TRANSPARENCY INTERNATIONAL KENYA

CONCEPT OF ACTION
2017-2022

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LIST OF ACRONYMS AND ABBREVIATIONS

AfDB	African Development Bank
ALACs	Advocacy and Legal Advice Centres
APNAC	African Parliamentarian Network Against Corruption
BMZ	German Federal Ministry for Economic Development Corporation
CARNAC	County Assembly Representatives Network Against Corruption
CoK 2010	Constitution of Kenya 2010
CSOs	Civil Society Organisations
DFID	Department for International Development
EABL	East African Breweries Limited
ECHO	European Commission Humanitarian Aid Operations
EKN	Embassy of the Kingdom of the Netherlands
EU	European Union
FKE	Federation of Kenya Employers
GBV	Gender Based Violence
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
HAIP	Humanitarian Aid Integrity Programme
HR	Human Resources
HRD	Human Resources Development
ICPAK	Institute of Certified Public Accountants - Kenya
ICT	Information and Communication Technology
IEC	Information, Education, and Communication
KAM	Kenya Association of Manufacturers
KCB	Kenya Commercial Bank
KEPSA	Kenya Private Sector Alliance
KICD	Kenya Institute of Curriculum Development
KPA	Kenya Ports Authority
KPLC	Kenya Power and Lighting Company
KPMG	Klynveld Peat Marwick Goerdeler
LSK	Law Society of Kenya
MERL	Monitoring Evaluation Research and Learning
NEMA	National Environment Management Authority
NCCK	National Council of Churches of Kenya
NSAs	Non-State Actors
OCA	Organisational Capacity Assessment
OSIEA	Open Society Initiative for Eastern Africa
SWOT	Strengs Weaknesses Opportunities and Threats
PWC	Price Waterhouse Coopers
PwD	Persons with Disability
PPPs	Private Public Partnerships
REDD+	Reducing Emissions from Deforestation and Forest Degradation
TI-Kenya	Transparency International Kenya
ToRs	Terms of Reference
UNGC	United Nations Global Compact
USAID	United States Agency for International Development

FOREWORD

Transparency International Kenya (TI-Kenya) exists to contribute to the establishment of a transparent and corruption-free society through facilitating good governance and social justice initiatives. Over the years, TI-Kenya has used innovative approaches in the fight against corruption. The major strategies in this regard include advocacy, research, citizen engagement, capacity strengthening and partnerships' development. We consistently work towards improving our ability to deliver cutting-edge programmes that respond to our dynamic operating environment.

We note that Kenya's performance in the fight against corruption has faced several challenges leading to poor performance in the global corruption perception index. For over five years, Kenya has had a score of below 30 out of a possible 100 (with a score of zero perceived to be highly corrupt, and 100 very clean). These challenges are demonstrated by amongst others rising impunity, inequality, citizen apathy, ethnic and political patronage, backlash against anti-corruption crusaders, diminishing accountability and the will to fight corruption by leaders, as well as reducing global solidarity and support to good governance work.

TI-Kenya recognises that the sustained rise in the level of corruption calls for a change of strategy, if we are to succeed in turning the tide against the vice. This Strategic Plan (2017 – 2022) outlines the strategies and actions that TI-Kenya will undertake to address the noted challenges. We seek specially to contribute to the realisation of national priorities and global commitments.

The Strategic Plan is anchored on four key pillars around which our work will be focused over the duration of its implementation. These are Public Accountability; Policy, Legal and Institutional Frameworks; Social Justice and Economic Accountability; and Institutional Development.

We seek, through these pillars, to empower the public to be responsive and effective in holding duty bearers to account, while facilitating the existence of supportive policy, legal and institutional frameworks for anti-corruption interventions. We will also push for effective implementation of established anti-corruption regulatory frameworks, prevention of the reversal of related hard-won gains, in addition to addressing capacity challenges within various accountability institutions. Additionally, we will also address cases of inequity in the distribution of public resources and opportunities.

TI-Kenya recognises that the fight against corruption requires synergy and combined efforts in order to be impactful and sustainable. We will thus pursue a system orientation, working with multiple stakeholders, and pursuing multiple strategies across multiple levels and sectors. We will also use these partnerships to scale and accelerate models that we have tested and proved to work.

We remain committed to, and will continue to be guided by our vision of a corruption-free Kenya. We are confident of making significant progress towards this ambition over the strategic plan period. We wish to thank, in advance, our partners, collaborators and constituents who continue to subscribe to this vision, for their continued moral, financial and material support. We look forward to our continued vibrant collaborations as we work to delivering the goals contained herein.

Mrs. Bernadette Musundi
Chair, Board of Directors

Mr. Samuel Kimeu
Executive Director

ACKNOWLEDGEMENT

This Strategic Plan draws on extensive and inclusive consultative process with the Transparency International Kenya membership, Board of Directors, staff and across range of external stakeholders from the civil society, government agencies, private sector and development partners. The strategic planning process began in May 2017, taking stock of what we had achieved as a national chapter of the Transparency International movement, prevailing challenges and lessons learnt, and exploring the context of our work in the ensuing five years. The reflections and consultations were indepth, critically examining the priorities for the next five years to explore and identify strategies that would make TI-Kenya stronger and more effective in curbing corruption. Following the various sessions of stocktaking, reflections and discussions looking into the future, a draft plan was developed and subjected to several validation exercises by the Board of Directors, Senior Management Team and staff.

The Board of Directors met thrice to give general oversight and guidance over the development and content of the plan; first, at the inception of the review process to take stock of the previous strategic plan and operating environment. In its second meeting, the Board assessed the draft strategic plan document, providing further input for its completion. In the third meeting, the Board considered the final document, gave approval for its completion and adopted it to guide the operations of TI-Kenya for the period 2017 to 2022. We are therefore indebted to the Board of Directors comprising of Mrs Bernadette Musundi (Chairperson), Dr Luis Franceschi, Dr Linda Musumba, Mr John Henry Juma and Mrs Marion Barriskell for their contribution and strategic leadership in the process.

We also thank all TI-Kenya staff for their dedication to the entire process and participation in the review and planning retreat workshops, and validation sessions, and for critiquing the various drafts. We are also grateful to members of TI-Kenya, representatives of civil society organisations, government agencies, the private sector and development partners that participated in the consultations thus adding great value to the thinking and planning process.

We extend our gratitude to the independent consultant engaged in this process, Mr Tom Olila and his colleagues at Strategic Connections, for providing technical guidance during the entire strategic planning exercise.

The planning process, development and publication of the strategic plan would not be possible without the financial support provided by the Embassy of Sweden through Diakonia and the Embassy of the Kingdom of the Netherlands. We appreciate their generous contribution towards this exercise.

Mr. Samuel Kimeu
Executive Director

BACKGROUND AND INTRODUCTION

Transparency International Kenya: Organisational Background

Founded in 1999 in Kenya, TI-Kenya is a not-for-profit organisation 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 is bound by a common vision of a corruption-free world. The global movement provides a platform for sharing knowledge and experience, as well as developing strategies to respond to regionally distinct patterns of corruption.

The organisation has 18 years' experience in governance work at the national and county levels. These include direct engagement with the Government, the private sector, individuals and groups. TI-Kenya uses advocacy as its signature approach; this is complemented by other approaches such as partnerships' development, research, capacity building and civic engagement.

TI-Kenya has its main office in Nairobi and regional presence in the Coast, Rift Valley, the larger Western Kenya and Eastern Kenya through its four Advocacy and Legal Advice Centres (ALACs) in Mombasa, Eldoret, Kisumu and Nairobi. TI-Kenya also runs programmes in other counties including Turkana, Wajir, West Pokot and Marsabit.

Who We Are: Organisational Identity
TI-Kenya has a well-defined organizational identity as elaborated below:

Vision Statement
 A corruption-free Kenya

Mission Statement:
To champion the fight against corruption by promoting integrity, transparency and accountability at all levels.

Core Values:
TI-Kenya is guided by the following ideals:

1. Justice: We believe everyone deserves fair access to opportunities, resources and rights TI- Kenya thus supports actions that deepen equity, inclusion and respect for all forms of diversity and independence of institutions.

2. Unity: We are committed to organisational teamwork, and strategically cooperate with all relevant external actors across sectors and levels to achieve our mission.

3. Integrity: We consistently hold ourselves to the highest level of moral and ethical uprightness and truthfulness. We are committed to judicious and open management of resources and processes.

4. Courage: We stand for what is right and just for society, regardless of the consequences. We dare to travel unchartered paths, and if necessary, openly challenge the status quo.

5. Excellence: We strive for the highest standards of ethical and professional rigour, and to continual improvement of self and service.

Our Philosophy

TI-Kenya understands corruption to entail 'abuse of entrusted power for private gain'.

"
We recognise the devastating effects of corruption on the human wellbeing - it weakens institutions and undermines sustainable socio-economic development.
"

We are convinced that by shining a spotlight on the corrupt, we promote a culture of transparency and accountability, which leads to greater equity and quality of public service delivery, hence improving the quality of life for Kenyans.

We do this by empowering citizens and leaders, strengthening governance institutions, and promoting progressive regulatory frameworks. Our signature strategies for achieving these are advocacy, research, partnerships' development, capacity strengthening and civic engagement.

1.3   Our Offer: Value Proposition

Constituency	Value Proposition
People (Citizens)	1. Well researched data, information and analysis on corruption, which is key to acting against corruption. 2. Offer credible platforms (tools, instruments, forums) for people to speak about, share information on, and address corruption concerns. 3. Provide legal aid and redress on corruption matters. 4. We engage in actions that prevent, disrupt and deter corruption and related losses, including working with children/ youth to build a culture of integrity and transparency.
Civil Society Organisations	1. Champion strategic partnerships that broaden reach (scale up, acceleration) as well as greater profiling/visibility and credibility. 2. Offer capacity development support (mobilising, organising, linking, training, technical backstopping, sharing tools etc). 3. Provision of research data/information (evidence building) and other knowledge products to support their work. 4. Possibilities for joint programming and resource mobilisation.
Private Sector	1. Facilitate capacity strengthening on good corporate governance, in relation to corruption (training, technical backstopping, sharing of tools etc). 2. Offer good governance focused systems' audit, certification services and issue integrity awards. 3. Well researched data, information and analysis on corruption.
Authorities/Government	1. Undertake capacity strengthening support to public institutions. 2. Contribute to relevant policy, legal and institutional (re)formulation processes. 3. Engage in collaborations and leverage resources towards the anti-corruption agenda. 4. Provision of information and data (evidence) on corruption.
Development partners and investors (Donors)	1. Undertake development, testing and scale up of innovative products and services. 2. Provision of crucial data/evidence for policy level discussions/ engagements. 3. Avenue to deliver positive and sustainable change (social justice, value for money). 4. Reliable professional partner with impeccable track record (accountable, trustworthy). 5. Knowledge of and access to governments, local communities and markets.

1.4   Looking Back: Organisational Track Record

1. *Legislative Reforms:* TI-Kenya has over the past 10 years successfully drafted, proposed amendments to, and or advocated for (re) formulation of over 20 accountability/anti-corruption focused laws or policies at national and county levels. As an example, TI-Kenya was at the frontline in the development of, and advocacy for the Leadership and Integrity Act, Ethics and Anti-Corruption Commission Act (and subsequent amendments), Access to Information Act, Public Procurement and Disposal of Assets Act, Elections Campaign Finance Act and Teachers Service Commission Act among other laws. TI-Kenya also supported the enactment of Public Participation and Access to Information laws in Kisumu, Siaya and Busia Counties, besides an Anti-Corruption Plan for Busia County, and a Public Officers Leadership and Integrity Code for Kisumu County.

2. *Strengthening Public Institutions:* TI-Kenya has strengthened good governance, anti-corruption, and public procurement capacity of various institutions including the National Environment Management Authority (NEMA), various public schools and County Governments. TI-Kenya also monitored the recruitment processes conducted by the Kenya Wildlife Service, Kenya Forestry Service and Teachers Service Commission (TSC). Following the interventions, TSC developed an action plan to mitigate corruption risks in the recruitment process, while NEMA appointed an integrity officer to oversee key accountability processes in the institution.

> "
> TI-Kenya has strengthened good governance, anti-corruption, and public procurement capacity of various institutions.
> "

3. *Technological Innovations:* TI-Kenya uses technology to promote accountability. For instance, TI-Kenya's 'Uwajibikaji Pamoja' platform enables members of the public to submit complaints or feedback concerning aid and service delivery through a toll-free SMS line and a web-based portal. This has enabled an increase in the reporting of corruption cases, with 10,497 complaints and feedback having been lodged into the system as of mid-2017. Seventy-one institutions and agencies were part of the initiative by September 2017, co-implementing the initiative in Turkana, West Pokot, Marsabit and Wajir. Other IT platforms such as the Mobile Drug Tracking System and the Drug Price Index, hold the promise of curbing corruption in pharmaceutical procurement to enhance access to healthcare services. Similarly, the Action for Transparency mobile application (App) enables citizens to monitor and report suspected corruption on the use of public resources at public primary schools and health centres in Nairobi County.

4. *Evidence Building:* TI-Kenya's research initiatives have produced renowned research tools and publications. Flagship research products include the East African Bribery Index and National Opinion Polls, and institutional and sectoral integrity studies. These have enabled key actors to appreciate the extent and nature of corruption, and provided data for evidence-based advocacy interventions at county, national and regional level. TI-Kenya also uses the research findings to inform its advocacy work and initiate interventions aimed at strengthening key public institutions.

5. Social Accountability: Over the last strategic plan period, TI-Kenya successfully facilitated a total of 116 social audits assessments in target counties under the Humanitarian Aid Integrity Programme. Through these audits, communities were able to acquire information and influence accountability on projects being implemented. In 21 cases, the implementation of projects was adjusted to enhance their efficiency, utility, effectiveness and sustainability. In addition, health sector social audits were conducted in five counties in 2015 and 2016, and key recommendations made by TI-Kenya were implemented by the county governments and relevant technical committees.

6. Strengthened Civilian Oversight: TI-Kenya has to date facilitated several public education initiatives, established coalitions for good governance, and set up various community watchdog/civilian oversight committees. Further, through its ALACs, TI-Kenya has to date delivered quality, professional, free legal advice and assistance to at least 15,000 Kenyans. The support amongst others led to drafting, and or follow up of various accountability related complaints to relevant public institutions.

7. Influencing Practice: TI-Kenya has initiated and supported 106 Integrity Clubs in primary and secondary schools in 6 counties besides efforts to influence the value base of university students through annual moot court competitions and procurement students' conferences. By engaging with students, TI-Kenya has instilled positive values among the young people, with the latter manifesting commendable characters,

leading to most being elected student leaders or becoming community volunteers/participating in communal activities.

Separately, TI-Kenya is a member of the Reducing Emissions from Deforestation and Forest Degradation (REDD)+ Taskforce, besides having an observer position in the Adaptation Fund and Green Climate Fund in Kenya. These positions have provided an opportunity for the organisation to give guidance and influence policy issues and accountability in climate finance in Kenya.

8. Strengthened Humanitarian Aid Integrity: TI-Kenya through the Humanitarian Aid Integrity Programme (HAIP) made critical contribution towards strengthening the capacity of the public to recognise and fight corruption in humanitarian aid. The programme has also been instrumental in setting up accountability mechanisms for organisations providing humanitarian aid.

9. Movement Building/Collaborative Leadership: TI-Kenya has to date played a central role in mobilising, organising and strengthening relevant stakeholders as a basis of establishing a critical mass towards the fight against corruption. As an example, TI-Kenya has been instrumental in the establishment of the County Assembly Representatives Network Against Corruption (CARNAC) as well as Court Users Committees and Legal Advisory Committees. TI-Kenya also works closely with various Civil Society Organisations (CSOs), government agencies and independent commissions among other actors in the anti-corruption sphere.

10. Accountability: TI-Kenya has over the years provided timely, quality and open accountability for all resources entrusted to it by different benefactors. Such accountability is supported by a robust financial management system (MS Dynamics NAV Serenic), and a rigorous set of policies and procedures. TI-Kenya has to date successfully accounted to both local and international donors, besides fully complying with key statutory, regulatory and donor requirements, as well as its internal policies and procedures. No compliance issues have been raised by TI-Kenya external auditors over the years.

see www.transparency.org/cpi
https://www.pwc.com/gx/en/services/advisory/forensics/economic-crime-survey.html
See http://siteresources.worldbank.org/EXTGOVANTICORR/Resources/Kenya_HumanRightsCommission_web.pdf
Accessed at www.gov.uk/government/organisations/department-for-international-development on 11 August 2015.
'Building partnerships for changes in developing countries' - https://ec.europa.eu/europeaid/home_en on 11/05/2015.

SECTION 2: ANALYSIS OF THE OPERATING CONTEXT

2.1 External Context Analysis

Corruption remains one of the greatest concerns for Kenya, and is considered the single greatest obstacle to economic and social development. The country ranked 145 out of 176 countries in the 2016 Global Corruption Perception Index[1] , with a score of 26 out of 100 (with a score of zero perceived to be highly corrupt, and 100 very clean). Similarly, a 2016 survey by Price Waterhouse Coopers ranked Kenya as the third most corrupt country in the world concerning prevalence of economic crimes[2].

On a positive note, Kenya has made several progressive strides in the fight against corruption, including a raft of legal, policy and institutional frameworks. These include amongst others the Constitution of Kenya (CoK) 2010, the Anti-Corruption and Economic Crimes Act, the Public Officer Ethics Act, the Public Procurement and Disposal of Assets Act, the Access to Information Act, the Witness Protection Act, the Fiscal Management Act, the Bribery Act, the Public Finance Management Act and the Leadership and Integrity Act. In spite of these developments, important gaps still remain in the legal and policy framework.

On its part, the Kenyan Judiciary has established an anti-corruption court and gazetted corruption court magistrates to expedite corruption cases. Additionally, the Multi-Agency Team (MAT) has also been put in place for better coordination of and engagement with all government actors involved in the fight against corruption. This includes cooperation between the Ethics and Anti-Corruption Commission, Asset Recovery Centre, Kenya Revenue Authority, Director of Criminal Investigation, National Intelligence Service, Office of the Director of Public Prosecutions and Financial Reporting Centre. Further, a code of conduct has been established for public officers, for instance the *Mwongozo* Code of Conduct for State officers.

Weak operationalisation of the above frameworks and strategies however remains a major factor in the rising cases of corruption. Corruption is in this regard often demonstrated through blatant misuse of State resources, weak procurement and public financial management leading to fraud and resource leakages; a bloated and inefficient State bureaucracy/public service; as well as disrespect for, and or selective application of law on corruption matters. Other challenges include high levels of corruption within devolved governments, growing levels of citizen apathy or 'normalisation' of corruption, and in many cases, a backlash against anti-corruption crusaders/ work.

The concerns above are worsened by a culture of impunity exemplified by unwillingness to prosecute corruption by powerful individuals; ethnic and political patronage lending itself to exclusion of certain groups; as well as rogue and or unaccountable legislators[3]. These developments are also against a backdrop of reducing global solidarity and commitments to support for anti-corruption work, reducing space for civil society, and an emerging 'post truth' and anti-globalisation era.

Regarding citizen engagement, whereas there has been increased corruption knowledge and access to information over the last decade, actual demand for accountability remains rather weak, besides growing public apathy. Poor economic performance and changing value systems also contribute to growing indifference to corruption amongst the youth. These situations call for greater orientation towards civic driven change strategies to strengthening accountability, including knowledge sharing, shaping values and broader capacity development of citizens and their organisations.

Another concern that plagues the fight against corruption is weak institutional capacity of agencies mandated to deal with corruption demonstrated by capacity limitations in gathering quality evidence on corruption cases by investigators. Other capacity challenges include weak coordination amongst actors, limited analytical capability, and inability to effectively deploy preventive and or disruptive strategies. It is especially noteworthy that Counties have fairly weak accountability systems.

Separately, there have also been significant changes in the development policy arena. Key amongst these is a reduction of development financing, particularly financial, technical and material support for accountability work[4] . Linked to this is a gradual shift from conventional aid support to adoption of market oriented and impact driven initiatives[5] . Additionally, there has been a greater push towards systems thinking; multi-level and multisectoral cooperation/Public Private Partnerships (PPPs); as well as greater attention to impact level results.

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Concerning technology, there have been significant advancements in internet penetration, increased use of mobile telephony, social media, and other web-based platforms. These continue to provide opportunities for improved programming efficiency, platforms for engagement between duty bearers and right holders, access to information as well as enhanced possibilities to report corruption.

Finally, Kenya has witnessed increased activities within the extractives sector. These are bound to have environmental, social and economic consequences that could disproportionately affect citizens. There is thus a need for stronger governance oversight in this sector. Linked to these is a growing concern of corruption within the broader private sector, a situation that calls for greater attention to stronger citizen oversight, besides stronger governance frameworks for ethical corporate practice.

The contexts above call for continued attention to the quality of constitutional, regulatory and institutional frameworks, their operationalisation and protection against the reversal of gains.

These should be backed up by a greater leadership commitment to integrity and accountability; strengthening citizen rights and responsibilities; as well as integrity, accountability and transparency across all levels and sectors. There is also a need for continued investment in evidence building through research and analysis as well as capacity development support to different actors.

Further, continued dialogue on equitable distribution of national resources and opportunities, and the need for a sense of belonging, responsibility and ownership by all is needed. This is partly based on recent research which suggests that there is a 300 percent dividend for improving governance[6].

[1] see www.transparency.org/cpi
[2] https://www.pwc.com/gx/en/services/advisory/forensics/economic-crime-survey.html
[3] See http://siteresources.worldbank.org/EXTGOVANTICORR/Resources/Kenya_HumanRightsCommission_web.pdf
[4] Accessed at www.gov.uk/government/organisations/department-for-international-development on 11 August 2015.
[5] 'Building partnerships for changes in developing countries' - https://ec.europa.eu/europeaid/home_en on 11/05/2015.
[6] http://www.worldbank.org/en/topic/governance/brief/anti-corruption

2.2   Stakeholder Analysis

TI-Kenya works with a diverse range of stakeholders, some of which are outlined in the table below. The table also highlights potential areas of collaboration.

Group	Examples of Specific Actors	Thematic Areas of Potential Collaboration
Citizens	• General public – urban and rural, national and county based • Disadvantaged groups (youth, women, PWDs) • Victims/Witnesses of Corruption	• Capacity building, movement building • Civic oversight • Protection of rights • Evidence building
Civil Society Organisations	• Working groups: Public Interest Litigation Caucus, Climate Change Working Group, Police Reforms Working Group, Siaya Civil Society Working Group, Coast CSOs Reference Group on Security, Inter-Agency Working Group • Networks/Alliances: Coalitions for Good Governance, Water Integrity Network, National Integrity Alliance, Parliamentary Initiatives Network, Tax Justice Network/ East African Tax Justice Network, Freedom of Information Network, East African Civil Society Forum, National Taxpayers Association, Elimu Yetu Coalition, Open Government Partnership etc. • Forums: The Devolution Forum, Coast Urban Refugee Forum, Kenya Civil Society Platform on Oil and Gas, Kenya Leadership and Integrity Forum • Other collaborations: Uwajibikaji Pamoja, Faith Based Partners, Shule Yangu Alliance and Coast Land Non-State Actors	• Litigation: Collaboration and support to public interest cases • Protection: Partnerships around work on security, human rights, Gender Based Violence (GBV), civic space and child trafficking amongst others • Good Governance: Promotion of leadership and integrity, policy and legislative reforms, movement building, protection of public amenities/spaces etc. • Environment/natural resources management: land, water resources management, extractives, climate change • Accountability: Tax governance & compliance, Devolution, Access to information, Humanitarian Aid • Service Delivery: Accountability around delivery of Health, Education, Security etc
Funding Partners	• Individual donors: Hivos, GIZ, BMZ, BMU, Open Society Initiative for Eastern Africa • Local Funding Agencies: National Drought Management Authority • Embassies: Netherlands, Finland, Belgium, Sweden, Japan, Department for International Development, USAID etc • EU, European Commission Humanitarian Office, UN Agencies, African Development Bank, World Bank	• Policy and legislative reforms • Democracy and accountability • Capacity development of other actors • Environment and natural resources (land, climate change, extractives). • Humanitarian aid governance • Service delivery • TI-Kenya institutional development
Private Sector	• Private sector associations (Kenya Association of Manufacturers, Federation of Kenya Employers etc) • Corporate foundations (Safaricom, Equity Bank, Kenya Airways, Siemens, GlaxoSmithKline) • Professional associations • Individual companies	• Public sector governance, including systems and standards around these • Social and economic accountability • Corporate social responsibility • Philanthropy/local resource mobilisation • Partnerships around social enterprises • Development of accountability models

State/Authorities	• Judiciary and Judicial Service Commission • Parliament and Parliamentary Committees • Constitutional commissions • Police, Prosecutors, Ombudsman office • County governments • Relevant ministries/ units/ offices (Finance, Attorney General, Auditor General etc)	• Partnerships for legal and policy (re) formulation and implementation processes • Ensuring social justice and accountability • Capacity development • Information/data sharing (including research) • Support for human rights • Collaboration on the agenda for fighting corruption

> " Success can only be achieved by collaboration and support "

2.3   Overview of Strengths, Weaknesses, Opportunities and Threats (SWOT)

A synthesis of the emerging trends and patterns from the operational context analysis revealed the following strengths, weaknesses, opportunities and threats:

STRENGTHS	WEAKNESSES
• TI-Kenya has a strong brand name that is trusted by many stakeholders • Diverse, competent and well experienced staff • Proven track record of being at the forefront of successful anti-corruption work in Kenya • Good relationships with different actors and strong ability to mobilise stakeholders. • Existence of internal policies and systems that guarantee oversight/accountability • Organisational boldness and independence (neutrality) • Innovative capacity especially in the development of ICT led anti-corruption platforms and models	• Inadequate diversity and stability of TI-Kenya financial resource base (sustainability) • Insufficient documentation, demonstration and dissemination of results at impact level • Insufficient organisational visibility and profiling (including scope/mandate to manage expectations) • High staff turnover resulting in long learning curves (short staff contracts linked to donor contracts) • Inadequate cohesion of synergy among programmes to facilitate inter-programme learning and knowledge transfer • Less optimal board diversity (age, professional, demographic)
OPPORTUNITIES	THREATS
• Greater ICT penetration that enables TI-Kenya achieve greater reach, visibility and resourcing • Existence of key constitutional, legal, policy and institutional frameworks for accountability • Potential for a systems orientation, multi sector and multi-level collaborations • Growing concerns over corruption by citizens implies potential for greater engagement • Potential to use international relations to engage/influence at higher levels • Possibilities to share knowledge and influence practice amongst key actors and across sectors • Extensive networks and partnerships offer potential for wider coverage and reach • Possibilities to offer services, for instance capacity building, at a cost i.e. enterprise • orientation	• Growing citizen apathy against increasing impunity by State and Non-State Actors (NSAs) alike • Decreasing commitment to political, social and economic accountability by State and NSAs. • Inadequate national commitment to leadership and integrity as per chapter 6 of the CoK 2010 • Reducing funding levels for human rights and accountability work • Reducing civic space for CSOs and non-optimal/suspicious relations with State agencies and CSOs • Rising ethnic and religious intolerance across Africa, and Kenya in particular • Rising concerns over climate change, drought and food insecurity • Increasing political and ethnic patronage that promotes corruption and or protects the corrupt • Slow/non-operationalisation of crucial laws and policies

2.4 Implications of Context Analysis and Strategic Review: What We Have Learnt

The following insights, learnt from previous work and engagements, as well as the analysis of operating context will underpin TI-Kenya's work over the next strategic plan period:

1. Levels of Engagement: We will position our work as follows: at County level (citizen engagement, capacity building, policy and legal work); at National level (policy and legal level work, institutional development/strengthening); and at regional/international/global levels (influencing practice, learning). There will be tasks that cut across all levels such as knowledge management. Attention will be granted to working with women and youth/children.

2. Approaches to Influencing: Working with government remains an important way to advance a transformative agenda. We position ourselves as a strategic, but independent partner to different State and NSAs in the fight against corruption. We will be diplomatic but firm. Our primary approach is constructive engagement, but we will not hesitate to express our disapproval with events, practices, actions or positions that are against the principles of accountability, transparency and integrity.

3. Results Orientation: TI-Kenya will strengthen its ability to deliver, demonstrate and report on the impact of its work, not only for learning and accountability, but also spur confidence and address apathy on the fight against corruption by key stakeholders.

4. Depth vs. Breadth: We will focus on fewer manageable targets to enable deeper engagements that guarantee greater and sustainable impact. We will thus focus more on depth rather than breath thereby 'doing less to achieve more'. This also means consolidating, rather than expanding the scope of our work, especially the strategic focus areas/issues.

5. Systems Thinking: No single (set of) actor(s) can effectively and sustainably win the war against corruption: a systems approach is imperative. We will thus strengthen our internal programme cohesion and integration, while pursuing strategic multi-sector, multi-level and multi-stakeholder collaborations.

6. Acceleration and Scale Up: We will invest more effort in replicating models that have been proven to work as a basis of acceleration and scale up of impacts. These will be realised through deepening, consolidating and leveraging the efforts of other actors.

7. Engagement With Academia: We will work more closely with knowledge institutions and or think tanks as part of strengthening of their research/evidence building and knowledge management capacity. This will be over and above collaborations with such institutions as part of influencing practice.

8. Roles: We will more dominantly engage in 'collaborative, 'facilitation' and 'thought leadership' roles at the local and sub-national levels, working more with, and through independent, but complementary partners. However, we will engage in 'direct implementation' for interventions that are technical in nature, especially at the (sub) national levels.

9. Proactive vs. Reactive Strategies: TI-Kenya understands that corruption can only be eliminated by practising both preventive and effective punishment of culprits. We will thus further strengthen the preventive (disruptions, deterrence) mechanisms towards the fight against corruption while consolidating the present mechanisms that address corruption after the fact.

10. Sustainability: Financial resources are a crucial tool for advancing accountability work. On the contrary, resources for governance work have dwindled over the years, against the growing importance of accountability interventions. Alternative sources of income have thus become imperative. Consequently, we have to explore a workable financial model for now and the future. We will thus deliberately invest in diversifying, stabilising and ensuring multi-annual resourcing as a basis of strengthening our resilience. This includes transforming our approach from the strictly non-profit approach to a social enterprise.

> "
> We position ourselves as a strategic, but independent partner to different State and NSAs in the fight against corruption.
> "

SECTION 3: STRATEGIC ANALYSIS AND FOCUS

3.1 Strategic Areas of Focus and Objectives

Based on the context analysis and track record, TI-Kenya's work over the next five years will be organised into the following strategic focus areas (see section 4 for details of each).

1. Public Accountability: This strategic focus area is concerned with ensuring increased engagement and accountability by citizens and leaders. This will be achieved through supporting citizen empowerment and movement building as well as strengthening civilian oversight.

2. Policy Legal and Institutional Frameworks: Through this strategic pillar, TI-Kenya will seek to continue its support towards (re) formulation and or enforcement of appropriate accountability focused regulatory frameworks. The key intervention strategies shall include influencing, coalition building, and capacity development.

> "
> NOTE: To ensure depth and guarantee impact, TI-Kenya has prioritiseed five sectors around which its work on the above focus areas will be centred. These include: Education; Health; Security; Humanitarian Aid; and Environment and Natural Resources (land, climate change and extractives).
> "

3. Social and Economic Accountability: This third strategic focus areas aims to support the application of social justice[7] and economic accountability across sectors and levels. We will especially seek to contribute to a more equitable and inclusive society by addressing present and previous injustices, as well as ensuring equitable distribution of public resources and opportunities. The sub-pillars shall include attention to equitable and effective national resource management as well as supporting initiatives geared towards ensuring social justice.

4. Institutional Development: Through this pillar, TI-Kenya will seek to enhance its institutional relevance, effectiveness and sustainability. The key areas of attention shall include Human Resources (HR) and Governance Development, Resource Mobilisation, Marketing, Systems and Structure Strengthening, as well as Monitoring, Evaluation, Research and Learning (MERL).

3.2 Theory of Change

TI-Kenya believes that addressing corruption and developing good governance systems is essential for accelerated and sustainable development of people, markets, and nations[8].

We understand that rooting out corruption requires that those entrusted with power are held to account. We seek to achieve this by investing in empowering citizens, strengthening accountability institutions, building evidence as well as advocating for both justice and enforcement of quality regulatory frameworks.

We believe that these actions will eventually lead to enhanced integrity, accountability and transparency which contributes to improved access, responsiveness, social inclusiveness and accountability in the delivery of public services and general development outcomes.

NOTE: A diagrammatic representation of this theory of change is presented in figure 1

FIGURE 1: SCHEMATIC REPRESENTATION OF THE TRANSPARENCY INTERNATIONAL KENYA THEORY OF CHANGE

What we exist to do (mission)

We champion the fight against corruption by addressing the systems, structures and norms that perpetuate the vice, while promoting the virtues of integrity, transparency and accountability.

What we do to create change (strategic actions)

We champion active citizen engagement in accountability actions & processes

We scale the power of accountability actors through movement building & partnership development

We create & share knowledge, evidence & analysis to inform good governance actions

We advocate for justice as well as accountability focused regulatory and institutional reforms

We strengthen our and other actors' capacity to better deliver on set development aims

Changes we expect to see in the medium term (intermediate outcomes)

More empowered citizens & CSOs increase pressure on authorities & private sector to be effective and responsive in eliminating corruption

Generated body of knowledge, evidence, tools & models up-scaled and used to accelerate accountability across sectors & levels

Governance reforms leading to existence & enforcement of supportive laws, policies, institutions, social norms, standards & practices

Strengthened accountability actors – State & Non-State – have the space to, and effectively address corruption related challenges

Our longer-term ambitions (Goal)

Systemwide confrontation of corruption leading to increased integrity, accountability, transparency and justice across all sectors and levels

The ultimate change we contribute to (impacts)

Reduced corruption levels and greater developmental effectiveness

PRINCIPLES AND ASSUMPTIONS:

Well-resourced, independent, open and capable accountability focused agents of change, working together, have a better chance of successfully confronting corruption. Access to information, appropriate tools and models are also essential elements in this cause. We appreciate that governance reforms & institutional strengthening and long term undertakings, besides there is expected backlash by beneficiaries of corruption. There are thus no quick fixes.

SECTION 4: KEY INTERVENTIONS AND IMPLEMENTATION STRATEGIES

4.1 Overview

This section presents the objectives, sub areas of focus and broad strategic interventions for the four strategic areas of focus of TI-Kenya. The section does not go into the detailed activities as these will be elaborated within the detailed implementation plans that are developed annually.

4.2 Strategic Focus Area 1: Public Accountability

Overview: This strategic pillar is concerned primarily with addressing the waning levels of accountability by public leaders and citizens, demonstrated amongst others through growing levels of impunity; politicisation and devolution of corruption; and the diminishing will to fight corruption.

The overall objective will be to increase the number of responsive and accountable citizens and leaders through promoting civic engagement and leadership integrity. The strategic interventions under this pillar are listed under the respective sub pillars as follows:

4.2.1 Citizen Empowerment

This sub area seeks to 'increase the level of civic agency and voice on public accountability'. That is, increase the number of knowledgeable citizens who recognise and actively fight corruption. This is based on the belief that accountability frameworks can only be effective if there exists sufficient civic engagement.

The above ambitions will be realised through undertaking the following strategic interventions:

- **Awareness creation and mindset change:** Support ICT, media or art aided public engagements to share information/data with a view to awakening peoples' consciousness, changing their attitudes and spurring civic action against corruption.

- **Citizen driven anti-corruption campaigns:** Facilitate/support regional, national and county based citizen led advocacy initiatives on emerging corruption issues/concerns.

- **Innovation and modelling:** Develop and or enhance ICT driven tools/mechanisms/products that facilitate accountability and feedback related engagements between citizens and duty bearers.

- **Capacity development support:** Provide legal aid and paralegal aid/support and facilitate dialogue sessions/trainings on topical issues in TI-Kenya's sectoral or thematic focus areas.

4.2.2 Movement Building

The aim of this sub pillar is to enhance the effectiveness of various anti-corruption actors – corporate and individual - through mobilisation, organising and strengthening.

To realise this ambition, TI-Kenya will undertake the following strategic interventions:

- **Scoping and Analysis:** Map out corruption action groups with a view to facilitating better organisation of, and capacity development support to them.

- **Capacity Development:** Undertake institutional strengthening initiatives (mentoring, training, information sharing etc) targeting good governance actors at both county and national level.

- **Linking:** Support initiatives aimed at strengthening networking amongst anti-corruption agents for purposes of establishing a critical mass, learning and better coordination. Also, facilitate engagements between citizens and anti-corruption focused institutions, State and Non- State Actors (NSA) alike.

4.2.3 Citizen Oversight

This sub pillar seeks to 'increase the level of citizen involvement in ensuring effective management (planning, use, accountability) of public resources and opportunities'.

To realise this ambition, TI-Kenya will engage in/facilitate the following strategic interventions:

- **Social Accountability Monitoring:** Conduct social audits and other citizen oversight mechanisms at county level; Also support development and implementation of anti-corruption action plans for institutions as well as monitoring civilian engagements at county levels.

- **Public Expenditure Tracking:** Facilitate citizens to participate in budget making and monitoring (tracking) initiatives within selected counties.

- **Litigation:** Institute and or support/enjoin in strategic corruption related public interest litigation and administrative petition cases.

- **Information Sharing:** Disseminate key messages and or early warning information through key platforms; support communities to collect and share feedback, including resolved cases.

4.3 Strategic Focus Area 2: Policy, Legal and Institutional Frameworks

Overview: This strategic pillar seeks to contribute to the existence of a conducive operating environment for effective public accountability. It will address challenges in the operationalisation of the CoK 2010, various anti-corruption laws and policies; capacity challenges within institutions charged with the fight against corruption; and backlash from corrupt individuals/corruption cartels.

The overall objective of the focus areas is 'to support the existence and enforcement of appropriate policy, legal and institutional frameworks through influencing, coalition building, and capacity development'. The strategic interventions are listed under the corresponding sub pillars thus:

4.3.1 Influencing

Through this sub area, TI-Kenya aims to 'facilitate (re)formulation and effective operationalisation of applicable laws and policies, besides strengthening concerned institutions'.

The strategic interventions to achieve this objective shall include:

- **Legal and Policy Development:** Participate actively in the development and or reformulation of anti-corruption/ accountability and other relevant laws, policies, rules and regulations both at the national and county level.

- **Enforcement:** Track progress of, and advocate for the implementation of anti-corruption/ accountability and other appropriate laws, policies, rules and regulations. Also, watch and act against reversal of key gains.

- **Policy Research, Analysis & Investigations:** Support or undertake public policy research and analysis initiatives and or investigations for evidence building or policy agenda setting. Possible areas of engagement include political economy analysis, corruption risk assessments, public interest litigation, and monitoring State and other actors' anti-corruption commitments etc.

- **Influencing Practice:** Support strategic institutions towards developing an accountability culture amongst Kenyans, including promotion of integrity related

ethical values in collaboration with research and academic institutions (praxis [9]) and other relevant institutions.

4.3.2 Coalition Building

This sub pillar seeks to support the establishment and or sustenance of a critical mass of vibrant actors that are actively working towards having supportive anti-corruption laws, policies and institutions'.

The strategic interventions to be implemented in this regard shall include:

- **Scoping and Analysis:** Undertake mapping exercises and analysis of key actors working on concerned issues or sectors as a basis of establishing a critical mass of vibrant actors on policy and legal change.

- **Linking and Learning:** Support the establishment and or reinvigoration of strategic multi-level and multi-sector partnerships to advocate for legal, policy and institutional reforms. In particular, establish additional county chapters of the County Assembly Representatives Network Against Corruption (CARNAC) and strengthen existing ones besides setting up self-regulation mechanism(s) and information sharing platform(s).

- **Convening:** Facilitate and or support convening of forums to deliberate, strategise and act on existing or emerging governance concerns.

- **Foster Leadership:** Play an active collaborative leadership role in strategic partnerships, networks, alliances, forums and platforms. Key roles could include: coordinator, vision carrier, change catalyst, process facilitator, relations builder, rallying etc.

4.3.3 Capacity Development

The aim of this sub pillar is to contribute to 'the existence of capable and effective public and non-state institutions'. To achieve this, TI-Kenya will undertake and or facilitate the following strategic interventions:

- **Institutional Development:** Facilitate good governance related institutional strengthening of public institutions and NSAs. This will be done at a minimum on a cost recovery basis, but preferably on social enterprise basis.

- **Innovation & Modelling:** Develop and promote adoption or scale up of ICT driven accountability/ integrity mechanisms (tools, platforms, standards)[10]. Emphasis will be laid on scaling up the existing tested mechanisms (tools, forums, platforms etc.)

- **Thought Leadership:** Support initiatives towards generation of new knowledge, ideas, strategies and models for effective governance including documenting and sharing best practices.

- **Standards and Certification:** Offer technical support to public, corporates or CSOs seeking to improve their accountability mechanisms, including through promotion of tested accountability tools at a cost. We will in addition develop integrity standards/ benchmark and undertake certification of willing institutions using the same.

- **Protection:** To support actions and mechanisms that protect anti-corruption activists against backlash (security, insurance, solidarity, and support towards their psychosocial wellbeing etc).

[10]Refers to the process by which a theory, lesson, or skill is enacted, practiced, embodied and or realized. Examples of institutions which TI-Kenya could collaborate with include KICD and Kenya School of Government.
[11]Present examples of such mechanisms include the online anti-corruption regional platform, uwajibikaji pamoja platform, integrated public complaints redress mechanism, MDTS, drug price index website etc.

4.4   Strategic Focus Area 3: Social and Economic Accountability

Overview: Social and economic transparency and accountability are key tenets of democratic governance[11] . This pillar will focus on addressing growing cases of corruption and inequity in distribution of public resources and opportunities, which together with past injustices and feelings of exclusion have contributed to heightening levels of intolerance and negative ethnicity in Kenya. It is thus critical for institutions concerned with public accountability such as TI-Kenya to contribute to addressing these challenges, amongst others strengthen inclusion and social cohesion.

The **overall objective** of this strategic pillar is 'to contribute to greater social justice[12] and economic accountability at all levels through advocacy and development/promotion of supportive systems. The specific interventions for this focus area are presented under the corresponding sub pillars below:

4.4.1   Social Justice

This sub pillar will be concerned with addressing present and previous corruption fuelled injustices with a view 'to contributing to a more equitable and inclusive society'.

To realise this objective, TI-Kenya will undertake the following strategic interventions:

- **Addressing Historical Injustices:** Working closely with relevant actors, and petition relevant State or NSAs on the implementation of recommendations of chapter 3 of the Truth, Justice and Reconciliation Commission of Kenya (TJRC) report.

- **Accountability:** Support the development and implementation of national anti-corruption plans; offer capacity and other forms of support (including safety and security related support) to institutions/actors engaged in supervision, protection and enforcement of accountability, social justice, rights and entitlements.

- **Fostering Justice:** Illuminate and enjoin in strategic litigation cases on abuse of public resources and other economic crimes, including corruption around infrastructure projects, grabbing of public utilities etc. Also facilitate high level debate/dialogue on emerging social injustices arising from corruption.

4.4.2 Resource Distribution and Management

Existence and enforcement of suitable and transparent public resource management systems are central to realisation and sustenance of social justice. The main aim of this sub pillar is to contribute to the establishment and or enforcement of mechanisms for ensuring equitable distribution of public resources and opportunities as well as effective and transparent accountability of their use.

The strategic interventions to be implemented in this regard shall include:

- **Innovation:** Working with relevant institutions, facilitate/support the development and or adoption of mechanisms (tools, laws, policies, systems, models, frameworks) for transparent and equitable distribution and management of (public) resources and opportunities.

- **Effective Public Financial Management:** Support initiatives on effective public participation on public resource planning, use and accountability including open procurement, expenditure tracking, transparency boards as well as supportive laws and policies. This include monitoring of development and humanitarian aid delivery and special funds.

- **Natural Resources Governance:** Collaborate with relevant State and Non-State Actors to ensure effective and transparent governance of natural resources (extractives, land, environment).

- **Capacity Development:** Facilitate capacity strengthening (trainings, exposures, mentoring) on uncovering corruption to concerned parties such as auditors, investigative journalists, activists, accountability focused CSOs and interested public and private sector entities.

4.5   Strategic Focus Area 4: Institutional Development

This strategic pillar is inward looking and will mainly focus on the internal organisational well-being of TI-Kenya. It seeks to build on existing organisational strengths while addressing the capacity gaps that emerged from the SWOT analysis and previous organisational capacity assessments (OCAs).

[11]Carmen Malena, 2004. The Role of Civil Society in Holding Government Accountable: A Perspective from the World Bank on the Concept and Emerging Practice of Social Accountability.
[12]Social justice relates largely to equitable access to resources, opportunities, privileges and entitlements

The overall objective of this pillar is to enable TI-Kenya to consolidate its position as a 'dynamic, relevant, effective and resilient institution'. The strategic interventions needed to realise this ambition are elaborated under the sub pillars below:

4.5.1 Human Resources and Governance Development

TI-Kenya seeks to be an employer of choice. The specific objective of this sub pillar is to 'attract and retain required numbers of high quality staff and leaders'.

To achieve this objective, the following strategic interventions will be implemented:

- **Quality HR Administration:** Establish and enforce an effective result based performance management system with clear mechanisms for staff performance appraisal, management, reward and development by 2018. Continuously improve the internal working environment (staff well-being, internal communication, contract durations subject to funding conditions etc).

- **Human Resources Development:** Review and enforce a Human Resources Development (HRD) Plan as a basis of staff capacity development, based on identified individual and institutional capacity gaps. Options include on-the-job training, coaching, team building and mentoring. Also, engage in structured staff orientation, including on the TI-Kenya identity (vision, mission, values and philosophy).

- **Governance Strengthening:** Further strengthen TI-Kenya mechanisms for board transition via a well-defined board and management succession strategy; review governance instruments; establish board development and performance management systems; and review the TI-Kenya board set up especially the number, roles and set up of board committees.

- **Membership:** Further strengthen the membership base (numbers, subscriptions, commitment); Set up an alumni and Friends of TI-Kenya.

4.5.2 Resource Mobilisation and Investments

A key ambition of TI-Kenya is to diversify and grow its resource base. The specific objective of this sub area is thus 'to acquire and reserve sufficient resources to enable TI-Kenya continue to offer its services in a stable way into the foreseeable future'.

The main strategic interventions to realise this ambition shall include:

- **Resource Mobilisation and Investment Strategy:** Review and operationalise a detailed TI-Kenya's sustainability strategy, policy and plan. Also undertake regular funder mapping as a basis for funding portfolio diversification (corporate foundations, private sector, philanthropists etc.)

- **Resource Mobilization & Investment Capacity:** Strengthen the resource mobilisation and business development capacity of TI-Kenya staff and board. Set aside specific resources (time, budgets & personnel time) besides clear targets and responsibilities for these by management and the board.

- **Strengthen Social Enterprise Orientation:** Generate additional resources from consultancies and investments; Engage in assets building (savings/reserves, endowment, property); and enhance own capacity to think and act in a business-like manner.

- **Local Resource Mobilisation:** Double efforts at mobilising resources from private sector & citizens by demonstrating value add to them. Also strengthen local/downward accountability and internal organisational efficiencies. Consider pooled resource mobilisation with other actors/consortia.

- **Relations Management:** Invest more in relations building with benefactors (contact moments, quality communication, compliance, value addition etc).

4.5.3 Marketing and Communication

The specific objective of this sub pillar is 'to strengthen TI-Kenya's image, visibility and brand profile'.

The strategic interventions to be pursued in this regard shall include:

Strategy Development: Review and fully implement the marketing and communications strategy and policy. These will be used to influence the public image of TI-Kenya, as well as to ignite passion and support for TI-Kenya's work from citizens and other key stakeholders.

• **Presence:** Undertake sustained mass and social media/web presence/campaigns; Develop innovative ICT driven marketing and communication products; and engage in strategic spaces/ forums - both local and international.

• **Documentation:** Engage in systematic documentation and dissemination, including of best practices, opinion pieces, innovations and general TI-Kenya impact stories.

• **Other Marketing Initiatives:** Undertake marketing events (integrity talk shows, integrity runs/ walks, public forums, town hall meetings, road shows etc); Also, develop and distribute various IEC materials and merchandise.

4.5.4 Internal Systems, Policies and Structures

The specific objective of the sub pillar is to 'establish and maintain an internal environment that safeguards the integrity of TI-Kenya processes and resources'.

To achieve this objective, TI-Kenya will undertake the following strategic interventions:
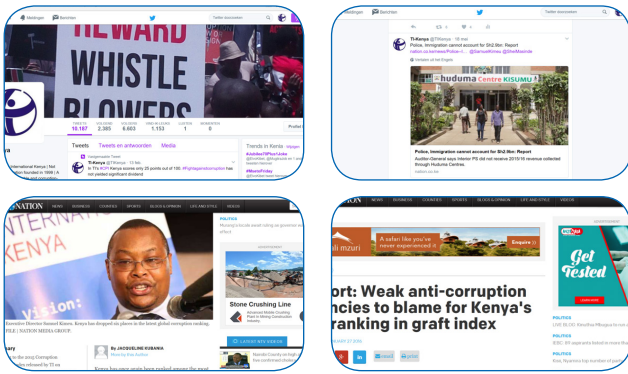
• **Internal Policy Environment:** Develop/ regularly review organisational policy documents (finance and procurement, human resources, ICT, MERL etc) to ensure that they are up-to-date, relevant and complete. Ensure complete adherence to these once reviewed.

• **Management Information System:** Develop a knowledge management and information sharing system. The system will be reviewed regularly.

• **Organisational Structure:** Develop/review the structure to align it with changes in strategy, as well as to attain greater efficiency, internal cohesion and alignment.

4.5.5 Monitoring, Evaluation, Research and Learning (MERL)

TI-Kenya regards MERL as a strategic component of its management and strategy. We will thus continue to invest in improving our MERL frameworks, tools and practices. The specific objective of the sub pillar is 'to optimize the TI-Kenya MERL system to support effective delivery and demonstration of results for both learning and accountability'. The revamped MERL system, including related quality assurance mechanisms, will be applicable to both TI-Kenya programmes and social enterprises.

The main strategic interventions to realise this ambition shall include:

• **MERL System Strengthening:** Consolidate present MERL practices into a complete MERL system comprising institutional level MERL frameworks, tools, policies etc; develop a custom-made web based system for MERL; strengthen the quality assurance system (supervision, oversight, follow ups) based on set standards; and strengthen the reporting capacity especially impact reporting.

- **Knowledge Generation:** Carry out and disseminate corruption related research studies and or knowledge products and establish a functional knowledge management system. Research will seek to meet both internal and external information/ data needs.

- **Learning:** Further systematise/structure internal and external learning processes (focus, format, scheduling etc.)

- **MERL Capacity:** Continuously strengthen the MERL capacity of TI-Kenya (quality and quantity of MERL staff, allocation of resources for MERL, clarity of MERL responsibilities,

use of ICT). Also invest in increasing the creative thinking and innovative capacity of TI- Kenya.

To facilitate operationalisation and effective monitoring of this strategic plan, TI-Kenya will develop various implementation instruments amongst these:

a) Strategic plan log frame - annexed to this strategy;
b) Business plans for TI-Kenya social enterprises;
c) Annual operational/work plans and budgets; and
d) Individual programme/project proposals to specific sets of donors.
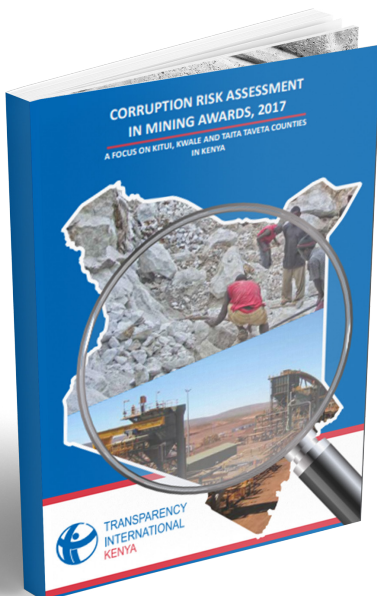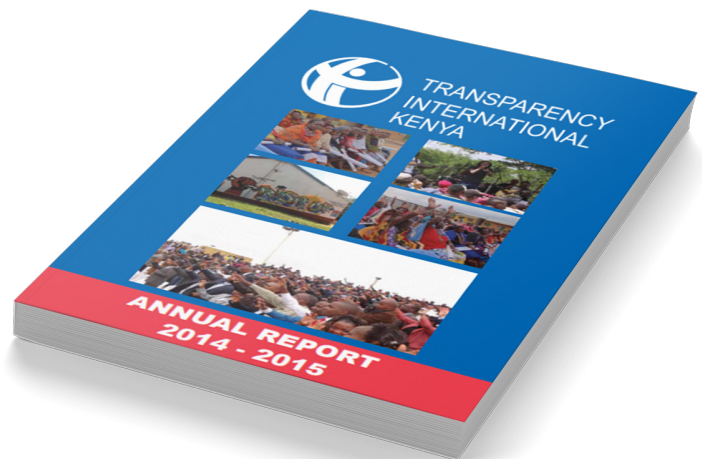
SECTION 5: MANAGEMENT AND GOVERNANCE

> " The Board of Directors provides leadership and governance (policy, oversight and strategic guidance), while the management oversees all day-to-day affairs of the organisation, including project development, fundraising and implementation. "

The strategic plan and related operational documents (log frame, annual work plans, and proposals) will form the basis of periodic M&E. The strategy will be reviewed mid-stream while work plans and budgets will be reviewed on a quarterly and annual basis. Periodic participatory staff performance evaluation/ appraisals will be conducted biannually against the planned activities and targets.

With regard to learning, TI-Kenya will position itself as a learning organisation, one that constantly reflects on its practice with a view to improving the same. We will in this regard ensure that regular learning and reflection moments are undertaken. Mid-term and end of project evaluations will be conducted.

5.1 Management and Governance

Governance: TI-Kenya has a well-structured governance structure. At the apex of the organisation is the General Assembly (GA) bringing together all the members of TI-Kenya. TI-Kenya members meet at least once every year during the Annual General Meeting where they receive detailed programmatic and financial updates and discuss any issues that may have arisen during the previous period.

The members elect the Board of Directors. The board has the overall responsibility of setting policies which are executed by the secretariat headed by the Executive Director. The board meets at least once every quarter.

The Board of Directors draw from different professional fields that are relevant to TI-Kenya's work. The board is supported by various board committees, including the human resource, finance and administration as well as programme sub-committees.
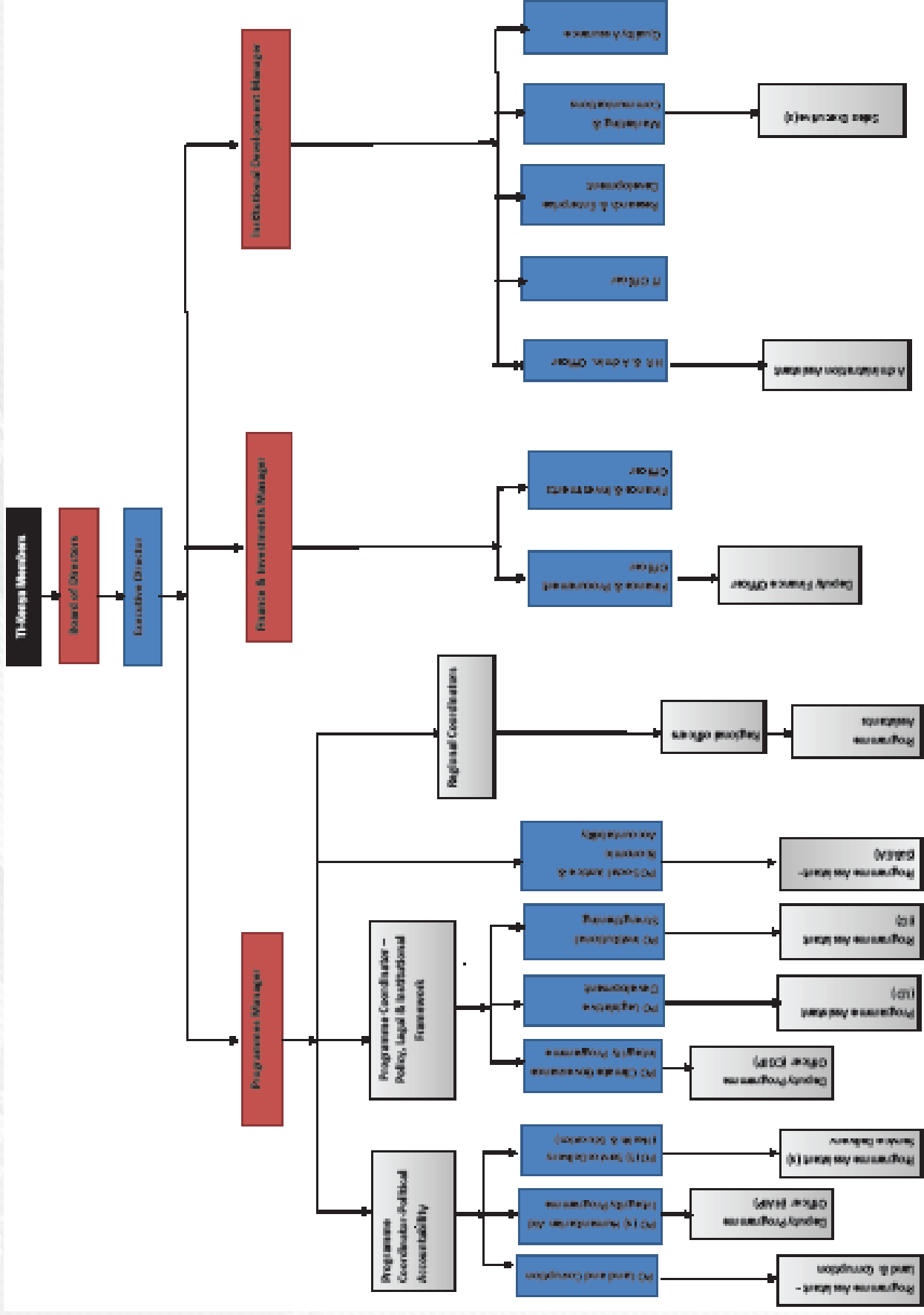
Management: The Secretariat is headed by the Executive Director who provides the overall oversight for the institution assisted by the Senior Management Team which comprises of the Executive Director, Programmes Manager, Finance Manager and the Human Resource and Administration Manager. The management team also comprise persons with diverse professional backgrounds and expertise. These include experts/specialists in law, political science, communications, social development, finance and management. The management is responsible for implementing the TI-Kenya strategy and board directives.

5.2 Organisation Structure

TI-Kenya has a well-defined organisational structure, with clear segregation of duties between the Board of Directors and the Management. Figure 2 presents the corporate organogram for TI-Kenya.

With a view to strengthening its work at the counties or community level, TI-Kenya has set up regional offices, commonly known as Advocacy and Legal Advice Centres (ALACs).

Figure 2: Transparency International - Kenya Organogram

SECTION 6: IMPLEMENTATION FRAMEWORK

6.1   Logical Framework

INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS (OVIs)	MEANS OF VERIFICATION	RISKS & ASSUMPTIONS
STRATEGIC FOCUS AREA 1: PUBLIC ACCOUNTABILITY			
Strategic Objective 1: To increase the number of responsive and accountable citizens and leaders through promoting civic engagement and leadership integrity	1. 40% increase in no of citizen groups taking action against corruption 2. Cases of citizen actions against corruption 3. 60% increase in cases of leaders in target institutions taking action to reduce corruption	1. Evaluation reports 2. Survey reports 3. Other actors' reports	1. Political will exists 2. Good stakeholder cooperation
Strategic Interventions			
Citizen Empowerment 1. Support at least 60 ICT & media aided public outreaches to share information/data & spur anti-corruption civic action 2. Facilitate/ support at least 5 citizen led advocacy initiatives annually on emerging corruption issues/ concerns 3. Develop/ enhance at least 5 ICT driven mechanisms that facilitate accountability focused engagements between citizens and duty bearers 4. Offer legal aid & paralegal aid/ support to at least 10 actors and at least 3,000 citizens annually 5. Facilitate at least 10 dialogue sessions/ trainings on topical issues in TI-Kenya's sectoral or thematic focus areas.	1. No. & type/ nature of anti-corruption outreaches 2. No. & types of persons/ organizations reached 3. No. of citizen-led corruption focused advocacy initiatives undertaken 4. No. of ICT driven mechanisms developed/ in use 5. Extent of use of developed mechanisms 6. Cases of actions/changes from use of tools 7. No. of actors receiving para(legal) aid support 8. No. & type of dialogue sessions/ trainings held 9. No. & type of actors reached through sessions	1. Evaluation reports 2. Survey reports 3. Project reports 4. Annual reports 5. Other actors' reports	1. Capable social movements exist 2. Good levels of citizen engagement 3. Civilian oversight groups exist 4. Collaboration/ buy in from relevant actors 5. Civilian interest in anti-corruption initiatives
Movement Building 1. Undertake a mapping of corruption action groups at county and national level in 10 counties 2. Undertake institutional strengthening initiatives for 10 good governance actors at county and national level 3. Support 5 initiatives aimed at strengthening networking amongst anti-corruption agents 4. Facilitate engagements between citizens and institutions focusing on anti-corruption issues.	1. No./ nature of mapped corruption action groups 2. No. of good governance actors strengthened 3. Noted changes in strengthened institutions 4. No. & nature of support initiatives conducted for anti-corruption agents/ networks 5. Change in corruption perception by citizens 6. Nature of citizen led initiatives from engagements	1. Evaluation reports 2. Capacity Assessment reports 3. Survey reports 4. Project reports 5. A database of corruption action groups and other good governance actors	
Citizen Oversight 1. Conduct social audits/ other citizen oversight mechanisms in at least 10 counties 2. Support drafting & follow up of anti-corruption action plans for 5 entities; Monitor citizen engagement in good governance in 10 counties 3. Facilitate citizen participation in budget processes/ initiatives in at least 10 counties by 2022 4. Institute and enjoin in at least 2 corruption related public interest litigation/ administrative petition cases annually 5. Disseminate key messages and or corruption related early warning information through various platforms 6. Support communities to collect & share feedback, including on resolved cases.	1. No. of social audits/oversight mechanisms done 2. 60% increase in citizen led oversight actions 3. No. of anti-corruption action plans followed up 4. No./ nature of successful civilian engagements 5. 60% increase in no. of citizens engaged in budget processes/ initiatives (budget making, tracking, reporting etc.) at the county level 6. No. of public interest litigation cases and administrative petitions initiated &/ or enjoined in 7. Nature of messages/ information disseminated 8. No. & frequency of information sharing 9. No. of cases of shared community feedback on corruption (messaging, resolved cases etc.)	1. Evaluation reports 2. Annual reports 3. Project reports 4. Other actors' reports	
STRATEGIC FOCUS AREA 2: POLICY, LEGAL AND INSTITUTIONAL FRAMEWORKS			
Strategic Objective 2: To support the existence and enforcement of appropriate policy, legal and institutional frameworks through influencing, partnership building, and capacity development.	1. Cases denoting improved enforcement of accountability laws, policies, rules & regulations 2. Cases of better functioning of accountability institutions resulting from TI-Kenya support	1. Evaluation Reports 2. Annual reports 3. Other actors' reports	1. Political will exists 2. State responsiveness
Influencing 1. Participate in (re)formulation of at least 30 anti-corruption/ accountability related regulatory frameworks 2. Track/ advocate for the implementation of at least 30 anti-corruption/ accountability laws, policies, rules & regulations 3. Watch and act against reversal of key gains realized in the new constitutional dispensation (CoK 2010). 4. Support 2 institutions towards developing an accountability culture amongst Kenyans 5. Support or facilitate 10 public policy research and analysis initiatives for evidence building & policy agenda setting.	1. No. & types of laws, policies, rules & regulations (re)formulated with support of TI-Kenya 2. No. & nature of regulatory frameworks implemented with support/ push of TI-Kenya 3. Cases denoting successful prevention of reversal of CoK 2010 related accountability gains 4. No. of institutions supported 5. Actions taken to cement accountability culture 6. No. & nature of researches carried out	1. Evaluation reports 2. Actual policies, rules and regulations influenced 3. Annual reports 4. Feedback reports from supported institutions 5. Research reports 6. Project reports	

Coalition Building 1. Undertake 2 mapping/ analysis exercises on key actors as a basis of establishing a critical mass of vibrant actors 2. Support formation/reinvigoration of 10 partnerships to advocate for legal, policy & institutional reforms 3. Establish & strengthen APNAC and 3 CARNACs; Support the establishment of self-regulation mechanism(s) & 1 information sharing platform 4. Facilitate convening of at least 5 forums to deliberate, strategise & act on emerging accountability concerns 5. Play an active collaborative leadership role in at least 5 strategic partnerships, networks, alliances or forums.	1. No. and nature of mapping exercises carried out 2. 50% increase in critical mass of vibrant actors 3. No. of strategic partnerships formed/ reinvigorated and advocating for reforms 4. No. of CARNACs established/ strengthened 5. No. of self-regulation/ information sharing mechanisms 6. No. of forums convened 7. Nature of emergent accountability issues taken up 7. No. and nature of collaborative leadership roles played in strategic partnerships	1. Mapping reports 2. Annual reports 3. Monitoring reports 4. Project reports	1. Adoption of TI-Kenya proposals by relevant stakeholders 2. Cooperation & buy in by targeted actors/ stakeholders 3. Good stakeholder cooperation 4. Anti-corruption champions will exist in the assemblies 5. There exists sufficient civic space
Capacity Development 1. Strengthen at least 5 public institutions or NSAs charged with the fight against corruption. 2. Promote adoption/ scale up of at least 10 ICT driven integrity / accountability mechanisms or platforms 3. Support 5 knowledge generation (+ strategies, models etc.) and or documentation initiatives on effective accountability 4. Offer technical support to at least 5 public institutions who seek to improve their accountability mechanisms 5. Develop integrity standards/ benchmark and undertake certification of at least 2 willing institutions using these 6. Support actions & mechanisms that protect anti-corruption/ activists against backlash or harassment.	1. No. of public institutions/NSAs strengthened 2. Capacity improvements in strengthened entities 3. No. and type of ICT driven integrity platforms adopted/scaled up 4. No. and nature of knowledge generation initiatives supported 5. No. of supported public institutions 6. Capacity improvements in supported institutions 7. No. & nature of developed integrity standards 8. No. of assessed & certified institutions 9. No. and nature of actions supported by TI-Kenya towards protecting anti-corruption actors	1. OCA reports 2. Evaluation reports 3. Actual ICT platforms 4. Annual reports 5. Training reports 6. Actual standards	

STRATEGIC FOCUS AREA 3: SOCIAL JUSTICE AND ECONOMIC ACCOUNTABILITY

Strategic Objective 3: To contribute to greater social justice and economic accountability at all levels through advocacy and development/ promotion of supportive systems.	1. Cases demonstrating improvements in equitable access to resources, opportunities & rights 2. Instances where economic justice has been secured with inputs of TI-Kenya	1. Evaluation reports 2. Annual reports 3. Other actors' reports	1. Political goodwill State responsiveness 2. Good collaboration by NSAs
Strategic Interventions			
Social Justice 1. Collaboratively petition relevant actors on the implementation of recommendations of chapter 3 of the TJRC report 2. Support development and implementation of national anti-corruption plans 3. Offer technical/ other support to 10 accountability, social justice & rights focused institutions/ actors 4. Illuminate and enjoin in strategic litigation cases on abuse of public resources and other economic crimes 5. Facilitate at least 1 high level debate/ dialogue on emerging social injustices arising from corruption.	1. Number and nature of petitions filed 2. Outcomes of the concluded petitions 2. No./ nature of plans developed and or supported 3. Results from plans that have been followed up 4. No. of actors supported; nature of support given 5. Nature of changes resulting from the support 6. No. of public interest litigation cases filed and concluded; No. of illuminated cases 7. No. and nature of national/high level dialogue on emerging social injustices held	1. Petitions filed (court papers) 2. Annual reports 3. Drafted anti-corruption plan 4. Project reports 5. Other actors' reports	1. Political goodwill 2. State responsiveness 3. Good collaboration by NSAs 4. State actors will be responsive 5. Political goodwill exists 6. Good collaboration by NSAs 7. Limited levels of backlash & push back by perpetrators
Resource Distribution and Management 1. Support development & or adoption of 3 mechanisms for transparent & equitable distribution and management of (public) resources and opportunities 2. Support 4 initiatives that enhance effective public resource planning, use and accountability 3. Collaborate with at least 9 relevant State & NSAs to ensure effective and transparent governance of natural resources 4. Facilitate 10 capacity strengthening initiatives on uncovering corruption to concerned parties	1. No. & type of mechanisms developed/ enhanced 2. No. & type of adopted/ applied mechanisms 3. No. & type of supported initiatives 4. Extent of use/ adoption of supported initiatives 5. No. & nature of collaborating institutions 6. Nature of actions taken up/ followed through 7. No. & nature of strengthening initiatives 8. No. of persons/ institutions reached/ supported	1. Annual reports 2. Project reports 3. State/ other actors' reports	

STRATEGIC FOCUS AREA 4: INSTITUTIONAL DEVELOPMENT

Strategic Objective 4: To enable TI-Kenya to consolidate its position as a dynamic, relevant, effective and resilient institution.	1. Improved stakeholder rating of TI-Kenya (gauged via perception surveys of key actors) 2. Extent of realisation of set targets (at least 75%)	1. Evaluation reports 2. OCA/ survey reports 3. Audited accounts	1. Support of partners 2. Conducive funding context

Strategic Interventions			
Human Resources and Governance Development 1. Establish & operationalise a result based performance management system by 2018 2. Continuously improve the internal working environment subject to funding conditions/ terms etc. 3. Review & enforce a HRD Plan as a basis of addressing noted staff capacity development needs 4. Strengthen TI-Kenya mechanisms for board development; transition & succession management strategy 5. Review governance instruments & set up; establish board performance management systems 6. Strengthen TI-Kenya membership (numbers, subscriptions, commitment); Set up an alumni and Friends of TI-Kenya.	1. Existence of functional performance management system (tools, system, guidelines) & appraisals done 2. Cases denoting improved working environment (terms, welfare, feedback, incentives etc.) 3. Existence of HRD plans 4. No. & type of staff development initiatives 5. Mechanisms (policies, plans, guidelines etc.) for board development & transition documented 6. Existence of revised governance instruments 7. Established board performance system exists 8. 30% growth in TI-Kenya members & subscriptions 9. Existence of alumni & friends of TI-Kenya	1. Performance management system 2. HRD policies and plan 3. Annual management report 4. Board development report 5. TI-Kenya governance instruments 6. Members portfolio 7. Alumni/ Friends of TI-Kenya portfolio	
Resource Mobilization and Investments 1. Review and operationalise a detailed sustainability strategy, policy and plan (with targets & responsibilities). 2. Undertake funder mapping for funding diversification 3. Strengthen resource mobilization & business development capacity of TI-Kenya staff and board (Set aside resources) 4. Generate additional resources from consultancies and investments & the private sector; Engage in assets building; and enhance capacity to think & act in a business-like manner 5. Strengthen local/ downward accountability and internal organisational efficiencies 6. Pursue pooled resource mobilization with other actors 7. Invest more in relations building with benefactors (contact moments, quality communication, compliance etc.).	1. Existence of a functional sustainability strategy, policy and plan & extent of use 2. Existence of an up-to-date donor grid/ map 3. No. of capacity building initiatives 4. 30% increase in the resource mobilisation budget 5. 20% increase in resources from other sources 6. 30% growth in the TI-Kenya asset base 7. Diversity/ nature of new initiatives 8. Instances of demonstrating enhanced efficiency 9. 40% increase/ change in pooled resources 10. Number and effect of relations building exercises	1. Sustainability strategy, policy and plan. 2. Donor Grid 3. Resource mobilization & business development plan 4. Audited financial reports 5. OCA reports 6. Management reports	1. Management and board interest, support and engagement 2. Conducive operational context (civic space, funding etc.) 3. Technical capacity to create and apply solutions 4. Partners willing to support/ invest in prioritised organisational areas 5. Staff commitment to proposed TI-Kenya growth areas
Marketing and Communication 1. Review & implement the TI-Kenya marketing & communications strategy and policy 2. Undertake sustained media presence & campaigns 3. Develop and apply innovative ICT driven marketing and communication products 4. Undertake at least 4 marketing events annually; Develop and distribute various IEC materials & merchandise. 5. Engage in strategic spaces/ forums (local & international). 6. Engage in systematic documentation and dissemination.	1. Existence of the updated strategy document 2. Instances denoting use of the document 3. 50% increase in No. of media appearances 4. No./ nature of ICT driven marketing products 5. Cases demonstrating use of marketing products 6. No. of successful marketing events 7. No. of IEC materials and people reached 8. No. and nature of forums engaged 9. 40% increase in No. of documentation products	1. Media monitoring and communication reports 2. Communications strategy and policy document 3. Annual reports 4. Distribution logs 5. Evaluation reports	
Monitoring, Evaluation, Research and Learning (MERL) 1. Consolidate MERL practices, tools & guidelines into a comprehensive & operational web based MERL system 2. Strengthen the quality assurance system based on set standards; and strengthen the reporting capacity 3. Undertake & disseminate at least 4 corruption related research studies and or knowledge products annually 4. Establish a functional knowledge management to meet internal and external information/ data needs. 5. Systematise/ structure internal and external learning processes (focus, format, scheduling etc.) 6. Strengthen the MERL capacity of TI-Kenya (staff, resource allocation, clarity of MERL responsibilities, use of ICT) 7. Invest in increasing the creative thinking, learning and innovative capacity of TI- Kenya.	1. Existence/ use of a comprehensive MERL system 2. Existence of a functional web based MERL system 3. Quality assurance measures put in place 4. Reporting structures put in place and in use 5. Number of corruption related studies undertaken and disseminated 6. Existence of a knowledge management system 7. Cases of use/ benefits realised from the knowledge management system 8. Existence & use of knowledge management guidelines in place and use 9. No./ nature of staff trainings conducted on MERL 10. 30% increase in MERL budget allocation 11. No. of innovative approaches to programming 12. 30% increase in budget allocation to innovation	1. M&E system 2. Functional web based system 3. Annual reports 4. System evaluation report 5. Job descriptions 6. Training logs and reports 7. Annual budgets 8. Management report 9. Financial report	
Internal Systems, Policies and Structures 1. Develop/ regularly review organisational policy documents (finance & procurement, human resources, ICT, MERL etc.) 2. Develop/ review the structure to align with changes in strategy, as well as to attain greater efficiency & cohesion.	1. No. of policies reviewed/ developed 2. Cases/ extent of use of policy documents 3. Functional organisational structure in place 4. Existence of new/ adjusted job descriptions	1. Policy documents 2. Management reports 3. Evaluation reports 4. Job descriptions 5. Organogram	

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