service Commission | Manage Human Resources in Kenya's Public Service | Recommend Career Progression Courses on Integrity | Train workforce on ethics |
| Media | Gather and disseminate useful information | Publicize NIAca Activities and Achievements | Provide Training |
| Professional Bodies | Regulate Professionals | • Identify Training Needs for NIAca<br>• Collaboration and partnerships | Train their members |
| Development Partners | Supplement Government/ State Efforts in Development | Resource Support | Prepare proposals and account for resources |
| National Executive | Provide political good will and provide direction on policy | To provide policy direction | Train the executive and public officers |
| National Assembly | Legislation and oversight Appropriate Funds | Appropriate funds Enact an enabling legislation | • Train members on Integrity<br>• Account for the resources |
| Kenya Judiciary Academy | Provide and Coordinate Judicial Education | Collaborations on training | • Partner to train on Ethics and Integrity |
| Ministry of Education | Make policy on Matters Education Promote education | Collaborate with agencies under MoE | Train the Education sector stakeholders |

| Stakeholder | Role/Responsibility | What they can do for NIAca | What NIAca can do for them |
|---|---|---|---|
| County Governments (Executive and Assemblies) | Devolve resources and power | Collaborations on training | Provide training to staff, executive and legislators |
| Law Enforcement Agencies (Kenya Revenue Authority, National Police Service and Financial Reporting Centre) | Enforce provisions of enabling law(s) and regulations | Collaborations on training | Train staff and management |
| Institutions of Higher Learning | Promote education and research | • Collaborate and organize for Anti-Corruption conference<br>• Develop joint courses on ethics | Train and provide thematic areas |
| Faith based Organizations | Promote moral and spiritual nourishment | Collaborations and Partnerships on structured trainings | Provide training under their networks |
| Private Sector | Provide Service for Profit | Pay for services rendered | Mainstream Ethics Risk Management and Compliance to their staff and management |
| International and Regional Anti-Corruption Agencies | Promote collaborations and partnerships | international and regional networks in training | Train under partnerships frameworks |
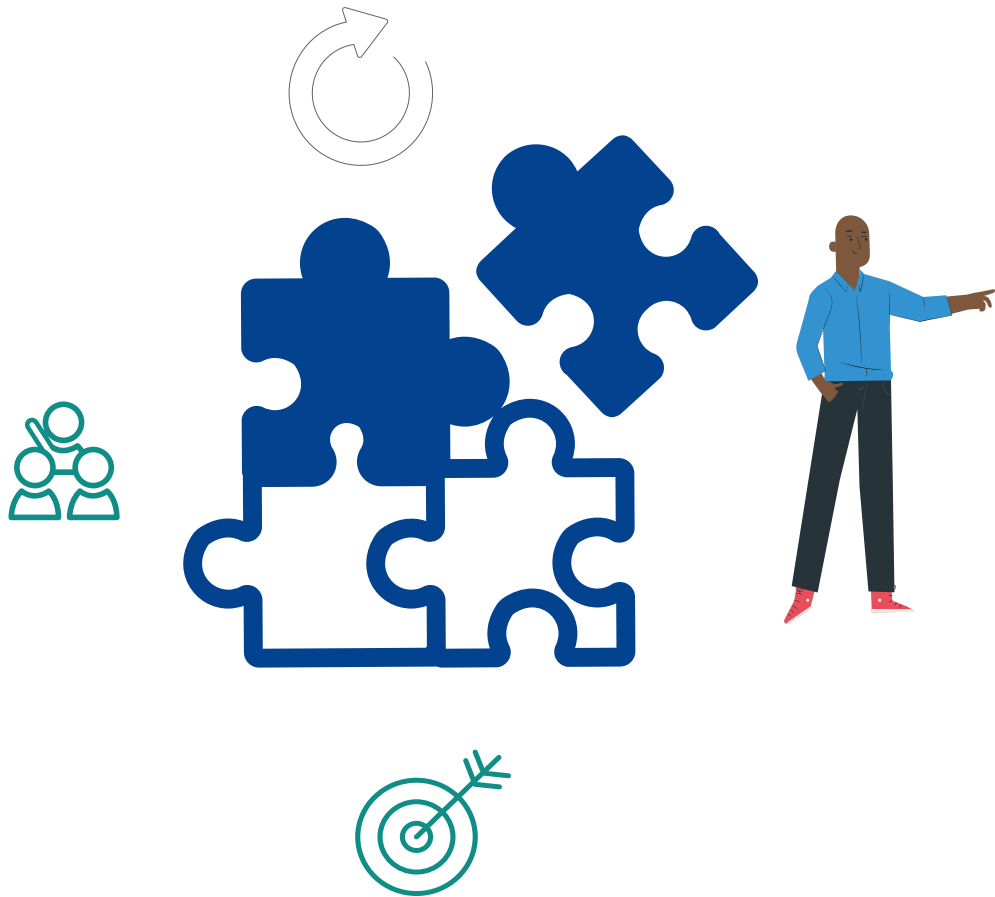
# CHAPTER FOUR

## 4.0  STRATEGIC GOAL, ISSUES AND KEY RESULT AREAS

### 4.1.  INTRODUCTION

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

### 4.2.  STRATEGIC GOAL

The Goal that the Academy targets to realize during this Plan period is to **enhance integrity through sustained capacity building.**

### 4.3.  STRATEGIC ISSUES AND KEY RESULTS AREAS

The Academy identified three Key Result Areas (KRA) that it will pursue as it seeks to fulfil its vision of *a Centre of Excellence in Training on Ethics and Anti-Corruption* (Figure 1). Under each key result area, the Academy identified strategic issue that will be addressed in the 2024-28 plan period.



**Our Goal**
To Enhance Integrity Through Sustained Capacity Building.

**Pillar 1**
Quality Training on Ethics and Anti-Corruption

**Pillar 2**
Institutional Capacity of NIAca

**Pillar 3**
Collaboration and coordination

A Centre of Excellence in Training on Ethics and Anti-Corruption
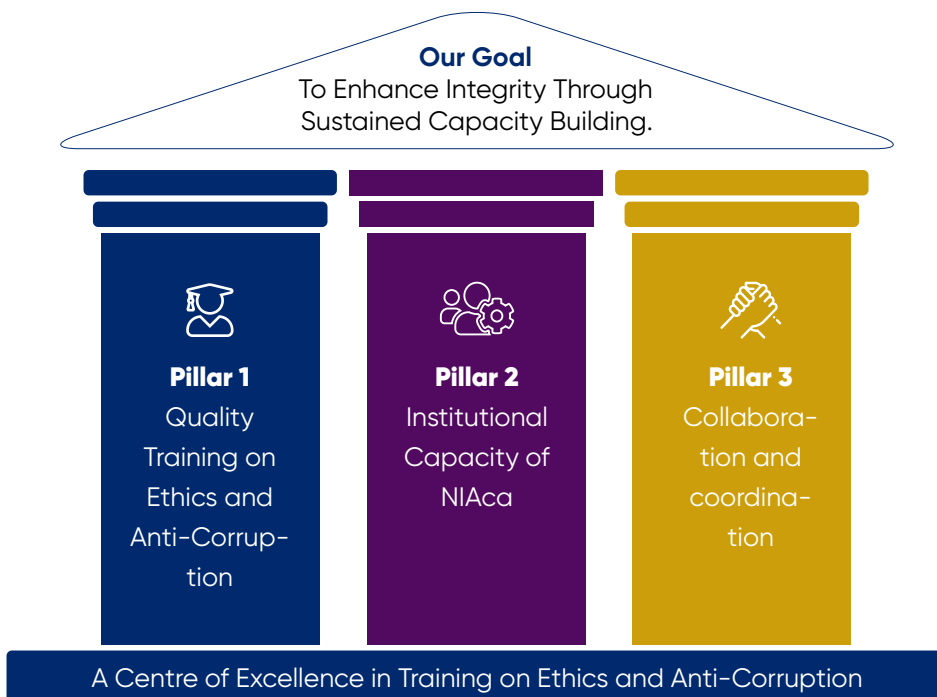
**Figure 1:** National Integrity Academy transformation framework

## 4.3.1. Key Result Area 1

*Quality Training on Ethics and Anti-Corruption*

The main mandate of the Academy is to provide specialized training on ethics and anti-corruption to both the public and private sector institutions in the country and the region with the aim of improving knowledge and skills in combating corruption and promotion of integrity.  The capacity of institutions in the private and public sphere to address corruption and enhance ethics is weak. The end result is the bulk of the work is left to the EACC, which on its own cannot fully prevent or eradicate corruption in the country. Despite efforts made in creating awareness and building capacity, corruption is still endemic in the country. The 2023 National Ethics and Corruption Survey found out that corruption levels are still high in the country with the average bribe in the country doubling from 2022 to 2023. The report urged for the intensification of public education and awareness campaigns on dangers of corruption, in addition to strengthening of ethics and anti-corruption institutions. The core reason why the Academy was established is to offer specialized training geared towards inspiring attitude and behavioral change amongst citizens. Delivering on this mandate requires that the design and methodology of delivery of courses be improved. There is a huge market for training on ethics and integrity which is unexploited. Expanding the reach of the Academy, the diversity of its courses and ensuing innovative delivery approaches and tools by deploying technology since there is very low leverage on technology. There is also inadequate communication to the public.

### 4.3.2. Key Result Area 2

*Institutional Capacity of NIAca*

The National Integrity Academy was registered in 2018 as the training arm of the Commission. Since its establishment, while preliminary work has been undertaken, the Academy is not fully institutonalized. It operates as a department within the Commission without adequate structures, staff, resources and visibility as an academy to deliver on its ambitious training mandate. The development of this Strategic Plan is a critical first step in the institutionalization of NIAca. A key priority area of focus is, consequently, the strengthening of the institutional capacity of the Academy for it to be able to dispense its mandate effectively. By addressing the institutional gaps and constraints, the aim is to ensure that the Academy is strengthened to be able to deliver on its rationale for establishment, transform into a centre of excellence and thus enhance both its national and international profile. To achieve this, it is critical that a decision be made on the legal anchorage of NIAca to enhance its status from the current position as a department of NIAca. In addition, the current inadequate human and financial resource base, weak physical infrastructure and a weak brand require to be addressed.

### 4.3.3. Key Result Area 3

*Collaboration and Coordination*

For effective and impactful dissemination of knowledge and skills in combating corruption and promotion of integrity, the Academy requires to collaborate and coordinate with other stakeholders in education, public and private institutions. Collaboration is about working together with others based on their different mandates while coordination is about ensuring that there is a central and linked mechanisms to avoid overlaps and duplication. NIAca will collaborate with other agencies and coordinate its training activities within the EACC and for those which it has a coordination role over. In addition, strategies to develop and operationalize a coordination framework for training on ethics and anti-corruption in the public service will be prioritized. Currently, there is very little coordination within the EACC on training with the mandate spread across several departments. In addition, while a solid foundation has been laid for collaboration, the depth and spread of institutions that the Academy engages with needs to be prioritized in its quest to be globally recognized and a leader within the country on integrity training.

# CHAPTER FIVE

## 5.0 STRATEGIC OBJECTIVES AND STRATEGIES

### 5.1. INTRODUCTION

The Strategic Objectives are formulated based on the strategic issues identified in Chapter Four for each of the key result areas. This Chapter presents the objectives and strategies that will be pursued in the Plan period.

### 5.2. STRATEGIC OBJECTIVES

The Academy formulated six strategic objectives that will be implemented over the 2024-28 Plan period. These are:

**Key Result Area One:**

*Quality Training on Ethics and Anti-Corruption*

**Strategic Objectives**

1. To increase knowledge on ethics and anti-corruption;

2. To leverage on technology in training on ethics and anti-corruption;

**Key Result Area Two:**

*Institutional Capacity of NIAca*

**Strategic Objectives**

3. To strengthen NIAca's financial, human and infrastructural capacity;

4. To enhance NIAca's positioning as a centre of excellence on ethics and anti-corruption training;

**Key Result of Area Three:**

*Collaboration and Coordination*

**Strategic Objectives**

5. To enhance collaboration in training on ethics and anti-corruption; and

6. To strengthen coordination of training.

## 5.2.1. Strategic Objective 1

### To Increase Knowledge on Ethics and Anti-Corruption

Under The key result area of *Quality Training on Ethics and Anti-Corruption*, the first objective is to address issues of improvement of knowledge through sustained capacity building. The strategies, key activities and activities that will be implemented under this strategic objective are presented in Table 4.

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

| Strategic Objective 1 | Strategies | Key Activity | Activities |
|---|---|---|---|
| To increase Knowledge on ethics and Anti-corruption | Enhance Curriculum design and content on Ethics and Anti-Corruption | Develop and Review the curriculum | Develop new curriculum on emerging issues on ethics and Anti-Corruption |
| | | | Review existing curriculum |
| | | | Develop training manuals on ethics and anti-corruption |
| | Intensify training on ethics and Anti-Corruption | Implement the reviewed curriculum | Implement external training programs in various sectors |
| | | | Implement internal training programs for EACC staff |
| | Improve the quality of curriculum delivery | Enhance capacity of the trainers | Undertake training of trainers |
| | | Strengthen the quality control mechanisms | Develop guide notes on presentations |
| | | | Undertake evaluation of the trainers |

## 5.2.2. Strategic Objective 2

### To Leverage on Technology in Training on Ethics and Anti-Corruption

The other objective in the quest to deliver Quality *Training on Ethics and Anti-Corruption* is leveraging on technology. The strategies, key activities and activities that will be implemented under this strategic objective are presented in Table 5, below.

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

| Strategic Objective 2 | Strategies | Key Activity | Activities |
|---|---|---|---|
| To leverage on technology in training on ethics and Anti-Corruption | Optimize and enhance ICT capacity and infrastructure | Integrate technology in training | Develop E -Learning materials |
| | | | Establish an E-Library |
| | | | Develop an ELMS |
| | | | Develop E-Training modules |
| | | | Train on ELMS |

# 2

## 5.2.3. Strategic Objective 3

### To Strengthen NIAca's Financial, Human and Infrastructural Capacity

This strategic objective seeks to improve the resource base and infrastructural capacity of NIAca. It is aligned to the key result area of *institutional capacity of NIAca*. The strategies, key activities and activities that will be implemented in the Plan period in order to achieve the KRA are provided in Table 6.

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

| Strategic Objective 3 | Strategies | Key Activities | Activities |
|---|---|---|---|
| To strengthen NIAca's financial, human and infrastructural capacity | Mobilize financial resources | Develop and operationalize financing frameworks for NIAca | Lobby for Increased budgetary allocation to NIAca |
| | | | Generate own source revenue by charging for courses |
| | | | Engage development partners for financial support |
| | Enhance human resource capacity | Review and operationalize organizational structure | Review organizational structure |
| | | | Recruit staff of NIAca |
| | | Capacity development for NIAca staff and facilitators | Capacity development for NIAca staff and facilitators |
| | | | Develop and maintain the database of facilitators |
| | | | Culture Change for NIAca staff |
| | Enhance infrastructure | equip a training center | Enter into a collaboration with another agency to use training centre |
| | | | Equip the training center |

## 5.2.4. Strategic Objective 4

### To Enhance NIAca's Positioning as a Centre of Excellence on Ethics and Anti-Corruption Training

This is the second strategic objective under the key result area of *institutional capacity of NIAca*. It aims at addressing the current weak brand and recognition of NIAca with a view to enhancing the uptake of its courses. The strategies, key activities and activities that will be implemented in the Plan period in order to achieve the KRA are provided in Table 7.

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

| Strategic Objective 4 | Strategies | Key Activities | Activities |
|---|---|---|---|
| To enhance NIAca's positioning as a centre of excellence on ethics and anti-corruption training | Enhance the visibility and position of the Academy | Re-brand the Academy | Review the name and logo |
| | | | Re-launch the Academy |
| | | | Develop and disseminate branded materials |
| | | | Undertake brand survey |
| | | | Develop and implement branding policy and guidelines |
| | | Position the Academy | Develop service charter |
| | | | Develop and implement marketing strategy |
| | | | Implement communication strategy |
| | | | Develop NIAca Website |
| | Enhance monitoring and evaluation of NIAca programs | Undertake Monitoring and evaluation | Undertake monitoring |
| | | | Undertake mid-term and end-term evaluation |
| | | | Develop the 2028-2033 NIAca SP |

## 5.2.5. Strategic Objective 5

### To Enhance Collaboration in Training on Ethics and Anti-Corruption

Key Result area three on *collaboration and coordination* has two interlayer focus. The first is largely outward facing and seeks to build relationships and linkages with other agencies engaged in training on ethics and anti-corruption. The strategies, key activities and activities to be implemented under this strategic objective are presented in Table 8.

*Table 8: Strategic Objective 5, Strategies and Key Activities*

| Strategic Objectives 5 | Strategies | Key Activities | Activities |
|---|---|---|---|
| To enhance collaboration in training on ethics and anti-corruption | Strengthen collaboration mechanisms | Establish collaboration frameworks | Develop and operationalize collaboration policy and guidelines |
| | | Establish and maintain robust collaboration networks | Enter into collaboration with Public Service Commission |
| | | | Enter into collaboration with professional bodies |
| | | | Enter into collaboration with Training Institutions |
| | | | Enter into collaboration with Council of Governors |
| | | | Enter into collaboration with Regional and International Anti-Corruption Agencies |
| | | | Organize an annual conference with key stakeholders |
| | | | Participate in regional and international collaboration meetings |

## 5.2.6. Strategic Objective 6

### To Strengthen Coordination of Training

The inward facing objective under the key result area of *collaboration and coordination* is improving coordination, which is largely within EACC. The strategies, key activities and activities to be implemented under this strategic objective are presented in Table 9.

*Table 9: Strategic Objective 6, Strategies and Key Activities*

| Strategic Objective 6 | Strategies | Key Activity | Activities |
|---|---|---|---|
| To strengthen coordination of training | Improve coordination of training | Establish and maintain coordination mechanism | Review EACC training policy to address issues of coordination by the Academy |
| | | | Conduct quarterly meetings of departments involved in training within EACC |

# CHAPTER SIX

## 6.0 IMPLEMENTATION AND COORDINATION FRAMEWORK

### 6.1. INTRODUCTION

The Implementation and Coordination Framework will enable the Academy to execute its mandate along the identified objectives and strategies. The chapter provides a comprehensive description of how the implementation of the Plan will be coordinated.

### 6.2. IMPLEMENTATION FRAMEWORK

#### 6.2.1. Implementation of the Plan

The schedule for implementing NIAca's 2024-2028 Strategic Plan is detailed in the Implementation Matrix (Appendix I). The Implementation Matrix provides for each of the six strategic objectives, strategies, key activities, activities, output indicators, output targets, expected outcomes, outcome indicators, offices responsible for implementation of a particular activity and expected budget for the four years of implementation.

#### 6.2.2. Annual Workplan and Budget

Every year during the five years of the life of this Plan, the Academy will develop annual workplans to implement the Plan and the corresponding annual budget to finance the implementation of the Plan. The budget will follow the laid down government procedures and timeframe.

### 6.3. COORDINATION FRAMEWORK

NIAca is a department within the EACC therefore its organizational structure is anchored under the EACC. In accordance with Section 11 (6) of EACC Act, 2011 the Commission is responsible for policy formulation, strategic direction and monitoring implementation of the Plan.

The operations and functions of the Academy are overseen by NIAca Management Committee Chaired by the Commission's Deputy Chief Executive Officer. The other Management Committee members comprise: all EACC Directors, the Head of Human Resource Management and the Head of the Academy-serving as the Secretary to the Committee. The Implementation of the plan will be undertaken by the secretariat of the Academy.

In terms of organizational structure, the Academy will be headed by a Principal reporting to the Secretary/Chief Executive Officer of the Commission and deputized by two Deputy Principals as departmental heads. Overall, the Academy envisages an establishment of 51 staff members working in five divisions anchored under two departments.

## 6.4. STAFF ESTABLISHMENT, SKILLS SET AND COMPETENCE DEVELOPMENT

The Commission will continue to grow and expand its human resource capacity through recruitment, training and development to meet training needs of the targeted groups. Currently, NIAca has 11 staff inpost against a proposed establishment of 51 presenting a deficit of 40 staff as shown in Table 10.

*Table 10: NIAca Staff Establishment*

| Designation | Grade | Proposed Establishment | In-Post | Variance |
|---|---|---|---|---|
| Principal | 3 | 1 | 0 | -1 |
| Deputy Principal | 4 | 2 | 1 | -1 |
| Heads of Departments/ Divisions | 5 | 5 | 2 | -3 |
| Trainers | 6/7/8 | 24 | 6 | -18 |
| Administrative Manager | 6/7/8 | 2 | 1 | -1 |
| Accountant | 6/7/8 | 2 | 0 | -2 |
| ICT Officer/ Graphic Designer | 6/7/8 | 2 | 0 | -2 |
| Business Development Manager/ Executive | 6/7/8 | 3 | 1 | -2 |
| Enrolment Assistant | 9/10 | 2 | 0 | -2 |
| Examinations Assistant | 9/10 | 2 | 0 | -2 |
| Security Officer | 11/12 | 2 | 0 | -2 |
| Driver | 11/12 | 2 | 0 | -2 |
| Office Assistant | 11/12 | 2 | 0 | -2 |
| **Total** | | **51** | **11** | **-40** |

Besides the staffing deficit observed in Table 10, it is notable that there are skill gaps as highlighted in Table 11.

*Table 11: Skills Set, Gap and Competence Development of the Academy*

| Cadre | Skills Set | Skills Gap | Competence Development |
|---|---|---|---|
| Principal / Deputy Principal /Deputy Director | a. Leadership skills;<br>b. Training skills;<br>c. Conceptual skills;<br>d. Analytical skills;<br>e. Negotiation skills;<br>f. Counselling skills;<br>g. Public speaking;<br>h. Presentation skills;<br>i. Problem-solving;<br>j. Materials development skills;<br>k. Report writing skills;<br>l. Computing skills;<br>m. Communications skills;<br>n. Decision making;<br>o. Coaching skills;<br>p. Mentorship skills;<br>q. Integrity. | a. Financial Skills<br>b. Negotiation Skills<br>c. Collaboration skills | Build capacity in the following competencies:<br>a. Leadership and corporate governance<br>b. Financial management<br>c. HR Management<br>d. Collaboration skills<br>e. Conflict management skills<br>f. Risk management |
| Heads of Department | a. Managerial and supervisory skills<br>b. Technical skills<br>c. Problem solving skills<br>d. Analytical skills<br>e. Interpersonal skills<br>f. Negotiation skills<br>g. presentation skills<br>h. Communication skills<br>i. Team building | a. Conflict management skills<br>b. Negotiation and<br>c. Collaboration skills<br>d. Staff motivation skills | Build capacity in the followingcompetencies:<br>a. Leadership and corporate governance<br>b. Financial management<br>c. HR Management<br>d. Collaboration skills<br>e. Decision making skills<br>f. Risk management |

| Cadre | Skills Set | Skills Gap | Competence Development |
|---|---|---|---|
| Managers/ Trainers / Officers | a. Interpersonal skills<br>b. Investigative skills<br>c. Organizational skills<br>d. Report writing and presentation skills<br>e. Communication skills<br>f. Analytical skills<br>g. Computing skills<br>h. Supervisory skills<br>i. Presentation skills<br>j. Problem solving and conflict resolution | a. Technical skills<br>b. Critical thinking and problem-solving skills<br>c. Supervisory skills<br>d. Report writing skills;<br>e. Communication and interpersonal skills<br>f. Problem solving skills<br>g. Negotiation skills<br>h. Team building skills<br>i. Marketing skills<br>j. Records management<br>k. Computing skills<br>l. Research skills<br>m. Monitoring and Evaluation skills | Build capacity in the following competencies:<br>a. Presentation skills<br>b. Trainer's Course<br>c. Coaching and Mentorship<br>d. Supervisory management<br>e. Senior Management<br>f. Advanced and Basic investigation<br>g. Continuous on the job training<br>h. Job rotation in the department<br>i. Records management<br>j. Computing skills<br>k. Research skills<br>l. Monitoring and Evaluation skills<br>m. Risk management |

## 6.5.  RISK MANAGEMENT FRAMEWORK

In the implementation of this Plan, the Academy will endeavor to mitigate the risks identified in Table 12.

*Table 12: Likely Risks to be Encountered During Implementation of NIAca SP (2024-28) and their Mitigation Factors*

Key:  Low    Medium    High

| Risk Category | Risk | Probability | Impact | Mitigation Strategy |
|---|---|---|---|---|
| **Strategic risks** | Weak monitoring and evaluation of Strategic Plan implementation | Low | High | Establish the Monitoring and Evaluation (M&E) programme developed as part of this Strategic Plan |
| | Unexpected changes in National policies and regulations on training | Medium | High | Enhance sustainability planning |
| | Inadequate staff | Medium | Medium | Recruitment of staff |
| | Weak interde-partmental coordination between NIAca and other EACC departments | Low | High | Proactively build strong synergies between relevant departments Strengthen processes within the key departments |
| | Insufficient quality assurance mechanisms | Medium | High | Strengthen quality assurance mechanism |
| | Competition from other institutions offering similar training | High | Medium | Enhance brand visibility and the quality of the training programs |
| **Political Risks** | Political Interference, i.e. risk arising from political decisions or actions | Medium | Medium | Proactively engage government through relevant Ministries to maintain a good relationship |

| Risk Category | Risk | Probability | Impact | Mitigation Strategy |
|---|---|---|---|---|
| **Operational Risks** | Low brand visibility | (Yellow) | (Red) | Enhance marketing of the Academy's programmes and services |
| | Inefficiency in programme delivery | (Green) | (Yellow) | Proper planning and effective calendar |
| | Resistance to change from staff members on new initiatives | (Green) | (Yellow) | Active engagement of staff through change management programmes |
| | High staff turnover in key areas | (Green) | (Green) | Develop and implement staff retention programmes Implement Succession Plan in key areas |
| | Inadequate partnerships and linkages. | (Yellow) | (Yellow) | Enhance linkages and partnerships. |
| | Low uptake of training programs | (Yellow) | (Red) | Enhance marketing Enhance training program |
| **Financial Risks** | Overreliance on GOK funding. | (Red) | (Red) | Diversify sources of funding. |
| | Inadequate staff capacity on resource mobilization | (Yellow) | (Yellow) | training of staff on resource mobilization Recruit staff skilled in resource mobilisation |
| | Mismanagement of financial resources | (Green) | (Green) | Enhance financial control measures |
| | Delay of exchequer funds | (Yellow) | (Yellow) | Proactively negotiate with treasury. Engage development partners Enter into service level agreement with the service providers Sequencing of programs |
| **Technological Risks** | Limited ICT Infrastructure and capacity | (Yellow) | (Yellow) | Strengthen ICT unit. Improve and expand ICT infrastructure |
| | Reluctance by staff and other end users to embrace use of ICT systems | (Yellow) | (Yellow) | Proactively involve the users in development of, and provide adequate training on new systems |
| | Data and information insecurity | (Red) | (Yellow) | continuous back-up of data and Secure back-up storage facilities |

| Risk Category | Risk | Probability | Impact | Mitigation Strategy |
|---|---|---|---|---|
| **Legal Risks** | Failure to comply with TVETA, NITA and other regulatory bodies | ☂ | ☂ | Compliance management tool |
| | Failure to comply with Data protection requirements | ☂ | ☂ | Establish data protection policy<br>Train staff on data protection |
| | Copyright infringement | ☂ | ☂ | Establish and enforce copyright protection mechanisms |

# CHAPTER SEVEN

## 7.0 RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGY

### 7.1. INTRODUCTION

In order to effectively and efficiently implement the NIAca SP (2024-2028), there is need to put in place mechanisms to mobilize resources. This chapter presents these mechanisms and the resources required to implement the Plan.

### 7.2. FINANCIAL REQUIREMENTS

Table 13 highlights the financial requirements for implementing the 2024-2028 NIAca Strategic Plan. Operational budget is not included in the computation. The Plan will require a total of Kshs **720** million for the four years as highlighted in Table 13.

*Table 13: Projected Financial Requirements for Implementing NIAca Strategic Plan (2024-28)*

| | Strategic Objective | 2024 -2028 (Kshs Millions) | | | | Total (Kshs Millions) |
|---|---|---|---|---|---|---|
| | | 2024 -2025 | 2025-2026 | 2026-2027 | 2027-2028 | |
| 1. | To increase knowledge on ethics and anti-corruption | 22.2 | 23.9 | 12.9 | 14 | 73 |
| 2. | To leverage on technology in training on ethics and anti-corruption | 2.5 | 24 | 11 | 11 | 48.5 |
| 3. | To strengthen NIAca's financial human and infrastructural capacity | 11.7 | 64.7 | 159.3 | 222.8 | 458.5 |
| 4. | To enhance NIAca's positioning as a centre of excellence on ethics and anti-corruption training | 5 | 34.8 | 26 | 31 | 96.8 |
| 5. | To enhance collaboration in training on ethics and anti-corruption | 8.5 | 8 | 17.5 | 4.9 | 38.9 |
| 6. | To strengthen coordination of training | - | 4.3 | - | - | 4.3 |
| **Total** | | **49.9** | **159.7** | **226.7** | **283.7** | **720** |

## 7.3. RESOURCE MOBILIZATION STRATEGIES

An analysis of the estimated financial requirements as encapsulated in this Plan and the estimated allocations that includes Government funding and resources raised through training fees is presented in Table 14. The analysis shows a deficit of **Kshs. –597.7 million**. To bridge the resource gap, the Commission will continue to lobby and mobilize financial resources for NIAca activities through:

    i)    Remittance from the Exchequer;
    ii)   Increase uptake of the Academy's training programmes;
    iii)  Development partners; and
    iv)  Donations and grants.

*Table 14: Resource Gap in Financing the 2024-2028 NIAca Strategic Plan*

| Financial Year | Estimated Financial Requirements (Kshs Millions) | Estimated Allocations (Kshs Millions) | Appropriation in Aid (AIA; Kshs Millions) | Variance (Kshs Millions) |
|---|---|---|---|---|
| **2024/25** | 49.9 | 10.5 | 13.7 | **–25.7** |
| **2025/26** | 159.7 | 11.6 | 16.4 | **–131.7** |
| **2026/27** | 226.7 | 12.7 | 19.7 | **–194.3** |
| **2027/28** | 283.7 | 14 | 23.7 | **–246** |
| **Total** | **720** | **48.8** | **73.5** | **–597.7** |

## 7.4. RESOURCE MANAGEMENT

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

    i)    Activity based costing for activity planning and financial control;
    ii)   Budget rationalization of the available resources to realize the stated objectives;
    iii)  Robust monitoring, evaluation and reporting of the performance of funded programmes;
    iv)  Strengthen management and administration policies, procedures and practices; and
    v)   Internal and external auditing.

> "The 2024-2028 NIAca Strategic Plan will greatly boost the growth, efficiency and effectiveness of the Academy in the delivery of its crucial mandate."

# CHAPTER EIGHT

## 8.0  MONITORING, EVALUATION AND REPORTING FRAMEWORK

### 8.1.   INTRODUCTION

The successful implementation of this Plan requires a structured and regular monitoring, evaluation and reporting framework. The chapter provides how the status of implementation of the Plan will be assessed and reported to the relevant stakeholders. The implementation matrix will be used to undertake Monitoring, Evaluation & Reporting.

### 8.2.   MONITORING FRAMEWORK

In monitoring, the status of outputs realized in the implementation of the Strategic Plan will be assessed. Appropriate monitoring templates (derived from the implementation matrix) will be developed and administered so as to monitor the status of implementation and to determine:

i.   Whether the implementation is on track
ii.   The relevance of the activities
iii.   Areas of improvement

Monitoring exercise will be undertaken on a quarterly basis. Consultative meetings be held to collect and review data for monitoring. Data collected will be analyzed and used for development of quarterly reports. The quarterly reports will be submitted to the NIAca Management Committee, EACC Management and the Commission. EACC is seeking to automate the monitoring and evaluation process. NIAca shall seek to benefit from the automation process.

### 8.3.   EVALUATION FRAMEWORK

An evaluation will be undertaken to access the outcomes and impact of NIAca activities and courses. The evaluation will be undertaken periodically. A survey will be undertaken at the mid-term and end-term of the Strategic Plan implementation (mid- and end-term review) so as to establish the impact of NIAca programs. Template for assessing outcomes are presented in Appendix II.

A mid-term evaluation of the 2024-2028 NIAca Strategic Plan will be undertaken at the beginning of FY 2026/2027 to gauge the outputs and outcomes and to assess the relevance of activities as well as to determine whether the implementation is on track. Besides, it will also be used to identify areas of improvement. An end-term evaluation of the plan will be undertaken at the end of the 2027/2028 financial year to assess outcomes and impact. The end term evaluation will also form the basis for the formulation of the second Strategic Plan for NIAca.

## 8.4.  REPORTING FRAMEWORK

One of the main goals 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. NIAca will prepare the following reports: -

i.   Regular and periodic progress reports;
ii.  Ad hoc reports on specific issue relating to the Plan;
iii. Monitoring reports; and
iv.  Evaluation reports including mid- and end-term reports.

These reports will be presented to NIAca Management Committee and the Commission for policy direction and guidance. In addition, Monitoring and Evaluation reports will be disseminated at the national and regional levels. Other avenues for dissemination will include: Dissemination workshops and posting reports on various sectors' websites and social media platforms.

# ANNEXURES

# ANNEXURE I

## NIACA 2024–2028 IMPLEMENTATION MATRIX

| Strategies | Key Activities | Activities | Outputs | Output Indicators | Timelines | | | | Lead | Budget (Ksh. Million) | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | Y1 | Y2 | Y3 | Y4 | | Y1 | Y2 | Y3 | Y4 |
| KRA1: Quality Training on Ethics and Anti-Corruption | | | | | | | | | | | | | |
| Strategic Objective 1: To increase knowledge on Ethics and Anti-Corruption | | | | | | | | | | | | | |
| Enhance Curriculum design and content on Ethics and Anti-Corruption | Develop and Review the curriculum | Develop curriculum on ethics and anti-corruption | Curriculum Developed | Curriculum Developed | | | | | NIAca | 5 | 5 | | |
| | | Review Curriculum | Curriculum Reviewed | Curriculum Reviewed | | | | | | | 2.5 | | |
| | | Develop Training Manuals on Ethics and Anti-Corruption | Manuals on Ethics and Anti-Corruption | Manuals on Ethics and Anti-Corruption | 2 | 1 | - | - | | 7 | 5 | - | - |
| Intensify training on Ethics and Anti-Corruption | Implement the reviewed curriculum | Implement external training programs in various sectors | Trained participants | No. of training programs | 20 | 24 | 28 | 30 | | | | | |
| | | | | No. of persons trained | 600 | 720 | 840 | 900 | | 2.5 | 3.0 | 3.5 | 4.0 |
| | | | | No. of Sectors covered | 5 | 7 | 10 | 12 | | 1.7 | 2.4 | 3.4 | 4.0 |
| | | Implement internal staff training programs[1] | Trained staff | No. of internal staff trained | 100 | 100 | 100 | 100 | | | | | |

| Strategies | Key Activities | Activities | Outputs | Output Indicators | Timelines | | | | Lead | Budget (Ksh. Million) | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | Y1 | Y2 | Y3 | Y4 | | Y1 | Y2 | Y3 | Y4 |
| Improve the quality of curriculum delivery | Enhance capacity of the trainers | Undertake Training of trainers | Trained TOTs | No. of trainers trained | 30 | 30 | 30 | 30 | | 3 | 3 | 3 | 3 |
| | Strengthen the quality control mechanisms | Develop guide notes on presentations | Standardised presentations | No. of guide notes | - | - | - | - | | 2 | 2 | 2 | 2 |
| | | Undertake evaluation of the trainers | Trainer evaluation tool | Trainer evaluation tool | - | - | - | - | | 1 | 1 | 1 | 1 |
| Total for Strategic Objective 1 | | | | | | | | | | 22.2 | 23.9 | 12.9 | 14 |

KRA1: Quality Training on Ethics and Anti-Corruption

Strategic Objective 2: To leverage on technology in training on ethics and anti-corruption

| Strategies | Key Activities | Activities | Outputs | Output Indicators | Timelines | | | | Lead | Budget (Ksh. Million) | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | Y1 | Y2 | Y3 | Y4 | | Y1 | Y2 | Y3 | Y4 |
| Optimize and enhance ICT capacity and infrastructure | Integrate technology in training | Develop E-Learning materials | E-learning materials | E-learning materials | - | - | - | - | | 0.5 | 0.5 | 0.5 | 0.5 |
| | | Establish an E-Library | E-Library | E-Library | - | - | - | - | | | | | |
| | | Develop an ELMS | ELMS | ELMS | - | - | - | - | | | 23 | | - |
| | | Develop e-training modules | E modules | E modules developed | - | - | - | - | | - | - | 10 | 10 |
| | | Train on ELMS | Trainees | Staff trained | 30 | | | | | 1.5 | | | |
| | | | | No. of participants trained | 200 | 400 | 500 | 600 | | 0.5 | 0.5 | 0.5 | 0.5 |
| | | | | No. of programs under ELMS | | | | | | | | | |

| Strategies | Key Activities | Activities | Outputs | Output Indicators | Timelines | | | | Lead | Budget (Ksh. Million) | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | Y1 | Y2 | Y3 | Y4 | | Y1 | Y2 | Y3 | Y4 |
| Total for Strategic Objective 2 | | | | | | | | | | 2.5 | 24 | 11 | 11 |
| **KRA 2: Institutional Capacity of NIAca** | | | | | | | | | | | | | |
| **Strategic Objective 3: To strengthen NIAca's financial human and infrastructural capacity** | | | | | | | | | | | | | |
| **Mobilize financial resources** | Develop and operationalize financing frameworks for NIAca | Lobby for Increased budgetary allocation to NIAca | Budget allocated | Percentage increase in budgetary allocation | - | 10% | 9% | 8% | | - | - | - | - |
| | | Generate own source revenue by charging for courses | Amount generated | Percentage increase in amount generated | - | 0.0% | 100% | 39% | | 0.5 | 0.5 | 0.5 | 0.5 |
| | | Engage development partners for financial support | Amount donated | Amount of donor funding | - | - | - | - | - | 0.25 | 0.25 | 0.25 | 0.25 |
| **Enhance human resource capacity** | Review and operationalize organizational structure | Review organizational structure | Reviewed organizational structure | Reviewed organizational structure | - | - | - | - | - | 1 | - | - | - |
| | | Recruit staff of NIAca | Operationalized organizational structure | Number of hired staff | - | - | - | - | | - | - | - | - |
| | | | | Number of deployed staff | - | - | - | - | | - | - | - | - |
| | | | | Re – designate NIAca Staff | - | - | - | - | | - | - | - | - |
| | Capacity development for NIAca staff and facilitators | Capacity development for NIAca staff and facilitators | Staff trained | Number of facilitators identified | 30 | 40 | 50 | 60 | | | 6 | 8.5 | 9 |
| | | | Equip facilitators | Number of facilitators equipped | 30 | 40 | 50 | 60 | | | | | |

| Strategies | Key Activities | Activities | Outputs | Output Indicators | Timelines | | | | Lead | Budget (Ksh. Million) | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | Y1 | Y2 | Y3 | Y4 | | Y1 | Y2 | Y3 | Y4 |
| | | Develop and maintain the database of facilitators | Database of facilitators | Database of facilitators | 1 | 1 | 1 | 1 | | | | | |
| | | Culture change for NIAca Officers | Staff trained | No. of Officers trained | | | | | | | | | |
| Enhance infrastructure | Acquire and equip a training centre | Acquire a training centre | Training centre | Training centre | | | | 1 | | | 50 | 50 | 100 |
| | | Equip the training centre | Equipped training centre | Number office equipment | - | - | - | | | 10 | 8 | 100 | 100 |
| | | | | Number of ICT hardware | - | - | - | | | - | - | - | - |
| | | | | Number of ICT software and licences | - | - | - | | | - | - | - | - |
| | | | | Number of vehicles | | | | 1 | | | | | 13 |

| Strategies | Key Activities | Activities | Outputs | Output Indicators | Timelines | | | | Lead | Budget (Ksh. Million) | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | Y1 | Y2 | Y3 | Y4 | | Y1 | Y2 | Y3 | Y4 |
| Total for Strategic Objective 3 | | | | | | | | | | 11.75 | 64.75 | 159.25 | 222.75 |
| **KRA 2: Institutional Capacity of NIAca** | | | | | | | | | | | | | |
| **Strategic Objective 4: To enhance NIAca's positioning as a centre of excellence on ethics and anti-corruption training** | | | | | | | | | | | | | |
| **Enhance the visibility and position of the academy** | Re-brand the academy | Review the name and logo | Logo and name reviewed | Academy logo and name | 1 | - | - | - | - | | 0.6 | | |
| | | Re-launch the academy | Academy re-launched | Academy re-launched | 1 | - | - | - | - | | 5 | | |
| | | Develop and disseminate branded materials | Branded materials developed and disseminated | Type of branded materials developed and disseminated | 16 | 13 | 5 | 5 | | | 16 | 14 | 7 |
| | | | | Number of branded materials developed and disseminated | 10000 | 8000 | 5000 | 5000 | | | | | |
| | | Undertake brand survey | Survey report | Level of awareness | 1 | - | - | - | - | | 1.5 | - | - |
| | | Develop and implement branding policy and guidelines | Branding policy and guidelines developed and implemented | Increase in awareness of the academy brand | 1 | - | - | - | - | | 2.5 | - | - |
| | Position the academy | Develop service charter | Service charter | Improved services | 1 | - | - | - | - | | 2.3 | - | - |
| | | Develop and implement marketing strategy | Marketing strategy developed and implemented | Percentage increase in programs uptake | 1 | - | - | - | - | | 1.5 | - | - |
| | | Implement communication strategy | Implementation report | Number of communication activities undertaken | 1 | 1 | 1 | 1 | | 0.5 | 0.5 | 0.5 | 0.5 |
| | | Develop NIAca Website | NIAca Website | | 1 | | | | | | 0.35 | | |

| Strategies | Key Activities | Activities | Outputs | Output Indicators | Timelines | | | | Lead | Budget (Ksh. Million) | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| | | | | | Y1 | Y2 | Y3 | Y4 | | Y1 | Y2 | Y3 | Y4 |
| Enhance monitoring and evaluation of NIAca programs | Undertake Monitoring and evaluation | Undertake monitoring | Monitoring reports | Number of monitoring reports | 4 | 4 | 4 | 4 | | 4.5 | 4.5 | 4.5 | 4.5 |
| | | Undertake evaluation | Evaluation report | Number of programs evaluated | - | - | 1 | 1 | | - | - | 5 | 5 |
| | | | | Number of SP evaluation reports (Mid-term and End Term) | - | - | 1 | 1 | | - | - | 2 | 2 |
| | | Develop the 2028-2033 SP | 2028-2033 SP | 2028-2033 SP | - | - | | 1 | | - | - | | 12 |

| Strategies | Key Activities | Activities | Outputs | Output Indicators | Timelines | | | | Lead | Budget (Ksh. Million) | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | Y1 | Y2 | Y3 | Y4 | | Y1 | Y2 | Y3 | Y4 |
| Total for strategic objective 4 | | | | | | | | | | 5 | 34.75 | 26 | 31 |
| **KRA 3: Collaboration and coordination** | | | | | | | | | | | | | |
| **Strategic Objective 5: To enhance collaboration in training on ethics and anti–corruption** | | | | | | | | | | | | | |
| **Strengthen collaboration mechanisms** | Establish collaboration frameworks | Develop and operationalize collaboration policy and guidelines | Policy and guidelines developed and operationalised | Policy and Guidelines in place | 1 | | | | | 4 | | | |
| | Establish and Maintain a robust collaboration network | Enter into collaboration with Public Service Commission | Collaboration with PSC | PSC engaged | 1 | | | | | 1.0 | 1.0 | 0.5 | 0.5 |
| | | Enter into collaboration with professional bodies | Collaboration with 5 Professional Bodies, – KISM, ICS, IHRM, ICCPAK, LSK | No of Professional bodies engaged | 2 | 2 | 1 | 1 | | 0.5 | 0.5 | 0.5 | 0.5 |
| | | Enter into collaboration with Training Institutions | Collaborations with 5 training institutions: KSG, KESRA, KICD, CPST, CID, KJA and PTI among others | No of Training Institutions engaged | 1 | 2 | 1 | 1 | | 0.5 | 0.5 | 0.5 | 0.95 |
| | | Enter into collaboration with Council of Governors | Collaboration with CoG | CoG engaged | | 1 | | | | 0.5 | 1 | 1 | 1 |

| Strategies | Key Activities | Activities | Outputs | Output Indicators | Timelines | | | | Lead | Budget (Ksh. Million) | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | Y1 | Y2 | Y3 | Y4 | | Y1 | Y2 | Y3 | Y4 |
| | | Enter into collaboration with Regional and International anti-corruption agencies | Collaboration of EAACA and IAC | EAACA Engaged IAAc | | 1 | 1 | | | | 3 | 2 | |
| | | Organize an Annual Conference with key stakeholders | Annual conference | Annual Conference held | | | 1 | | | | | 10 | |
| | | Participate in Regional and International collaboration meetings | Regional and International meetings | Participate in Regional and International meetings | 1 | 1 | 1 | 1 | | 2 | 2 | 3 | 2 |
| Total for strategic objective 5 | | | | | | | | | | 8.5 | 8 | 17.5 | 4.95 |

KRA 3: Collaboration and coordination

Strategic Objective 6: To strengthen coordination of training

| Strategies | Key Activities | Activities | Outputs | Output Indicators | Timelines | | | | Lead | Budget (Ksh. Million) | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Improve coordination of training** | Establish and maintain coordination mechanism | Review EACC training policy to address issues of coordination by the Academy | Policy Reviewed | Policy Reviewed | | 1 | | | | | 4.3 | | |
| | | Conduct quarterly meetings | Harmonised trainings | Harmonised trainings | | | | | | | | | |
| Total for strategic objective 6 | | | | | | | | | | - | 4.3 | - | - |
| Grand Total | | | | 720 | | | | | | 49.95 | 159.7 | 226.65 | 283.7 |

# ANNEXURE II

## OUTCOME ASSESSMENT TEMPLATES

### KRA1:  Quality Training on Ethics and Anti-Corruption

| Outcome | Outcome Indicators | Baseline | Mid-term Target | End-Term Target | Achievements | Comments |
|---|---|---|---|---|---|---|
| **Improved curriculum** | % Change in evaluation by participants<br><br>% Change of the uptake in the curriculum | To be provided | 40% | 80% | | |
| **Improved quality of training** | % Change in evaluation by participants | To be provided | 30% | 60% | | |
| **Improved performance of participants** | % Change in competences at the work place | To be provided | 60% | 90% | | . |
| **Improved use of technology in training** | % Change in the use of technology | To be provided | 30% | 70% | | |

### KRA 2: Institutional Capacity of NIAca

| Outcome | Outcome Indicators | Baseline | Mid-term Target | End-Term Target | Achievements | Comments |
|---|---|---|---|---|---|---|
| **Increased budgetary** | % change in budgetary allocation | 10M | 33M | 46M | | |
| | % change in own source revenue | 13.7M | 27.4M | 55M | | |
| | % change in donor funding | 73M | | | | |
| **Improved NIAca efficiency and effectiveness** | % change in staff in-post | 11 | 25 | 50 | | |
| | % change in staff performance | TBD | 10% | 20% | | |
| | % change in acquired equipment | TBD | 50% | 100% | | |
| | % change in SP performance index | – | 50% | 80% | | |
| **Improved NIAca visibility** | % change in awareness | – | 30% | 50% | | |
| | % change in the level of satisfaction by clients | – | 50% | 80% | | |

## KRA 3: Collaboration and Coordination

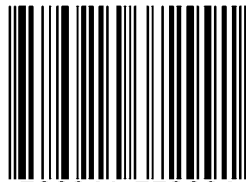| Outcome | Outcome Indicators | Base-line | Mid-term Target | End-Term Target | Achievements | Comments |
|---|---|---|---|---|---|---|
| **Improved collaboration and coordination with stakeholders** | Percentage change in number of collaborations | 3 | 5 | 7 | | |
| | Percentage change in number of programmes undertaken in a collaborative manner | 5 | 7 | 10 | | |
| | Percentage change in the number of programmes undertaken in a coordinated manner | 2 | 5 | 7 | | |
| **Increased diversity of collaborations** | Percentage Change in diversity of collaborations | 3 | 5 | 7 | | |

**National Integrity Academy (NIAca)**

Madison House, 1st Floor, Upper Hill
Mobile: +254 741 834 185
niaca@integrity.go.ke
X: NIAca_kenya