



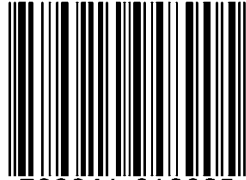
KENYA INTEGRITY PLAN (KIP)

2023 – 2028





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KENYA INTEGRITY PLAN (KIP)

2023 - 2028



ACRONYMS AND ABBREVIATIONS

AACD	African Anti-Corruption Day
ACA	Anti-Counterfeit Authority
ACECA	Anti-Corruption and Economic Crimes Act
ADP	Annual Development Plan
ADR	Alternative Dispute Resolution
APNAC	African Parliamentarian Network Against Corruption
APSEA	Association of Professional Societies in East Africa
ARA	Asset Recovery Agency
AU	African Union
AUABC	African Union Advisory Board Against Corruption
BETA	Bottom-Up Economic Transformation Agenda
CACCOC	County Anti-Corruption Civilian Oversight Committee
CAJ	Commission on Administrative Justice
CBO	Community Based Organization
CIDP	County Integrated Development Plan
CMA	Capital Markets Authority
COB	Controller of Budget
COFEK	Consumers Federation of Kenya
CoG	Council of Governors
COMESA	Common Market for Eastern and Southern Africa
COTU	Central Organization of Trade Unions
CPST	Centre for Parliamentary Studies and Training
CRA	Commission on Revenue Allocation
CSPN	Civil Society Parliamentary Network
CSO	Civil Society Organization
CUE	Commission for University Education
DANIDA	Danish International Development Agency
DCI	Directorate of Criminal Investigations
DFID	Department for International Development
EAC	East African Community
EACC	Ethics and Anti-Corruption Commission
EAK	Evangelical Alliance of Kenya
EPRA	Energy and Petroleum Regulatory Authority
FBO	Faith Based Organizations
FKE	Federation of Kenya Employers
FRC	Financial Reporting Centre
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
HELB	Higher Education Loans Board
HR	Human Resource
IACD	International Anti-Corruption Day
IAO/QM	Integrity Assurance Officer/Quality Management
ICPAK	Institute of Certified Public Accountants of Kenya
IDLO	International Development Law Organization
IEBC	Independent Electoral and Boundaries Commission
IEC	Information Education and Communication
IGAD	Intergovernmental Authority on Development

IGRTC	Inter-Governmental Relations Technical Committee
IPOA	Independent Policing Oversight Authority
IRA	Insurance Regulatory Authority
IRCK	Inter-Religious Council of Kenya
JSC	Judicial Service Commission
JTI	Judiciary Training Institute
KAM	Kenya Association of Manufacturers
KCCB	Kenya Conference of Catholic Bishops
KEBS	Kenya Bureau of Standards
KENHA	Kenya National Highways Authority
KEPSA	Kenya Private Sector Alliance
KEPSHA	Kenya Primary Schools Heads Association
KESSHA	Kenya Secondary Schools Head Association
KICD	Kenya Institute of Curriculum Development
KIP	Kenya Integrity Plan
KISE	Kenya Institute of Special Education
KISM	Kenya Institute of Supplies Management
KLB	Kenya Literature Bureau
KLIF	Kenya Leadership Integrity Forum
KNCCI	Kenya National Chamber of Commerce and Industry
KNCHR	Kenya National Human Rights Commission
KNEC	Kenya National Examination Council
KPA	Kenya Publishers Association
KRA	Kenya Revenue Authority
KSG	Kenya School of Government
KUJ	Kenya Union of Journalists
KURA	Kenya Urban Roads Authority
KWS	Kenya Wildlife Service
LIA	Leadership and Integrity Act
M&E	Monitoring and Evaluation
MCK	Media Council of Kenya
MDA	Ministries, Departments and Agencies
MOU	Memorandum of Understanding
MSME	Micro, Small and Medium Enterprises
MTP	Medium Term Plans
NACADA	National Agency for the Campaign Against Drug Abuse
NACCSC	National Anti-Corruption Campaign Steering Committee
NACOSTI	National Commission For Science And Technology
NAMLEF	National Muslim Leaders Forum
NCA	National Construction Authority
NCC	National Coordinating Committee
NCCK	National Council of Churches of Kenya
NCIA	Nairobi Centre for International Arbitration
NCIC	National Cohesion and Integration Commission
NCPWD	National Council for Persons with Disabilities
NEAP	National Ethics and Anti-Corruption Policy
NEMA	National Environment Management Authority



NFI	National Forum on Integrity
NGO	Non-Governmental Organization
NHIF	National Hospital Insurance Fund
NIS	National Intelligence Service
NITA	National Industrial Training Authority
NLC	National Lands Commission
NPS	National Police Service
NSE	National Securities Exchange
NSSF	National Social Security Fund
NTSA	National Transport and Safety Authority
OAG	Office of Auditor General
OAG&DOJ	Office of Attorney General and Department of Justice
OAIC	Organization of African Instituted Churches
ODPP	Office of the Director of Public Prosecutions
OSIEA	Open Society Initiative for Eastern Africa
PESTLE	Political, Economic, Social, Technological, Legal and Environmental
POCAMLA	Proceeds of Crime and Anti-Money Laundering Act
POEA	Public Officer Ethics Act
PPADA	Public Procurement and Asset Disposal Act
PPARB	Public Procurement Administrative Review Board
PPRB	Public Procurement Regulatory Authority
PSC	Public Service Commission
SASRA	Sacco Society Regulatory Authority
SCC	Sector Coordinating Committee
SDA	Seventh Day Adventist
SDG	Sustainable Development Goal
SHA	Social Health Authority
SIDA	Swedish International Development Cooperation Agency
SNV	Stichting Nederlandse Vrijwilligers
SRC	Salaries and Remuneration Commission
SUPKEM	Supreme Council of Kenya Muslims
SWOT	Strengths, Weakness, Opportunities and Threats
TI	Transparency International
TSC	Teachers Service Commission
TVET	Technical, Industrial, Vocational and Education Training
UNCAC	United Nations Convention against Corruption
UNDP	United Nations Development Programme
UNODC	United Nations Office on Drugs and Crime
USAID	United States Agency for International Development

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DEFINITION OF CONCEPTS AND TERMINOLOGIES

Framework:	A system of rules or concepts governing an area of interest.
Policy:	Course of action to be implemented by an organization or the government.
Kenya Integrity Plan:	Document that communicates the Forum's vision, mission, goal and the actions needed to achieve the vision, mission and goal of the institution and the time and resources required to undertake the actions.
Vision:	The ideal future the Forum aspires to achieve in the fight against corruption and unethical practices.
Mission:	A statement of purpose through which the Forum seeks to achieve its Vision.
Strategy:	Means or actions through which to achieve the strategic objectives of the Forum.
Core values:	Ideals or norms governing the conduct of staff.
Strengths:	Positive internal factors influencing the Forum's operating environment.
Weaknesses:	Negative internal factors influencing the Forum's operating environment.
Opportunities:	Positive external factors influencing the Forum's operating environment.
Threats:	Negative external factors influencing the Forum's operating environment.
Key results areas:	Broad areas in which the Forum will deliver results.
Key activities:	Actions taken through which inputs are mobilized to produce outputs.
Strategic risks:	The effect of uncertainty on strategic objectives.
Strategic issues:	Critical challenges or opportunities the Forum must address in order for it to achieve its Vision.
Strategic goal:	Statement of what the Forum needs to work towards or needs to do in order to fulfil its mission and achieve its vision.
Strategic objectives:	Outcomes or results the Forum commits itself to achieve in its work in order for it to achieve its goal.
Target:	Result to be achieved within a given time frame.
Output:	Immediate results resulting directly from implementation of an activity or programme.
Outcome:	The intermediate results emanating from implementation of a programme. It describes the actual change in situation because of an intervention on a programme such as change on levels of corruption in a sector.

FOREWORD

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

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

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

Corruption keeps evolving making it even more complex and hence requires collective action both within and outside government. It is for this reason that KLIF was established as a multi-sectoral forum to promote a unified stakeholder approach in the fight against corruption. The multi-sectoral forum, that brings together both state and non-state actors, is a bold step in the fight against corruption. The Ethics and Anti-Corruption Commission (EACC) acts as the Secretariat of KLIF while the Executive, through the Office of the Attorney General, chairs the Forum. All the 20 state and non-state actors that make up KLIF are urged to continue partnering for a unified and integrated fight against corruption and unethical practices.

In my capacity as the Patron of KLIF, I am delighted to present the fourth Kenya Integrity Plan (KIP) 2023-2028. This five-year Plan sets out the strategic objectives and actions to be undertaken by the member sectors in enhancing integrity in Kenya. In addition, the Plan provides a concise roadmap through which deliberate outcomes will be realized in the fight against corruption. In line with that, the government will spare no effort in supporting all sector players to achieve the vision of this Plan of having an ethics and integrity-driven society.

I urge every Kenyan to lend their full support to KLIF in the effort to have an ethics and integrity-driven Kenya.



H.E. William Samoei Ruto, PhD, C.G.H
President of the Republic of Kenya and
Commander-in-Chief of the Defence Forces





PREFACE



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

In fulfilment of its multi-sectoral mandate, KLIF has developed the fourth Kenya Integrity Plan (KIP) for the period 2023–2028. This Plan builds on the achievements, challenges, and lessons learnt of the previous plan and provides a way forward.

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

Corruption is dynamic and I therefore welcome you all to take a look at the new KIP that will henceforth guide the multi-sectoral approach in promoting integrity and ethical practices in the society. Overall, the Plan focuses on the evolving nature of corruption on strengthening existing anti-corruption legal and policy framework and setting the stage for the enactment of new laws where there are legislative gaps. The KIP identifies four strategic objectives that will guide its implementation. They include: -

- i) To enhance the capacity of KLIF to implement a collective approach in the fight against corruption;
- ii) To promote strengthening of policy, legal and institutional framework in the fight against corruption;
- iii) To promote ethics and integrity in public and private sectors; and
- iv) To promote ethics and integrity in the society.

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

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



Dorcas Agik Oduor, SC, EBS, OGW
Attorney General of the Republic of Kenya
Chairperson, National Coordinating Committee
Kenya Leadership Integrity Forum



ACKNOWLEDGEMENT



The Kenya Integrity Plan (KIP) 2023–2028 is a strategic blueprint aimed at fostering collective action and partnerships to enhance integrity and accountability in Kenya. Through the Kenya Leadership Integrity Forum (KLIF), this plan promotes a collaborative approach to ethics and integrity, leveraging the strengths of various stakeholders. The key objectives of KLIF include:

1. **Providing a platform for comprehensive stakeholder engagement** in combating corruption and unethical practices.
2. **Mobilizing and empowering Kenyans** to actively participate in the fight against corruption.
3. **Developing mechanisms for evaluating the effectiveness** of anti-corruption initiatives.
4. **Mainstreaming anti-corruption policies and strategies** across different sectors.
5. **Mobilizing resources** to support efforts against corruption and unethical conduct.

The formulation of KIP 2023–2028 is a crucial step in harnessing the strengths of stakeholders to combat corruption and foster ethical practices in society and institutions. Within the KLIF framework, the Ethics and Anti-Corruption Commission (EACC) provides the Secretariat, ensuring the effective execution of KLIF's mandate and supporting stakeholder efforts. The Commission remains committed to providing technical and coordination support, aiding in the implementation of the plan at various institutional levels.

This plan was developed by a dedicated team of technical officers (Appendix II) representing the 20 sectors within KLIF, led by Mr. Godfrey Simiyu of the Kenya Revenue Authority. Special recognition is given to the United Nations Office on Drugs and Crime (UNODC), the European Union and the Ethics and Anti-Corruption Commission (EACC) for their financial support in the development, publication, and dissemination of this Plan. Additionally, the German Agency for International Cooperation (GIZ) significantly contributed to capacity building, particularly in monitoring and evaluation.

I urge all stakeholders to support the enhancement of the policy, legal, and institutional frameworks within KLIF. By doing so, we can collectively strengthen the fight against corruption, reinforcing ethics and integrity in our society.

Abdi A. Mohamud, MBS
Secretary/Chief Executive Officer, EACC
Secretary, National Coordinating Committee
Kenya Leadership Integrity Forum

THE LEADERSHIP OF THE KENYA LEADERSHIP INTEGRITY FORUM



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*President of the Republic of Kenya and
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EXECUTIVE SUMMARY

This is the Strategic Plan for the Kenya Leadership Integrity Forum (KLIF) for the period 2023 – 2028. The Kenya Integrity Plan (KIP) provides a framework through which the 20 sectors of the Forum and citizens come together to fight corruption and promote ethics and integrity amongst its members and society at large. **The Vision of this Plan is an Ethics and Integrity-driven Society while its mission is to promote ethics and integrity in the society through a collaborative approach. The Forum's strategic goal for the next five years is to have an enlightened community on ethics and integrity and improved institutional integrity** by the end of the plan period. KIP 2023 – 2028 is founded in the spirit of the Constitution of Kenya 2010 and all the Laws on combating and preventing corruption in Kenya.

The Plan's strategies and activities aim to achieve four key result areas which are: Institutional effectiveness of KLIF; Policy, legal and institutional reforms; Ethics and integrity inculcated in public, private sectors and in the society.

Institutional effectiveness of KLIF will be achieved through enhancing its capacity to implement a collective approach in the fight against corruption. The focus shall be revamping KLIF and integrating its programs in partner institutions.

With regard to policy, legal and institutional reforms, the Plan shall strive to promote and strengthen policy, legal and institutional frameworks in the fight against corruption. This will be achieved by legislation, review of anti-corruption legal framework and enhancement of institutional capacity to fight corruption. The Plan seeks to inculcate ethical values through enhanced community engagement and action in order to promote ethics and integrity in the public, private sectors and the society.

The Plan has a robust implementation, coordination, monitoring and evaluation framework. A risk management framework is also in place to identify possible risks and respective mitigation measures.

The Plan requires an estimated KES 657.42 million for successful implementation. These resources will be mobilized by the Government of Kenya through EACC, Development Partners and KLIF member institutions. The KLIF member institutions will be expected to align their annual workplans to the KIP and allocate resources for implementation of the identified activities.



1

Background



CHAPTER ONE: BACKGROUND



1.1. INTRODUCTION

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

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

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

- a) International and Regional Conventions;
 - i) United Nations Convention against Corruption
 - ii) African Union Convention on Preventing and Combating Corruption
- b) United Nations Sustainable Development Goals;
- c) Africa Union Agenda 2063;
- d) East Africa Community Vision 2050;
- e) The Constitution of Kenya 2010;
- f) Kenya Vision 2030;
- g) Bottom-Up Economic Transformation Agenda;
- h) Fourth Medium Term Plan (2023-2027);
- i) County Integrated Development Plans (CIDP); and
- j) Sectoral Policies and Laws
 - i) The National Ethics and Anti-Corruption Policy
 - ii) Various Anti-Corruption Laws.

1.2. STRATEGY AS AN IMPERATIVE FOR THE SUCCESS OF KLIF

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



1.3. THE CONTEXT OF STRATEGIC PLANNING

1.3.1. United Nations Convention Against Corruption

By dint of Article 2(5) and 2(6) of the Constitution of Kenya 2010, general rules of international law shall form part of the laws of Kenya. This includes any treaty or convention ratified by Kenya, which was among the first countries that signed and ratified the United Nations Convention Against Corruption. As a signatory to the Convention, Kenya effectively committed to putting in place anti-corruption measures with the treaty acting as the main anti-corruption reference document.

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

1.3.2. United Nations Sustainable Development Goals

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

1.3.3. Africa Union Agenda 2063

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

1.3.4. African Union Convention on Preventing and Combating Corruption

At the regional level, Kenya is a signatory to the African Union Convention on Preventing and Combating Corruption. One key objective of the Convention is to promote and strengthen the development in Africa by each State Party, of mechanisms required to prevent, detect, punish and eradicate corruption and related offences in the public and private sectors. In addition, the Convention seeks to coordinate and harmonize the policies and legislation between State Parties for the purposes of prevention, detection,

punishment and eradication of corruption on the continent. To achieve these objectives, the Convention commits State Parties to adopt national legislative measures on corruption. The KIP is anchored on the treaty objectives and seeks to achieve Kenya's commitments to the Convention.

1.3.5. East Africa Community Vision 2050

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

1.3.6. The Constitution of Kenya

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

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



information; fair competition and merit as the basis of appointments and promotions; as well as the representation of Kenya's diverse communities among others.

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

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

i) The Kenya Vision 2030

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

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

The KIP 2023-2028 seeks to facilitate the attainment of Vision 2030 by advocating for promotion of integrity, ethics and good governance, supporting administration of justice, citizen empowerment, political accountability and a responsive and accountable public service, which are important ingredients in the realization of the nation's development and transformation agenda.

ii) Bottom-Up Economic Transformation Agenda

The Bottom-Up Economic Transformation Agenda is anchored on five key pillars: Agriculture, MSME Economy, Housing and Settlement, Healthcare, as well as Digital and Creative Economy. The priority interventions in the Plan are expected to contribute towards economic growth and eradication of poverty among other citizen-oriented objectives. Among key interventions, the Bottom-Up Plan commits the government to anchor its development aspirations on sound legal and policy frameworks touching on key priority areas that ultimately have a direct bearing on ethics, integrity and anti-corruption. Noting that the BETA is also conscious of the fiscal constraints the country is operating in, the place of KIP in ensuring fiscal discipline in the course of implementation of the Plan's priority interventions cannot be overemphasized. Within the purview of the Bottom-Up Plan, the KIP 2023-2028 recognizes that, for the national priorities to be realized, greater focus should be on the fight against corruption and promotion of ethical conduct.

iii) Fourth Medium Term Plan (MTP IV) 2023–2027

The Kenya Vision 2030 has guided development planning in Kenya since 2008. The fourth MTP 2023–2027 has five sectors, key among them is the Governance and Public Administration sector, which focusses on national values and ethics objectives, which the KIP seeks to achieve.

1.3.8. County Integrated Development Plans (CIDP)

County Governments prepare County Integrated Development Plans in accordance with Article 220 (2) of the Constitution. CIDPs set strategic priorities for the Medium Term that reflect the County Governments' priorities: Programmes to be delivered; allocated budget for implementation; Performance indicators where feasible; and measures put in place to ensure attainment of the said priorities. KIP 2023–2028 seeks to align itself with the CIDPs need for effective and efficient utilization of county resources, good governance, transparency and accountability, as set out in Article 201 of the Constitution. For full realization of their goals, County Governments should take advantage of the strategic objectives of KIP in their planning, budgeting, and governance of resources.

1.3.9. Sectoral Policies and Laws

i) National Ethics and Anti-Corruption Policy

The Sessional Paper No. 2 of 2018 on the National Ethics and Anti-Corruption Policy is one of the Government's key reform measures for enhanced transparency and accountability. It was adopted by Parliament on 30th July 2019 and is aimed at mainstreaming the fight against corruption in the management of public affairs and governance. It aims at synergizing and coordinating the fight against corruption, provides a policy framework for the design and development of an effective legal and institutional framework for fighting corruption, citizen participation and promoting ethics and integrity in Kenya to ensure effective Monitoring and Evaluation (M&E) on the efficacy of anti-corruption measures. The policy obligates the Government to ensure inclusive approach and facilitation of all stakeholders in the fight against corruption and promotion of integrity and ethical practices.

ii) Anti-Corruption Laws

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

1.4. HISTORY OF KLIF

Kenya Leadership Integrity Forum initially referred to as the Kenya Integrity Forum (KIF), was established after the launch of the National Anti-Corruption Plan (NACP) on 15 July 2006.



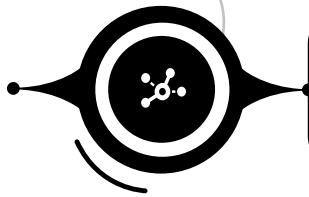
The NACP was developed by sector-based stakeholders who sought for a unified and coherent front for prevention and combating corruption. It provided the first multi-sectoral and structured approach to fighting corruption in Kenya.

The Forum was initiated in recognition of the fact that no single individual or organization can win the war against corruption and unethical conduct.



In August 2015, the NACP was replaced with a more positive and result oriented Kenya Integrity Plan (KIP). Since then, the Forum has had two successful plans, KIP 2015-2019 and KIP 2019-2023. This is the fourth edition of the KIP.

The Forum started with 15 sectors but it has since grown its membership to 20 sectors including the citizen.



All these organizations map out an integrated approach to prevent, combat corruption, promote integrity and ethical practices, by allowing each sector to leverage on its competitive advantage.



Members of the Multi-Sectoral Technical Committee for Developing the KIP (2023-2028).

1.5. METHODOLOGY OF DEVELOPING THE KENYA INTEGRITY PLAN

To develop this Plan, the KLIF Secretariat collected and analyzed both primary and secondary data. The primary data was collected, analyzed and presented through a consultative process that involved stakeholders from all the sectors. Various reports, policy documents, laws and the 2019-2023 KIP End Term Review Report were reviewed to obtain secondary data. Both primary and secondary data were used to develop the Plan in line with the 2023 Revised Guidelines for Preparation of Fifth-Generation Strategic Plans (2023-2027) by the National Treasury and Economic Planning.

Development of the KIP was spearheaded by a Multi-Sectoral Technical Committee drawn from the KLIF Secretariat and representatives from various sectors. The draft Plan was validated by all stakeholders and thereafter adopted by the National Coordinating Committee.

1.6. STRUCTURE OF THE PLAN

This Kenya Integrity Plan (2023-2028) is organized into eight Chapters. Chapter One is the introduction into the context of strategic planning and the methodology used to develop the Plan. Chapter Two provides the strategic direction of the Forum for the next five years. Chapter Three outlines the situational analysis of the Forum's operating environment, and also highlights achievements and challenges in implementing the KIP (2019 – 2023). Chapter Four identifies the strategic issues, goal and key results areas for the 2023-28 plan period. Chapter Five presents the strategic objectives and strategies to be implemented in the next five years while Chapter Six outlines the Implementation and Coordination Framework. Chapter Seven identifies the Resource Requirements and Mobilization Strategy, and Chapter Eight outlines the Plan's Monitoring, Evaluation and Reporting Framework. A comprehensive implementation matrix for the Plan is provided in Appendix I.



2

Strategic Direction

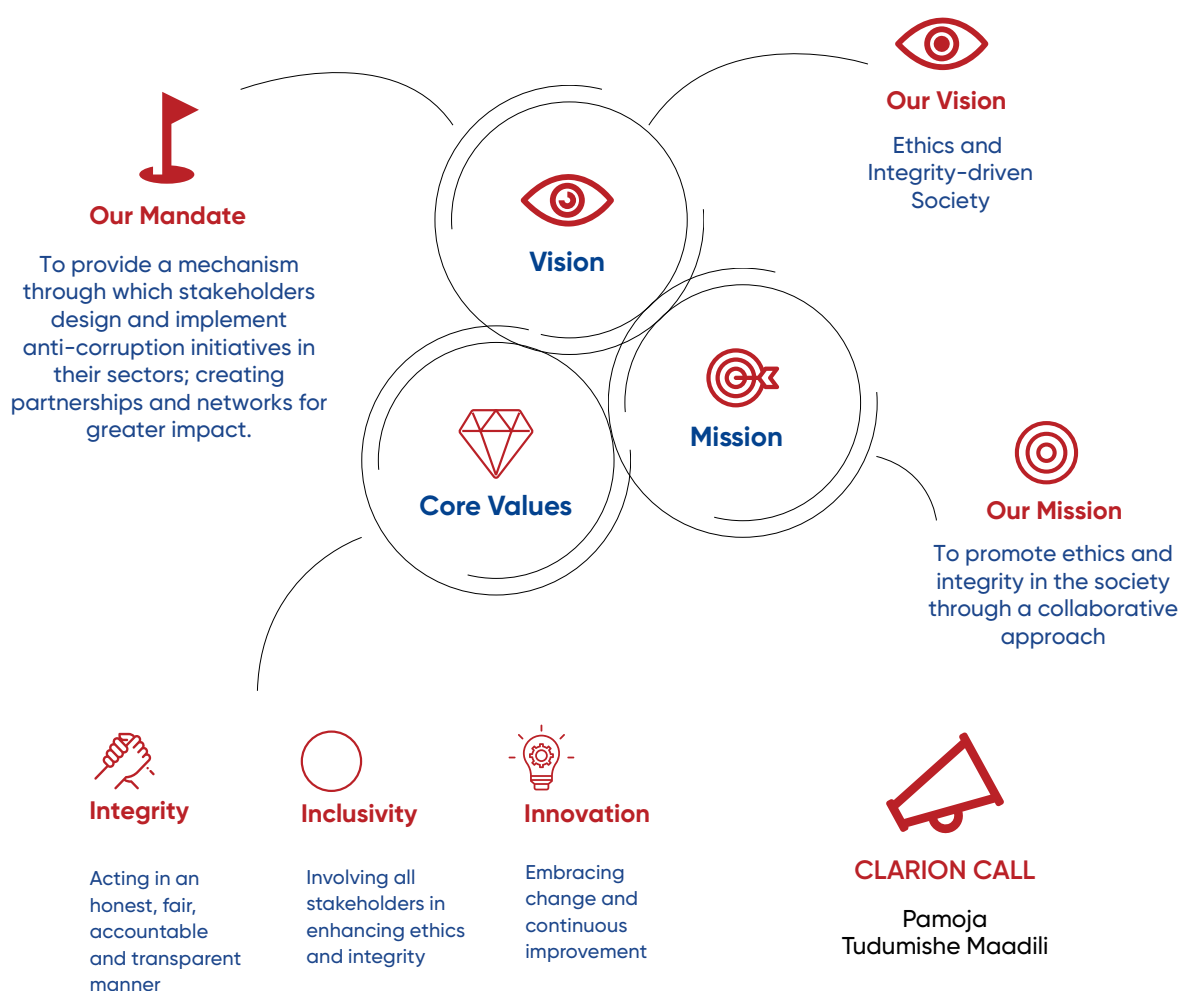


CHAPTER TWO: STRATEGIC DIRECTION



2.1. INTRODUCTION

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



2.2. QUALITY POLICY STATEMENT

The Kenya Leadership Integrity Forum (KLIF) is committed to promoting ethics and integrity in society through a collective and collaborative multi-sectoral approach against corruption. The forum aims to foster an environment where institutions prioritize honesty, ethical decision-making, and respect for all stakeholders. It supports opportunities for empowering individuals to make ethical principled choices, continuously improve programs, collaborate with stakeholders, monitor progress, and demonstrate its commitment to the broader Kenyan citizenry.



3

Situational and Stakeholder Analysis



CHAPTER THREE: SITUATIONAL AND STAKEHOLDER ANALYSIS



3.1. INTRODUCTION

This is an analysis of the operating environment within which the Forum operates. Analyses of the external and internal environments have been mapped in PESTLE and SWOT frameworks. The chapter also presents an analysis of the Forum's performance during the 2019-2023 Kenya Integrity Plan period and the stakeholder analysis.

3.2. SITUATIONAL ANALYSIS

3.2.1. External Environment

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

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

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

3.2.2. PESTLE Analysis

Table 1 provides a detailed analysis of the KLIF external operating environment comprising of the Political, Economic, Social, Technological, Legal and Environmental (PESTLE) issues and effects on the fight against corruption and promotion of ethics.

Table 1: PESTLE Analysis



Issues

- ▶ Inadequate political goodwill to fight corruption
- ▶ Election and appointment of persons of questionable integrity
- ▶ Withdrawal of high-profile corruption cases
- ▶ Lack of corruption prevention indicator in Performance Contracting framework
- ▶ Perceived weaponization of the fight against corruption
- ▶ Perceived skewed appointments in public

Implications

- ▶ Inadequate support in the fight against corruption
- ▶ Compromises the fight against corruption
- ▶ De-motivates and creates apathy in the fight against corruption
- ▶ Erosion of public confidence on institutions involved in the fight against corruption
- ▶ Reduction of accountability in corruption eradication
- ▶ Leads to inefficient service delivery in public service



Issues

- ▶ Inadequate budgetary allocation by KLIF partners
- ▶ Rising cost of living
- ▶ Inadequate integration of corruption mitigation measures in development programs
- ▶ Exaggerated cost estimates in budgets
- ▶ Discontinuation of incomplete projects during regime changes

Implications

- ▶ Low level implementation of KLIF programs
- ▶ Makes people susceptible to corrupt practices
- ▶ Undetected corruption practices
- ▶ Wastage of resources and skewed resource allocation



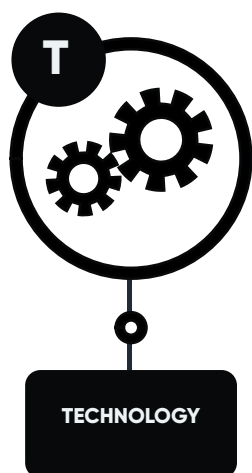
Issues

- ▶ Erosion of societal values
- ▶ Glorification of wealth and persons of questionable integrity
- ▶ Ethnicization of the fight against corruption
- ▶ Vulnerable society
- ▶ Unrealistic expectation on leaders and Institutions
- ▶ Lack of whistle-blowing culture
- ▶ Gifting Culture
- ▶ Ignorance of anti-corruption issues amongst citizenry

Implications

- ▶ Normalization of corrupt practices by society
- ▶ Apathy in the fight against corruption
- ▶ Lack of role models in society
- ▶ Compromises the fight against corruption.
- ▶ Emboldens impunity
- ▶ A population that is susceptible to corruption
- ▶ Creates incentives for leaders to explore corrupt practices
- ▶ Erodes confidence in institutions
- ▶ Undeserving persons taking leadership roles
- ▶ Incidences of corruption cases go unreported

S

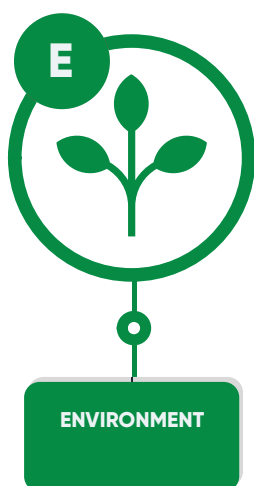


Issues

- ▶ Rapid technological advancement
- ▶ High cost
- ▶ Increased information insecurity
- ▶ Misinformation enhanced by technology
- ▶ Unregulated and uncensored social media content

Implications

- ▶ Enhances the fight against corruption
- ▶ Limits automation of processes
- ▶ Complicates fight against corruption
- ▶ Unauthorised access to information
- ▶ Creation of wrong perception in the fight against corruption
- ▶ Erosion of societal values
- ▶ Increased information access



Issues

- ▶ Irregular acquisition of public land
- ▶ Climate change
- ▶ Environmental degradation

Implications

- ▶ Leads to loss of public land
- ▶ Makes society susceptible to corruption



Issues

- ▶ Weak election campaign financing laws
- ▶ Inadequate legal and regulatory framework for enforcement of Chapter 6 of the Constitution
- ▶ Lack of a binding partnership framework for KLIF
- ▶ Slow administration of justice
- ▶ Inadequate Enforcement of anti-corruption laws

Implications

- ▶ Unregulated election financing
- ▶ Electoral malpractices
- ▶ Weak enforcement of Chapter 6
- ▶ Ineffective implementation of KLIF programmes
- ▶ Incentivises commission of corruption offenses
- ▶ Increases impunity

3.2.3. Internal Environment

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

However, non-optimal implementation of the KLIF structure, inadequate branding of KLIF and rapid turnover of stakeholder representatives have been identified as some of the weaknesses facing KLIF.

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

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



EACC Chairperson
Dr. David Oginde;
EACC Secretary/
CEO Mr. Twalib
Mbarak among other
stakeholders during
the KIP (2023-28)
Validation Workshop
held on 20 November
2023 in Nairobi.

3.2.4. SWOT Analysis

Table 2: Provides a detailed SWOT analysis.

Strength

- ▶ The diversity of KLIF as a multi-sectoral platform with various capabilities and areas of influence
- ▶ Goodwill among KLIF partners to engage in the fight against corruption
- ▶ Experienced and skilled manpower within KLIF

Weakness

- ▶ Non optimal implementation of the existing KLIF structure
- ▶ Inadequate awareness and brand visibility
- ▶ Inadequate coordination and engagement of stakeholders
- ▶ Inadequate funding to implement KIP
- ▶ Inconsistency in partners' participation



Threats

- ▶ Politicization, ethnicization and stereotyping of the fight against corruption
- ▶ Public apathy on the fight against corruption
- ▶ Widespread and mutation of corruption in both levels of Government
- ▶ Inefficient service delivery which leads to corruption
- ▶ Election and appointment of persons of questionable integrity

Opportunities

- ▶ Existing political and public clamour to fight corruption
- ▶ Technological advancement to support the fight against corruption
- ▶ Robust mainstream and social media
- ▶ Existence of a National Ethics and Anti-Corruption Policy
- ▶ The enactment of the Bribery Act 2016 incorporating the private sector
- ▶ Possibility of tapping into stakeholders for technical and financial support
- ▶ Use of Artificial Intelligence (AI)

3.2.5. Achievements in the Implementation of the Plan (2019–2023)

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

3.2.6. Achievements

i) Strengthening KLIF as a body of stakeholders for the promotion of integrity

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

- ▶ Extensive publicity and awareness campaigns were held on the Kenya Integrity Plan 2019–2023 across all sectors
- ▶ Midterm and end term review of KIP 2019–2023
- ▶ KLIF successfully held the AACD and IACD commemorations through the support from stakeholders of KES 44,578,440 and KES 69,159,360 by EACC in the plan period 2019–2023. This includes the support of KLIF secretariat personnel emoluments, provision of offices, facilities and equipment
- ▶ KLIF was rebranded by developing a new logo, a clarion call, office signage, official email address, twitter handle, Facebook and KLIF webpage. In addition, KLIF developed and disseminated branded merchandise to enhance its visibility

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

ii) Strengthening administration of justice

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

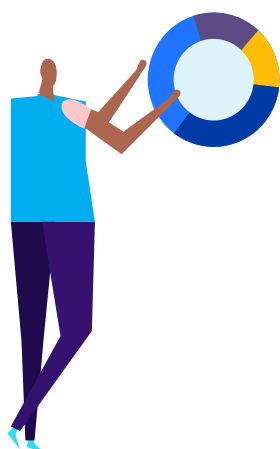
- ▶ OAG & DOJ spearheaded the development of a case digest on emerging anti-corruption jurisprudence and economic crimes as a “one-stop shop” tool for research which is pending publishing and dissemination

- ▶ The Judiciary increased the number of anti-corruption courts from three to 15, operationalized six mobile courts and created virtual courts. It also gazetted 60 Judicial officers to enhance the capacity of the anti-corruption courts in all counties and automated the filing of cases and receipting
- ▶ The Judiciary established full registry for ADR to roll out Alternative Justice Systems (AJS) and mediation
- ▶ The ODPP developed an Automated Internal Case Management System (Uadilifu) linked to e-filing at the Judiciary
- ▶ TI-Kenya and other CSOs lobbied for the development of the Whistle-blower Protection Bill 2022
- ▶ OAG & DOJ developed Whistle-blower Protection Bill 2022, Conflict of Interest Bill, Bribery Regulations and Guidelines and convened workshops and stakeholders' consultative fora to review the bills and draft regulation and guidelines
- ▶ EACC lobbied for the formulation and amendment of the following laws and regulations: Anti-Corruption and Economic Crimes Act, 2003 (No.3 of 2003); Leadership and Integrity Act, 2012 (No. 19 of 2012); Ethics and Anti-Corruption Commission Act, 2011 (No. 22 of 2011 Amendments) Bill, 2020, among others to address gaps and weaknesses in the existing statutes governing the fight against corruption and promotion of ethics
- ▶ KRA concluded 63 lifestyle audit cases and referred some lifestyle audit cases with recommendations for recovery of assets to the Asset Recovery Agency (ARA); vetted 9,202 staff for recruitment, promotion and deployment to sensitive operational areas; Approved conflict of interest, gifts, whistle-blowing and anti-corruption policies
- ▶ OAG & DOJ maintained ministerial oversight over anti-corruption, ethics and integrity issues, implementation of National Ethics and Anti-Corruption Policy 2018 and facilitated the work of various anti-corruption bodies through the provision of an enabling legal and policy framework as well as local and international linkages under the auspices of UNCAC and AUCCPC
- ▶ OAG & DOJ initiated and participated alongside other stakeholders in the review of anti-corruption legislation including the Leadership and Integrity Act, Public Officer Ethics Act, Lifestyle Audit Bill, Anti-Corruption and Economic Crimes Act, 2003.

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

iii) Strengthening political accountability

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



- ▶ TI-Kenya lobbied for the implementation of election campaign Financing Act and Regulations through Civil Society Parliamentary Network (CSPEN) and Africa Parliamentary Network Against Corruption (APNAC). This contributed to the development of Election Campaign Financing Regulations 2020, which were published on 9th August 2021
- ▶ NACCSC undertook pre-elections, during and post elections Kenya Daima Campaign to advocate for peace, voter education and sensitization, which led to sustained peace before, during and after elections
- ▶ COG undertook capacity building for 33 County Anti-corruption Civilian Oversight Committees (CACCOs) on electoral processes and malpractices
- ▶ EACC, KNCHR, NACCSC and IRCK monitored the 2022 general elections and identified malpractices that they observed and shared the reports with various oversight institutions including IEBC
- ▶ The ODPP prepared a compendium on electoral justice that provided a reference guide for prosecutors and investigators in handling of electoral cases. Similarly, the Judiciary formed a committee to review jurisprudence, and come up with a practice on handling election petitions.

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

iv) Promoting a responsive and accountable public sector

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

- ▶ KWS, PPB, KRA and TSC established ethics units to deal with corruption and ethics issues while EPRA, NCPWD and NLC delegated the ethics function to HR or legal departments
- ▶ CAJ rolled out a revised guideline for resolution of public complaints mechanism and an integrated online complaints portal
- ▶ NITA developed a complaints procedure manual and complaints feedback forms which are all operational
- ▶ TSC automated the following processes: teachers' registration, Human Resource Information Management and Document Management
- ▶ NTSA automated most of its services to improve service delivery such as driving licence, vehicle registration, etc
- ▶ KWS automated revenue collection, human wildlife conflict data, and wildlife trophies inventory
- ▶ NLC automated public lands information management system (Ardhi Sasa) and automated Haki kwa Ground for complaints
- ▶ KRA has Integrated modern technology/ICT in operations to enhance service delivery e.g. iTax, Integrated Customs Management System (iCMS), iSupport, Regional Electronic Cargo Tracking System (RECTS), Electronic Cargo Tracking System (ECTS), iWhistle etc. Besides, Tax Information Management Systems is integrated with iTax.

- ▶ TI Kenya partnered with OAG to pilot the implementation of citizen accountability audits during the period

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

v) Promotion of Integrity in the Private Sector

In order to realize the promotion of integrity in the private sector, stakeholders were to advocate for establishment of codes of conduct, mechanisms for preventing and reporting corruption and customer feedback within the private sector. It was also envisaged that institutions will have established disciplinary and reward procedures on integrity matters. The following are the key achievements realized in the implementation of the planned activities during the period under review:

- ▶ 841 SMEs and large corporates signed the Code of Ethics for business in Kenya, committing for cleaner business environment and anti-corruption. Subsequently, 176 companies have developed and implemented their Codes of Conduct to regulate how they relate with stakeholders
- ▶ Kenya Bankers Association facilitated all banks to sign the banking Code of Ethics
- ▶ Kenya Institute of Supply Management facilitated supplies practitioners/Supply Chain Managers to sign Code of Conduct

vi) Promotion of Citizen Participation and ownership of the fight against corruption and unethical practices

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

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

- ▶ Public participation policies/laws as a framework to guide on public participation in Counties were passed
- ▶ IRCK developed a code of ethics for faith communities and sensitized over 400 senior religious leaders nationwide
- ▶ Mainstreaming of ethics and values in learning institutions was considered through sponsoring curricular and co-curricular activities

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



3.2.7. Challenges

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

- ▶ Weak governance systems that do not institutionalize integrity;
- ▶ Lack of regulations establishing KLIF;
- ▶ Weak coordination mechanisms for KLIF;
- ▶ Inadequate political goodwill impacts negatively on governance/integrity;
- ▶ Slow process in the formulation and legislation of anti-corruption and good governance laws e.g. Whistleblower Protection Bill, Lifestyle Audit Bill, Public Participation Bill, Conflict of Interest Bill, etc;
- ▶ Inadequate framework for integrity vetting and clearance for state and public officers;
- ▶ Inadequate financial resources to support the implementation of KIP; and
- ▶ Inconsistent representation of partners in the Forum.

3.3. STAKEHOLDER ANALYSIS

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

Table 3: Stakeholder Analysis

Stakeholders	Institutions	Responsibilities	Expected Results
Executive	<ul style="list-style-type: none"> Convenor - Office of the Attorney General & Department of Justice Members: <ul style="list-style-type: none"> The Presidency Office of the Attorney General & Department of Justice Public Service Commission Office of the Prime Cabinet Secretary All Ministries, departments and related agencies. 	<ul style="list-style-type: none"> Policy and Strategy direction Resource mobilization and N allocation Goodwill and commitment to the fight against corruption Development and implementation of an anti-corruption legal framework Negotiation and implementation of regional and international anti-corruption instruments Enhance coordination and synergy of all stakeholders in the fight against corruption; Design, coordinate and implement ethics, integrity and anti-corruption strategies in Government. Mainstream ethics and integrity in the management of public affairs; Establish an effective monitoring and evaluation framework for anti-corruption initiatives. 	<ul style="list-style-type: none"> Effective leadership and governance Adequate resources including a budget line for each Ministry, Department and Agency Strengthened legal and policy framework on ethics, integrity and anti-corruption. Public confidence in the fight against corruption Effective and coordinated fight against corruption Reduction and eradication of corruption in the delivery of government services Enhanced implementation of anti-corruption measures
Legislature	<ul style="list-style-type: none"> Convenor- National Assembly Members: <ul style="list-style-type: none"> National Assembly The Senate County Assemblies Departmental and Oversight Committees of Parliament Centre for Parliamentary Studies and Training (CPST) Parliamentary Service Commission 	<ul style="list-style-type: none"> Oversight role Enactment of anti-corruption laws Resource allocation Embed anti-corruption studies in the curriculum Research and Policy analysis Initiate, originate and/or sponsor bills 	<ul style="list-style-type: none"> Effective leadership on anti corruption initiatives Robust and relevant legislation Adequate resources for anti-corruption initiatives



Stakeholders	Institutions	Responsibilities	Expected Results
Judiciary	Convenor – Judiciary Members: <ul style="list-style-type: none"> Judiciary Judicial Service Commission National Council on the Administration of Justice Judiciary Training Institute (JTI) and Tribunals Kenya Law (National Council for Law Reporting) 	<ul style="list-style-type: none"> Adjudication over anti-corruption cases Develop case law. Promote alternative dispute resolution. Embed anti-corruption studies in the curriculum. Coordination of the criminal justice sector 	<ul style="list-style-type: none"> Expeditious disposal of cases Transparent judicial processes Developed progressive jurisprudence
County Govern- ernments	Convenor– Council of County Governors Members <ul style="list-style-type: none"> Ministry of Devolution Council of County Governors The Inter–Governmental Relations Technical Committee (IGRTC) County Assemblies Forum County Executive Representatives 	<ul style="list-style-type: none"> Oversight role Enact anti-corruption laws at County level Provide a framework for collaboration in the fight against corruption. Resource mobilisation and allocation Human resource management and development in ethics and integrity 	<ul style="list-style-type: none"> Robust and relevant legislation Enhanced accountability Adequate resources for anti corruption initiatives
Labour	Convenor– Ministry of Labour and Social Protection Members: <ul style="list-style-type: none"> Ministry of Labour and Social Protection COTU FKE Trade Union Congress of Kenya Kenya Union of Journalists KNUT KUPPET KMPDU 	<ul style="list-style-type: none"> Advocacy for good governance Equal employment opportunities A workforce with integrity Advisory on labour practices 	<ul style="list-style-type: none"> Improved service delivery Increased public awareness Reduced incidences of corruption Fair labour practices Motivated work force

Stakeholders	Institutions	Responsibilities	Expected Results
	<ul style="list-style-type: none"> • KNUIN • UASU • NSSF • NITA • National Employment Authority • National productivity and competitiveness center 		
Anti-Corruption Agencies	Convenor- EACC <ul style="list-style-type: none"> • EACC • National Integrity Academy • NACCSC • ARA 	<ul style="list-style-type: none"> • Combat corruption and unethical practices through: Promotion of ethics; Education; Prevention; Investigation; Asset tracking and recovery • Advisory on anti-corruption ethics and integrity • Mainstream ethics and develop skills and competencies • Formulation and implementation of awareness campaign programmes 	<ul style="list-style-type: none"> • Reduction in incidences of corruption • Strengthened partnerships and coalitions. • Expedited investigations for prosecution. • Recovery of public assets • Enhanced systems, skills and competencies to fight corruption. • Ethical society • Increased public awareness
Enforcement	Convenor- KRA Members: <ul style="list-style-type: none"> • ODPP • KRA • National Police Service • KWS • National Intelligence Service (NIS) • Anti-Counterfeit Agency • FRC • EACC • ARA • DCI 	<ul style="list-style-type: none"> • Collaborative enforcement of anti-corruption laws 	<ul style="list-style-type: none"> • Timely and effective investigations and prosecution • Public awareness • Timely Information sharing • Recovery of public assets • Increased revenue



Stakeholders	Institutions	Responsibilities	Expected Results
Over-sight Agencies	Convenor- Office of Auditor General Members: <ul style="list-style-type: none"> • NEMA • Inspectorate of State Corporations • Office of Auditor General • PPRA • PPARB • Controller of Budget • IPOA 	<ul style="list-style-type: none"> • Enhancing accountability • Oversight and assurance • Monitoring utilisation of public resources • Audit on controls, risk and governance • Advisories on good governance 	<ul style="list-style-type: none"> • Good governance • Prudent management of resources • Quality and timely audits
Media	Convenor- Media Council of Kenya Members <ul style="list-style-type: none"> • Ministry of Information, Communication and Digital Economy • Media Council of Kenya • Kenya Union of Journalists • Kenya Film Commission • Kenya Film Classification Board • Media Owners Association • Kenya Editors Guild • Bloggers Association of Kenya • Kenya Correspondents' Association • Association of Media Women in Kenya • Media Training Institutions • Digital Broadcasters Association 	<ul style="list-style-type: none"> • Monitor and enhance public accountability • Enhance media freedom and balanced reporting • Investigative journalism • Public education and awareness creation • Embed anti-corruption curriculum in media education • Reporting of corruption and whistleblowing 	<ul style="list-style-type: none"> • Increased public awareness and participation • Sustained reporting on corruption • Positive attitude towards anti-corruption
Private Sector	Convenor- Kenya Association of Manufacturers Members <ul style="list-style-type: none"> • KEPSA • KAM • Chamber of Commerce (KNCCI) • Global Compact Network Kenya • Institute of Clearing Agents • Kenya International Freight Warehousing Association (KIFWA) 	<ul style="list-style-type: none"> • Promote ethical business practices • Signing of Integrity pacts • Lobbying for anti-corruption legislative proposals • Resource mobilisation • Promote whistleblowing 	<ul style="list-style-type: none"> • Public private partnership in the fight against corruption • Ethical business practices • Good governance • Increased public awareness • Strengthened anti-corruption policy and legal regime

Stakeholders	Institutions	Responsibilities	Expected Results
Professional Bodies	Convenor- APSEA 34 Members who include: <ul style="list-style-type: none"> • APSEA • Law Society of Kenya • Institute of Engineers in Kenya • Kenya Bankers Association • Kenya Medical Association • Institute of Internal Auditors. • Public Relations Society of Kenya • Marketing Society of Kenya • Association of Practitioner Advertisers • ICPAK • KISM 	<ul style="list-style-type: none"> • Develop and implement Codes of conduct • Embed ethics and integrity in the Career Professional Development • Promotion of integrity and accountability in the professional practice 	<ul style="list-style-type: none"> • Enhanced professionalism and ethical practices • Efficient service delivery
Education	Convenor- Ministry of Education Members <ul style="list-style-type: none"> • Ministry of Education • KUCPS • National Commission for Science and Technology • National Research Fund • Universities funding board • TSC • KSG • NITA • National Qualification Authority • Council of Legal Education • KICD • KNEC • HELB • CUE • KLB 	<ul style="list-style-type: none"> • Mainstreaming ethics and anti- corruption in the curriculum • Holistic development of students • Awareness creation through themed activities • Developing curriculum that responds to industry needs on issues of ethics and integrity. • Educating the society on the effects of corruption • Audit and quality assurance of educational institutions 	<ul style="list-style-type: none"> • Ethical society • Credible, accountable and innovative institutions • Promotion of values • Enhanced public awareness • Enhanced service delivery and resources management in education institutions



Stakeholders	Institutions	Responsibilities	Expected Results
Civil Society (Public Benefit) Organizations	<ul style="list-style-type: none"> • TVET • Universities • KISE • Kenya Private Schools Association • KEPSHA • KESSHA • NACOSTI • Kenya Publishers Association (KPA) 	<ul style="list-style-type: none"> • Promotion of self-regulation • Vigilance, monitoring and oversight • Civic education and advocacy • Research for evidence-based advocacy • Capacity development • Promote partnerships • Promotion of ethics • Support development of legislation • Anti-corruption campaigns • Public interest litigation 	<ul style="list-style-type: none"> • Good governance • Sustainable development • Public awareness • Improved legal framework for anti-corruption
Faith Sector	<p>Convenor - TI Kenya</p> <p>Members:</p> <ul style="list-style-type: none"> • NGO Council • TI-Kenya • NGOs • CSO Reference Group • CBOs • East Africa Civil Society Forum • National Tax Payers Association • COFEK • Mizalendo Trust • Kenya Human Rights Commission 	<ul style="list-style-type: none"> • Spiritual guidance • Institutionalize Chaplaincy in learning institutions • Instill ethical values and integrity. • Awareness creation • Role modelling and mentoring • Whistleblowing • Speak against corruption • Demand accountability from public and Private Sector institutions 	<ul style="list-style-type: none"> • Moral upright society • Increased public awareness • Improved value system • Increased effectiveness of public institutions

Stakeholders	Institutions	Responsibilities	Expected Results
Constitutional Commissions	Convenor- CAJ Members <ul style="list-style-type: none"> • National Police Service Commission • SRC • TSC • CAJ • JSC • NCIC • Public Service Commission • NLC • IEBC • CRA • National Gender and Equality Commission • KNCHR • Chairs of Constitutional Commissions and Independent Offices Forum • Parliamentary Service Commission 	<ul style="list-style-type: none"> • Promote and advice good governance • Maintain independence • Promote fairness and inclusiveness • Redress of public complaints • Integrity vetting • Awareness creation • Investigations on human rights violations resulting from corruption • Public interest litigation • Research, monitoring and evaluation 	<ul style="list-style-type: none"> • Good governance • Integrity in the work place • Ensure increased public confidence in public service. • A representative and meritocratic public service
Development Partners	Convenor – KLIF Secretariat <ul style="list-style-type: none"> • UNDP • GIZ • UNODC • JICA • World Bank/AfDB • USAID • DFID • Trade Mark East Africa • SIDA • SNV • DANIDA • OSIEA • FORD Foundation • Foreign Missions • IDLO 	<ul style="list-style-type: none"> • Promote democracy. • Financial and technical assistance • Lobbying and advisory on anti-corruption programs 	<ul style="list-style-type: none"> • Increased public awareness and participation. • Improved technical and financial capacity • Good governance



Stakeholders	Institutions	Responsibilities	Expected Results
<p>Transport Sector</p>	<p>Convenor- Ministry of Roads and Transport Members:</p> <ul style="list-style-type: none"> • Ministry of Roads and Transport • NTSA • Kenya Airports Authority • Kenya Ports Authority • Kenya Civil Aviation Authority • Kenya Transporters Association • Kenya Railways • Matatu Owners Association • Boda boda Association • Taxi Owners and Drivers Association • KURA • KERRA • KENHA • Kenya Road Board 	<ul style="list-style-type: none"> • Efficient transport service • Sector regulation • Embed ethics and anti- corruption in training. • Health and Safety Standards • Licensing and certification • Collection of revenue • Development and maintenance of infrastructure 	<ul style="list-style-type: none"> • Enhanced Law and order in the transport sector • Safe and reliable transport services • Enhanced accountability and professionalism • Enhanced revenue collection • Competitive costing of transport services • Reduced maintenance cost • Quality transport services
<p>Regional and Sub-Regional Bodies</p>	<p>Convenor-KLIF Secretariat Members</p> <ul style="list-style-type: none"> • COMESA • East Africa Association of Anti-Corruption Authorities • East Africa Legislative Assembly • EAC • AU • AUABC • IGAD • East Africa Court of Justice • African Court on Human and Peoples Right 	<ul style="list-style-type: none"> • Harmonization of laws and regulations • Regional integration • Information sharing • Enforcement of common regulation • Facilitation of trade and free movement • Conflict and dispute resolution 	<ul style="list-style-type: none"> • Uniform standards and tariffs • Reduced cost of trade • Reduced illicit trade and cross border crime. • Developing jurisprudence on good governance

Stakeholders	Institutions	Responsibilities	Expected Results
Regulatory Bodies	Convenor-KEBS Members: <ul style="list-style-type: none"> • Board of Registration of Architects and Quantity Surveyors • Pharmacy and Poisons Board of Kenya • Engineers Board of Kenya • Kenya Medical Practitioners and Dentists Board • Communication Authority of Kenya • Energy and Petroleum Regulatory Authority • Competition Authority of Kenya • Copyrights Board • Technical Vocational Education and Training Authority • NGO Coordination Board • National Council of PWD • Kenya Civil Aviation Authority • Media Council of Kenya • PPRA • IRA • ICT Authority • KEBS • NCA • KENAS • RBA • CMA • Sacco Society Regulatory Authority • Insurance Regulatory Authority • NACADA • Central Bank of Kenya 	<ul style="list-style-type: none"> • Enforcement of law and regulations • Sector regulation • Quality assurance and standards • Entrenching professionalism and ethics • Licensing, clearance and certification • Embed ethics and anti-corruption trainings in the curriculum. 	<ul style="list-style-type: none"> • Enhanced compliance • Enhanced professionalism and accountability • Enhanced knowledge and skills • Improved service delivery

Stakeholders	Institutions	Responsibilities	Expected Results
Financial Services Sector	<p>Convenor- The Ministry of Finance Members:</p> <ul style="list-style-type: none"> • Ministry of Finance /The Treasury • Ethics Commission for Cooperatives • Kenya Bankers Association • Ministry of Cooperatives and Micro, small and medium enterprises development • Central Bank of Kenya • NSSF • SHA • NSE • Saccos • MSMEs • Kenya Mortgage Finance Company • Unclaimed financial asset authority • Kenya Deposit Insurance Cooperation 	<ul style="list-style-type: none"> • Provision of social services • Entrenching professionalism and ethics • Embed ethics and anti-corruption in training 	<ul style="list-style-type: none"> • Enhanced professionalism and accountability • Fair and transparent practices • Enhanced knowledge and skills • Improved service delivery
Citizens	<p>Convenor- KLIF Secretariat Citizens</p>	<ul style="list-style-type: none"> • Demanding accountability and transparency • Expose corrupt activities • Saying No to corruption • Public participation in anti- corruption legislation 	<ul style="list-style-type: none"> • Improved service delivery • Transparency and accountability • Recovery of public funds/ conviction • Reduction in corruption incidence



Expectation from Stakeholders to KLIF

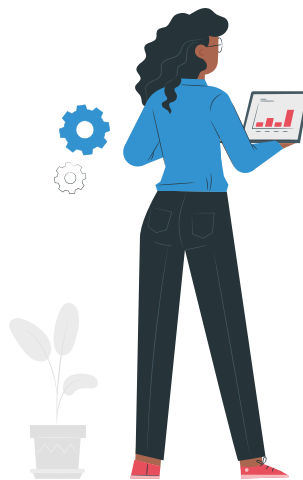
Stakeholders expect;

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



4

Strategic Goal, Issues and Key Result Areas



CHAPTER FOUR: STRATEGIC GOAL, ISSUES AND KEY RESULT AREAS



4.1. INTRODUCTION

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

4.2. STRATEGIC GOAL

To have an enlightened community on ethics and integrity and improved institutional integrity.

4.3. STRATEGIC ISSUES AND KEY RESULTS AREAS

The Forum identified four Key Result Areas that it will pursue as it seeks to fulfil its vision of an Ethics and Integrity-driven Society. Under each key result area, the Forum identified a strategic issue that will be addressed in the 2023-2028 plan period.



The success of this Plan is anchored on an effective Forum that is able to mobilize resources and implement the plan. Therefore, the Plan identified institutional effectiveness of KLIF as the first key result area that it seeks to achieve in the plan period. Under this area, the following strategic issue was identified:

Strategic Issues

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



4.3.2. Key Result Area 2

Policy, Legal
and Institutional
Reforms

Success in the fight against corruption is largely anchored in an effective policy, legal and institutional framework. It is for this reason that the KIP (2023-28) identified policy, legal and institutional reforms as its second key result area that will rejuvenate the fight.

Strategic Issue

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



A stakeholder raising an issue during the validation of KIP (2023-2028) on 20 November 2023 in Nairobi.



4.3.3. Key Result Area 3

Ethics and Integrity
Inculcated in Public and
Private Sectors

The public sector provides public services while private sector engages in economic activities that generate income. The Plan identifies inculcating ethics and integrity in these two sectors as a key result area that will help enervate the effects of corruption both in public service delivery and economic activities of the country. Under this area, the following strategic issue was identified:

Strategic Issue

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



4.3.4. Key Result Area 4

Inculcating Ethics and
Integrity in Society

The vision of the Plan is an Ethics and Integrity-driven Society and therefore inculcating these values in society forms an integral part of the Plan and hence the fourth key result area. Under this area, the following strategic issue was identified:

Strategic Issue

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



5

Strategic Objectives and Strategies



CHAPTER FIVE: STRATEGIC OBJECTIVES AND STRATEGIES



5.1. INTRODUCTION

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

5.2. STRATEGIC OBJECTIVES

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

- i) To enhance the capacity of KLIF to implement a collective approach in the fight against corruption;
- ii) To promote strengthening of policy, legal and institutional framework in the fight against corruption;
- iii) To promote ethics and integrity in public and private sectors; and
- iv) To promote ethics and integrity in the society.

5.2.1. Strategic Objective 1



To Enhance the Capacity of KLIF to Implement a Collective Approach in the Fight Against Corruption

This strategic objective seeks to achieve the key result area of institutional effectiveness of KLIF. The strategies and activities to be implemented under this strategic objective are provided in Table 4.

Table 4: Strategic Objective 1, Strategies and Key Activities

Strategic Objective	Strategies	Key Activities
To Enhance the capacity of KLIF to implement a collective approach in the fight against corruption	Revamp KLIF	<ul style="list-style-type: none"> • Develop and operationalize partnership mechanisms. • Review and operationalize coordination mechanisms for KLIF • Empower KLIF partners to implement KIP
	Integrate KLIF programs in partner institutions	<ul style="list-style-type: none"> • Mainstream KIP in sectoral and institutional plans • Develop and implement standard Monitoring, Evaluation and Reporting framework for KIP • Integrate KIP activities in the CIDPs and ADPs

5.2.2. Strategic Objective 2



To Promote Strengthening of Policy, Legal and Institutional Framework in the Fight Against Corruption

This strategic objective seeks to achieve the key result area of policy, legal and institutional reforms. The strategies and activities to be implemented under this strategic objective are provided in Table 5.

Table 5: Strategic Objective 2, Strategies and Key Activities

Strategic Objective 2	Strategies	Key Activities
To promote strengthening of policy, legal and institutional framework in the fight against corruption	Advocate for the legislation and review of anti-corruption legal framework	<ul style="list-style-type: none"> • Lobby for full implementation of the National Ethics and Anti-Corruption Policy • Support the strengthening of the Leadership and Integrity Act, EACC Act, POCAMLA, Commission on Administrative Justice Act, and Election Campaign Financing Act • Advocate for enactment and implementation of laws on whistle blowing • Strengthen framework on public participation
	Enhance institutional capacity on the fight against corruption	<ul style="list-style-type: none"> • Lobby for the strengthening of oversight bodies • Lobby for the strengthening of legislation and regulations that govern government appointments and elective positions • Support County Governments in the development and implementation of anti-corruption policies and enactment of laws

5.2.3. Strategic Objective 3



To Promote Ethics and Integrity in Public and Private Sectors

This strategic objective seeks to achieve the key result area of ethics and integrity inculcated in public and private sectors. The strategy and activities to be implemented under this strategic objective are provided in Table 6.

Table 6: Strategic Objective 3, Strategy and Key Activities

Strategic Objective 3	Strategy	Key Activities
To promote ethics and integrity in public and private sectors	Mainstream ethics and integrity in public and private sectors	<ul style="list-style-type: none"> • Develop and implement policies to prevent bribery and corruption • Create awareness and action on integrity and anti-corruption initiatives • Develop and implement recognition and award of integrity champions • Entrench ethics and integrity in the curriculum in all levels of learning

5.2.4. Strategic Objective 4



To Promote Ethics and Integrity in the Society

This strategic objective seeks to achieve the key result area of inculcating ethics and integrity in society. The strategy and activities to be implemented under this strategic objective are provided in Table 7.

Table 7: Strategic Objective 4, Strategy and Key Activities

Strategic Objective 4	Strategy	Key Activities
<p>To promote ethics and integrity in the society</p>	<p>Enhance community engagement and action on integrity and values</p>	<ul style="list-style-type: none"> • Empower citizens on ethics and integrity • Intensify publicity of success stories in the fight against corruption • Intensify religious teachings on values • Enhance social accountability among citizens • Support mainstreaming of mentorship programs



6

Implementation and Co-ordination Framework



CHAPTER SIX : IMPLEMENTATION AND COORDINATION FRAMEWORK



6.1. INTRODUCTION

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

6.2. IMPLEMENTATION FRAMEWORK

6.2.1. Implementation of the Plan

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

6.2.2. Annual Workplan and Budget

The Implementation matrix presents an activity-based costing of the entire Plan. However, this being a multi-sectoral Plan encompassing 20 sectors and citizens, each institution within the sectors is expected to develop their annual workplans and budgets that aligns with this Plan. The workplans should clearly indicate how the activities in this Plan will be budgeted for and implemented.

6.3. COORDINATION FRAMEWORK

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

6.3.1. National Forum on Integrity

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



6.3.2. National Coordinating Committee

Membership to the National Coordinating Committee (NCC) will comprise heads of institutions in KLIF. Members to NCC, who shall be Chief Executive Officers or Accounting Officers in their respective institutions, will be invited by the Secretary/CEO EACC. Members are expected to be persons of high integrity. The Honorable Attorney General of Kenya, Chair EACC and Chief Executive Officer Transparency International-Kenya will be the Chair, alternate Chair and Vice-Chairpersons respectively. The Secretary/Chief Executive Officer of the Ethics and Anti-Corruption Commission (EACC) will serve as the secretary. The NCC will meet semi-annually to set priorities and review the implementation of KIP. It will constitute committees from its membership as may be necessary to support it in its coordination role. The NCC will be responsible for resource mobilization for the implementation of KIP and other KLIF activities.

6.3.3. Sector Coordinating Committee

The stakeholders within each sector, who will meet on a quarterly basis, will form the Sector Coordinating Committees (SCC) to spearhead the implementation of KIP in the sector. This plan provides for a convenor who will coordinate, plan, review progress, as well as offer general consultations on matters of the KIP. The Committee in liaison with Secretariat will develop a framework to align institutional annual workplans to KIP 2023 – 2028 and monitor implementation. The key responsibilities of the SCC are:

- Developing action plans for the implementation of the KIP;
- Coordinating sectoral matters and emerging issues in the implementation of the KIP;
- Monitoring implementation of the KIP;
- Reviewing implementation of the KIP; and
- Preparing and submitting quarterly reports to the NCC on the KIP implementation progress.

6.3.4. Kenya Leadership Integrity Forum Secretariat

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








- Providing Secretariat services to all sub-committees of the NCC and the NFI;
- Implementing decisions of the NCC and the NFI;
- Supporting NCC in monitoring implementation of the KIP;
- Coordinating monitoring and evaluation of the KIP;
- Maintaining a database of the partners/stakeholders;
- Serving as a resource and documentation center for the stakeholders;
- Providing or arranging for professional and technical support to stakeholders anti-corruption initiatives;
- Coordinating sector workshops to address cross cutting anti-corruption issues;
- Organizing forums for continuous engagement with county leadership and members of the public; and
- Organizing and coordinating the commemorations of the African Anti-Corruption Day on 11th July, and the International Anti-Corruption Day on 9th December.

6.4. RISK MANAGEMENT FRAMEWORK





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

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

Key:  Low  Medium  High

Strategic Objective	Type of Risk	Likely Risk	Risk Level	Mitigation
To enhance the capacity of KLIF to implement a collective approach in the fight against corruption	Strategic Risks	Untimely enactment of regulations can derail development and operationalization of binding partnership instruments		<ul style="list-style-type: none"> • KLIF Secretariat and Sector Convenors to sensitize NCC on the importance of enacting the Regulations • NCC to lobby Legislature to expedite enactment of the Regulations • The Forum to expedite preparation of Regulations.
		Failure to integrate KIP activities in sectoral and institutional plans can impede implementation of KIP		<ul style="list-style-type: none"> • KLIF Secretariat to sensitize all stakeholders on their obligations to integrate KIP on their sectoral and institutional plans.
	Financial Risks	Failure to mobilize adequate resources can derail implementation of KIP activities		<ul style="list-style-type: none"> • NCC to take a lead role in the mobilization of resources • All Sectors to cater for KIP activities in their institutional budgets
	Monitoring and Evaluation Risks	Inadequate M&E of the implementation of KIP can derail measurement of the impact of KIP intervention measures in the fight against corruption		<ul style="list-style-type: none"> • KLIF Secretariat to undertake timely M&E of the implementation of the KIP • All Sectors to prepare and submit timely M&E reports to KLIF secretariat
To promote strengthening of policy, legal and institutional framework in the fight against corruption.	Legal Risk	Slow legislation process		Lobby for speedy enactment of legislation
		Retrogressive changes to anti-corruption laws and regulations that undermine the fight against corruption		Lobby for legislation of progressive laws and regulations that focus on the fight against corruption
		Inadequate funding for facilitating the implementation of the fight against corruption interventions		<ul style="list-style-type: none"> • Lobby for increased budgetary allocation for anti-corruption related interventions • Push for the establishment of anti-corruption fund
		Inadequate political goodwill in enforcement of anti-corruption laws		Continuous engagement with relevant institutions on the importance of enforcing and implementing anti-corruption laws
		Election and appointment of leaders with integrity issues		<ul style="list-style-type: none"> • Sustained sensitization of the public (Civic education) • Legislation of progressive laws on integrity • Push for a coordinated approach in the vetting and clearing of public office seekers and appointees



Strategic Objective	Type of Risk	Likely Risk	Risk Level	Mitigation
To promote Ethics and integrity in Public and Private sector	Strategic Risk	Resistance of institutions to mainstream policies to prevent bribery and corruption compromising promotion of ethics and integrity in public and private sectors		<ul style="list-style-type: none"> • Monitoring and evaluation • Administrative and remedial action for non-compliance
	Financial Risk	Inadequate funding for promotion of ethics and integrity in public and private sectors leading to non-implementation of planned activities		<ul style="list-style-type: none"> • Adequate allocation of resources • Resource mobilization
To promote ethics and integrity in the society	Strategic Risk	Glorification of unethical practices		<ul style="list-style-type: none"> • Intensify public sensitization and civic education • Lobby for the development and operationalization of name and shame schemes • Create enabling environment or framework for citizens to report unethical behaviour
		Apathy and moral decadence in the society		<ul style="list-style-type: none"> • Public sensitization and civic education • Recognize and reward ethics and integrity champions • Rebuke and reprimand people engaged in unethical behavior



*... in the
implementation
of Kenya Integrity
Plan, the Forum
will endeavour to
mitigate... risks."*



7

Resource Requirements and Mobilization Strategy



CHAPTER SEVEN: RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGY



7.1. INTRODUCTION

In order to effectively and efficiently implement the KIP (2023–2028), there is need to put in place mechanisms to mobilize resources from the different sectors comprising the Kenya Leadership Integrity Forum. This chapter presents mechanisms and the resources required to implement the Plan.

7.2. FINANCIAL REQUIREMENTS

Table 9 highlights the financial requirements for implementing the KIP from 2023/24 to 2027/28 financial years. The Plan will require a total of KES 657.42 million for the five years. The detailed budgeted cost per activity is as per the implementation matrix (Appendix I).

Table 9: Projected Financial Requirements for Implementing KIP (2023–2028)

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



*EACC Chairperson,
Dr. David Oginde
and Inter-Religious
Council of Kenya
Chairperson,
Rev. Fr. Joseph Mutie.*

7.3. RESOURCE MOBILIZATION STRATEGIES

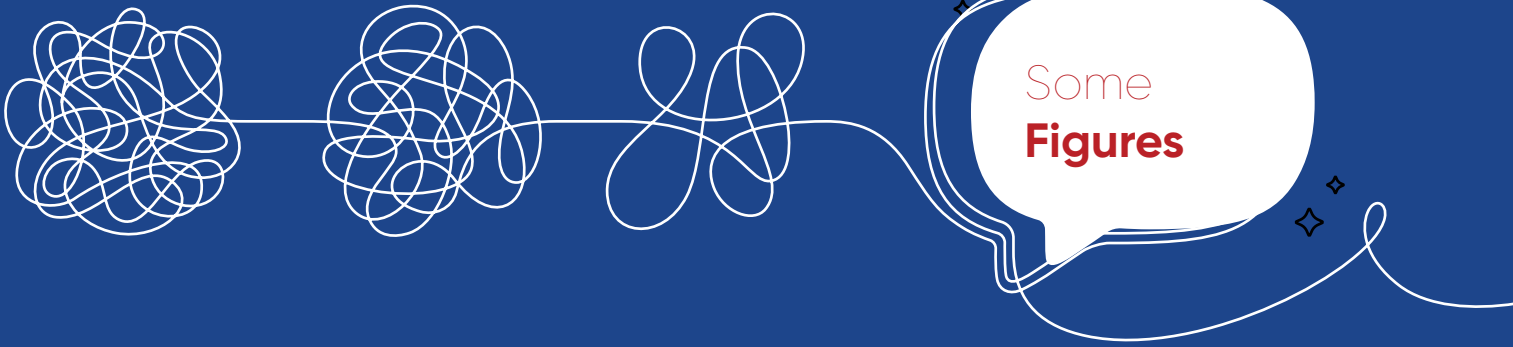
During the Plan period, we envisage that KLIF stakeholders will play a significant role in providing support for successful implementation of the plan. To this end, resource mobilization will be achieved through:

- i. Each stakeholders' contribution on the activities they will be implementing;
- ii. Government financing through EACC;
- iii. County Governments;
- iv. Development partners;
- v. Civil society; and
- vi. Private individuals.

7.4. RESOURCE MANAGEMENT

The Forum will put in place measures to ensure prudent management of resources. These measures include:

- i. Activity-based costing as described in the implementation matrix;
- ii. Budget rationalization of the available resources;
- iii. Robust monitoring, evaluation and reporting of activity implementation;
- iv. Strengthen management and administration of policies, procedures and practices; and
- v. Internal and external audit of resources utilized and activities implemented.



KES
657.42
Million

Amount of funding required to implement the plan during the period

5

Years for implementation of the plan - 2023/24 to 2027/28 financial years



20

Public and Private Sectors



RESOURCE
REQUIREMENTS
AND MOBILIZATION
STRATEGY

In order to effectively and efficiently implement the KIP (2023-2028), there is need to put in place mechanisms to mobilize resources from the different sectors comprising the Kenya Leadership Integrity Forum.

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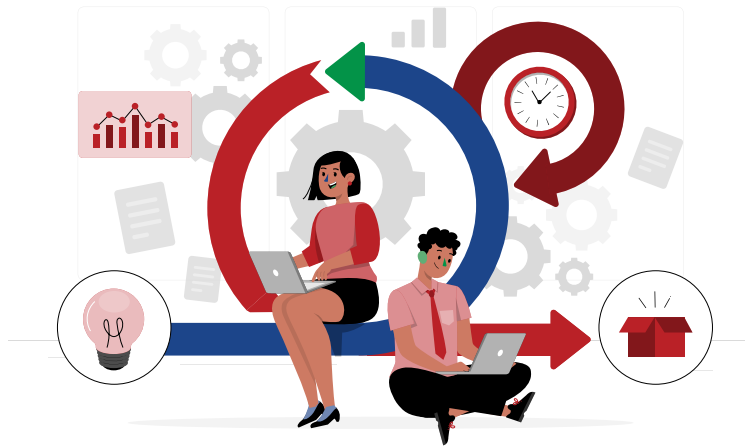
No of Strategic Objectives





8

Monitoring, Evaluation and Reporting Framework



CHAPTER EIGHT: MONITORING, EVALUATION AND REPORTING FRAMEWORK



8.1. INTRODUCTION

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

8.2. MONITORING FRAMEWORK

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

- i) Assess status of KIP implementation;
- ii) Identify and explain problems affecting the KIP implementation;
- iii) Assess whether the KIP activities are on track in meeting the KIP goals;
- iv) Improve implementation of KIP activities through timely feedback to stakeholders for decision making; and
- v) Strengthen capacities of governance, monitoring and evaluation at sector level.

All sectors are expected to effectively play their role in making the M&E operational. Monitoring will be carried out by the Sector Coordinating Committee and submit quarterly and annual sector implementation progress reports to the KLIF Secretariat. A standardized format of reporting KIP progress will be developed by the Sector Coordinating Committee in liaison with the KLIF Secretariat. The template will entail issue being addressed, planned activities, time frame, who is responsible, implementation status, problems or challenges faced and way forward. The templates will then be shared with all the 20 KLIF sectors and data collected will be collated, analyzed and compiled into the quarter and annual monitoring reports.

8.3. EVALUATION FRAMEWORK

The implementation matrix in Appendix I has identified outcomes and outputs to be measured. Data collected on the outputs during the regular monitoring will be used to assess the extent to which the outputs realized have contributed towards achievements of the expected outcomes. The outcomes provide a basis for assessing the level and extent of achievement of the strategic objectives and strategic goal of the Forum. The outcomes will be assessed in mid-term and end-term evaluations.



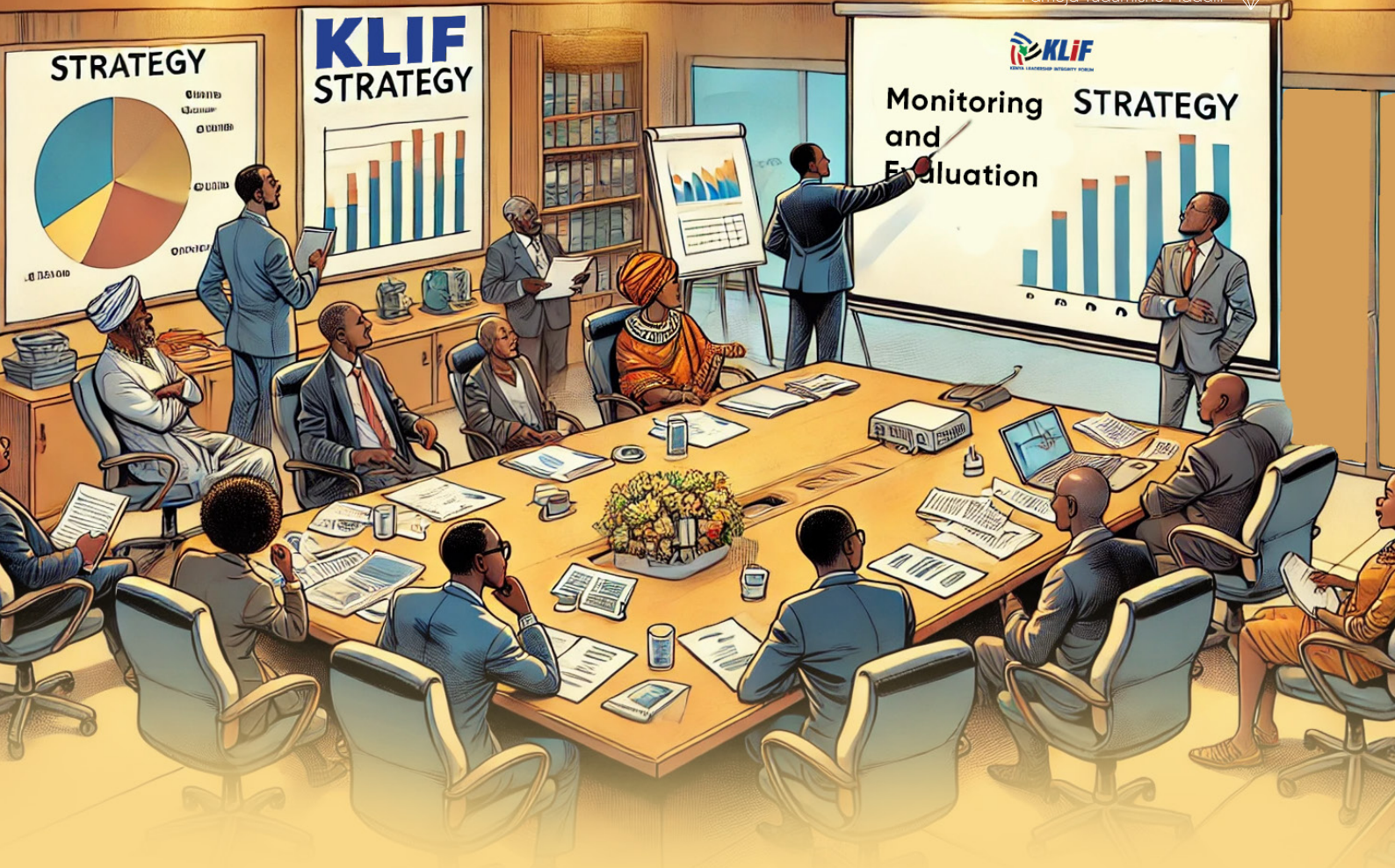
The mid-term evaluation on implementation of the Plan will be undertaken during the 2025/26 financial year. The evaluation will assess the relevance, effectiveness and efficiency of the Forum's interventions. On relevance, the evaluation will seek to assess if the intervention has addressed the priorities it was meant to address. On effectiveness, the evaluation will assess the extent to which the objectives of an intervention were achieved while on efficiency the evaluation will measure how inputs were utilized to achieve the desired results. The mid-term evaluation will thus provide information on areas of improvements for successful implementation of the Plan. An end-term evaluation of the Plan will be undertaken during the 2027/2028 financial year using the same criteria as the mid-term evaluation. However, the end-term evaluation will also provide information to aid in the formulation of the next Plan.

8.4. REPORTING FRAMEWORK

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

- i) Regular and periodic Sector Progress Reports;
- ii) Ad hoc reports on specific issue relating to the Plan; and
- iii) Monitoring and Evaluation Reports.

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



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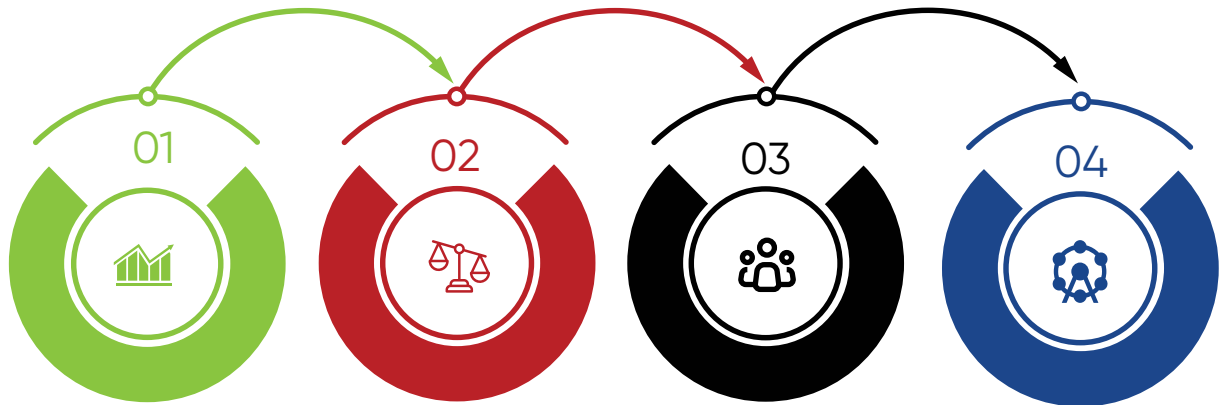


The mid-term evaluation will thus provide information on areas of improvements for successful implementation of the Plan. An end-term evaluation of the Plan will be undertaken during the 2027/2028 financial year using the same criteria as the mid-term evaluation.



APPENDICES

APPENDIX I: KIP 2023-2028 IMPLEMENTATION MATRIX



Key Result Area:

Institutional Effectiveness of KLIF



Strategic Objective 1:

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

Key Result Area:

Policy, Legal and Institutional Reforms



Strategic Objective 2:

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

Key Result Area:

Ethics and Integrity Inculcated in Public and Private Sectors



Strategic Objective 3:

To promote ethics and integrity in public and private sectors

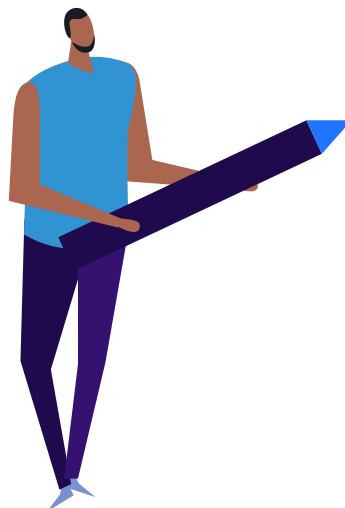
Key Result Area:

Inculcating Ethics and Integrity in Society



Strategic Objective 4:

To promote ethics and integrity in the society





KEY RESULT AREA: INSTITUTIONAL EFFECTIVENESS OF KLIF

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

Strategy	Key Activities	Activities	Output Indicator	Output Target					Responsibility	Outcome	Outcome Indicator	Budget (KES Million)				
				2023/24	2024/25	2025/26	2026/27	2027/28				2023/24	2024/25	2025/26	2026/27	2027/28
Revamp KLIF	Develop and operationalize binding partnership mechanisms.	Relaunch KLIF	KLIF relaunched	KLIF relaunched	KLIF relaunched	KLIF relaunched	KLIF relaunched	KLIF secretariat All sectors	Enhanced commitment and involvement of stakeholders in KLIF programs	% change in the no. of stakeholders participating and involved in KLIF Programs	3.2	-	-	-	-	
		Develop regulations to operationalize KLIF (Expanding and resourcing of the KLIF Secretariat, structure, representation of stakeholders)	Regulations enacted Regulations operationalized	Regulations enacted Regulations operationalized	Regulations enacted Regulations operationalized	Regulations enacted Regulations operationalized	Regulations enacted Regulations operationalized	EACC OAG & DOJ KLIF Secretariat All sectors	Effective coordination and implementation of KIP	% change in the no. of KIP activities implemented by stakeholders	0.14	2.64	-	-	-	-
	Review and operationalize coordination mechanisms for KLIF.	Develop coordination guidelines (set levels of meetings, regularities, conveners, and provide for an information-sharing framework)	Coordination guidelines developed Guidelines operationalized	Coordination guidelines developed Guidelines operationalized	Coordination guidelines developed Guidelines operationalized	Coordination guidelines developed Guidelines operationalized	KLIF secretariat All sectors				-	0.14	1	-	-	

Strategy	Key Activities	Activities	Output Indicator	Output Target					Responsibility	Outcome	Outcome Indicator	Budget (KES Million)				
				2023/24	2024/25	2025/26	2026/27	2027/28				2023/24	2024/25	2025/26	2026/27	2027/28
	Empower KLIF partners to implement KIP	Disseminate and distribute KIP	No. of KIP disseminated and distributed.	2000	-	-	-	-	-			-	-	-	-	-
		Sensitize and train stakeholders on KIP	No. of sector meetings held	20	-	-	-	-	-			0.54	-	-	-	-
			No. of stakeholders trained	600	-	-	-	-	-							
		Mobilize resources to implement KIP	Resources mobilized							KLIF secretariat All sectors						
Integrate KLIF programs in partner institutions	Mainstream KIP in sectoral and institutional plans.	Integrate KIP in stakeholders' operational plans and Performance Contracts	No. of sector plans mainstreamed to KIP	20	-	-	-	-	-	KLIF secretariat All sectors CoG		2.04	-	-	-	-
	Integrate KIP activities in the CIDP and ADP	Incorporate KIP activities in CIDP	No. of Counties that have integrated KIP in CIDP	47	47	47	47	47	47			-	-	-	-	-
		Incorporate KIP activities in ADP	No. of Counties that have integrated KIP in ADP	47	47	47	47	47	47			-	-	-	-	-
	Develop and implement standard Monitoring, Evaluation and Reporting framework for KIP	Develop a Monitoring, evaluation and reporting framework	M&E framework developed (data collection tools)	1	1	-	-	-	-			0.1	-	-	-	-
		Undertake monitoring, evaluation and reporting of KIP	Monitoring Reports Evaluation Reports	1	1	1	1	1	1			0.54	0.54	0.54	0.54	0.54
Total												6.56	3.32	1.54	0.54	0.54



KEY RESULT AREA: POLICY, LEGAL AND INSTITUTIONAL REFORMS

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

Strategy	Key Activities	Activities	Output Indicator	Output Target					Responsibility	Outcome	Budget in Millions					
				2023/24	2024/25	2025/26	2026/27	2027/28			2023/24	2024/25	2025/26	2026/27	2027/28	
Advocate for the legislation and review of anti-corruption legal framework	Lobby for full implementation of the National Ethics and Anti-Corruption Policy (NEAP)	Convene sensitization workshops on Anti-corruption policy.	No. of workshops held	1	1	1	1	1	OAG & DOJ All sectors	Strengthened legislation that support the fight against corruption	10.9	13.6	16.3	191	21.8	
				20	25	30	35	40								
				No of stakeholders sensitized												
		Full Implementation of the NEAP by all institutions	No. of institutions that have implemented the NEAP.	20	20	25	30	30	EACC All sectors		1.6	2.09	2.3	2.6	2.9	
		Monitor the implementation of the NEAP	Percentage implementation	-	-	50%	-	100%								
									All sectors							

Strategy	Key Activities	Activities	Output Indicator	Output Target					Responsibility	Outcome	Budget in Millions				
				2023/24	2024/25	2025/26	2026/27	2027/28			2023/24	2024/25	2025/26	2026/27	2027/28
	Support the strengthening of the Leadership and Integrity Act, EACC Act, POCAMLA Act, The Anti-Bribery Act, Commission on Administrative Justice Act, Election Campaign Financing Act.	Convene workshops on Anti-Corruption laws.	No. of for a held	1	1	1	1	1	OAG & DOJ All sectors		2.8	3.3	3.5	4.3	4.8
			Number of stakeholders sensitized	500	600	700	800	900	OAG & DOJ All sectors						
	Amend the Leadership and Integrity Act 2012.	Amend the Leadership and Integrity Act 2012.	Amended LIA	-	-	1	-	-	EACC OAG & DOJ Legislature		-	-	4.9	-	-
			Compliance report on Election Financing Act	-	-	-	1	1	IEBC Registrar of political parties Judiciary Political parties' tribunal		-	-	-	4.9	4.9
	Implement the Bribery and Corruption Prevention Laws and Regulations	Implement the Bribery and Corruption Prevention Laws and Regulations	No. of compliance reports	-	-	1	-	1	All sectors		-	-	4.9	-	4.9
			Amended EACC Act	-	-	1	-	-	EACC Legislature		-	-	4.9	-	-
	Amend the Commission on Administrative Justice Act.	Amend the Commission on Administrative Justice Act.	Amended A CAJ Act	-	-	1	-	-	CAJ Legislature		-	-	4.9	-	-
			Amended POCAMLA Act	-	-	-	1	-	FRC ARA OAG & DOJ Legislature Bank		-	-	-	4.9	-

Strategy	Key Activities	Activities	Output Indicator	Output Target					Responsibility	Outcome	Budget in Millions				
				2023/24	2024/25	2025/26	2026/27	2027/28			2023/24	2024/25	2025/26	2026/27	2027/28
	Advocate for enactment and implementation of laws on whistle blowing	Participate in the public participation on the whistle blowing law.	Position paper presented	1	-	-	-	-	CAJ	4.9	-	-	-	-	
		Enact whistle blowing laws.	Whistle blowing Act	-	1	-	-	-	OAG & DOJ Legislature	-	4.9	-	-	-	
		Implement whistle blowing laws in public and private institutions	Annual reports by the private and public bodies	-	-	-	1	1	CAJ	-	-	-	-	-	
	Strengthen framework on public participation	Enhance awareness and engagement on effective public participation.	No. of workshops/ engagements	1	1	1	1	1	OAG & DOJ CSO -TI(Kenya) KEPSA CoG OAG & DOJ	2.8	3.3	3.5	4.3	4.8	
		Expedite enactment of the Public Participation Bill, 2023.	Public participation Act	-	1	-	-	-	OAG & DOJ CAJ Legislature	-	4.9	-	-	-	
Enhance institutional capacity on the fight against corruption	Lobby for the strengthening of oversight bodies (EACC and Ombudsman)	Advocate for adequate budgetary allocation	Percentage budget increase	-	2%	2%	5%	5%	EACC CAJ Parliament Treasury	4.9	-	-	-	-	
		Establish the Anti – Corruption Fund	Fund established Fund operationalised	-	-	1	-	-	EACC Legislature National Treasury OAG & DOJ	-	-	4.9	-	-	
	Lobby for the strengthening of legislation and regulations that govern government appointments and elective positions	Develop framework on coordination of vetting and clearance of candidates by key stakeholders (including requesting information from the public)	Framework on coordination developed and operationalized	-	-	-	1	1	IEBC; EACC; Parliament; Judiciary; Office of Registrar of Political Parties.	-	2.45	2.45	-	-	

Strategy	Key Activities	Activities	Output Indicator	Output Target					Responsibility	Outcome	Budget in Millions				
				2023/24	2024/25	2025/26	2026/27	2027/28			2023/24	2024/25	2025/26	2026/27	2027/28
		Conduct civic education for the public on electing leaders of integrity.	Number of civic education programmes	10	15	20	25	IEBC CSOs Media NACSSC County Government EACC		-	7.4	10.4	13.4	16.4	
			Number of County wards sensitized	-	300	300	300	300	All Sectors						
			Number of citizens sensitized	3M	6M	9M	15M	15M							
		Continuous engagement with relevant institutions involved and clearing of candidates and public office appointees	Number of engagements	10	15	20	25	CSOS KLIF		2.8	3.3	3.5	4.3	4.8	
			Percentage no. of people barred from elective and appointments to public office		1%	1%	1%	1%	IEBC EACC DCI Judiciary	4.8	-	-	-	4.8	-
		Advocate for the enforcement of Chapter 6 of the constitution.	Percentage no. of State Officers convicted	-	1%	1%	1%								
			No. of Counties with enacted anti-corruption laws and policies	-	47	47	47	47	CoG EACC		-	-	-	-	-
	Support County Governments in the development of anti-corruption policies and enactment of laws	Advocate for enactment of anti-corruption laws and policies in Counties	No. of Counties with enacted anti-corruption laws and policies	47	47	47	47								



KEY RESULT AREA: ETHICS AND INTEGRITY INCULCATED IN PUBLIC AND PRIVATE SECTORS

Strategic Objective 3: To promote ethics and integrity in public and private sectors

Strategy	Key Activities	Activity	Output Indicator	Output Target					Responsibility	Outcome	Outcome Indicator	Budget in KShs Millions					
				2023/24	2024/25	2025/26	2026/27	2027/28				2023/24	2024/25	2025/26	2026/27	2027/28	Total
Mainstream ethics and integrity in public and private sectors	Develop and implement policies to prevent bribery and corruption	Develop Procedures for promotion and detection of Bribery and Corruption	Approved Procedure for Prevention and detection of Bribery and Corruption	-	1	-	-	-	-	All sectors	Improved prevention and detection of corruption	% change in corruption incidences	-	-	-	-	21
				1	1	1	1	1	1	All sectors CoG	Corruption perception index	21	21	21	21	21	21
			Approved Bribery, Corruption Risk Assessment and Mitigation Plans	1	-	-	-	-	-	All Sectors CoG			1.24	1.24	1.24	1.24	4.96
			No. of Operationalized CPCs	10	10	10	10	10	10	All Sectors CoG			-	-	-	-	-
		Promote the establishment and revamping of Ethics Units	No. of institutions that have established ethics units	10	10	10	10	10	10	All Sectors CoG			-	-	-	-	-

Strategy	Key Activities	Activity	Output Indicator	Output Target					Responsibility	Outcome	Outcome Indicator	Budget in KShs Millions					
				2023/24	2024/25	2025/26	2026/27	2027/28				2023/24	2024/25	2025/26	2026/27	2027/28	Total
		Develop and implement Standard Operating Procedures	No. of Standard Operating Procedures approved	1	-	-	-	-	All sectors CoG			21	-	-	-	-	21
			Percentage implementation of Standard Operating Procedures	100%	100%	100%	100%	100%				-	-	-	-	-	-
		Automate Standard Operating Procedures through the assistance of Artificial Intelligence	Percentage automation of approved Standard Operating Procedures	-	40%	60%	80%	100%	All sectors			-	-	-	-	-	-
		Develop and monitor implementation of Service Charter	No. of institutions that have developed service charters	1					All sectors			-	-	-	-	-	-
			No. of monitoring reports	1	1	1	1	1	CAJ			-	-	-	-	-	-
		Develop and improve complaints and corruption handling mechanisms	No. of established structures for complaints and corruption handling mechanisms	1	-	-	-	-	All sectors			1	-	-	-	-	1



Strategy	Key Activities	Activity	Output Indicator	Output Target					Responsibility	Outcome	Outcome Indicator	Budget in KShs Millions					Total
				2023/24	2024/25	2025/26	2026/27	2027/28				2023/24	2024/25	2025/26	2026/27	2027/28	
			No. of institutions that have automated complaints and corruption handling mechanism	1	-	-	-	-	All sectors		-	-	-	-	-	-	
	Create awareness and action on integrity and anti-corruption initiatives.	Conduct sensitization workshop in both public and private	No. of Sensitization Workshop conducted	2	2	2	2	2	All sectors		8.3	8.3	8.3	8.3	8.3	41.7	
			No. of Media Campaigns	3	3	3	3	3	All sectors		3	3	3	3	3	15	
			Type of IEC materials disseminated	3	3	3	3	3			1	1	1	1	1	5	
		Mainstream mentorship programme	No. of Mentorship programs undertaken	1	1	1	1	1			-	-	-	-	-	-	

Strategy	Key Activities	Activity	Output Indicator	Output Target					Responsibility	Outcome	Outcome Indicator	Budget in KShs Millions				
				2023/24	2024/25	2025/26	2026/27	2027/28				2023/24	2024/25	2025/26	2026/27	2027/28
	Develop and implement recognition and award of integrity champions.	Develop and implement recognition and award mechanism	Recognition and Award mechanism developed	-	1	-	-	-	All sectors	Improved ethics and integrity in institutions	% increase of integrity among employees	-	-	-	-	-
			No. of Awards ceremonies held	-	1	1	1	1				-	0.5	0.5	0.5	2
	Entrench ethics and integrity in the curriculum in all levels of learning.	Develop and customize guidelines for mainstreaming ethics and integrity in all levels of education	Approved guidelines		1				EACC							
			No. of training modules mainstreamed			2	2	2	EACC			-	-	-	-	-
			No. of Co-Curricular activities conducted						All Sectors							
			No. of Surveys conducted						MOE							
									TSC							
									EACC							
									KLIF							
									EACC							



KEY RESULT AREA: INCULCATING ETHICS AND INTEGRITY IN SOCIETY

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

Strategy	Key Activities	Activities	Output Indicator	Output Target					Responsibility	Outcome	Outcome Indicator	Budget in Millions				
				2023/24	2024/25	2025/26	2026/27	2027/28				2024/25	2025/26	2026/27	2027/28	
Enhance community engagement and action on integrity and values	Empower citizens on ethics and integrity.	Create awareness through targeted activities	Number of fora held	10	20	20	30	30	All sectors	Enlightened community on ethics and integrity	Number of feedback and reports from the citizenry on matters ethics and integrity over projects.	3.86	7.72	7.72	11.58	11.58
				2000	3000	5000	5000	5000	All Sectors(Per sector)			0.70	0.70	1.10	1.10	
				2	2	2	2	2	All sectors/ institutions KLIF Secretariat							
		Develop and disseminate IEC materials with messages on ethics and integrity	IEC materials developed	1000	2000	3000	5000	5000	All Sectors(Per sector)		Number of success stories published.	0.70	0.70	0.70	1.10	1.10
		Facilitate and participate in joint commemoration of Anti-Corruption Days	Amount of resources committed	2	2	2	2	2	All sectors/ institutions KLIF Secretariat							

Strategy	Key Activities	Activities	Output Indicator	Output Target					Responsibility	Outcome	Outcome Indicator	Budget in Millions				
				2023/24	2024/25	2025/26	2026/27	2027/28				2024/25	2025/26	2026/27	2027/28	
	Intensify publicity of success stories in the fight against corruption.	Develop and operationalize a recognition and rewarding tool for exemplary integrity performance	Recognition and rewarding tool developed Number of people rewarded.	1	-	1	-	-	EACC KLIF Secretariat			3.07	-	-	-	-
		Use media platforms to publicize integrity success stories against corruption	Success stories publicized	-	-	-	-	-	Media Council			6.70	6.70	6.70	12.40	12.40
	Intensify religious teachings on values.	Review and disseminate scripture-referenced materials with key messages on ethics and integrity	Reviewed scripture-referenced materials	2000	2500	3000	3000	4000	All Sectors IRCK EACC			0.40	0.50	0.60	0.60	0.80
		Translate scripture reference materials to local dialects	Number of scripture materials translated	-	2500	2500	2500	2500				-	0.50	0.50	0.50	0.50
		Enhance and support the use of scripture-referenced materials during sermons	Number of fora	5	10	15	20	20	IRCK			-	-	-	-	-



Strategy	Key Activities	Activities	Output Indicator	Output Target					Responsibility	Outcome	Outcome Indicator	Budget in Millions				
				2023/24	2024/25	2025/26	2026/27	2027/28				2024/25	2025/26	2026/27	2027/28	
		Undertake advocacy on ethics and integrity by leveraging on media and technology	Number of advocacy sessions	5	10	15	20	20	All Sectors		3.50	4.00	4.00	6.00	6.00	
	Enhance social accountability among citizens.	Conduct a baseline survey to establish levels of awareness on social accountability	Baseline survey report	1	-	-	-	-	EACC		-	8.00	-	-	-	
		Sensitize community leaders and the community on social accountability	Sensitization activity reports	1000	2000	2500	3000	3000	EACC KLIF CoG CSO		-	-	-	-	-	

Strategy	Key Activities	Activities	Output Indicator	Output Target					Responsibility	Outcome	Outcome Indicator	Budget in Millions														
				2023/24	2024/25	2025/26	2026/27	2027/28				2024/25	2025/26	2026/27	2027/28											
		Support awareness creation on citizen involvement in public projects	Number of people sensitized	1000	2000	2500	3000	3000	CoG		-	-	-	-	-	-	-	-	-	-	-	26.23	20.12	20.22	32.18	32.38
			Percentage of projects with citizens involvement	100%	100%	100%	100%	100%	All Sectors		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
			Percentage No. of signboards and or data on projects availed	100%	100%	100%	100%	100%	CoG		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Support mainstreaming of mentorship programs	Develop a criteria to identify and reward integrity champions and role models	Criteria developed	1	-	-	-	-	KLIF Secretariat		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		Develop and implement a mentorship framework	Framework developed	1	-	-	-	-	KLIF Secretariat		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
			Programs developed under the framework	3	5	5	5	5	KLIF Secretariat		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		Use of the existing fora to promote ethics and integrity in learning institutions	Fora held	3	5	5	5	5	Education		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
			TOTALS																							

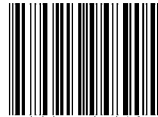
APPENDIX II: MEMBERS OF THE MULTI-SECTORAL TECHNICAL COMMITTEE (MSTC)

Name	Role	Organization	Sector
Godfrey Simiyu	Chairperson	Kenya Revenue Authority	Enforcement
Julie Ogoye	Vice-Chairperson	Teachers Service Commission	Education
Petronilla Kyengo	Head, KLIF Secretariat/Member	Ethics and Anti-Corruption Commission	Anti-Corruption Agencies
Fr. Joseph Mutie	Member	Inter-Religious Council of Kenya	Faith Sector
Abraham Misoi	Member	Transparency International - Kenya	Civil Society
Willis Wasala	Member	Ethics and Anti-Corruption Commission	Anti-Corruption Agencies
Franklin Bett	Member	OAG & DOJ	Executive
Daniel Kang'ethe	Member	Ethics and Anti-Corruption Commission	Anti-Corruption Agencies
Janet Bett	Member	Ethics and Anti-Corruption Commission	Anti-Corruption Agencies
Wycliff Nyang'ate	Member	Ethics and Anti-Corruption Commission	Anti-Corruption Agencies
Penina Nzioka	Member	Ethics and Anti-Corruption Commission	Anti-Corruption Agencies
Vera Mweu	Member	Public Service Commission	Executive
Stalin Kipkorir	Member	Public Service Commission	Executive
Mariam Saleh	Member	Inter Religious Council of Kenya	Faith Sector
Amon Kemei	Member	Inter Religious Council of Kenya	Faith Sector
Joshua Wasigala	Member	Kenya Bureau of Standards	Regulatory Bodies
Scholastica Mumbua	Member	Kenya Bureau of Standards	Regulatory Bodies
Jerry Asuga	Member	Media Council of Kenya	Media
Careen Mang'eni	Member	Media Council of Kenya	Media
Richard Rotich	Member	Ministry of Agriculture - State Department for Crop Development	Executive
Luvidicus Omollo	Member	Global Combats Networks Kenya	Private Sectors
Jennifer Gitau	Member	Global Combats Networks Kenya	Private Sectors
Wycliffe Ocholla	Member	Ministry of Energy and Petroleum - State Department for Energy	Executive
Lydia Tito	Member	Ministry of Energy and Petroleum - State Department for Energy	Executive
Ann Ngumbi	Member	APSEA	Professional Bodies
Leonid Ashindu	Member	APSEA	Professional Bodies
Henry Atingo	Member	National Assembly	Legislature
Sophia Otieno	Member	National Assembly	Legislature
Beatrice Mwinzi	Member	National Assembly	Legislature

Name	Role	Organization	Sector
Topua Lesinko	Member	OAG & DOJ	Executive
Emily Simiyu	Member	Office of the Auditor General	Oversight Agency
Daniel Njihia	Member	Ministry of Transport and Infrastructure - State Department for Transport	Transport Sector
John Kimani	Member	Ministry of Transport and Infrastructure - State Department for Roads	Transport Sector
Andrew Musungu	Member	Council of Governors	County Government
Isolina Kawira	Member	Commission of Administrative Justice	Constitutional Commissions
Teresa Langat	Member	National Industrial Training Authority	Labour
Gerald Omoke	Member	Ministry of Labour & Social Protection	Labour
Linner Too	Member	Ministry of Education - Basic Education	Education
Kennedy Keraro	Member	Ministry of Education - State Department for Technical Vocational, Education & Training	Education
Francis Kimeu	Member	Ministry of Education - State Department for Higher Education and Research	Education
Fredrick Ndambuki	Member	Ministry of Education - State Department for Higher Education and Research	Education
John Gogo	Member	Ministry of Education - State Department for Higher Education and Research	Education
Evalyne Rono	Member	National Anti-Corruption Campaign Steering Committee	Anti-Corruption Agencies
James Isoe	KLIF Secretariat	Ethics and Anti-Corruption Commission	Anti-Corruption Agencies
Elizabeth Nerima	KLIF Secretariat	Ethics and Anti-Corruption Commission	Anti-Corruption Agencies
Violet Rahedi	KLIF Secretariat	Ethics and Anti-Corruption Commission	Anti-Corruption Agencies
Charity Wawira	KLIF Secretariat	Ethics and Anti-Corruption Commission	Anti-Corruption Agencies



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PAMOJA TUDUMISHE MAADILI



KENYA INTEGRITY PLAN 2023 -2028