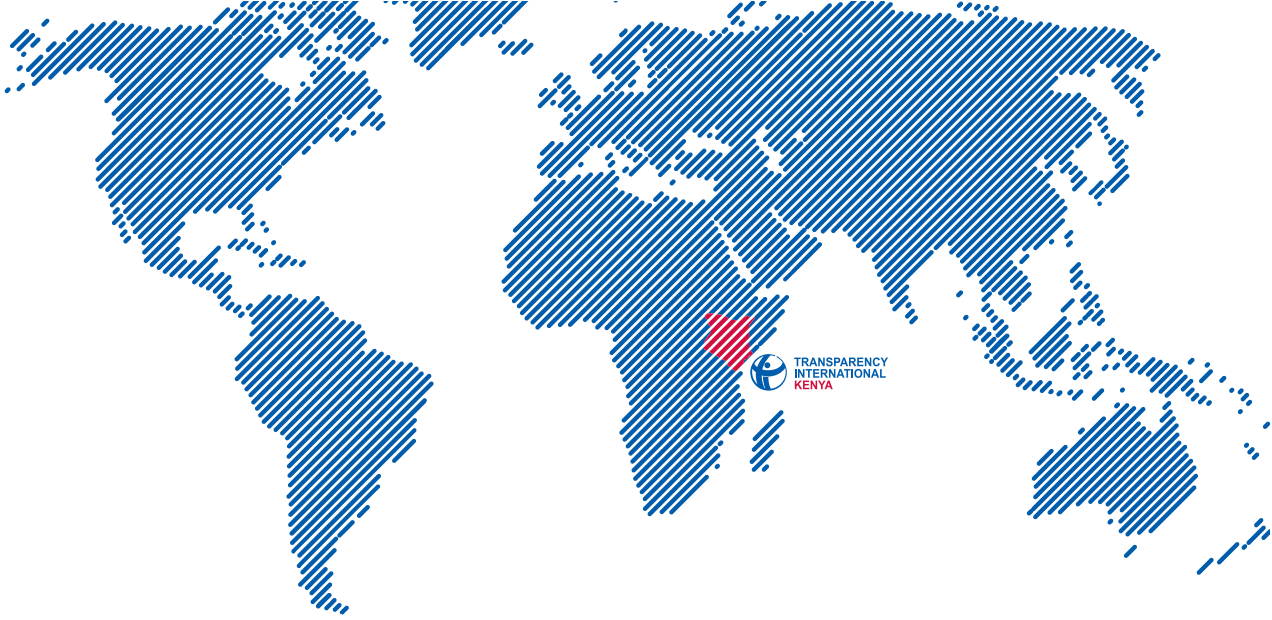


Concept of Action 2012 - 2017



TRANSPARENCY
INTERNATIONAL
KENYA

Transparency International **Kenya**
Concept of Action 2012 - 2017



TRANSPARENCY
INTERNATIONAL
KENYA

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Foreword

>> **C**orruption is one of the biggest challenges facing Kenya today. The situation has been aggravated by the high degree of opacity in the conduct of public affairs that has the effect of excluding citizens from playing a significant role in seeking accountability. The Constitution of Kenya, 2010 lays the foundation upon which we can build a strong accountability culture aided by a framework that ordains transparency, accountability and participation as indispensable principles and values that guide our public affairs.

Transparency International Kenya is an autonomous national chapter in the Transparency International global network consisting of more than 100 locally established national chapters and chapters-in-information. TI-Kenya's contribution in its 14 years of existence is to keep the spotlight on corruption through its innovative research and engagement strategies. TI-Kenya has made significant contribution to the constitutional, legislative and policy framework for combating corruption.

This Strategic Plan (2012-2017) lays down the strategies for deepening TI Kenya's contribution to the fight against corruption in a non-partisan manner over the next five years.

This Strategic Plan (2012-2017) lays down the strategies for deepening TI Kenya's contribution to the fight against corruption in a non-partisan manner over the next five years. As the challenges of corruption become more and more complex, so is the need for evolving strategies that respond effectively to the problems. In addition to laws and policies,



the plan lays greater emphasis on institutions and people. The public is the ultimate guarantor of integrity in any society. The Constitutional framework requires an engaged citizenry for its promises to manifest. TI Kenya's interventions for the next five years will seek to move and situate the public at the centre of its interventions in promoting transparency, strengthening institutions and seeking accountability. Special attention has been paid to strategies that support the building blocks for effective integrity systems at the County Government level. In order for devolution to deliver on its promise, deliberate steps must be taken to ensure corruption and impunity is not part and parcel of devolution. Recent discoveries of oil, gold, coal and other natural resources present an urgent transparency and accountability imperative if Kenya is to avoid the governance problems that have afflicted most of the other resource-rich countries in Africa.

In this struggle, TI-Kenya will need the support of everyone in order to mitigate one of the greatest challenges undermining the fight against poverty and the quest for a more equal Kenyan society.

Dr. Richard Leakey, FRS
Chairman, Board of Directors

Acknowledgement



The development of a strategic plan for any organization is a complex process that requires the input of many people and wide consultation.

The development of a strategic plan for any organization is a complex process that requires the input of many people and wide consultation. This plan is the result of many months of dedicated efforts of all the staff of Transparency International Kenya guided by the Board of Directors. The process consisted of wide consultations internally and with the various stakeholders, including members, development partners and civil society organizations.

The Board of Directors met thrice to give general oversight and guidance over the development and content of the plan; first the Board of Directors met before the kick off of the planning and gave broad strategic guidelines on content and process; it met a second time to assess the fair product and give further input for finalization. It then considered the final product, gave approval for its completion and adopted it to guide the operations of TI Kenya for a period of five years. We are therefore indebted to the Board of Directors consisting of Dr. Richard Leakey (Chairman), Ms Rachel Mbai, Ms Sheila M'Mbijewe, Mrs Bernadette Musundi, Mr. Omar Amin and Ms Ikal Angelei for their contribution and strategic leadership.

A five-member steering committee derived from the staff of TI-Kenya acted as the engine that moved all the consultations and logistics that informed the production of this plan. We register our appreciation to this committee and all members of staff for their participation, thoughtfulness and dedication to the entire process. We are also grateful to members of TI-Kenya, development partners and civil society organizations that attended consultative meetings, critiqued various drafts and added value to the planning exercise.

We are greatly indebted to Mr. Jasper Morara, an independent consultant who provided the technical guidance to put all the different views together to produce a coherent plan and to write it out. Last but not least, we acknowledge with gratitude the financial support provided by the Embassy of the Kingdom of the Netherlands and ACT! (Act, Change, Transform) for completion of the planning process and production of the strategic plan.

Samuel M Kimeu
Executive Director



I.0 Introduction

1.1 Background to the Development of the Strategic Plan 2012-2017

Since the beginning of 1999, TI-Kenya has been implementing all its activities with overall guidance of Strategic Plan frameworks for institutional development and programming. The recent TI-Kenya Strategic Plan 2008-2012 for instance provided a shared sense of direction and operation to achieving the TI-Kenya's Mission over a period of five years, which guided annual planning and implementation.

1.2 Rationale

The expiry of the strategic plan 2008-2012 is the basis of this new five year strategic plan for TI-Kenya. The Strategy is aligned to the TI Movement global strategy for the period 2011-2015. Kenya's

dynamic political, economic and social context as informed by the Constitution of Kenya, 2010 as well as Vision 2030 have been used as a basis for this plan.

This Strategic Plan 2012-2017 is drawn to the wider mission of TI-Kenya and therefore the goals and objectives of some of its key commitments such as Kenya's new Constitution. It is based on an analysis of the accountability and transparency concerns in the country as informed by several studies that have been undertaken and takes into account government programs such as Vision 2030 and government medium term plans.

The SP is further drawn to contribute to other global commitments such as the Millennium Development Goals (MDGs).

This new Strategic Plan 2012-2017 is drawn to fit it in the wider mission of TI-Kenya and therefore the goals and objectives of some of its key commitments such as Kenya's new Constitution.

Design of this strategic plan is based on the Balanced Scorecard (BSC). Use of the BSC tool provides a balanced view of TI-Kenya's strategic focus and makes it easier to communicate, implement and measure progress and results of the strategy.

1.3 Development and Design of the Strategic Plan

TI-Kenya engaged a consultant to provide technical support in formulating this strategic plan. The design process involved various analyses (historical analysis, evaluation of the 2008-2012 strategic plan, analysis of the internal and external environment and beneficiary analysis), a strategic planning retreat, a stakeholders' consultative meeting held in May 2012 and several consultations at the Board and secretariat (staff) level. The Board approved the strategic plan in October 2012.

Design of this strategic plan is based on the Balanced Scorecard (BSC). Use of the BSC tool provides a balanced view of TI-Kenya's strategic focus and makes it easier to communicate, implement and measure progress and results of the strategy.

1.4 Scope and Purpose of the Strategic Plan

The 2012-2017 Strategic Plan will guide TI-Kenya's work for the period of 5 years beginning October 2012. The strategy helps to clarify to members, board, staff, the Kenyan public and other stakeholders on what TI-Kenya seeks to achieve in the next five years.

1.5 Organization of the Strategic Plan

This document is organized into the following sections that represent key components of the strategic plan.

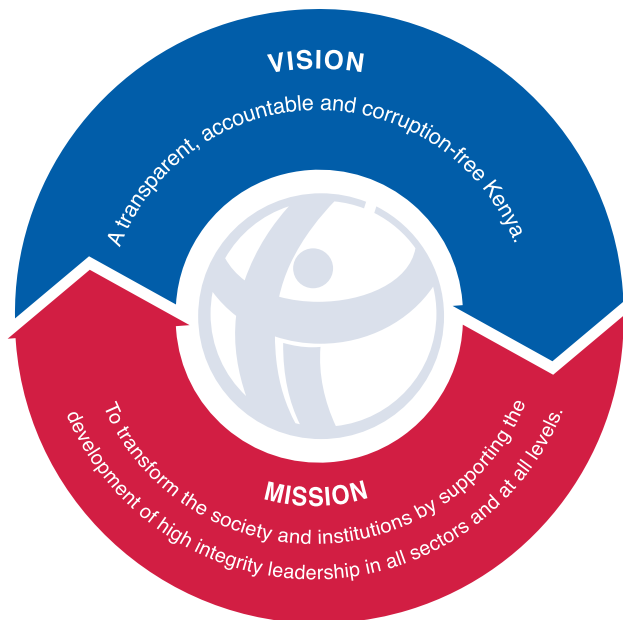
- TI-Kenya's Identity and Aspirations that contains a summary description of who TI-Kenya is, its vision, mission, and values.
- Strategic analysis that summarizes the context and key analyses that inform TI-Kenya's strategic focus.
- Service delivery focus that provides a general overview of the strategic focus for the period 2012-2017.
- The Approach that describes key approaches and methods that TI-Kenya will use in implementing this strategy.
- A Strategy map that summarizes the strategy in logical model.
- Balanced Scorecard matrix that details the strategic objectives, performance measurements and initiatives.
- Strategy implications and risks: Which is an analysis of implications and risks of the strategy and outlines measures TI-Kenya will put in place to mitigate the effects.
- Organizational structure with a schematic overview of the governance and management structure that TI-Kenya will put in place to implement this strategic plan.



2.0 Identity and aspirations

2.1 Identity

Transparency International–Kenya (TI-Kenya) is a not-for-profit organization founded in 1999 in Kenya with the aim of developing a transparent and corruption free society through good governance and social justice initiatives. TI-Kenya is one of the autonomous chapters of the global Transparency International movement that are all bound by a common vision of a corruption-free world.





“ We also ensure equality in developing partnerships and providing services to the public.”



2.4 Core values

- **Integrity:** We will always uphold honesty, transparency, reliability and consistency in our conduct, actions and dealings.
- **Inclusion:** We recognize, respect and accommodate all forms of diversity both within the organization and outside with the people we serve and partners we work with. We will strive to provide an environment and space that encourages the membership, board, staff, citizens and partners to utilize their skills and abilities in transforming society.
- **Justice:** We discharge our duties and provide service to society in a fair and equitable manner as guided by our internal policies, the Laws of Kenya and general international standards.
- **Equality:** We present and promote equal opportunities to all people irrespective of any form of diversity. Internally we will promote an environment in which all our members, board and staff have equal opportunities to express themselves and develop their talents and potential. We also ensure equality in developing partnerships and providing services to the public.
- **Courage:** In making our decisions and discharging our duties we are driven by what is right and in the best interest of society, regardless of the consequences and dangers involved.
- **Excellence:** In executing our mandate, we strive to uphold the highest standards of ethical and professional practice.
- **Participation:** We are aware that the fight against corruption can only be won by everyone standing up against the vice. As such we actively seek partnerships with other actors including individuals, groups, the Government, non-profit sector, for-profit sector and international bodies with whom we share the vision in the fight against corruption.

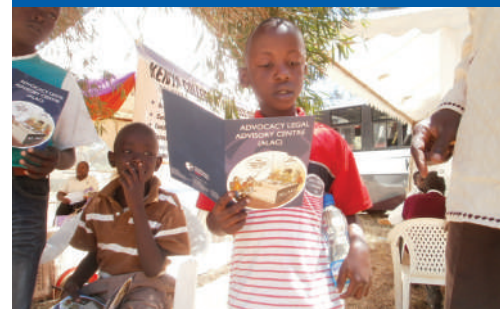
2.5 Our approach

TI-Kenya will continue using advocacy as its signature approach. Advocacy will be complemented by other approaches including research, partnerships development, capacity building and civic engagement.

- **Advocacy:** TI-Kenya undertakes evidence-based advocacy aimed at improving the policy and legislative environment that would enhance better service delivery, integrity and accountability of leadership and institutions to the public.
- **Partnerships:** TI-Kenya has been and will continue to strengthen partnerships with a variety of stakeholders ranging from small community support groups, religious organizations, civil society organizations, government institutions and international networks with whom we share the common vision in fighting corruption.
- **Research:** TI-Kenya undertakes research aimed at informing the development of appropriate policies and legislation in the fight against corruption. TI-Kenya ensures research is conducted in a professional and ethical manner and that the information is made available to the public through a variety of means. Our key research initiatives include the East African Bribery Index, institutional integrity surveys and regular opinion polls.
- **Capacity building:** TI-Kenya engages groups and individuals particularly at the community level with the aim of developing and sustaining a critical mass of people that have a common vision, voice and stand against corruption. This will be achieved through public education and sensitization, organizing, mentoring, legal advisory and technical support.
- **Civic engagement:** TI-Kenya engages the public through a variety of ways aimed at ensuring that the public understands the full meaning of corruption and can take action to curb it. Our civic engagement approaches include sensitization and education, public interest litigation and public petitions.



“Our key research initiatives include the East African Bribery Index, institutional integrity surveys and regular opinion polls.” ■



3.0 Strategic analysis

3.1 Overview of the Context

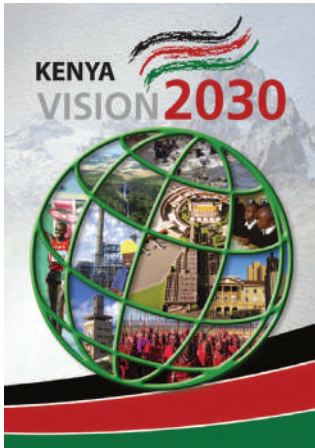
The Transparency International Movement defines corruption as 'the abuse of entrusted power for private gain'. This definition encompasses a number of other vices such as bribery, extortion, fraud, nepotism, tribalism, embezzlement and influence for selfish gain that have not traditionally been identified as corruption. TI-Kenya's anti-corruption agenda has been and will continue to be guided by this broad definition.

Corruption is a global problem that affects all countries, all sectors and all sections of the society. Its magnitude and effects are however more in the poor and developing countries. Over the years studies and opinion polls have identified corruption as one of the greatest concerns for Kenyans. On the Global Corruption Perception Index, Kenya has continued to rank low: In 2011, Kenya was ranked 154 out of 182 countries surveyed with a score of 2.2 out of a possible 10.0. Corruption has hurt the Nation in a number of ways including undermining service delivery, democracy and the rule of law, increasing the rate of unemployment, slowing down economic growth, fuelling poverty and raising the cost of living, insecurity and undermining investor confidence.

The Kenya Ethics and Anti-Corruption Commission (EACC) is yet to attain the independence and effectiveness it is expected of in the fight against corruption. Nevertheless, the resolve

to fight corruption has variously been identified as a part of Kenya's development focus: The Constitution of Kenya, 2010, for instance, is premised on good governance, integrity, transparency and accountability. The country's development framework, Vision 2030, on the other hand has also identified corruption as one of the challenges that should be addressed in order to realize the targeted development goals. The 2008 National Accord and Reconciliation Agreement that set up the coalition government similarly prioritized the fight against corruption and impunity as part of the country's reform agenda.

In recent years, a number of legislations have also been passed as part of the government's efforts in fighting corruption. These include the Anti-Corruption and Economic Crimes Act of 2003, the Public Officer Ethics Act of 2003, the Government Financial Management Act of 2004, the Public Procurement and Disposal of Assets Act of 2005, the Witness Protection Act of 2006, the Fiscal Management Act of 2009 and the Public Finance Management Act of 2012. A Leadership and Integrity Act, 2012 has been enacted into law but several organizations including the Commission for the Implementation of the Constitution (CIC) have accused Parliament of watering down the law as a deliberate attempt to sabotage the enforcement of strict ethical and moral requirements of Chapter Six of the Constitution of Kenya, 2010. Cabinet



Corruption is a global problem that affects all countries, all sectors and all sections of the society.



“Besides enacting anti-corruption legislation, the country has also established a number of institutions and watchdog agencies to fight corruption.”

has also approved the Campaign Finance Bill, 2012, which will regulate the amount and sources of funds to be used during elections and referenda. The proposed law aims to eliminate the influence of financial resources in the outcome of Kenya's electoral processes. Kenya has also ratified a number of legally binding normative arrangements on corruption, which reflect the resolve to fight corruption and related vices. For instance, Kenya was the first country to sign and ratify the United Nations Convention against Corruption (UNCAC) and is also a party to the Convention against Transnational Organized Crimes. At the regional level, Kenya is party to the African Union (AU) Convention on Preventing and Combating Corruption and the East African Community (EAC) Protocol on Preventing and Combating Corruption. Besides enacting anti-corruption legislation, the country has also established a number of institutions and watchdog agencies to fight corruption. While there are no significant results realized yet, these laws and institutions collectively lay a good foundation in the fight against corruption.

Political will is critical in fighting corruption. Current efforts by TI-Kenya and other stakeholders in fighting corruption have severely been undermined by lack of political will. Change in political leadership expected as a result of the 2013 general elections will have significant implications on the fight against corruption. Significantly, there will be an official opposition at all levels of law-making and oversight. Voting in leaders with high integrity

will be a significant milestone in fighting corruption. The devolved system of government also introduces new dimensions and implications in fighting corruption. While a devolved government will present significant benefits to the public, it might also serve to devolve corruption unless efficient oversight is exercised.

The process of developing new legislation to implement the Constitution of Kenya, 2010 is likely to continue causing friction among the coalition government partners which if not well managed could result in instability. The current political polarization has also undermined the quality of legislation that Parliament passes and heightened the need for a watchdog role in ensuring compromised legislation is re-visited to strengthen it. Further challenges are expected to emanate from the Truth Justice and Reconciliation Commission (TJRC) and the International Criminal Court (ICC) processes. The outcome of TJRC is likely to be politicized based on the perceived effects on the 2013 elections for some candidates. Political alliances have also been formed along the lines of those for and against the ICC trials of four post election violence suspects. These alliances will have important impact in determining how the fight against corruption is effected beyond the elections in March 2013.

3.2 Lessons learnt

Analysis of TI-Kenya's history and past strategic plan brings out the following key lessons:

- There is a lot of investment in the fight against corruption, but limited progress in achieving the desired results
- Insufficient political will remains the greatest hindrance in the fight against corruption
- The level of public awareness in the fight against corruption has increased, but the capacity to stand up against corruption is still weak
- The devolved system of government introduced by the Constitution of Kenya, 2010 is bound to increase the magnitude and complexity of corruption
- Formation of multi-stakeholder partnerships has worked well in leveraging resources, skills and capacities in the fight against corruption
- TI-Kenya needs to refine its program focus in order to enhance its ability to effectively deliver on its strategic objectives.
- TI-Kenya needs to put more efforts in developing the organization particularly strengthening membership participation, improving the work environment, building staff competencies and motivation.

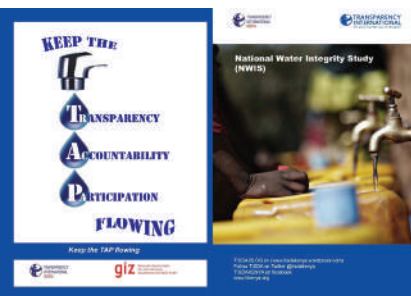
4.0 Service delivery focus

4.1 Drivers and objectives

Goal 1: Institutions that are efficient and deliver quality services

Goal 2: A society that upholds and promotes integrity

Drivers	Objectives
<p>Public Institutions: Majority of the public depends on public institutions in accessing basic services such as health, water, education and security. Corruption and inefficiency in these institutions, therefore, has enormous effects on this critical function. The devolved system of government under the new constitution is likely to increase the incidences and magnitude of corruption in public institutions.</p>	<p>To strengthen governance in targeted institutions: These institutions will include water, education, humanitarian aid, climate finance governance, the police and extractive industries</p>
<p>Legislation: The Constitution requires the enactment of a number of new laws. Most of these laws are supposed to come into effect before the next general election. Given the short time remaining before the next elections, there is a danger that the new laws will not meet the required quality. Implementation of these laws is also likely to pose significant challenges to government.</p>	<p>To develop an effective policy and legislative environment. TI-Kenya will support the development of quality laws and also monitor their implementation.</p>
<p>The Public: The war against corruption will not be won unless the public develops and sustains pressure on public institutions to provide quality services and leaders to be accountable. The past work of TI-Kenya and other stakeholders has managed to create public awareness, but this is not enough.</p>	<p>To strengthen the capacity of the public to recognize and fight corruption. TI-Kenya will strengthen the capacity of the public to not only recognize corrupt practices, but to also take action against such practices. TI Kenya will have a special focus on the youth as a key pillar in enhancing public integrity and fighting corruption</p>



“To promote good governance in the water sector efforts and provide a unified framework for activity at different levels of the governance agenda, efforts must go beyond processes and provide for tracking of the outcomes of these processes.”



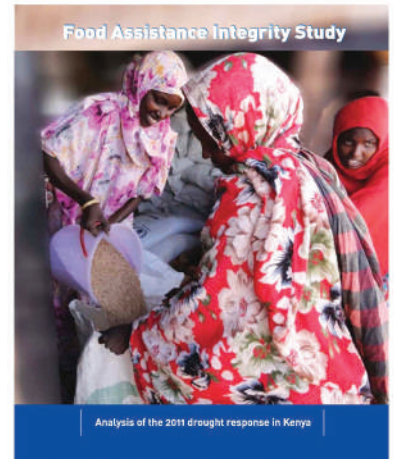
4.2 Sectoral focus

Corruption affects almost every sector and public service institution in Kenya. In the coming five years TI-Kenya prioritizes to address corruption in water, education, humanitarian aid, climate finance governance, the police and the extractive industry.

4.2.1 Water: Governance in the water sector is particularly important, not only because access to basic services is an essential element in people’s ability to rise out of poverty, but also neglect in service provision can result in devastating declines in social and economic welfare. Lack of access to portable water has a direct impact on the health of people and nations. Improving governance in the sector must therefore first be anchored on a strong policy and legal framework that entrenches transparency, accountability and participation. While there have been credible attempts to legislate in favour of transparency and accountability, there are still laws and practices in the sector that need to be strengthened to actualize integrity in the water sector. Currently efforts by the government, donors and civil society organizations to improve different aspects of governance in water services have generally been carried out in an *ad hoc* manner. As a result, well intentioned interventions have not been well linked and the focus has tended to be on processes with little attention paid to the desired outcomes. Furthermore the linkages between sectoral performance and the wider governance context are frequently overlooked. To promote good governance in the water sector and provide a unified framework for activity at different levels of the governance agenda, efforts must go beyond processes and provide for tracking of the outcomes of these processes.

4.2.2 Education: The education sector is by all means one of the most important sectors, mainly because it has a direct relation to all other sectors, and therefore risks that compromise its quality have direct implications on the quality of service that other sectors provide. With the Constitution of Kenya, 2010 the education sector has to reform and adjust to the demands of the constitution. On devolution the sector will require institutional capacity development in order to effectively manage institutional and county resources. Along with strengthening governance at the county level, it will be important for TI-Kenya to monitor sector resource mobilization and utilization both at the national and county level. TI-Kenya also has an opportunity to advance the war against corruption by engaging with the youth in schools and other learning institutions to promote and develop integrity and ethical values.

4.2.3 Humanitarian aid: The most damaging impact of corruption is the diversion of basic resources from the poor. Diversion of humanitarian aid is the worst since it deprives victims of natural disasters and civil conflicts of essential life-saving resources. Kenya has been regularly affected by humanitarian crises, mainly as a result of droughts and floods in the Arid and Semi Arid lands (ASALs) of the country. Nairobi is the main hub for humanitarian organizations responding to crises in the Horn and Eastern parts of Sub-Saharan Africa. In the coming years Humanitarian operations are likely to remain significantly important and frequent in the Horn of Africa due to the combination of climate change (with increasing weather hazards leading to droughts, floods, etc) as well as political instability and conflicts (next general elections in Kenya, conflicts in Somalia, South Sudan, etc). TI-Kenya will build on the Food Assistance Integrity Study completed in 2012 and its partnerships with humanitarian organizations to improve internal and external accountability in the implementation of humanitarian operations and to enhance capacities of beneficiaries to monitor aid delivered to communities and report suspected cases of corruption.



4.2.4 Climate Finance Governance: Climate change has been identified as the worst disaster facing the world today. Kenya is among developing countries worst hit by its effects. In the international climate change negotiations, developed countries have committed to jointly mobilize \$100 billion per year by 2020 for the climate mitigation and adaptation needs of developing countries. However, this money is flowing through untested systems and no centralized system for tracking all relevant climate financial flows. In addition, deforestation and forest degradation are the second leading cause of global warming, responsible for about 15% of global greenhouse gas emissions, which makes the loss and depletion of forests a major issue for climate change. REDD+ (Reducing Emissions from Deforestation and from Degradation) mechanism is currently under negotiation. REDD+ stands for countries' efforts to reduce emissions from deforestation and forest degradation, and foster conservation, sustainable management of forests, and enhancement of forest carbon stocks. Kenya is currently preparing a climate change action plan and a REDD+ preparedness plan in readiness for climate finance and REDD+ money. TI-Kenya will continue to work with public institutions involved in climate finance with the aim of putting in place stronger governance systems and enhancing transparency and accountability in processes addressing climate change.

“In the international climate change negotiations, developed countries have committed to jointly mobilize \$100 billion per year by 2020 for the climate mitigation and adaptation needs of developing countries.”



4.2.5 The Police: The Kenya Police has for many years been ranked (by TI-Kenya, EACC and other opinion polls) as one of the most bribe prone public institution. The ongoing institutional reforms of the police force present a good platform for TI-Kenya to combine efforts with other actors in promoting integrity and enhancing a good public image of the police force. TI -Kenya will push for and seize opportunities to undertake specialized analysis of integrity challenges in the police service and make recommendations. TI-Kenya will also make available its expertise in research to assist institutions involved in police reform in diagnosis and addressing integrity gaps within the institution.

4.2.6 Extractive industry: The extractive industry includes the development and exploitation of natural resources including renewable (water, forestry, wildlife, and fisheries) and non-renewable natural resources (coal, oil, gas and minerals). In Kenya there are significant efforts aimed at enhancing the governance and management of renewable resources. On the other hand, non-renewable resources have not received much attention probably because the existence and abundance is not very well understood. The government has commissioned a lot of exploration activities in the country. Recent discoveries of commercially viable petroleum, coal and other mineral deposits have been reported. How these resources are accessed and developed will present either a blessing or a curse to the country. The greatest gainers or losers will be the host communities in the regions where these resources are found. Strengthening governance is the proactive way of ensuring that the host communities and the country as a whole benefit from revenue that accrue from these resources. TI-Kenya will target streamlining governance in the natural resources sector by supporting and influencing development of effective policies and legislation, strengthening governance in relevant public institutions and promoting civic and private sector engagement.



“The government has commissioned a lot of exploration activities in the country. Recent discoveries of commercially viable petroleum, coal and other mineral deposits have been reported.”

5.0 Strategic analysis

5.1 Strengths and weaknesses

Key Strengths	Key Weaknesses
<ul style="list-style-type: none">• An excellent and respected brand in the fight against corruption• Ability to mobilize stakeholders on a critical issue; citizen-oriented approach• TI-Kenya has a unique and practical niche in transforming society and developing the country• TI-Kenya is the leading CSO in the governance sector and well respected by stakeholders• TI-Kenya has the ability to influence policies on enhancing integrity• Works well with other stakeholders (institutions, organizations and individuals) to enhance integrity and accountability• Has a stable and credible board of directors• A committed and capable staff and management team• Through ALACs TI-Kenya has increased the coverage and reach of its services at the community level• TI-Kenya works in new non-traditional areas that include climate change governance, and humanitarian aid.	<ul style="list-style-type: none">• Challenges in demonstrating results and measuring impact• Inability to satisfy high public expectations• Limited focus in building capacities of partners• Challenges in sustaining coalitions and partnerships• Inadequate staff motivation mechanisms• Limited opportunities for staff capacity development• Internal information flow and communication challenges• Gaps in membership participation/ involvement in the organization• Gaps in knowledge management• Insufficient resources to support long-term organizational development• Limited infrastructure

5.2 Opportunities and threats

5.2.1 Political factors

Changes and Trends	Opportunities and Threats
Change in governance structures: devolved governance structures	<ul style="list-style-type: none"> • Increased space and opportunities for public participation • Recognition of minorities including gender representation • The challenge of accountability at the county level
Change in government	<ul style="list-style-type: none"> • Potential of strengthening the watch dog role through public watchdog institutions e.g. DPP's (Director of Public Prosecutions) Office, ombudsman, political opposition
Strengthening of non-reform forces	<ul style="list-style-type: none"> • This could send us back to the struggle, stalling reforms and rolling back progress in reforms
General elections in 2012/13 (Campaigns and elections)	<ul style="list-style-type: none"> • Fundraising for the elections & campaigns is likely to lead to increased corruption. • Likelihood that elections could lead to instability • Vetting of candidates in line with the leadership and integrity chapter • Public-funded civic education on elections • Use 'corruption' as a campaign agenda for both the reformers and non-reformers • The President and other elected leaders will determine political will in fighting corruption • There might be need to build new relations with Government • Effects on donor funding and programmatic areas

5.2.2 Legal factors

Changes and Trends	Opportunities and Threats for TI-Kenya
<p>Implementing the Constitution of Kenya, 2010 will require development of a number of new legislation and policies.</p>	<ul style="list-style-type: none"> • Tracking development and implementation of new legislation • Public Interest Litigation • Guarding of gains made in the Constitution
<p>TJRC report</p>	<ul style="list-style-type: none"> • Expected to have recommendations on how to deal with historical injustices, a number of which relate to corruption and integrity of leaders
<p>ICC cases</p>	<ul style="list-style-type: none"> • Outcome will influence direction and strength in the fight against corruption
<p>Passage of various protocols for East African Community</p>	<ul style="list-style-type: none"> • Opportunities for partnerships with other TI chapters and general programming for the region



“ICC - Outcome will influence direction and strength in the fight against corruption.”

5.2.3 Economic factors

Changes and Trends	Opportunities and Threats for TI-Kenya
<p>Development of the extractive industries including:</p> <ul style="list-style-type: none"> • Petroleum exploration and mining in Turkana and other regions • Titanium mining in Kwale • Coal mining in Kitui 	<ul style="list-style-type: none"> • Effects on the economy (may be positive or negative) • Potential negative effects on the environment • Potential for resource based conflicts • Change and dynamics on the relations between Kenya and other countries
<p>Implementation of Vision 2030</p>	<ul style="list-style-type: none"> • Alignment to the priorities of Vision 2030
<p>Increase in foreign direct investment in agriculture</p>	<ul style="list-style-type: none"> • Land-related corruption and conflicts • The challenge of dealing with foreign governments and investors investing in agriculture
<p>The Euro-zone crisis</p>	<ul style="list-style-type: none"> • Likely reduction of aid to developing countries and the civil society sector
<p>Increased cost of living</p>	<ul style="list-style-type: none"> • Reduced public access to basic needs and services • Need for consumer protection (particularly low income earners)

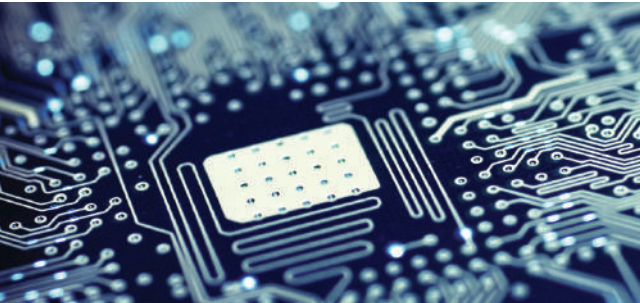


5.2.4 Social and demographic factors

Changes and Trends	Opportunities and Threats for TI-Kenya
Youth unemployment and related social challenges	<ul style="list-style-type: none"> • Re-emergence of militia groups and organized crime • Resurgence of crime
Implementation of Article 43 of the Constitution on economic, social and cultural rights.	<ul style="list-style-type: none"> • Increased awareness and demand for social economic rights as stipulated in the Constitution
The role of National Cohesion and Integration Commission (NCIC) in social integration	<ul style="list-style-type: none"> • Complementary with TI-Kenya’s quest for integrity of public institutions and political leaders
Involvement of women and youth in governance	<ul style="list-style-type: none"> • Growth in space and opportunities for women and youth to participate in Governance
A more informed public	<ul style="list-style-type: none"> • More demands on integrity and transparency among leaders and improved initiatives in fighting corruption • Increased demand for public involvement in the fight against corruption
Current efforts to ensure ethnic balance in public institutions	<ul style="list-style-type: none"> • Increased public awareness and demand for ethnic balance in public institutions • Devolved government might make the situation of ‘ethnicization’ of public institutions worse
Growth of the civil society sector and increased role in development	<ul style="list-style-type: none"> • Opportunities for collaboration and partnerships • Increased need for integrity within the civil society sector
The Constitution emphasises on representation for the marginalised groups (women, youth, persons living with HIV, etc)	<ul style="list-style-type: none"> • Increased public awareness and demand in integration of marginalized groups presents an opportunity for TI Kenya
New counties and demographic structures	<ul style="list-style-type: none"> • More demand for TI-Kenya to increase coverage and presence at the various counties

5.2.5 Technological factors

Changes and Trends	Opportunities and Threats for TI-Kenya
<p>Rapid technology growth:</p> <ul style="list-style-type: none"> • More people connected to the internet. • Influence of social media; uptake and use • Growth in mobile telephony-more people with mobile telephones • Development of Konza Technology City and others in the pipeline 	<ul style="list-style-type: none"> • Use of social media as a tool in fighting corruption • Technology integration and use in TI-Kenya's work • Increase in cyber crime
<ul style="list-style-type: none"> • Freedom of Information and ICT laws and policies. • E-governance: (Technology integration in government service delivery) • Open Governance initiative 	<ul style="list-style-type: none"> • Increased public access to information • Improve efficiency and accountability: technology integration will reduce incidences of corruption
<p>Inadequate and high cost of electricity</p>	<ul style="list-style-type: none"> • Consumer protection against escalating cost of electricity • Development of laws and policies on alternative energy sources (solar, wind, etc)



Improve efficiency and accountability: technology integration will reduce incidences of corruption

5.2.6 Physical environmental factors

Changes and Trends	Opportunities and Threats for TI-Kenya
Development focus of the Arid and Semi-Arid Lands (ASAL)	<ul style="list-style-type: none"> • Government accountability and planning for the ASAL region • Logistical difficulties for TI-Kenya to work in the ASAL regions
Climate change and its effects	<ul style="list-style-type: none"> • Accountability of Government and other actors on efforts for climate change adaptation and mitigation • Carbon trading in forestry, grasslands and agriculture might trigger land grabbing and conflict • Accountability of government and other actors in disaster management / humanitarian aid • Greater focus on good governance in the forest sector.
The impact of physical development on the environment	<ul style="list-style-type: none"> • Public interest litigation on development that violates basic and fundamental rights • Corporate environment and social responsibility by corporations
Natural resource based conflicts	<ul style="list-style-type: none"> • Development of policies and legislation that ensure more sustainable utilization of the natural resources
The Constitution recognizes the right to a clean and healthy environment	<ul style="list-style-type: none"> • Increased awareness and demand for a healthy and clean environment

Increased awareness and demand for a healthy and clean environment



5.3 Beneficiary analysis



The ultimate beneficiary is the Kenyan citizen. Others are:

- Public institutions
- Private institutions
- Other civil society organizations
- Media
- The International Community
- The East African Community

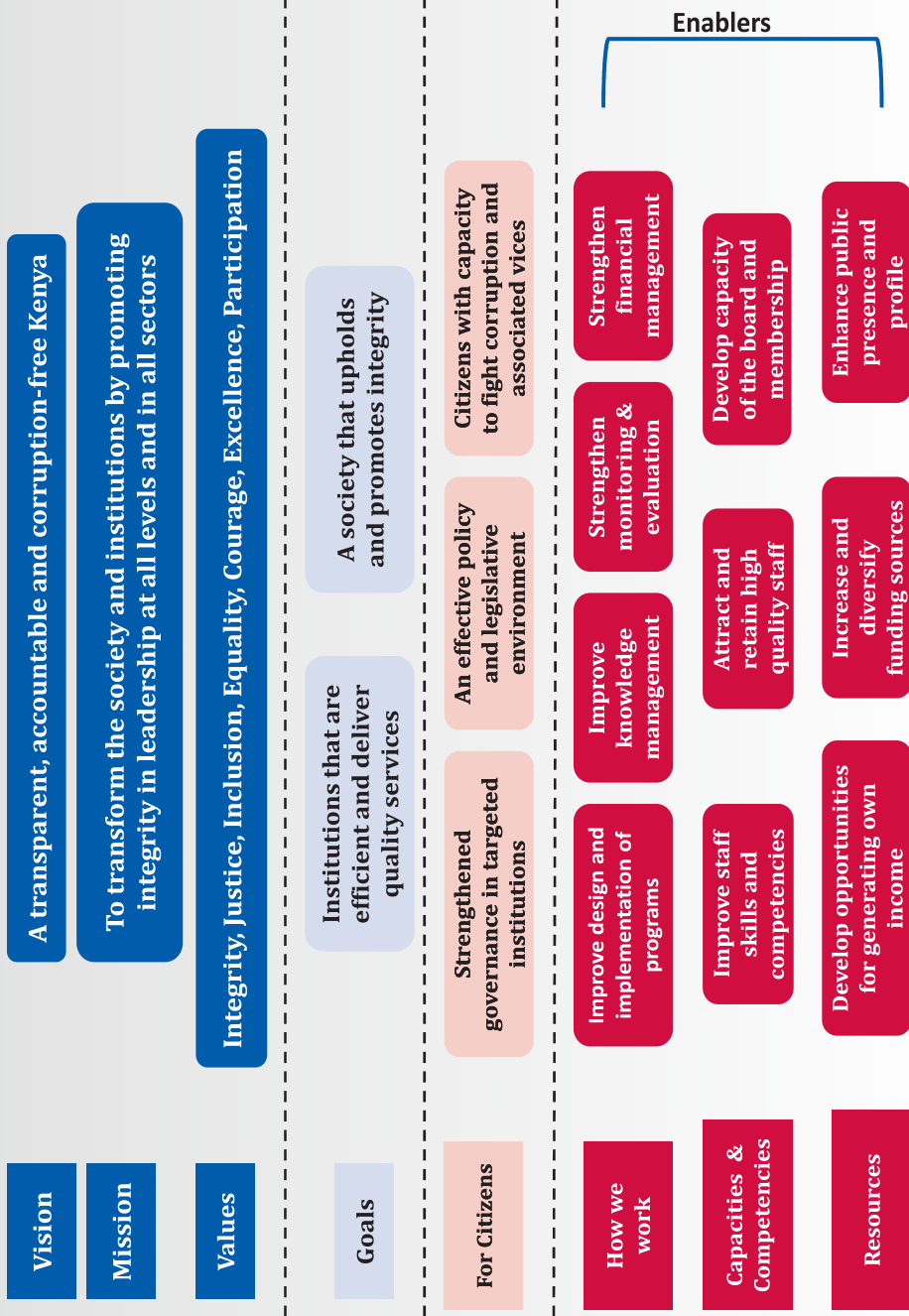
Kenyan citizens and the public as a whole expect that:

- The government has responsive service delivery systems
- Resources acquired corruptly are recovered
- Perpetrators of corruption are apprehended, prosecuted and punished

The public also expects TI-Kenya to directly:

- litigate on behalf of victims of corruption
- articulate the needs and concerns of the weak and voiceless
- build the capacities of other local institutions fighting corruption
- serve as a resource on governance and policy issues
- provide reliable information on corruption.

5.4 Strategy map



6.0 Objectives narrative

6.1 Citizens: What must TI-Kenya achieve for Kenyan Citizens?

Objective	Description
Strengthened governance in targeted institutions	Corruption is one of the greatest vices affecting almost all public institutions in Kenya. Strengthening governance in these institutions will significantly enhance their efficiency and ensure they deliver quality services to the public. In the next 5 years, TI-Kenya will target public institutions in water, education, humanitarian aid, climate finance governance, the police and extractive industries.
An effective legislative and policy environment	Having effective policies and legislation is critical to fighting corruption. The Constitution proposes development of new laws. A number of the laws will have an implication in fighting corruption. TI-Kenya has identified EACC (Ethics and Anti-corruption Commission) Act, Campaign Financing Bill, Whistle Blower Protection Bill, and Witness Protection Act as the laws/bills with a direct effect on the fight against corruption. TI-Kenya will not only support development of these laws but also provide support and monitor progress in implementation.
Citizens with capacity to fight corruption and associated vices	A strong civic movement holds key to the fight against corruption. TI-Kenya will build the capacity of the Kenya citizenry and civil society to identify and organize itself around issues of corruption, speak out and take action to hold leaders accountable.

6.2 How we work: What must TI-Kenya excel at to deliver for Kenyan Citizens?

Objective	Description
Improve design and implementation of programs	TI-Kenya will enhance its capacity to design and implement programmes that are of high quality, respond to the critical needs of citizens and are implemented in a timely manner.
Improve knowledge management	Knowledge and information sharing is central to TI-Kenya's work. TI-Kenya will take advantage of growth in ICT capacity and infrastructure in the country to develop an effective knowledge management and information sharing system that is easy to access and use by the public both at the national and county levels.
Strengthen monitoring & evaluation	TI-Kenya will ensure development of an M&E system that is versatile and able to measure and demonstrate results at different levels.
Strengthen financial management	TI-Kenya has a robust financial management system. TI-Kenya will ensure that all staff understand the system and take advantage of the opportunities it presents to enhance financial management efficiency and effectiveness.

6.3 Capacities and Competencies: What must TI-Kenya invest in to excel?

Objective	Description
Continuous improvement of staff skills and competencies	Successful implementation of this strategic plan will require highly skilled and competent staff. TI-Kenya will be more proactive in addressing staff capacity building needs. This will involve allocation of adequate resources and developing a system for identifying and addressing capacity needs, nurturing talent and encouraging innovation.
Attracting and retaining high quality staff	TI-Kenya will strive to build and sustain a work environment that provides equal recruitment opportunities, addresses both the social and professional aspirations of staff, encourages openness and fosters unity of purpose. TI-Kenya will also develop its internship program to identify and nurture talent among students and young professionals
Strengthening the Board and membership	The Board and membership play a critical role in providing guidance and oversight. TI-Kenya will develop mechanisms for attracting and retaining, in its board and membership, persons with high quality leadership, commitment and shared vision in the fight against corruption.

6.4 Resources: How will TI-Kenya ensure it has adequate resources?

Objective	Description
Developing opportunities for generating own income	TI-Kenya has opportunities to generate its own income and limit dependency on funding partners, even in supporting its core functions. TI-Kenya will explore the possibility of consultancy, development of an endowment fund, office infrastructure as opportunities for generation of own income.
Increase and diversify funding from donors	TI-Kenya has for a long time relied on limited funding sources. There is, however, potential for raising significant resources from multiple funds partners for programs as well as institutional development.
Enhance public presence and profile	Building a strong brand and ensuring a prominent public presence will ensure continued public support and increased opportunities and resources for TI-Kenya

7.0 Balanced scorecard

7.1 Citizens

Objectives	Performance Indicators	Initiatives / Programs
Strengthened governance in targeted institutions	<ul style="list-style-type: none"> • Number of institutions involved in TI-Kenya's Integrity programmes • Rating of institutions in the East Africa Bribery Index 	<ul style="list-style-type: none"> • Public Institutions Governance Strengthening Program (water, education, humanitarian aid, climate finance governance, the police and extractive industries)
An effective legislative and policy environment	<ul style="list-style-type: none"> • Number of TI-Kenya anti-corruption recommendations enacted into law • The level of success in implementing key anti-corruption legislation 	<ul style="list-style-type: none"> • Policy and legislation advocacy (Ethics and Anti-corruption Commission, Campaign financing, Freedom Of Information, Whistle Blower, Witness protection, political parties, Public appointments, Parliamentary approval act)
Citizens with capacity to fight corruption and associated vices	<ul style="list-style-type: none"> • Number of corruption complaints reported to EACC and ombudsman • Number of citizens-led anti-corruption initiatives that TI-Kenya facilitates 	<ul style="list-style-type: none"> • Civic engagement and capacity building program



Strengthened governance in targeted institutions

7.2 How we work

Objectives	Performance Indicators	Initiatives /Programs
Improve design and implementation of programs	<ul style="list-style-type: none"> • Number of TI Kenya' s projects and programs developed based on citizens' critical needs • Number of programs that meet desired results in a timely manner. 	<ul style="list-style-type: none"> • Staff capacity building in programs design and implementation
Strengthen monitoring & evaluation	<ul style="list-style-type: none"> • Number of programs designed with effective M&E plans • Percentage of performance indicators for this strategic plan that are tracked and reported on. 	<ul style="list-style-type: none"> • Strengthen M&E capacity and practice
Improve knowledge management	<ul style="list-style-type: none"> • Number of institutions and entities that use TI-Kenya databases • Level of staff satisfaction with TI-Kenya's internal learning forums 	<ul style="list-style-type: none"> • Develop a knowledge management system • ICT Integration
Improve financial management	<ul style="list-style-type: none"> • Level of staff compliance with the financial management policies and procedures • External audit rating of TI-Kenya's financial management system 	<ul style="list-style-type: none"> • Staff induction in TI-Kenya's financial management systems • Optimize use of available resources

7.3 Capacities and Competencies

Objective	Performance Indicators	Initiatives / Programs
Continuous improvement of staff capacities and competencies	<ul style="list-style-type: none"> • Percentage of staff meeting agreed performance targets • Percentage of staff whose capacity building needs (as identified through performance appraisals) are addressed 	<ul style="list-style-type: none"> • Develop a staff performance management system • Develop a staff capacity building plan
Attract and retain high quality staff	<ul style="list-style-type: none"> • Level of staff satisfaction with the work environment and motivation mechanisms • Rate of staff turnover 	<ul style="list-style-type: none"> • Salary structuring and review plan • Development of staff motivation plan • Development of an internship program
Strengthen the Board and membership	<ul style="list-style-type: none"> • Board performance rating • Performance of members 	<ul style="list-style-type: none"> • Membership development plan • Board and membership self-assessments on performance

7.4 Resources

Objectives	Performance Indicators	Initiatives / Programs
Develop opportunities for generating own income	<ul style="list-style-type: none"> Level of income generated from own sources 	<ul style="list-style-type: none"> Develop and implement a strategy for increasing TI-Kenya's unrestricted income. (Key considerations: development of business unit, consultancy, endowment and property development)
Increase and diversify funding from donors	<ul style="list-style-type: none"> Number of donors and respective portfolio Amount of funding from donors 	<ul style="list-style-type: none"> Develop and implement a fundraising plan
Enhance public presence and profile	<ul style="list-style-type: none"> Level of public awareness about TI-Kenya and its work Level of success in implementing TI-Kenya's external communication strategy 	<ul style="list-style-type: none"> Develop and implement an external communication strategy

8.0 Strategy Implications

8.1 Implications

“The successful implementation of this strategic plan will depend on how long key staff devote to its realization.”

- **Program areas and sector:** TI-Kenya has prioritized working in water, education, humanitarian aid, climate finance governance, the police and extractive industries.
- **Capacity building:** With the focus to strengthen capacities of organizations and individuals at the grassroots. This will require TI-Kenya to increase its resource allocation for capacity building, develop capacity building competencies and grant-making capacity.
- **Regional coverage:** Demand for TI-Kenya services at the county level is expected to be overwhelmingly high. TI-Kenya recognizes the reality that it cannot have a physical presence at all the regions. Therefore, TI-Kenya will invest in developing partnerships with other actors in regions where a physical presence will not be possible.
- **Organization structure:** This strategy will need a review of TI-Kenya’s current organizational structure. This will also result in staff redeployment and hire to fill new positions created with the new structure.
- **Staff retention:** The successful implementation of this strategic plan will depend on how long key staff devote to its realization. TI-Kenya will ensure development of mechanisms to attract and retain high quality staff.
- **Growing pressure to demonstrate results:** There will be growing pressure to demonstrate results both internally and externally. TI-Kenya will ensure it has sufficient staff capacities and resources to effectively implement monitoring and evaluation practices that effectively track and report progress and results not only in programs but in implementing this strategic plan as well.
- **Financial resources:** Implementing this strategic plan will have important financial implications. TI-Kenya will explore developing opportunities to generate its own income while improving its efforts to attract and retain long-term funding from multiple donors.

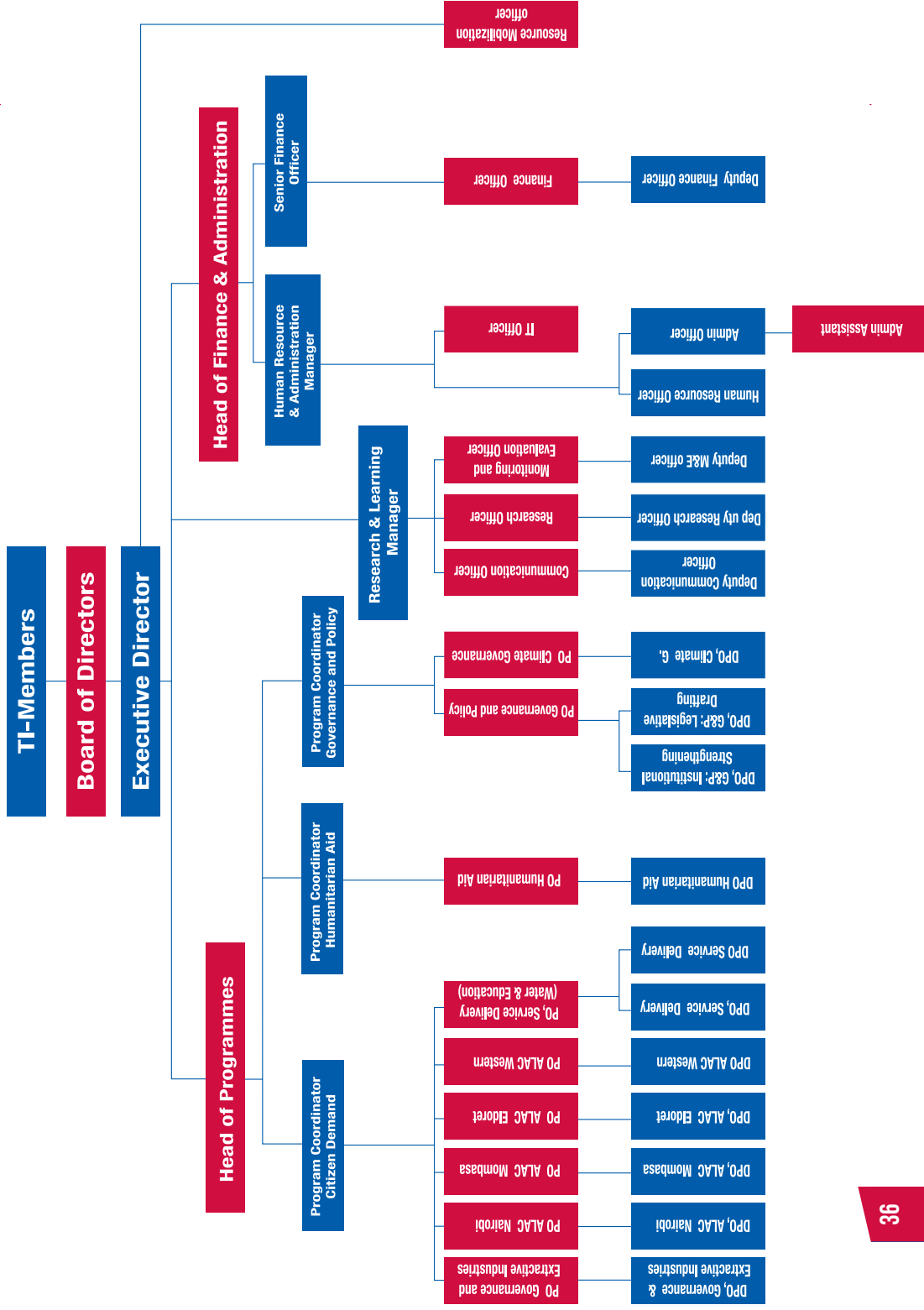


8.2 Risk Analysis

Risk	Mitigation Measures
Powerful and corrupt leaders being elected to public offices	<ul style="list-style-type: none"> • Developing quality leadership integrity and accountability legislation and monitoring its implementation. • Public sensitization on the need for electing credible leaders
Continued lack of political will to fight corruption	<ul style="list-style-type: none"> • Ensure corruption remains a top agenda for 2013 elections and in national dialogue
Politicization of fight against corruption	<ul style="list-style-type: none"> • Ensure board and staff observe TI-Kenya's values of integrity, courage and professionalism in fighting corruption
High demand and expectation from the public	<ul style="list-style-type: none"> • Strengthen coalitions and partnerships
Increased competition for limited funding opportunities	<ul style="list-style-type: none"> • Explore opportunities for developing own income sources • Develop strategies for diversifying funding particularly tapping into funding opportunities from non-traditional sources
Changes in donor priorities	<ul style="list-style-type: none"> • Regular discussions and information update with our donors • Annual review of our strategic plan

“Public sensitization on the need for electing credible leaders.”

Organizational Structure





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