

# ACTION FOR INTEGRITY

STRATEGIC PLAN 2022-2028



TRANSPARENCY  
INTERNATIONAL  
KENYA



**STOP**  
**HEALTH CORRUPTION**

KELIN INKRA TRANSPARENCY INTERNATIONAL KENYA

#StopHealthCorruption

**CORRUPTION**  
**IN THE HEALTH SECTOR**  
**is equal to**  
**UHC for you and me**

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#StopHealthCorruption

**STOP**  
**HEALTH CORRUPTION**

#stopHealthCorruption

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Transparency International Kenya (TI-Kenya) is a not-for-profit organisation that exists to contribute to a transparent and corruption free-society. 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. TI-Kenya employs advocacy, research, citizen engagement, capacity strengthening, and partnerships development as the core strategies for the fight against corruption.

Every effort has been made to verify the accuracy of the information in this document. All information was believed to be correct as of October 2022. Nevertheless, Transparency International Kenya cannot accept responsibility for the consequences of its use for other purposes or in other contexts.

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For further information, comments or suggestions on the TI-Kenya Strategic Plan 2022 -2028, please contact: [transparency@tikenya.org](mailto:transparency@tikenya.org)



TRANSPARENCY  
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KENYA

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# LIST OF ACRONYMS AND ABBREVIATIONS

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<b>ALACs</b>	Advocacy and Legal Advice Centres
<b>CoK 2010</b>	Constitution of Kenya 2010
<b>COVID 19</b>	Coronavirus Disease 2019
<b>CSOs</b>	Civil Society Organisations
<b>EACC</b>	Ethics and Anti-Corruption Commission
<b>ECOSOC</b>	Economic Social and Cultural Rights
<b>GoK</b>	Government of Kenya
<b>ICT</b>	Information and Communication Technology
<b>IFFs</b>	Illicit Financial Flows
<b>MERL</b>	Monitoring Evaluation Research and Learning
<b>MIS</b>	Management Information System
<b>PIL</b>	Public Interest Litigation
<b>SOPs</b>	Standard Operating Procedures
<b>SWOT</b>	Strengths Weaknesses Opportunities and Threats
<b>TI-Kenya</b>	Transparency International Kenya
<b>WASH</b>	Water, Sanitation and Hygiene

# CHANGING TACK TO TACKLE THE NEW FACE OF CORRUPTION IN KENYA



This Strategic Plan outlines TI-Kenya's strategic direction for the period 2022–2028. The plan is motivated by the need for regular strategic re-positioning and realignment with shifting operational contexts. The strategy is the outcome of a co-creation process by the TI-Kenya fraternity and its key stakeholders. TI-Kenya reflected and reviewed its organisational identity, strategic result areas, interventions, objectives, and strategies as part of the strategic plan development process.

Tapping on lessons learnt from our past practice, and building on our track record, this strategic plan seeks to effectively position TI-Kenya in the rapidly evolving operational context. The plan is seen as a broad framework document that defines our strategic direction and sets out broad parameters for our programmes and operations. Deliberate efforts have been made to ensure that the plans align with and contribute to various global commitments, as contained in documents such as the Sustainable Development Goals. The plan will be operationalized through detailed annual work plans and individual programme, or project plans.

The strategic plan is anchored on three programme-focused strategic result areas upon which our work will be concentrated during the period. These are, Citizen Demand and Oversight; Natural Resources and Climate Governance; and Public Finance Management. Institutional Development is a fourth strategic result area that seeks to transit TI-Kenya into a sustainable and effective entity. Overall, the strategic plan will pay special attention towards full implementation of chapter six of the Constitution of Kenya 2010, on leadership and integrity. To effectively deliver the strategy, TI-Kenya will explore various overarching intervention strategies, being citizens' conscientisation and behavior change promotion; capacity development of relevant institutions; advocacy towards reform and implementation of applicable regulatory frameworks; and promoting complementary strategic partnerships to scale reach and impact. These will be in addition to the generation and sharing of knowledge, evidence, and solutions towards the fight against corruption.

TI-Kenya recognises the need to work closely with various complementary actors as part of a system approach to effectively and sustainably deliver on the ambitions set out in the strategic plan document. We wish, therefore, to thank our partners and peers who have and continue to subscribe to our mission by collaborating with us towards its actualisation. We especially extend a warm welcome to all our partners and peers to join hands with us as we venture into the exciting, ambitious, and equally challenging task of implementing this strategic plan.

## **Bernadette W. Musundi (Mrs)**

Chair, Board of Directors,  
Transparency International Kenya

# ACKNOWLEDGEMENT

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The strategic planning process began in March 2022 involving a consultative process with the Transparency International Kenya membership, Board of Directors, staff and various external stakeholders from the government agencies, civil society, private sector and development partners. The consultative process included critical reflections of TI-Kenya's achievements in the past five years, prevailing challenges and lessons learnt, and exploring the context of our anti-corruption work in the ensuing future.

As a culmination of the consultative process with various internal and external stakeholders, a draft strategy was developed and subjected to several validation exercises by the Board of Directors, Senior Management Team and Staff of TI-Kenya. The final draft was adopted by the Board of Directors in October 2022 and approved to guide the operations of TI-Kenya for the next 6 years, until the year 2028.

We are therefore indebted to the Board of Directors led by Mrs. Bernadette W. Musundi (Chairperson), Ms. Eva Wangui, Dr. Bedan Lyanda Musima, Mr. James Muthui, and Ms. Samira Mary Leakey for their contribution and strategic leadership in the strategic planning process.

Appreciations to TI-Kenya staff for their dedication to the entire process. We are also grateful to members of TI-Kenya, representatives of civil society organisations, various government agencies, the private sector and various development partners for their contribution towards the strategic planning process. We extend our gratitude to the consulting firm - Strategic Connections through the leadership of Mr. Tom Olila- for providing technical guidance during the entire strategic planning exercise.

## **Sheila Masinde**

Executive Director

Transparency International Kenya

# 1.0 IDENTITY & ASPIRATIONS

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## 1.1 Organisational Background

TI-Kenya is a not-for-profit organisation that seeks to contribute to 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.

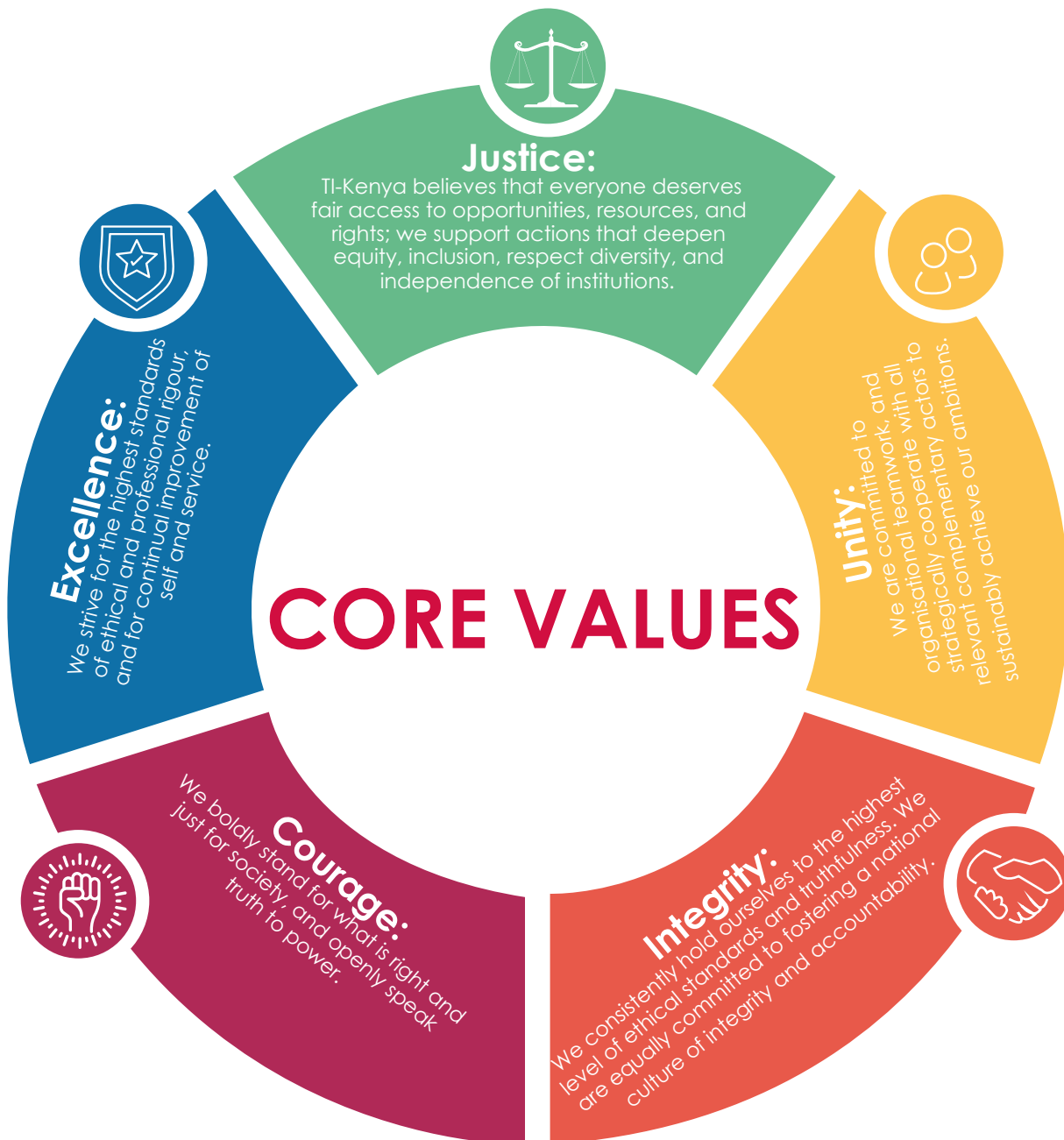
TI-Kenya works towards a transparent and corruption-free society. Registered in Kenya in 1999, the organisation has built extensive experience in governance work at the national and county levels. TI-Kenya pursues advocacy, partnerships development, strategic litigation, research, capacity building, and civic engagement as core approaches. TI-Kenya contributes to development of effective, legal, policy and legislative frameworks as well as promotion of national values that support transparency and accountability.

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 works with national chapters in the East African Community to implement programmes at the regional level.

## 1.2 Organisational Identity







**Philosophy:**

TI-Kenya understands corruption to mean ‘participation in abuse of trust and or power’ – including fraudulent or dishonest conduct, bribery, or theft/ misuse of public resources - for private benefit. We acknowledge that corruption weakens institutions and undermines sustainable socio-economic development. We thus deliberately promote a culture of ethics and integrity at individual, societal, and government levels. These values are necessary to assure a more accountable conduct of private and public affairs, administration of public resources, and greater attainment of economic, social, cultural, civic, and political rights as enshrined in our Constitution.

## 1.3 Value propositions

1. Provision of evidence informed, innovative and responsive interventions and services towards cultural and behavior change, and adoption of national values and reduction of theft or misuse of public resources.
2. Sharing of new knowledge, evidence, best practices, and innovative good governance solutions to promote good governance and inculcation of national values.
3. Provision of credible platforms - tools, forums, instruments, platforms for people to speak about, share information on, and address corruption concerns.
4. Opportunities to leverage our institutional capabilities, relationships, resources, and structures to scale the fight against corruption and inculcation of values of integrity and transparency.
5. Offer capacity development support, including training, technical backstopping, and sharing of tools on good governance and fight against corruption.
6. Contributions towards policy, legal and institutional reformulation and implementation processes.
7. Greater visibility and profiling associated with our trusted and reputable brand and goodwill.
8. A track record of integrity, professionalism, accountability, reliability, and quality delivery.

## 1.4 Our track record

23

Years of experience in governance work at the national and county levels.

13 MILLION

Citizens reached through outreach, public forums on anti-corruption and good governance messages

14

Model County government bills influenced in the past 5 years

34

Quality knowledge products produced in the past 5 years

3,852

Persons supported through our Advocay Legal & Advice Centers (ALACs) in the past 5 years

26

Social audit assessments facilitated in the past 5 years

109

Actors and Institutions that recived capacity development support from TI-Kenya over the past 5 years

7

Public Interest Litigation cases initiated/ supported over the past 5 years

29

Administrative petitions developed togher with other stakeholders, and submitted to county governments in the past 5 years

35

Accountability/anti-corruption focused laws or policies influenced in the past 5 years

- 1. Regulatory Reforms:** TI-Kenya has made significant contributions towards ensuring various quality policies and laws, and the operationalisation of the same. This includes drafting advocacy and or technical support towards reformulation of over 35 accountability/ anti-corruption focused laws or policies at national and county levels over the past 5 years, and promotion of the adoption of 14 model county government bills for use by various counties.
- 2. Strengthening Institutions:** TI-Kenya has been at the forefront in offering technical support on good governance to various public, private, and civil society institutions. This includes strengthening national and county governments' policy making and implementation capacities as well as sharing systems, tools, and strategies for increased integrity, transparency, and accountability. A total of 109 actors received capacity development support by TI-Kenya over the last strategic plan period.
- 3. Research and Innovation:** TI-Kenya has in the last 20 years produced at least 34 high quality knowledge products that have contributed to shaping policy, practice, and national dialogues on corruption. These include the East African Bribery Index, national opinion polls and surveys. Further, TI-Kenya has developed various innovative technology aided tools, platforms, and forums to aid the fight against corruption. These include, the 'Uwajibikaji Pamoja' platform<sup>1</sup> and Action for Transparency mobile application<sup>2</sup>
- 4. Promoting Accountability and Oversight:** The organisation has facilitated over 26 social audit assessments in target counties in the last five years. These are in addition to strengthening communities' claim-making capacities through public conscientisation initiatives and the setting up of various civilian oversight committees. Furthermore, through the ALACs, TI-Kenya continues to offer quality, professional, free legal advice by providing a vehicle through which citizens can report and pursue corruption-related complaints. A total of 3,852 people have been supported through the ALACs in the last five years.
- 5. Collaborative Leadership:** Over the years, TI-Kenya has continued to work with and through strategic partnerships and networks within its thematic areas of interest. The collaborations are instrumental in building a critical mass for policy influencing, shared learning, and integrated programming. Such networks include the African Parliamentarians' Network Against Corruption, County Assembly Representatives Network Against Corruption, Court Users Committees, Legal Advisory Committees, the National Integrity Alliance and other accountability and good governance coalitions, and the Reducing Emissions from Deforestation and Forest Degradation (REDD)+ Taskforce.

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<sup>1</sup> <https://haipcrm.com/>

<sup>2</sup> <https://actionfortransparency.org/>

- 6. Influencing Practice:** TI-Kenya has been working to revive Integrity Clubs to engage students in ethical and integrity learning; facilitated annual moot court competitions; and supported procurement students' conferences to instill positive values among young people.
  
- 7. Institutional Administration:** TI-Kenya is a frugal organisation, in which resources, including finances, equipment, and facilities are managed responsibly and efficiently. We have a record of timely, quality, and open accountability for all resources entrusted to us by different benefactors. We have robust management systems, structures and a rigorous set of policies and procedures. No compliance issues have been raised by our auditors over the years.

## 2.0 THE COUNTRY WE FACE

“ Kenya obtained a score of 32 out of 100, in the 2022 Corruption Perceptions Index by Transparency International. Kenya is ranked position 123 out of the 180 countries and territories assessed. Kenya's score (32 points) matched the Sub-Saharan average score of 32 but fell below the global average score of 43 (a score below 50 indicates serious levels of public sector corruption). The 5-year trend analysis shows that Kenya had a change of five scores between 2018 (27 points) and 2022 (32 points). A similar change is seen on the 10-year trend analysis, where Kenya has had a change of five scores between 2012 (27 points) and 2022. However, there have been fluctuations in between the years with 2014 and 2015 recording the lowest scores at 25 points, and the highest score being recorded in 2022 at 32 points. ”

### 2.1 Analysis of the Operating Context

**General Context of Corruption in Kenya:** Corruption in Kenya has been prevalent since independence, the vice is so deeply entrenched, and considered a major impediment to socio-economic development in Kenya. The country obtained a score of 32, and is ranked position 123 out of 180 countries in the 2022 Global Corruption Perception Index. Further, a study by the Ethics and Anti-Corruption Commission (EACC), indicates that corruption is still perceived as one of the leading problems facing the country.<sup>3</sup> Corruption often manifests as bribery, nepotism, procurement corruption, theft, and mismanagement of public resources.

Corruption is a major challenge at both national and county governments. The areas that are most fraught with corruption in this regard include public contracting, recruitment of public officials, and social services' delivery to citizens. According to the 2019 County Governance Status Report by TI-Kenya, 66% of respondents believed that corruption in counties had increased, with 55% saying this was likely to increase in the future<sup>4</sup>. Corruption also exists within private businesses in the form of bribery, swindling, transfer pricing, and disloyal employees tampering with company accounts for private gain.

**Regulatory Frameworks Governing Corruption:** Kenya has robust laws and policies on corruption. Examples include the Constitution of Kenya 2010, the Anti-Corruption and Economic Crimes Act, the Public Officer Ethics Act, the Public Procurement and Disposal of Assets Act, the Witness Protection Act, the Bribery Act, Public Finance Management Act, and the Leadership and Integrity Act. Kenya has also ratified several conventions such as the United Nations Convention against Corruption; the International Code of Conduct for Public Officials; and the African Union Convention on Preventing and Combating Corruption. Operationalisation of these frameworks is however impeded by poor resourcing, political interference, corruption, undermining of constitutional institutions<sup>5</sup>, and disregard or selective application of the law.

<sup>3</sup><https://eacc.go.ke/default/wp-content/uploads/2022/12/National-Ethics-and-Corruption-Survey-2021-EACC-30-Dec-2022.pdf>

<sup>4</sup> <https://tikenya.org/wp-content/uploads/2020/10/CGSR-REPORT-Final-design.pdf>

<sup>5</sup> [http://siteresources.worldbank.org/EXTGOVANTICORR/Resources/Kenya\\_HumanRightsCommission\\_web.pdf](http://siteresources.worldbank.org/EXTGOVANTICORR/Resources/Kenya_HumanRightsCommission_web.pdf)

The main enforcement agencies are EACC, the Directorate of Criminal Investigations, Office of the Director of Public Prosecutions, and the Courts. Oversight entities include the County Assemblies, Parliament, Senate, and Office of Auditor General. Kenya has established an anti-corruption court and set up a Multi-Agency Team to better coordinate anti-corruption efforts. Further, a code of conduct, 'Mwongozo', has been established for state officers. However, poor investigations, weak interagency coordination, absence of disruptive strategies, unwillingness to prosecute corrupt powerful individuals; judicial sector corruption; ethnic/ political patronage; and rogue or unaccountable legislators<sup>6</sup> affects the effectiveness of these institutions.

**Economic Context:** Kenya's economy is substantially market-based. The country has great developmental potential granted by its youthful population, a dynamic private sector, highly skilled workforce, improving infrastructure, and a progressive constitution. Kenya's economic growth potential is however constrained by challenges of poverty, inequality, unemployment, and various shocks or disruptions<sup>7</sup>. Other challenges include rampant (budgeted) corruption, Illicit Financial Flows (IFFs) and growing public debt.

The main sources of illicit finances are drug trafficking, organised crime, theft of public resources, trade misinvoicing, and smuggling/trafficking in natural resources<sup>8</sup>. The IFFs drain foreign exchange, reduce domestic resources, stifle macroeconomic stability, and worsen inequality, besides undermining transparency and eroding trust in public institutions<sup>9</sup>. The major drivers of IFFs in Kenya include weak cross-border information sharing systems; inadequate technological support for enforcement processes; and lethargy among state officers who in some cases are accomplices of these crimes<sup>10</sup>.

Kenya also struggles with a burgeoning public debt. Kenya's Public Debt stands at Kshs 8.6 trillion, (equivalent to 69.1% of GDP) as of May 2022, a 14.4% increase from the Kshs 7.5 trillion (equivalent to 66.4% of GDP) recorded in May 2021. There was especially higher debt accumulation during and after the COVID-19 pandemic attributed to low domestic revenue collection. Kenya remains at high risk of debt distress and as a result, fiscal space will be highly constrained for several years<sup>11</sup>. The high level of public debt results in high debt repayments that draw resources away from the critical public services as well as underfunding of critical county functions. There are also serious concerns about transparency and accountability of usage of borrowed resources.

**Socio-Cultural Context:** Kenya faces growing concerns in regard to normalisation of corruption, growing apathy towards the fight against corruption, and backlash against anti-corruption crusaders. Young people are socialised into accepting corruption as a normal or necessary way of life. Thus, while there is increased access to information on corruption, citizen demand for accountability remains rather weak. This situation is worsened by poor economic performance and changing value systems. Key drivers of citizen apathy and indifference include limited influence of citizen voice in

<sup>6</sup> <https://www.opensocietyfoundations.org/publications/kenya-democracy-and-political-participation>.

<sup>7</sup> <https://www.worldbank.org/en/country/kenya/overview>

<sup>8</sup> [https://openknowledge.worldbank.org/bitstream/handle/10986/25880/9781464809507\\_Spot13.pdf?sequence=52&isAllowed=y](https://openknowledge.worldbank.org/bitstream/handle/10986/25880/9781464809507_Spot13.pdf?sequence=52&isAllowed=y)

<sup>9</sup> <https://unctad.org/news/africa-could-gain-89-billion-annually-curbing-illicit-financial-flows>

<sup>10</sup> <https://tikenya.org/wp-content/uploads/2021/03/Illicit-Financial-Flows-IFFs-in-Kenya-fact-sheet.pdf>

<sup>11</sup> <https://ipfkenya.or.ke/wp-content/uploads/2022/01/Macro-Fiscal-Analytic-Snapshot-Final-202122-Edition-Kenya.pdf>

governance processes, greed, weak legislative oversight, state capture, weak value-driven education, and political patronage.

**Climate and Extractives Governance:** Climate change presents one of the most complex challenges of our time. It is a threat to economic growth, vulnerable habitats, biodiversity, and livelihoods of vulnerable populations<sup>12</sup>. To this effect, the Government of Kenya (GoK) has established various frameworks - laws, policies, strategies and action plans to address climate change concerns. However, the above initiatives notwithstanding, Kenya continues to experience growing loss of vegetation cover, ecological degradation, and pollution linked to population pressure, deforestation, coastal modification, ongoing degradation of eco-systems, and unsustainable use of these resources. These combine to pose significant threats to habitats, biodiversity, livelihoods, and long-term food security for many Kenyans<sup>13</sup>.

Kenya is also endowed with abundant natural resources that provide great opportunities for social and economic transformation. The government has put in place several regulatory frameworks. The implementation of the regulatory frameworks is however impeded by limited resourcing, state impunity, corruption, and commodification of natural resources in ways that entrench inequalities. Women are often proportionally more dependent on such threatened natural resources<sup>14</sup> hence the most affected by the noted vices. Further, opaque management of extractive revenues fuels cycles of corruption, conflict, and poverty. There is thus a need to push for the adoption of frameworks that ensure more equitable benefit sharing, environmental protection, transparency and accountability, and responsible business conduct.

**Changing development and funding architecture:** There have been major shifts in the development funding arena over the past decade. These include reduced funding for accountability interventions and programmes<sup>15</sup>; gradual shift from conventional aid support to adoption of market-oriented and impact driven initiatives<sup>16</sup>; growing demand for value for money and impact; as well as a growing push towards multi-sectoral cooperation or consortia arrangements. These developments are also against a backdrop of reducing global solidarity and commitments for anti-corruption work. At the regional and national levels, there has been a growing concern about the shrinking of the civic space, including, affront on freedom of media and expression, and threats/intimidation of opposing voices.

Information, Communication and Technology (ICT): Kenya has experienced dramatic advances in internet penetration, increased mobile telephony and social media use. The government digital strategy includes the use of online platforms such as Huduma, The National Education Management Information System (NEMIS) and the Integrated Finance Management System. However, while these advances provide opportunities for service delivery efficiencies, there are growing risks of data insecurity, invasion of citizen privacy, job losses and service access limitations due to limited internet access to majority of Kenyans. The systems have also in a way contributed to the sophistication of corruption.

<sup>12</sup> <https://www.unenvironment.org/regions/africa/regional-initiatives/responding-climate-change>

<sup>13</sup> <https://kenya.um.dk/en/danida-en/nrm/>

<sup>14</sup> <https://www.iucn.org/resources/issues-briefs/gender-and-climate-change>

<sup>15</sup> Accessed at [www.gov.uk/government/organisations/department-for-international-development](http://www.gov.uk/government/organisations/department-for-international-development) on 11 August 2015.

<sup>16</sup> 'Building partnerships for changes in developing countries' - [https://ec.europa.eu/europeaid/home\\_en](https://ec.europa.eu/europeaid/home_en) on 11/05/2015.



## 2.2 Stakeholders Analysis

TI-Kenya works with a diverse range of stakeholders, some of which are outlined below. Potential areas of collaboration include:

#	Specific Actors	Stakeholders roles	Potential Collaboration
<b>Citizens</b>	<ol style="list-style-type: none"> <li>1. General public, both urban &amp; rural residents</li> <li>2. Disadvantaged groups (youth, women, persons with disabilities etc.)</li> <li>3. Victims and witnesses of corruption</li> </ol>	<ol style="list-style-type: none"> <li>1. Carry out civic duties &amp; responsibilities</li> <li>2. Receive/ demand public goods &amp; services</li> <li>3. Benefit from support</li> </ol>	<ol style="list-style-type: none"> <li>1. Conscientisation, mobilizing &amp; organising for action</li> <li>2. Enabling civic oversight</li> <li>3. Protection of rights</li> </ol>
<b>Civil Society Organizations</b>	<ol style="list-style-type: none"> <li>1. Working Groups: Public Interest Litigation (PIL) Caucus, Climate Change Working Group, Coast CSOs Reference Group on Security, Inter-Agency Working Group, Police Reforms Working Group (PRWG) etc.</li> <li>2. Networks: Coalitions for Good Governance, Tax Justice Network, National Integrity Alliance, Civil Society Parliamentary Engagement Network (CS-PEN)etc.</li> <li>3. Forums: Coast Urban Refugee Forum, Kenya CSO Platform on Oil &amp; Gas, Kenya Leadership Integrity Forum etc.</li> <li>4. Others: Uwajibikaji Pamoja Partners, Faith Based Partners, Shule Yangu Alliance, Okoa Uchumi etc.</li> </ol>	<ol style="list-style-type: none"> <li>1. Human rights protection &amp; governance work</li> <li>2. State oversight</li> <li>3. Capacity development</li> <li>4. Research &amp; information sharing</li> </ol>	<ol style="list-style-type: none"> <li>1. Promotion of leadership integrity &amp; policy reforms.</li> <li>2. Partnerships on security &amp; human rights protection</li> <li>3. Collaboration and support to public interest cases</li> <li>4. Land, water resources management, Extractives, climate change</li> <li>5. Oversight towards PFM</li> <li>6. Holding the state accountable</li> </ol>
<b>Authorities</b>	<ol style="list-style-type: none"> <li>1. The Executive, Judiciary &amp; Legislature including parliamentary committees and caucuses such as the African Parliamentarians' Network against Corruption (APNAC)</li> <li>2. Independent Offices and Commissions (EACC, ODPP, Kenya national Commission on Human Rights Commissions, Office of the Auditor General etc</li> <li>3. County Governments</li> <li>4. Relevant Ministries &amp; Agencies e.g., Finance, Attorney General</li> </ol>	<ol style="list-style-type: none"> <li>1. Policy formulation</li> <li>2. Regulation/ oversight</li> <li>3. Legislation</li> <li>4. Enforcement</li> <li>5. Security</li> <li>6. Service delivery to citizens</li> </ol>	<ol style="list-style-type: none"> <li>1. Policy reformulation &amp; implementation processes</li> <li>2. Ensuring social justice &amp; accountability</li> <li>3. Capacity development</li> <li>4. Information/ data sharing</li> <li>5. Promoting integrity &amp; transparency</li> </ol>
<b>Private Sector</b>	<ol style="list-style-type: none"> <li>1. Private Sector Associations – Kenya Private Sector Alliance (KEPSA), Global Compact Network Kenya, Kenya Association of Manufacturers (KAM) etc.</li> <li>2. Corporate Foundations</li> <li>3. Professional Associations - ICPAK, LSK, Editors Guild etc.</li> <li>4. Individual Companies</li> </ol>	<ol style="list-style-type: none"> <li>1. Policy influencing</li> <li>2. Financing Support/ CSI</li> <li>3. Social enterprise collaborations</li> </ol>	<ol style="list-style-type: none"> <li>1. Policy influencing</li> <li>2. Leveraging resources</li> <li>3. Knowledge sharing</li> <li>4. Development of accountability models</li> </ol>
<b>Academia</b>	<ol style="list-style-type: none"> <li>1. Universities/ Colleges</li> <li>2. Research Bodies/ Institutions</li> <li>3. Consulting Firms</li> </ol>	<ol style="list-style-type: none"> <li>1. Training/ teaching</li> <li>2. Research</li> <li>3. Knowledge generation</li> </ol>	<ol style="list-style-type: none"> <li>1. Research and innovation</li> <li>2. Influencing practice</li> <li>3. Documentation</li> <li>4. Sharing of best practices</li> </ol>

<b>Funding Partners</b>	<ol style="list-style-type: none"> <li>1. Individual donors and foundations</li> <li>2. Local funding agencies</li> <li>3. Embassies and development agencies.</li> <li>4. Multi-lateral institutions</li> </ol>	<ol style="list-style-type: none"> <li>1. Development support</li> <li>2. Research/ knowledge generation</li> <li>3. Capacity development/ technical support</li> <li>4. Influencing</li> </ol>	<ol style="list-style-type: none"> <li>1. Policy reforms</li> <li>2. Support to good governance initiatives</li> <li>3. Capacity development</li> <li>4. Knowledge generation, analysis &amp; sharing</li> <li>5. TI-Kenya institutional development</li> </ol>
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## 2.3 Summary of SWOT Analysis

The following is a summary of the major Strengths, Weaknesses, Opportunities and Threats that emerged from the strategic plan reflections and analysis:

Strengths	Weaknesses
<ol style="list-style-type: none"> <li>1. High TI-Kenya reputation, respect, and credibility.</li> <li>2. Strong mobilisation and convening power</li> <li>3. Proven track record in good governance work; Expansive knowledge on corruption</li> <li>4. Diverse complementary partnerships at different levels; useful international affiliations</li> <li>5. Robust internal systems, structures &amp; policies</li> <li>6. Highly skilled, technical &amp; devoted staff team</li> <li>7. Good levels of investment in ICT/ digital tools</li> <li>8. Growing county presence and engagements</li> <li>9. Growing levels of thought leadership (research, agenda setting, media engagement)</li> <li>10. Suitable levels of attention to staff care/wellbeing</li> </ol>	<ol style="list-style-type: none"> <li>1. Need to enhance inter-project/ program synergies (coordination, sharing plans, information sharing)</li> <li>2. Inadequate sustainability / institutional resilience (reliance on few funders; social enterprise efforts still at infancy, need to fully develop exit strategies)</li> <li>3. Insufficient capture and sharing of results at impact level, documentation</li> <li>4. Insufficient balance between depth vs. breadth + facilitation vs implementation</li> <li>5. Need to further streamline (some) internal processes to increase efficiency &amp; enable innovation</li> <li>6. The staffing levels for certain projects appear to be limited</li> </ol>
Opportunities	Threats
<ol style="list-style-type: none"> <li>1. Advancements in ICT, media and technology</li> <li>2. Possibility to deepen engagement via regional offices (deepen reach, offer other services)</li> <li>3. Potential to grow work within the East African region</li> <li>4. Existence of suitable laws, policies &amp; institutions</li> <li>5. Existence of strong complementary actors (for collaborative programming)</li> <li>6. Increasing attention to leadership integrity</li> <li>7. Possibility for role expansion – sub-granting, capacity development support</li> <li>8. Growing grassroots formations on good governance e.g., social justice centres, CBOs etc.</li> </ol>	<ol style="list-style-type: none"> <li>1. Uncertainties around elections/political transitions</li> <li>2. Changing funder policies/ priorities; reducing funding</li> <li>3. Increasing competition from other/ emerging CSOs</li> <li>4. Shrinking civic space in Kenya &amp; the region</li> <li>5. Inadequate political will to fight corruption; politicisation of war on corruption; backlash</li> <li>6. Citizen apathy/ socialisation of corruption</li> <li>7. Increasing frequency &amp; severity of shocks/ disruptions</li> <li>8. Sophistication of corruption (use of technology, budgeted corruption etc.)</li> <li>9. Challenges with justice system (limited convictions, slow processes, implementation of court decisions).</li> </ol>

## 3.0 STRATEGIC CHOICES

### 3.1 Philosophical Grounding

Effective public governance is a prerequisite for inclusive economic prosperity, socio-political inclusion, full attainment of human rights, appropriate human-ecological balance, and sustainable development. Such good governance should be anchored on high quality pro-people regulatory instruments, effective and accountable public institutions, as well as responsible and engaged citizenry. Therefore, it is impossible to ensure sustainable socio-economic development without improving governance, for which two core tenets are: i) ethics and integrity; and ii) transparency and accountability. Both tenets seek to assure open and transparent management of public affairs and resources, amongst others to eliminate corruption.

“TI-Kenya believes that by championing ethical values and behaviours, and 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 understand that effectively addressing corruption in Kenya requires that we tackle the underlying structures and systems that contribute to, or sustain corruption. Such underlying factors commonly pertain to cultures and norms; laws and policies; as well as the capacities of citizens and relevant institutions.”

We, therefore, need to invest in empowering people by promoting behaviour change; influencing policy, practice, and norms; brokering strategic partnerships and knowledge products; as well as leveraging access to resources towards the fight against corruption. We will equally devote resources towards strengthening our own capacity to deliver on our and mandates as well as place sufficient focus on our own sustainability.

### 3.2 Theory of Change

TI-Kenya believes that integrity, transparent, and accountable governance is a necessary condition for accelerated and sustainable development of people, markets, and nations. This requires that those entrusted with power are held to account, and that citizens espouse integrity and actively contribute to the fight against corruption.

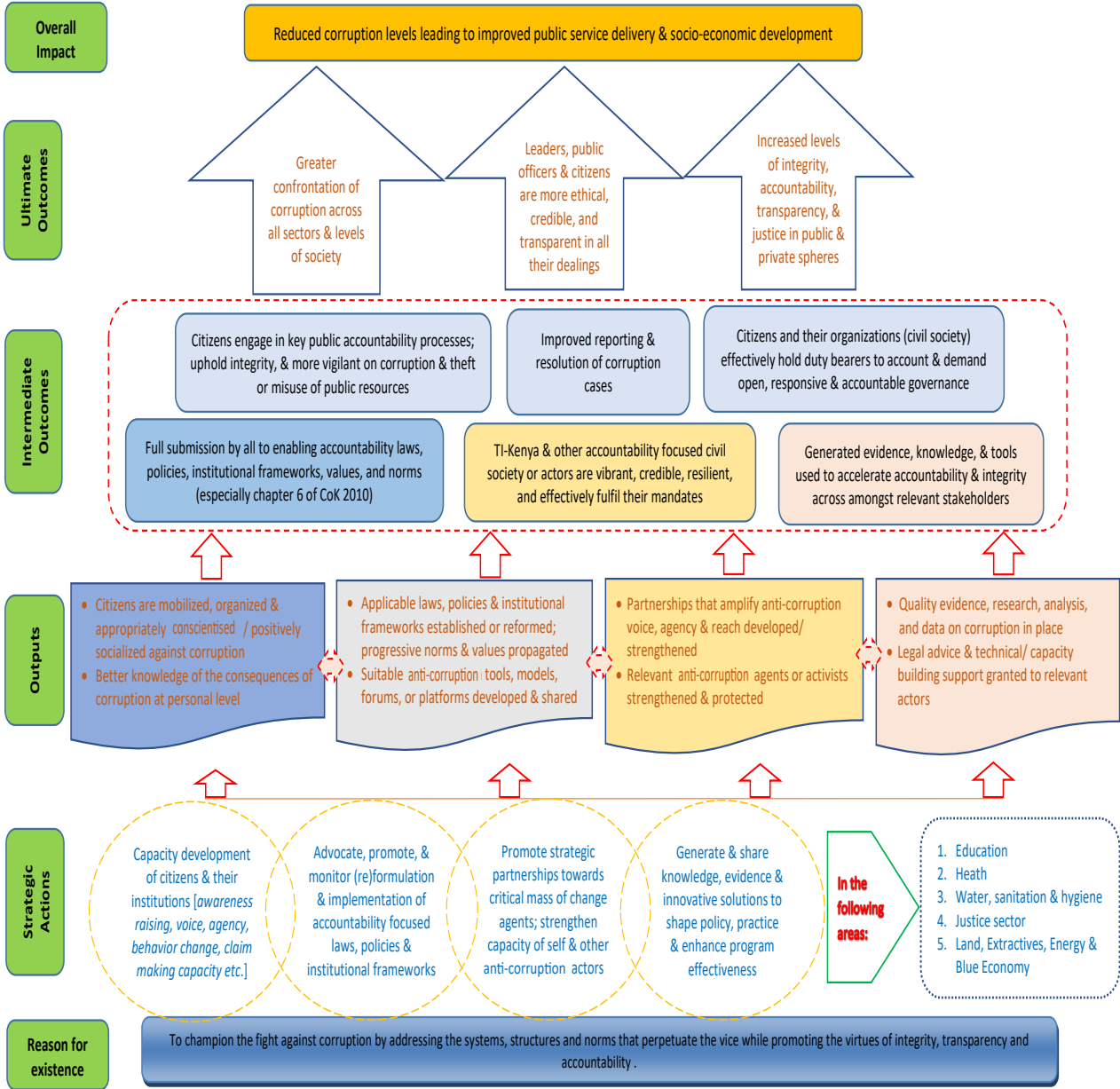
TI-Kenya thus invests in empowering citizens, strengthening accountability institutions, building evidence, and advocating for enforcement of quality regulatory frameworks. We seek through these investments to contribute to improved responsiveness, social inclusiveness, and accountability in the delivery of public services and general development outcomes.

**Our work will be concentrated in four strategic result areas:**

- 1) Citizen Demand and Oversight
- 2) Natural Resources and Climate Governance
- 3) Public Finance Management
- 4) Institutional Development

**A diagrammatic representation of the theory of change is presented in figure 1 below.**

**Schematic presentation of the TI-Kenya Theory of Change**



## 4.0 OBJECTIVES, INTERVENTIONS AND STRATEGIES

### 4.1 Overview

This section highlights the strategic objectives, expected outcomes and strategic interventions for all the established result areas that TI-Kenya will focus in during the strategy period.

### 4.2 Citizen Demand and Oversight

**Priority Issues:** This area will focus on concerns around inadequate enforcement of constitutional and legal provisions on leadership, integrity, and anticorruption; normalisation of corruption at individual and societal levels; corrupt, unethical, and unaccountable leadership; and inefficient, ineffective, and non-responsive public service delivery and humanitarian aid systems. Other challenges include inefficient, ineffective, and inaccessible judicial systems and weak civic voice/claim making towards rights. Promotion of citizen participation in all governance processes will be a core strategy under this result area.

TI-Kenya will focus its efforts on four sectors under this result area, being Security and Justice, Health, Education and Water, Sanitation and Hygiene (WASH) Sectors.



File Photo/TI-Kenya

## 4.2.2 Citizen (Individual) and Leadership Integrity

### Objectives

1. To promote ethical values, norms, and behavior among citizens.
2. To support citizens to demand for integrity and hold leaders accountable.

### Strategic Interventions

1. **Research:** Undertake research, analysis, and documentation on topical leadership issues to inform appropriate interventions.
2. **Civic awareness:** Raise public awareness and consciousness on ethics, transparency, and accountability.
3. **Social behavior change:** Model and promote positive social behavior change to influence norms, attitudes, and beliefs against socialisation of corruption at individual/ personal and societal levels.
4. **Enabling regulatory environment:** Advocate for reform and/ or implementation of applicable legislative, policy and institutional frameworks (e.g., Public Participation Act) to strengthen applicable systems/ frameworks, spaces, and capacities for public participation.
5. **Public Interest Litigation (PIL):** Engage in PIL for effective interpretation and enforcement of chapter 6 of the Constitution of Kenya 2010 and other related legislative frameworks.
6. **Movement Building:** Support relevant state and non-state actors to demand for ethical, transparent, and accountable leadership.



## Expected Outcomes

1. Increased levels of citizen's monitoring leaders' performance, holding them to account and participating in public affairs.
2. Demonstrated positive social behavior change (perceptions, practices) against corruption and theft.
3. Greater enforcement/ adherence to chapter 6 of the Constitution of Kenya 2010 and laws on leadership integrity.
4. Increased levels of ethics, transparency, and accountability by leaders and citizens.

### 4.2.2 Access to Public Services and Aid Resources

#### Objectives

To contribute to enhanced access to responsive high quality public services and aid resources.

## Expected Outcomes

1. Citizens demand their rights and hold duty bearers accountable to the delivery of quality services.
2. Increased resource allocation to services prioritised by citizens.
3. Increased access to responsive, timely, and high-quality health, education, WASH, and humanitarian aid services.

## Strategic Interventions

1. **Research:** Undertake research, analysis, and documentation on key public service delivery issues.
2. **Participatory budgeting:** Strengthen public participation and feedback frameworks for effective planning/ budgeting for and delivery of public and humanitarian aid services.
3. **Citizen oversight:** Support citizen monitoring and oversight including through social accountability mechanisms.
4. **Enabling regulatory environment:** Strengthen applicable service delivery systems and/ or oversight mechanisms.
5. **Movement building:** Mobilise the public and other relevant actors to engage duty bearers and demand greater fulfilment of their Economic, Social and Cultural (ECOSOC) rights as well as good governance of humanitarian aid resources.
6. **Civic empowerment:** Raise public awareness and consciousness on humanitarian aid governance rights and responsibilities, including claim making, and holding duty bearers to account.

## 4.2.3 Access to Justice

### Objectives

To increase access to appropriate/effective redress mechanisms for victims of corruption-related injustices.

### Expected Outcomes

- 1.) Expeditious and suitable resolution of corruption-related cases/ injustices.
- 2.) Increased reporting of corruption cases.
- 3.) Increased enforcement of anti-corruption laws, policies, and institutional frameworks.

### Strategic Interventions

1. **Research:** Undertake research, analysis, and documentation on topical access to justice issues.
2. **Legal advice & assistance:** Provide technical support to individuals, applicable justice actors, policy makers and other relevant duty bearers on corruption-related cases.
3. **Public Interest Litigation:** Institute, enjoin and/ or profile outcomes of corruption-related strategic impact/ PIL cases.
4. **Enabling regulatory environment:** Strengthen applicable policy and legal frameworks and their implementation, including Alternative Dispute Resolution Systems (ADR systems).
6. **Whistleblower protection:** Advocate for the establishment and implementation of policies, laws, and institutional frameworks for whistleblower protection.
7. **Strengthening of the justice sector:** Support capacity development of anti-corruption/ oversight agencies; and contribute to justice sector reforms.
9. **Networks and linkages:** Forge and be part of strategic collaborative arrangements for case referrals, redress, PIL, policy and institutional reforms.

## 4.3 Natural Resources and Climate Governance

Priority Issues: The main concern for this strategic pillar will be mis-governance of natural resources and environment; corruption; inadequate knowledge/ information; as well as non-transparent natural resources and climate governance processes. The priority sectors that this pillar will focus on include Land, Extractives, Environment, Energy, and Blue Economy.



## Expected Outcomes

- 1.) Responsible and sustainable governance of natural resources and climate finance.
- 2.) Greater transparency and equity in natural resources' benefit-sharing.
- 3.) More citizens demand rights and hold duty bearers accountable to effective natural resource and climate governance.

File Photo/TI-Kenya

## Objectives

- 1.To contribute to greater accountability and transparency of natural resource and climate governance.
- 2.To enhance sustainable use and equitable sharing of natural resources.

## Strategic Interventions

### 4.3.1 Extractives, Land and Energy

1. **Research:** Undertake research, analysis, investigation, and/ or documentation; also conduct corruption risk assessments and mitigation.
2. **Enabling regulatory environment:** Advocate for reform and/or adherence to policy, legal, and institutional frameworks governing extractives, land, and energy (especially ethics, accountability, and transparency focused provisions); exploratory research on scope and quality of regulatory frameworks around blue economy.
3. **Institutional strengthening:** Facilitate capacity development of relevant institutions
4. **Community empowerment:** Strengthen citizens' capacity to hold duty bearers accountable towards transparent, accountable and equitable natural resources' benefit sharing.
5. **Movement building:** Strengthening the voice, agency, claim-making capacity, and self-organising capacity of civic groups and the public in general.
6. **Public Interest Litigation:** Institute or enjoin in strategic natural resource governance related cases.

### 4.3.2 Climate Governance

1. **Research:** Undertake collaborative corruption risk assessments, analysis, and development of mitigation measures.
2. **Enabling regulatory environment:** Support reforms and implementation of climate governance focused legal, policy and/ or institutional frameworks.
3. **Civic empowerment:** Raise public awareness and consciousness on climate governance rights, including claim-making and holding duty bearers to account.
4. **Partnerships development:** Engage in collaborations towards good governance of climate finance resources.

## 4.4 Public Finance Management

**Priority Issues:** This focus area will pay attention to transparency of public procurement processes; illicit financial flows; efficiency of public spending; and quality of financial oversight systems.

The key sectors of focus under this result area shall be Health, WASH, Education, and Public Finance, while the natural resources sector will be integrated.

### Objectives

1. To promote a culture and practice of ethics, integrity, and accountability in public finance administration.
2. To contribute to efficient, effective, and accountable public revenue generation and expenditure.

### Expected Outcomes

1. Increased transparency and sustainability of public revenue generation.
2. Increased transparency and accountability in management and oversight of public resources.
3. Improved private sector (business) integrity and ethics.
4. Improved accountability over public resources management



File Photo/Okoa Uchumi Campaign

## Strategic Interventions

1. **Research:** Undertake research, analysis, investigation, and documentation on topical issues.
2. **Enabling regulatory environment:** Support reforms and adherence to applicable policy, legal & institutional frameworks touching on public finance management.
3. **Capacity building:** Strengthen capacities of applicable actors towards effective corporate and public sector accountability (trainings, compliance etc.); strengthen public procurement and audit processes.
4. **Partnerships development:** Establish working relations with applicable oversight actors including relevant professional bodies e.g., for accountants, media etc.
5. **Civic demand:** Support citizen participation in public resource planning, use, and oversight/ social accountability and demand for accountability.
6. **Social accountability:** Support institutionalised use of citizen driven social accountability mechanisms; citizen led performance monitoring and oversight of public institutions.
7. **Public Interest Litigation:** Support, institute and enjoin in strategic public finance management related cases.

### 4.5 Institutional Development

Priority Issues: This strategic focus area seeks to build upon TI-Kenya's track record while further developing its internal capacities and sustainability. Attention will be paid to the quality of human resources and governance/ oversight; internal organisational systems and structures; planning, monitoring, evaluation, research, and learning; ICT, media, and strategic communications; as well as institutional and financial resilience.

#### Objectives

To enable TI-Kenya to discharge its mandate efficiently, effectively, and sustainably.

#### 4.5.1 Systems, Policies, and Procedures

##### Expected Outcomes

1. Adherence to all applicable statutory requirements.
2. Existence and use of a robust, secure, and interactive Management Information System (MIS).
3. Adherence to comprehensive up to date policies, procedures and structures that promote organisational excellence.

##### Strategic Interventions

1. Continuous automation of SOPs, research, and other processes.
2. Periodic review and update of systems, policies, and processes.
3. Seek TI-Kenya certification.
4. Avail needed institutional tools to equip staff to discharge their roles more effectively.

## 4.5.2 Planning Monitoring Evaluation Research and Learning (PMERL)

### Expected Outcomes

1. Optimised and functional PMERL system, including personnel in place.
2. Strengthened generation, repackaging and sharing of knowledge, innovation, and quality data.
3. Strengthened knowledge management tools, systems and practices.

### Strategic Interventions

1. Undertake regular review, learning, reflection, and work improvement/ adaptation/ growth.
2. Further revamp (consolidate, institutionalise) TI-Kenya MERL system; enhance resourcing for MERL.
3. Undertake continuous project monitoring/ evaluation and assessments; strengthen inter-program coordination and synergies.
4. Systematically capture, repackage and share knowledge to meet internal and external needs; Establish partnerships with reputable knowledge or research institutions.

## 4.5.3 People, Culture, and Governance

### Expected Outcomes

1. TI-Kenya attracts, motivates and retains optimal number of high-quality staff.
2. Staff are highly productive (meets all set performance targets).
3. TI-Kenya board is effective, diversified and strengthens its capacity.
4. TI-Kenya membership is vibrant and more engaged.

### Strategic Interventions

1. Undertake regular staff capacity needs assessments and development.
2. Further strengthen people engagement and management (employee relations/ welfare; organisational values and culture; conducive work environment; performance management; staff succession planning).
3. Periodically review and update the TI-Kenya organogram and human resource needs (quality, numbers) across all departments (more efficient multi-skilled workforce).
4. Undertake periodic board and membership development (capacities, membership diversity, engagement, governance instruments etc.).
5. Deepen engagements and relations between board, staff, and other key stakeholders (members, funders, authorities, strategic partners etc.).

## 4.5.4 Strategic Communications and Partnerships

### Expected Outcomes

1. Appropriate ICT, media, and communication tools and infrastructure in place and use.
2. Increased media engagement, visibility, and presence in strategic spaces/ places by TI-Kenya.
3. Increased breadth and engagement with strategic partners.

### Strategic Interventions

1. Review, update and operationalise TI-Kenya communications strategy.
2. Further invest in strategic communication, branding, marketing, and visibility.
3. Continually strengthen TI-Kenya media and digital communication engagement, including (social) media presence/ engagement and relations.
4. Engage more effectively in strategic spaces and places, including, strategic convenings and conferences, round table with partners, podcasts etc.
5. Consistently integrate appropriate ICT aided systems and processes for increased programme reach, internal efficiency, and innovation.
6. Strengthen relations with strategic stakeholders (funders, authorities, partners etc.).

## 4.5.5 Financial Management & Administration

### Expected Outcomes

1. An average of 10% annual growth in funding over the strategic plan period.
2. 15% annual growth in own generated (unrestricted) funds via social enterprise ventures.
3. Strengthened internal processes leading to greater process efficiency and shorter turnaround time.

### Strategic Interventions

1. Establish a resource mobilisation framework, strategy, and plan.
2. Strengthen own generated resources and investments (through the TI-Kenya Social Enterprise business plan).
3. Further enhance financial management and administration systems and practices (procurement, assets management, accounting, security, insurance etc.).
4. Further strengthen internal capacity for resource mobilisation and business development (dedicated staff, skills, tools/ instruments).
5. Further invest in diversifying funding partners and leveraging on existing partnerships.
6. Enforce appropriate internal controls, oversight, and compliance mechanisms.

## 5.0 IMPLEMENTATIONAL MODALITIES

### 5.1 Monitoring, Evaluation, Research, and Learning

TI-Kenya considers MERL as a critical management tool for effective programme design, monitoring, and evaluation. Further, TI-Kenya recognizes that MERL processes improve the overall organisational performance by promoting greater transparency and accountability, effective resource allocation, and encouraging learning and data-driven decision-making.

TI-Kenya will thus continue to invest in further strengthening of its MERL systems and processes. Additionally, TI-Kenya will strengthen performance data management mechanisms to ensure that indicator data is systematically collected, and analysed; documentation and use of lessons learnt, good practices and their dissemination to various stakeholders. The capacity of staff in M&E will be enhanced to effectively deliver on their duties in their respective areas of expertise.

To support the delivery and monitoring of this strategic plan, TI-Kenya has developed various operational matrices, including a results framework with clear indicators of success and budgets. These will be complemented with Annual Work Plans, M&E Plans, programme budgets, and individual programme log frames. These tools will inform periodic and systematic collection, analysis, reporting, and dissemination of progress data on the result indicators.

The success of the implementation of the Strategic Plan will be evaluated mid-term and at the end of the strategic plan period. The mid-term review will provide an opportunity to gauge the extent of achievements as of then, draw lessons and review strategies to inform evidence-based adjustments. TI-Kenya will also conduct periodic reviews to gauge the progress of implementation of the strategy. These evaluations and reviews will be used to measure the success of strategy delivery, continued relevance, effectiveness, and impact. Additionally, the evaluations and continuous monitoring processes will be used to identify emerging developments that need to be on boarded.

### 5.2 Governance and Management

**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. The members elect the Board of Directors who meet at least once every quarter. The Board of Directors provides leadership and governance (policy, oversight, and strategic guidance). The Directors are drawn from different professional fields and disciplines that are relevant to TI-Kenya's work. The board is supported by various board committees, including the programmes, finance and investments, human resource and integrity awards sub-committees.

**Management:** The Secretariat is headed by the Executive Director who provides the overall oversight for the institution assisted by the Management Team which comprises of the Executive Director, Programmes Manager, Finance and Investments Manager and Operations Manager. The management team also comprises persons with diverse professional backgrounds and expertise. The management is responsible for implementing the TI-Kenya strategy and board directives; ensuring financial sustainability; oversee programme delivery and reporting; talent acquisition and management; as well as building and managing partner relations.



## Logical Framework

INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS (OVIs)	MEANS OF VERIFICATION	RISKS & ASSUMPTIONS
<b>Strategic Focus Area 1: Citizen Demand<sup>17</sup> and Oversight</b>			
<b>A. Citizen (Individual) and Leadership Integrity</b>			
<b>Strategic Objective</b>  1. To promote ethical values, norms, and behaviour among citizens (denormalization of corruption). 2. To support citizens to demand for integrity and hold leaders accountable.	1. Change in levels of citizen's monitoring of leaders' performance, holding them accountable and participating in public affairs. 2. Demonstrated positive social behaviour change (perceptions, practices) against corruption & theft. 3. Increased enforcement/ adherence to chapter 6 of CoK 2010 and laws on leadership integrity. 4. Increased levels of ethics, transparency, and accountability by leaders and citizen.	1. Evaluation reports 2. Survey reports 3. Other actors' reports	1. Political good will exist to fight corruption 2. Good stakeholder cooperation
<b>Strategic Interventions</b>			
1. Undertake research, analysis, and documentation on topical leadership issues to inform appropriate interventions. 2. Raise public awareness and consciousness on ethics, transparency, and accountability 3. Model/promote positive social behaviour change to influence norms, attitudes & beliefs against socialization of corruption. 4. Advocate for reform/ implementation of applicable legislative, policy and institutional frameworks to strengthen applicable systems, spaces, and capacities for public participation. 5. Engage in Public Interest Litigation (PIL) for effective interpretation and enforcement of chapter 6 of CoK 2010 and other related legislative frameworks. 6. Support relevant state and non-state actors to demand for ethical, transparent, and accountable leadership.	1. Number & nature of research, analysis & documentation undertaken on topical leadership issues 2. Number / nature of awareness sessions undertaken 3. Nature of social behaviour change modelled/promoted to influence against socialization of corruption. 4. Number or nature of actions undertaken to influence to applicable legislative, policy and institutional frameworks 5. Number and nature of PIL cases initiated and or contributed to regarding enforcement of cap 6 of COK 2010 6. Number of state and non-state actors to supported to demand for ethical, transparent, and accountable leadership.	1. Research reports 2. Evaluation reports 3. Survey reports 4. Corruption perception reports 5. Project reports 6. Annual reports 7. Law reports (for PIL)	1. Anti-corruption champions will exist at both levels of government  2. sufficient civic space exists  3. Sufficient resources will be available to implement the TI-Kenya strategy
<b>B. Access to Public Services and Aid Resources</b>			

<sup>17</sup> Citizen demand refers to the political behavior of citizens to taking action to demand government responsiveness and claim making towards basic rights and entitlements.

INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS (OVIs)	MEANS OF VERIFICATION	RISKS & ASSUMPTIONS
Strategic Objective: To contribute to enhanced access to responsive high quality public services and aid resources.	<ol style="list-style-type: none"> <li>Percentage change in target citizens who demonstrate increase demand for their rights and holding service deliverers accountable to quality services delivery.</li> <li>Positive change in levels of resource allocation to services prioritized by citizens.</li> <li>Changes in access to responsive, timely, &amp; high-quality health, education, WASH &amp; humanitarian aid services.</li> </ol>	<ol style="list-style-type: none"> <li>Evaluation Reports</li> <li>Annual reports</li> <li>Other actors' reports</li> <li>Project reports</li> </ol>	<ol style="list-style-type: none"> <li>Political will exists</li> <li>State responsiveness</li> </ol>
Strategic Interventions			
<ol style="list-style-type: none"> <li>Undertake research, analysis, and documentation on key public service delivery issues.</li> <li>Strengthen public participation and feedback frameworks for effective planning/ budgeting for and delivery of public and humanitarian aid services.</li> <li>Support citizen monitoring and oversight including through social accountability.</li> <li>Strengthen applicable service delivery systems and/ or oversight mechanisms.</li> <li>Mobilize the public &amp; relevant actors to engage duty bearers and demand greater fulfilment of their ECOSOC) rights.</li> <li>Raise public awareness and consciousness on humanitarian aid governance rights and responsibilities, including claim making, and holding duty bearers to account.</li> </ol>	<ol style="list-style-type: none"> <li>Number &amp; nature of research carried out and documented on key public service delivery issues</li> <li>Level of involvement of citizens in public participation on resource allocation decisions at both levels of governments to ensure social accountability.</li> <li>Level of citizens involvement in monitoring and oversight of public projects.</li> <li>Nature of service delivery systems/oversight mechanisms strengthened by TI-Kenya</li> <li>Percentage increase in actors engaging duty bearers and demanding greater fulfilment of their ECOSOC rights</li> <li>Level of public awareness on humanitarian aid governance rights and responsibilities</li> </ol>	<ol style="list-style-type: none"> <li>Research reports</li> <li>Evaluation reports</li> <li>Actual policies, rules and regulations influenced</li> <li>Annual reports</li> <li>Feedback reports from supported institutions</li> <li>Project reports</li> <li>Annual reports</li> <li>Monitoring reports</li> <li>Survey reports</li> </ol>	<ol style="list-style-type: none"> <li>Good stakeholder cooperation</li> <li>Sufficient resources will be available to implement the TI-Kenya strategy</li> <li>Adoption of TI-Kenya proposals by relevant stakeholders</li> <li>Cooperation &amp; buy in by targeted actors/ stakeholders</li> </ol>
C. Access to Justice			
Strategic Objective: To increase access to appropriate/ effective redress for victims of corruption-related injustices.	<ol style="list-style-type: none"> <li>Change in the levels of expeditious and suitable resolution of corruption-related cases/ injustices.</li> <li>Percentage increase in reporting of corruption cases.</li> <li>Increase in levels of enforcement of anti-corruption laws, policies, and institutional frameworks.</li> </ol>	<ol style="list-style-type: none"> <li>Evaluation reports</li> <li>Annual / project reports</li> <li>Other actors' reports</li> </ol>	<ol style="list-style-type: none"> <li>Political good will exist to fight corruption</li> <li>Good stakeholder cooperation</li> </ol>
Strategic Interventions			

INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS (OVIs)	MEANS OF VERIFICATION	RISKS & ASSUMPTIONS
<ol style="list-style-type: none"> <li>Undertake research, analysis, and documentation on topical access to justice issues.</li> <li>Provide technical support to individuals, applicable justice actors, policy makers and other relevant duty bearers on corruption related cases.</li> <li>Institute, enjoin and/ or profile outcomes of corruption related strategic impact/ PIL cases.</li> <li>Strengthen applicable policy and legal frameworks and their implementation, including ADR systems.</li> <li>Advocate for establishment and implementation of policies, laws, and institutional frameworks for whistle-blower protection.</li> <li>Support capacity development of anti-corruption/ oversight agencies; and contribute to justice sector reforms.</li> <li>Forge and/ or be part of strategic collaborative arrangements for case referrals, redress, PIL, policy and institutional reforms.</li> </ol>	<ol style="list-style-type: none"> <li>Number &amp; nature of research/ documentation carried out</li> <li>Number &amp; nature of corruption related technical support offered to individuals, justice actors, policy makers</li> <li>Number &amp; nature of public interest litigations undertaken, enjoined, or profiled</li> <li>Number &amp; nature of policy/ legal frameworks strengthened (including ADR systems)</li> <li>Number &amp; nature of policies, laws, institutional frameworks established/implemented for whistle blower protection</li> <li>Number of anti-corruption/ oversight agencies strengthened, nature of contributions to justice sector reforms</li> <li>Number &amp; nature of strategic networks/linkages established for case referrals, redress, PIL, policy and institutional reforms.</li> </ol>	<ol style="list-style-type: none"> <li>Research reports</li> <li>Monitoring reports</li> <li>Evaluation reports</li> <li>Annual reports</li> <li>Actual policies, rules and regulations improved/ implemented</li> <li>Judgement reports (PIL)</li> <li>Reports from supported actors</li> </ol>	<ol style="list-style-type: none"> <li>Cooperation &amp; buy in by targeted actors/ stakeholders</li> <li>Good will to respect the rule of Law from the duty bearers</li> <li>Good stakeholder cooperation</li> <li>Sufficient resources will be available to implement the TI-Kenya strategy</li> </ol>

**Strategic Focus Area 2: Natural Resources and Climate Governance**

<p><b>Strategic Objectives:</b></p> <ol style="list-style-type: none"> <li>To contribute to greater accountability &amp; transparency of natural resource and climate governance.</li> <li>To enhance sustainable use and equitable sharing of natural resources.</li> </ol>	<ol style="list-style-type: none"> <li>Increased demonstration of responsible and sustainable governance of natural resource and climate finance.</li> <li>Changes in degree of transparency and equity in natural resources' benefit-sharing.</li> <li>Change in no of citizens demanding for effective natural resources and climate governance.</li> </ol>	<ol style="list-style-type: none"> <li>Evaluation Reports</li> <li>Annual reports</li> <li>Other actors' reports</li> </ol>	<ol style="list-style-type: none"> <li>State responsiveness</li> <li>Political will exists</li> </ol>
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**Strategic Interventions**

INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS (OVIs)	MEANS OF VERIFICATION	RISKS & ASSUMPTIONS
<b>A. Extractives, Land and Energy</b>  1. Undertake research, analysis, investigation, or documentation; also conduct corruption risk assessment and mitigation. 2. Advocate for reform/ adherence to policy, legal, & institutional frameworks governing extractives, land, and energy 3. Facilitate capacity development of relevant institutions. 4. Strengthen citizen's capacity to hold duty bearers accountable towards transparent, accountable & equitable natural resources benefit sharing. 5. Strengthen voice, agency, claim making capacity, and self-organizing capacity of civic groups and the public in general. 6. Institute or enjoin in strategic natural resource governance related cases.	1. Number/type of research/ documentation conducted & corruption risks assessment/ mitigation undertaken 2. Number of advocacy actions towards reform/ enforcement of regulations governing extractives, land, and energy 3. Number of institutions strengthened 4. Number of persons strengthened towards holding state accountable & demand transparent & equitable natural resources benefit sharing. 5. Number of citizens/ civic groups whose voice, agency, claim making & organizing capacity has been strengthened 6. Number & nature of natural resource governance cases enjoined or instituted	1. Research reports 2. Evaluation reports 3. Annual reports 4. Monitoring reports 5. Feedback reports from supported institutions 6. Actual policies, rules and regulations reviewed or enforced 7. Project reports	1. Cooperation & buy in by targeted actors/ stakeholders  2. Good will to respect the rule of Law from the duty bearers  3. Good stakeholder cooperation  4. Sufficient resources will be available to implement the TI-Kenya strategy
<b>B. Climate Governance</b>  1. Undertake collaborative corruption risk assessment, analysis, and development of mitigation measures. 2. Support reforms/ implementation of climate governance focused legal, policy and/ or institutional frameworks. 3. Raise public awareness and consciousness on climate governance rights, including claim making & holding duty bearers to account. 4. Engage in collaborations towards good governance of climate finance resources.	1. Number/nature of research, assessments, documentation, analysis, undertaken (& mitigation measures) 2. Number & nature of policies, laws, institutional frameworks established/implemented 3. Number of actions towards public awareness on climate governance rights 4. Number and nature of strategic collaborations engaged in (concerning governance of climate finance resources)	1. Research reports 2. Evaluation reports 3. Annual reports 4. Monitoring reports 5. Actual policies, rules and regulations reviewed 6. Project reports	

Strategic Focus Area 3: Public Finance Management

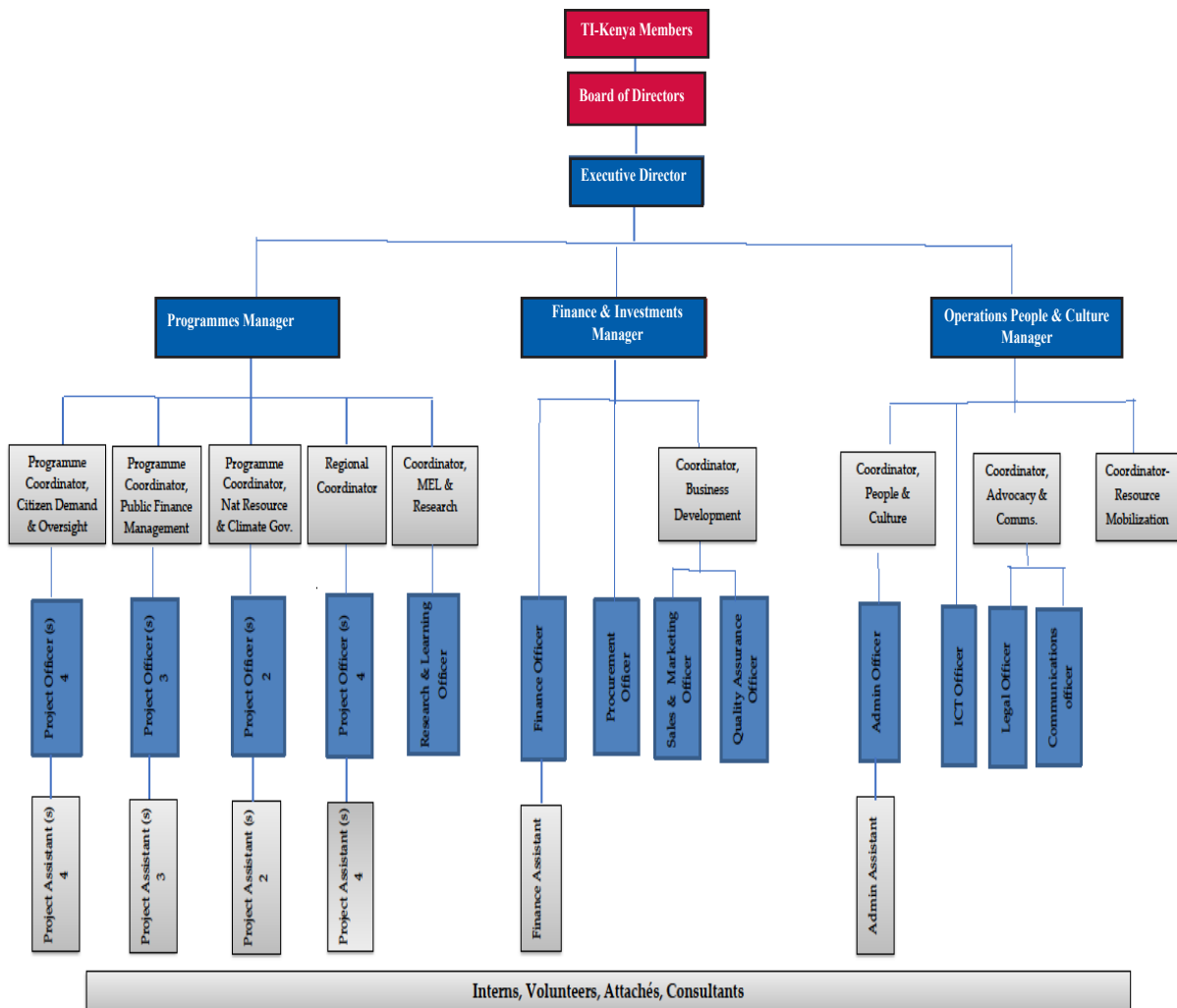
INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS (OVIs)	MEANS OF VERIFICATION	RISKS & ASSUMPTIONS
<b>Strategic Objective</b>			
<ul style="list-style-type: none"> <li>1. To promote a culture and practice of ethics, integrity, and accountability in public finance administration.</li> <li>2. To contribute to efficient, effective, and accountable public revenue generation and expenditure.</li> </ul>	<ul style="list-style-type: none"> <li>1. Increment in level of transparency and sustainability of public revenue generation.</li> <li>2. Changes in level of transparency and accountability in management &amp; oversight of public resources.</li> <li>3. Improvements in private sector integrity &amp; ethics.</li> <li>4. Changes in levels of accountability over public resources management</li> </ul>	<ul style="list-style-type: none"> <li>1. Evaluation Reports</li> <li>2. Annual reports</li> <li>3. Other actors' reports</li> </ul>	<ul style="list-style-type: none"> <li>1. Political goodwill</li> <li>2. State responsiveness</li> <li>3. Good collaboration by NSAs</li> </ul>
<b>Strategic Interventions</b>			
<ul style="list-style-type: none"> <li>1. Undertake research, analysis, investigation, documentation on topical issues.</li> <li>2. Support reforms/adherence to applicable policy, legal &amp; institutional frameworks on public finance management.</li> <li>3. Strengthen capacities of applicable actors towards effective corporate and public sector; strengthen public procurement and audit processes.</li> <li>4. Establish working relations with oversight actors including relevant professional bodies e.g., for accountants, media etc.</li> <li>5. Support citizen participation in public resource planning, use, and oversight and demand for accountability.</li> <li>6. Support institutionalized use of civic driven social a/c'ability mechanisms + citizen led performance monitoring &amp; oversight.</li> <li>7. Support, institute and/ or enjoin in strategic public financial management related cases.</li> </ul>	<ul style="list-style-type: none"> <li>1. Number &amp; nature of research carried out on public financial management</li> <li>2. Nature of reforms supported by TI-Kenya on public finance management.</li> <li>3. Number of actors whose capacities are strengthened on effective corporate and public sector accountability, public procurement, and audit processes.</li> <li>4. Number &amp; nature of strategic partnerships established with oversight &amp; or professional bodies</li> <li>5. Number/ nature of actions supported towards citizens' participation in public resource planning &amp; oversight</li> <li>6. Number of initiatives supported on citizen driven social accountability &amp; citizen led oversight</li> <li>7. Number and nature of PIL on public finance management initiated or enjoined</li> </ul>	<ul style="list-style-type: none"> <li>1. Research reports</li> <li>2. Evaluation reports</li> <li>3. Annual reports</li> <li>4. Monitoring reports</li> <li>5. Actual policies, rules and regulations strengthened</li> <li>6. Project reports</li> </ul>	<ul style="list-style-type: none"> <li>1. State actors will be responsive</li> <li>2. Political goodwill exists</li> <li>3. Good collaboration by NSAs</li> <li>4. Limited levels of backlash &amp; push back by perpetrators</li> </ul>
<b>Strategic Focus Area 4: Institutional Development</b>			
<p>Strategic Objective: To enable TI Kenya to discharge its mandate efficiently, effectively, and sustainably.</p>	<ul style="list-style-type: none"> <li>1. Extent of realization of set targets (at least 75%)</li> <li>2. Improved stakeholder rating of TI-Kenya (gauged via perception surveys of key actors)</li> </ul>	<ul style="list-style-type: none"> <li>1. Evaluation Reports</li> <li>2. OCA/ survey reports</li> <li>3. Audited accounts</li> </ul>	<ul style="list-style-type: none"> <li>1. Support of partners</li> <li>2. Conducive funding context</li> </ul>
<b>Strategic Interventions</b>			

INTERVENTION LOGIC	OBJECTIVELY VERIFIABLE INDICATORS (OVIs)	MEANS OF VERIFICATION	RISKS & ASSUMPTIONS
<p><b>A. Systems, Policies, and Procedures</b></p> <ol style="list-style-type: none"> <li>Automation of SOPs, research, and other processes.</li> <li>Periodic review and update of systems, policies, and processes.</li> <li>Seek TI Kenya certification.</li> <li>Avail needed institutional tools to equip staff to discharge their roles more effectively.</li> </ol>	<ol style="list-style-type: none"> <li>Existence/use of automated SOPs, research &amp; processes</li> <li>Existence and adoption of updated systems, policies, and processes.</li> <li>Evidence of TI-Kenya Certification</li> <li>Nature/existence of tools developed and adopted to enhance staff performance capacity</li> </ol>	<ol style="list-style-type: none"> <li>Policy documents</li> <li>Management reports</li> <li>Evaluation reports</li> <li>Job descriptions</li> <li>Reviewed strategy documents</li> </ol>	<ol style="list-style-type: none"> <li>Supportive board offering strategic direction exists in TI-Kenya</li> <li>Sufficient resources available to implement TI-Kenya reviewed strategy</li> </ol>
<p><b>B. Planning Monitoring Evaluation Research and Learning</b></p> <ol style="list-style-type: none"> <li>Undertake regular review, learning, reflection, and work improvement/ adaptation/ growth.</li> <li>Further revamp (consolidate, institutionalize) TI-Kenya MERL system; enhance resourcing for MERL.</li> <li>Undertake continuous project monitoring/ evaluation; strengthen inter-program coordination and synergies.</li> <li>Systematically capture, (re)package and share knowledge to meet internal and external needs; Establish partnerships with reputable knowledge or research institutions.</li> </ol>	<ol style="list-style-type: none"> <li>Nature of reviews, learning, reflection, &amp; work improvement/ adaptation undertaken</li> <li>Existence of well-resourced, Institutionalised and functional MERL system</li> <li>Number &amp; nature of project M&amp;E undertaken by TI-Kenya and adoption status of their outcomes</li> <li>Evidence of knowledge captured, packaged and shared by TI- Kenya to meet internal and external needs</li> </ol>	<ol style="list-style-type: none"> <li>M&amp;E system</li> <li>Updated/ functional MERL systems</li> <li>Annual reports</li> <li>System evaluation</li> <li>MERL Reports</li> </ol>	<ol style="list-style-type: none"> <li>TI-Kenya members willing to adopt the new strategy in their operations</li> <li>Competent staff with the right skills and attitude are available to implement the reviewed strategy</li> </ol>
<p><b>C. People, Culture, and Governance</b></p> <ol style="list-style-type: none"> <li>Undertake regular staff capacity needs assessments and development.</li> <li>Further strengthen people engagement and management</li> <li>Periodically review and update the TI-Kenya organogram and human resource needs across all departments</li> <li>Undertake periodic board and members development (capacities, engagement, governance instruments etc.).</li> <li>Deepen engagements and relations between board, staff, and other key stakeholders</li> </ol>	<ol style="list-style-type: none"> <li>Existence of functional performance mgt system (tools, system, guidelines) + appraisals done</li> <li>Demonstrated improvements in staff relations, performance and welfare improvement</li> <li>Existence/ use of Human Resource Development plans</li> <li>No/type of board and members development initiatives</li> <li>Effectiveness of board staff and other key stakeholders' relationships</li> </ol>	<ol style="list-style-type: none"> <li>Performance management system</li> <li>HRD Policies and plan</li> <li>Annual Management Report</li> <li>Board Development Report</li> <li>TI-Kenya governance instruments</li> </ol>	

<p><b>D. Strategic Communications and Partnerships</b></p> <ol style="list-style-type: none"> <li>1. Review, update &amp; operationalize communications strategy.</li> <li>2. Further invest in strategic communication, branding, marketing, and visibility.</li> <li>3. Continually strengthen media &amp; communication engagement, (social) media presence/ engagement and relations.</li> <li>4. Engage more effectively in strategic spaces and places,</li> <li>5. Consistently integrate appropriate ICT aided systems and processes</li> <li>6. Strengthen relations with strategic stakeholders (funders, authorities, partners etc.).</li> </ol> <p><b>E. Financial Management &amp; Administration</b></p> <ol style="list-style-type: none"> <li>1. Establish a resource mobilization framework, strategy/ plan.</li> <li>2. Strengthen own generated resources &amp; investments (through TI-Kenya Social Enterprise business plan).</li> <li>3. Further enhance financial management and administration systems &amp; practices (procurement, assets management, accounting, security, insurance etc.).</li> <li>4. Further strengthen internal capacity for resource mobilization and business development</li> <li>5. Further invest in diversifying funding partners and leveraging on existing partnerships.</li> <li>6. Enforce appropriate internal controls, oversight, and compliance mechanisms.</li> </ol>	<ol style="list-style-type: none"> <li>1. Operationalised communication strategy document</li> <li>2. Level of investment and effectiveness in TI-Kenya strategic communication, branding, marketing, visibility.</li> <li>3. Actual levels of media engagement, presence and strategic relations</li> <li>4. Number and nature of strategic spaces/places engaged</li> <li>5. Number/ nature of ICT driven initiatives / aided systems of processes developed.</li> <li>6. Number &amp; nature of actions towards deepening relations &amp; or engagements with strategic stakeholders</li> </ol> <ol style="list-style-type: none"> <li>1. Existence/ use of comprehensive resource mobilization framework, strategy, and plan.</li> <li>2. Percentage increase in TI-Kenya's own generated resources and investments</li> <li>3. Existence/ use of enhanced financial management/ administration systems &amp; practices</li> <li>4. Number/ nature of actions towards strengthening internal resource mobilization/ business development capacity</li> <li>5. Number &amp; type of new funding partners / funding sources established by TI-Kenya</li> <li>6. Degree if enforcement of internal controls, oversight and compliance systems and mechanisms</li> </ol>	<ol style="list-style-type: none"> <li>1. Media monitoring and communication reports</li> <li>2. Project monitoring reports</li> <li>3. Communications strategy document</li> <li>4. Annual Reports</li> <li>5. Evaluation reports</li> <li>6. Survey reports</li> </ol> <ol style="list-style-type: none"> <li>1. Sustainability strategy, policy and plans.</li> <li>2. Resource mobilization &amp; business development plan</li> <li>3. Audited financial reports</li> <li>4. OCA reports</li> <li>5. Management reports</li> <li>6. M&amp;E reports</li> </ol>	
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## 5.2 Organisation Structure

Figure 2 presents the corporate organogram for TI-Kenya.





# THE PAST FIVE YEARS IN PICTURES



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Photo/ TI-Kenya



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