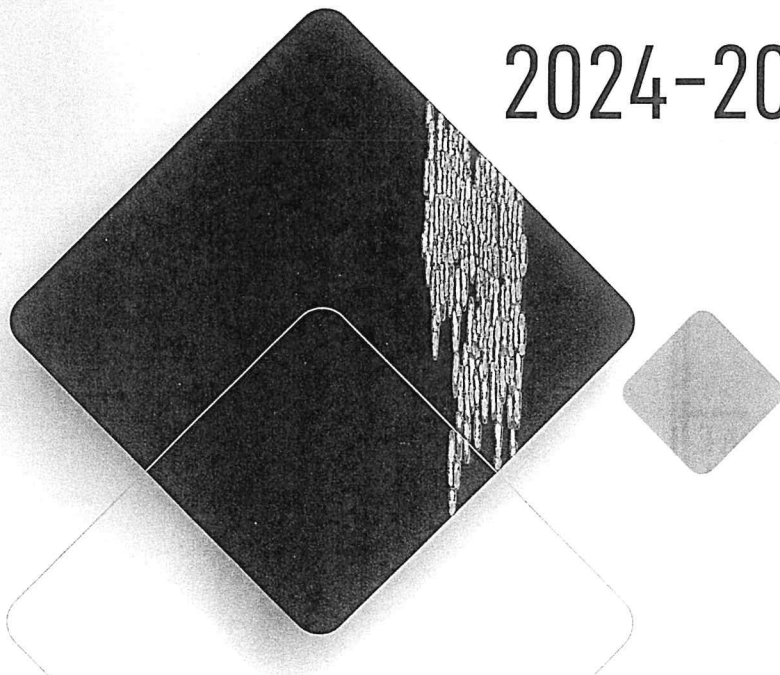




STRATEGIC PLAN

2024-2028




TUESDAY
Hon Shukael Shabbir, CBS, MP
Chairperson - APNAC-KENYA
Ar Shukuko



LIST OF ACRONYMS AND ABBREVIATIONS

AfDB - African Development Bank
 AFRICOG - Africa Centre for Open Governance
 APNAC - African Parliamentarians Network Against Corruption
 ARA - Asset Recovery Agency
 BMOs - Business Member Organizations
 CAJ - Commission on Administrative Justice
 COG - Council of Governors CPI- Corruption Perception Index
 CSOs - Civil Society Organizations
 CSPEN - Civil Society Parliamentary Engagement Network
 DCI - Directorate of Criminal Investigation
 AGDOJ - Attorney General and Department of Justice
 ODPP - Office of the Director of Public Prosecution
 EACC - Ethics and Anti-corruption Commission
 EALA - East African Legislative Assembly
 EC - European Commission
 EU - European Union
 FCDO - Foreign, Commonwealth and Development Office
 FRC - Financial Reporting Centre
 GIZ - The Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
 GOPAC - Global Organization of Parliamentarian Against Corruption
 IBP - International Budget Partnership
 ICJ-K - International Commission of Jurists – Kenya
 IEA - Institute of Economic Affairs
 IEBC - Independent Electoral and Boundaries Commission
 JSC - Judicial Service Commission
 KAM - Kenya Association of Manufacturers
 KEMSA - Kenya Medical Supplies Authority
 KEPSA - Kenya Private Sector Alliance
 KEWOPA - Kenya Women Parliamentarians Association
 KHRC - Kenya Human Rights Commission
 KNA - Kenya National Assembly
 KNCCI - Kenya National Chambers of Commerce and Industry
 KNCHR - Kenya National Commission on Human Rights
 KYPA - Kenya Youth Parliamentarians Association
 MPs - Members of Parliament
 NGEC - National Gender and Equality Commission
 NACCSC - National Anti-Corruption Campaign Steering Committee
 NTA - National Taxpayers Association
 OAG - Office of the Auditor General
 OSIEA - Open Society Initiatives for Eastern Africa
 PSC - Parliamentary Service Commission
 PSC - Public Service Commission
 SP - Strategic Plan
 SWOT - Strengths, Weaknesses, Opportunities and Threats
 TI - Transparency International
 TISA - The Institute of Social Accountability
 TJN - Tax Justice Network
 USAID - US Agency for International Development
 WFD - Westminster Foundation for Democracy

 THE NATIONAL ASSEMBLY PAPERS LAID	
DATE:	30 APR 2024
DAY:	TUESDAY
TABLED BY:	Hon. Shakeel Shabbir, as Chairman, APNAC-KENYA
CLERK-AT THE-TABLE:	A - Shibuko

FOREWORD



The Constitution of Kenya embodies the aspirations of the people of Kenya and gives emphasis to national values and principles of governance that bind all state organs and state and public officers. In particular, Article 10 of the Constitution espouses good governance, integrity, transparency and accountability as key national values and principles that guide the People of Kenya. There also exist a robust legal and regulatory framework which finds its basis in Chapter Six of the Constitution. The Constitution and various anti-corruption laws have strengthened the fight against corruption over the years. Further, the last two decades of Parliament have occasioned numerous legislative developments which seek to strengthen parliamentary democracy. Notably, Article 127(6) of the Constitution confers upon the Parliamentary Service Commission the responsibility of promoting the ideals of parliamentary democracy. This has provided a platform for the Parliament of Kenya to play a lead role in accountability initiatives which has given rise to parliamentary caucuses. One such important parliamentary accountability caucus established in 1999 is the African Parliamentarians Network Against Corruption (APNAC). Since establishment, APNAC has demonstrated commitment and enhanced its anti-corruption efforts in implementing their 2019-2023 Strategic Plan. In the last strategic plan, APNAC made significant gains through proactive legislative oversight, enhanced strategic partnerships and collaboration and their strengthened institutional framework. The Strategic Plan (2024-2028) articulates APNAC's strategic direction in the fight against corruption and aligns to the Constitution, the existing legal and regulatory framework, the current government policies and programmes and the National Ethics and Anti-corruption Policy among other accountability blueprints.

The Strategic Plan provides initiatives that will realize a transformative mindset on good governance agenda in Kenya by providing platforms for Members of Parliament engagement in the fight against corruption. This will increase government accountability and improve capacities of frontline structures and framework in the fight against corruption. The success in implementing this Strategic Plan will depend on the transformative policy leadership by the APNAC membership, the Parliament of Kenya and unwavering support from all stakeholders of goodwill. Finally, I wish to reassure APNAC of my support as they collaborate with the Parliament of Kenya towards the fight against corruption. I therefore call upon Members of Parliament and all stakeholders to support APNAC towards realizing their objectives.

Rt. Hon. (Dr.) Moses F.M. Wetang'ula, EGH, MP,

Speaker of the National Assembly & Chairperson, Parliamentary Service Commission

FOREWORD



The African Parliamentarians Network Against Corruption (APNAC) is an all-party parliamentary caucus bringing on board parliamentarians drawn from both National Assembly and Senate. The network coordinates, involves, and strengthen the capacities of African parliamentarians to fight corruption and promote good governance. Since its formation in 1999 in Kampala, Uganda, APNAC has promoted accountability, transparency, and public participation in the processes of government, as the best ways to control corruption. As the elected representatives of the people, MPs play an essential leadership role in combating corruption throughout the legislative process, and in their oversight, legislative, and representative functions.

APNAC's mandate is promoted by its presence throughout the Eastern, Southern, and Western regions of Africa, via its National Chapters, and working with other anti-corruption stakeholders in Africa and around the world. APNAC Kenya is cognizant of the fact that Kenya has consistently gained points in the global corruption perception index (CPI) released by Transparency International Kenya in January 2022 obtaining a score of 32 out of 100, an increase from 28 points scored in 2017 (with zero perceived to be highly corrupt, and 100 very clean). This has demonstrated that efforts to tackle corruption have borne results. APNAC Kenya's existence, is to continue supporting the fight against corruption through its strategic plan (2024-2028).

APNAC Kenya shall rely on its strength to contribute to the realization of national priorities and global commitments in the fight against corruption. APNAC Kenya intervention areas supporting its objectives are policy, legal and institutional framework, Institutional development, and political accountability. APNAC Kenya seeks to empower Parliamentary committees to be responsive and effective in their oversight roles as well as facilitating the existence of policy, legal and institutional frameworks supporting the anti-corruption work.

APNAC Kenya shall continue working with Members of Parliament (MPs), The East Africa Legislative Assembly (EALA), County Assemblies, Anti-corruption agencies, Civil Society Organizations, development partners among other stakeholders to realize its overall objectives. APNAC Kenya shall remain committed and will continue to be guided by its vision of strengthening parliamentary capacity to fight corruption and promote good governance. We give gratitude to our partner Westminster Foundation for Democracy (WFD) for their moral and financial support.

Hon. Shakeel Shabbir Ahmed CBS MP

CHAIRMAN - APNAC KENYA

ACKNOWLEDGEMENT

The process of development of this Strategic Plan involved a thorough consultation with APNAC Kenya membership, APNAC Kenya Executive Committee, the Speakers of the National Assembly and the Senate who double up as the Patrons of APNAC Kenya, APNAC Kenya founder members, development partners, relevant government agencies, Civil society Organizations and members of the private sector.

The planning process has looked at the context of APNAC Kenya's work since inception, and milestones and challenges faced so far and how they can be addressed in the next phase of this strategic plan. The discussions around this strategy led to a draft strategic plan that was validated by APNAC Kenya Board, APNAC Kenya members, specific members of the civil society, relevant government agencies and WFD that also supported the strategic plan review exercise.

APNAC Kenya is indebted to Rt. Hon. Justin B. Muturi (The immediate former Speaker, Kenya National Assembly) President APNAC Africa, currently serving as the Attorney General of the Republic of Kenya, APNAC Kenya Newly elected Leadership comprising of Hon. Shakeel Shabbir (Chairperson), Hon. (Dr) Lilian Gogo-Vice Chair, (KNA), Hon. Gloria Orwoba (Vice-Chair Senate.), Hon. David Ole Sankok (Vice-Chair APNAC EALA), Hon. Benard Kitur-Secretary and Hon(CPA)Julius Rutto-Treasurer for their contribution and strategic leadership in this process.

We are grateful to all APNAC Kenya members for their dedication to the entire process and participation in the review of the draft strategic plan, the Civil Society Parliamentary Engagement Network (CSPEN), government agencies, the private sector and development partners that participated in the consultations and planning process.

We also thank Elijah Ambasa, a long standing APNAC Kenya pro bono consultant and the former Executive Director of APNAC Kenya Secretariat for his continued technical support, Ms. Jedida Nyawira -Head of APNAC Kenya Secretariat and Ms. Renee Odaga-Programs Assistant for their coordination and planning during this entire process. We are immensely grateful to Ms. Perpetual Muiga-Clerk Assistant Kenya National Assembly (KNA) for her continued support with Parliamentary Liaison and technical advice.

We extend our gratitude to the independent consultants engaged in this process, Mr. Titus Ogalo and Elijah Ambasa for providing technical guidance during the entire strategic planning exercise.

The planning process, development and publication of the strategic plan would not be possible without the financial support provided by the Westminster Foundation for Democracy (WFD). We appreciate their generous contribution towards this exercise.

Hon. Shakeel Shabbir Ahmed CBS, MP
APNAC Kenya Chairman

SECTION 1: BACKGROUND

1.1 About APNAC Kenya

African Parliamentary Network Against Corruption (APNAC)-Kenya, is the Kenyan Chapter of APNAC; A regional network of parliamentarians' caucus, formed to coordinate, involve, and strengthen the capacities of African parliamentarians to fight corruption and promote good governance through research, debates, and sustained capacity building of Parliamentarians across African countries.

APNAC- Kenya was initiated in February 2001, and officially registered in (2022) as a company limited by guarantee, as an independent Kenyan parliamentarian's caucus entity but, bound by the common vision of APNAC.

APNAC-Kenya has registered key milestones over the years, highlights include; contribution in strengthening of over 15 anti-corruption and good governance legislations, follow up on implementation of over five key anti-corruption reports and committees work on anti-corruption, establishment and operationalization of a fully functional physical secretariat office for APNAC-Kenya (currently within continental building of Parliament), sustained recruitment of members with an average of 10-15 active members annually, undertaking sustained capacity building for members and contributing to the fight against corruption through strategic engagements both at the global, national, and local levels including through engagements with civil society organizations.

Specific to the period 2019-2023, key achievements areas for APNAC-Kenya including galvanizing and consolidating membership, institutional strengthening, identity building and capacity building of members as an anti-corruption parliamentary caucus. At the regional level APNCA-Kenya contributed to providing leadership in guiding the establishment and re-establishment of regional networks; with the then Kenya's National Assembly Speaker elected to be the APNAC - Africa President. Further, an APNAC-Kenya member, was also elected to be part of a committee leadership at the global level in GOPAC, signifying global recognition of contributions of APNAC-Kenya

1.2 APNAC Kenya's Vision, Mission and Core Values

Vision

To be the leading network of Parliamentarians working with stakeholders to strengthen parliamentary capacity to fight corruption and promote good governance.

Mission

To build the commitment and capacity of parliamentarians to play an accountability role towards a corruption free Kenya.

Core Values

Transparency, Accountability, Integrity, Good governance, Trust

Transparency

APNAC Kenya will foster initiatives that will provide greater access to public information to drive accountability.

Accountability

APNAC Kenya will operate on an accountability platform and will strive to promote accountability both within and in all spheres of the management of public affairs.

Integrity

APNAC Kenya will always maintain and uphold highest moral, ethical, and professional standards in our conduct, actions, and dealings.

Good governance

APNAC Kenya shall operate in adherence as well as strive to promote adherence to the universal principles of good governance.

Trust

APNAC Kenya Membership 2022-2027



Hon. Shakeel Shabbir Ahmed
MP Kisumu East
Chairman



Hon. Dr. Lilian Gogo
MP Rangwe
Vice Chair - National Assembly



Sen. Gloria Orwoba
Nominated Senator
Vice Chair - Senate



Hon. David Sankok
Vice Chair EALA



Hon. Benard Kitur
MP Nandi Hills
Secretary



Hon. CPA Julius Rutto
MP Kesses
Treasurer



Hon. Beatrice Adagala
CWR Vihiga County



Hon. Amos Mwago
MP Starehe



Hon. Abdi Khamis Chome
MP Voi



Hon. John O. Makali
MP Kanduyi



Hon. Adan Keynan
MP Eldas



Hon. Irene Mayaka
Nominated MP



Hon. Catherine Omanyoo
CWR Busia County



Hon. Geoffrey Ruku
MP Mbeere North



Hon. Alfa Ondieki
MP Bomachoge Chache

APNAC Kenya Membership 2022-2027



Hon. Gideon Ochanda
MP Bondo



Hon. Godfrey Osotsi
Senator Vihiga County



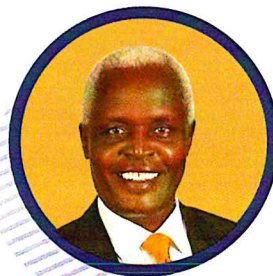
Hon. Omar Mwinyi
MP Changamwe



Hon. Okiya Omtatah
Senator Busia County



Hon. Tim Wanyonyi
MP Westlands



Hon. Rindikiri Mugambi
MP Buuri



Hon. Raphael Wanjala
MP Budalangi



Hon. Titus Lotee
MP Kacheliba



Hon. Edith Nyenze
MP Kitui West



Hon. Jared Okello
MP Nyando



Hon. David Mboni
MP Kitui Rural



Hon. Sabina Chege
Nominated MP



Hon. Joshua Kandie
MP Baringo Central



Hon. (Dr) Gideon Mulyungi
MP Mwingi Central



Hon. Mary Kitany
MP Aldai

SECTION 2: STRATEGIC PLANS BRIEFS

2.1 Highlights of 2019-2023 Strategic Plan

The first strategic plan provided a critical road map for APNAC-Kenya's take off and a foundation for critical progress achieved thus far. This second strategic plan is therefore anchored on the lessons learnt and experiences from the first strategic plan to harness the and maximize on the noted best practices while improving on the challenges and gaps during the first phase of the strategic plan. The review of the strategic plan is therefore noted as the most critical tool and document that provides an objective assessment on the progress registered so far by APNAC Kenya.

Highlights of achievements registered during the first phase of the strategic plans (2019-2023) can be summarized as below:

1. APNAC-Kenya is a rapidly growing Anti-corruption Parliamentary Caucus with established and operationalized institutional development frameworks. The following milestones were registered in this regard:

- i. Registration of APNAC-Kenya and subsequent operationalization of key identity documents including Strategic Plan, code of conduct for members, establishment of account and signatories.
- ii. Identity of APNAC -Kenya popularized through strategic advocacy about mission and vision leading to recognition as one of the parliamentary caucuses.
- iii. Membership recruitment was sustained leading to achievement of an average of 10-15 active members.
- iv. Recruitment of personnel and support functioning secretariat with an established physical office location.

2. Established and thriving strategic collaborations:

- i. Engagements with CSOs including joint strategy designs meetings were held leading to improved profile of APNAC-Kenya.
- ii. Established progressive partnership with civil society organizations under umbrella - Civil Society Parliamentary Engagement Network (CSPEN) and galvanized collaboration and partnership with Parliament on good governance programmes.
- iii. Engagement with other government agencies including leadership of executives were initiated and established.
- iv. Institutional development recognition and contributions at Africa and global levels

3. Follow up on and sponsorship of key anti-corruption and good governance promotion legislations, including.

- i. Conflict of Interest Bill 2023.
- ii. Proceeds of Crime and Anti-money Laundering Bill (Amendment Bill) 2021
- iii. Whistleblowers Protection Bill 2021.
- iv. Lifestyle audits Bill 2021
- v. Public Audit (Amendment) Bill 2021;

However, due to prevailing challenges including leadership dynamics, COVID-19 pandemic among other prevailing global economic challenges; some aspects of the strategic plan were unfulfilled as was expected. These included; below the target fundraising to support execution of the strategic plan fully, including full roll out of the governance structure of APNAC-Kenya, unaccomplished aspect of supporting and revitalizing other African chapters, including;

1. APNAC Burundi
2. APNAC Malawi
3. APNAC Mauritius
4. APNAC Zimbabwe
5. APNAC Zanzibar

2.2 Highlights of 2024-2028 Strategic Plan

This strategic plan is the second strategic plan for APNAC-Kenya after the maiden plan covered between 2019-2023. This strategic plan therefore plays two broad strategic roles;

- i. An opportunity to evaluate and review progress and status of APNAC-Kenya using the first strategic plan as the baseline and,
- ii. Harvesting the lessons and experiences of the previous strategic plan as a springboard for relaunching prosperity of APNAC taking into consideration the current context.

This second strategic plan has therefore benefitted immensely from the review of the 2019-2023 strategic plan in addition to review of relevant literature and rich reflections with various stakeholders including APNAC members (current and previous), relevant members of civil society, private sector and development partners.

An intensive approach of key informant interviews, focused groups discussions and validations forums were also utilized to ensure thorough review to inform strategic approaches and strategies to chart the next successful roadmap for APNAC in line with vision and mission.

In terms of layout of the document:

- i. Section 1: A highlight of the background of APNAC (K) and its identity;
- ii. Section 2: A summary of the strategy, giving highlight of the areas of focus
- iii. Section 3: Context scan, both inward looking (SWOT) and outward looking (PESTEL), which will shape the work of APNAC for the next five years including stakeholders' analysis.
- iv. Section 4: Sets out strategic areas to focus on for APNAC Kenya for the next five years both from outward and inward aspects. The highlight of the foci areas are summarized as follows;
 1. Inward focus areas; largely to focus on institutional strengthening through;
 - a. Secretariat strengthening
 - b. Fundraising for execution of the strategic plan.
 - c. capacity building of members
 - d. membership recruitment drive
 - e. Enhancing monitoring and evaluation,
 2. Outward focus areas;
 - a. Strengthening collaboration and partnership with strategic stakeholders especially; civil society through CSPEN, foreign missions, relevant private sector, executive, judiciary, oversight institutions, county governments as key partners and guided by lessons from the previous strategic plan.
 - b. Strengthening anti-corruption and good governance policy, legal and regulatory framework.
 - c. Support to regional and global anti-corruption networks or bodies
 - d. Sustained political accountability championing.
- v. Section 5: Covers the implementation, monitoring, and evaluation strategies APNAC Kenya will deploy in implementing the focus areas set out in this strategy.
- vi. Section 6: Shares governance and management structure to drive the strategy including governance principles to be applied.

SECTION 3: CONTEXT SCAN FOR APNAC KENYA'S WORK

3.1 Introduction

A review of the strength, Weakness, Opportunities and Threats was undertaken as an inward-looking scan for operating context. Similarly, Political, Environmental, Social, Technological, and legal outward-looking review was done to update the context. Additionally, the stakeholder's context was also reviewed.

3.2 SWOT Analysis

SWOT ANALYSIS	
Strengths	<ul style="list-style-type: none"> • Passion among sections of APNAC members in the fight against corruption • Diversity of membership drawn from both houses of Parliament and both sides of the political divides. • Longevity as APNAC members and Members of Parliament. • Formal recognition as a parliamentary caucus within Parliament. • Growing identity and visibility of APNAC-Kenya as an anti-corruption caucus. • Growing membership, both from National Assembly, Senate, and the East African Legislative Assembly (EALA) • Growing appreciation and contributions by APNAC Kenya in revival and establishment of National Chapters in Malawi, Zambia regionally and at global level in terms of contributions of APNAC-Kenya in the GOPAC committee leadership and sharing of experiences with other chapters in global conferences. • Established secretariat and continued efforts in strengthening the governance structures.
Weaknesses	<ul style="list-style-type: none"> • Influence of the party politics on the agenda of the caucus and network engagements. • Weak monitoring and evaluation aspects including documentation. • Funding and resource gaps for implementation of the full implementation of the strategies. • Inadequate capacity within the secretariat • Commitment deficits on some members.
Opportunities	<ul style="list-style-type: none"> • As a caucus, the reigning support from parliamentary leadership to drive the agenda of anti-corruption • Riding on the mandate of parliament and senate as strategic alignment in pushing the anti-corruption agenda. • Great support from other non-state actors and development partners. • Engagement with speakers of the national assembly and the senate for cordial engagements with members. • Tapping into sub national (counties) and regional parliamentary platforms (EALA)
Threats	<ul style="list-style-type: none"> • Deficits in political goodwill. • Constant changes in leadership within the APNAC structure after every election year affects continuity of influence within the APNAC leadership structure. • Party Patronage and alignment with the leadership of the house and executive agenda challenges. • Apathy among majority of parliamentarians in the fight against corruption.

3.3 PESTEL Analysis

FACTORS	ISSUE	IMPLICATION
Political	<ul style="list-style-type: none"> • A new administration in office • Unharmonized anti-corruption agenda by the new regime 	<ul style="list-style-type: none"> • Change of tact on anti-corruption • Opportunity for setting the pace
Economic	<ul style="list-style-type: none"> • Depressed economic situation • Financial constraints. • Increasing debt accountability issues. 	<ul style="list-style-type: none"> • Tipping point for relevance • Resource mobilization challenges in financing the SP. • Strategic focus on debt transparency issues.
Social	<ul style="list-style-type: none"> • Growing youthful population. • Glaring nepotism in public service employment. • Increasing social security burdens 	<ul style="list-style-type: none"> • Civic engagements and movements ideal for the push of good governance. • High expectation on action from members. • Greater demands for handout from members and conflicts of pushing for accountability
Technological	<ul style="list-style-type: none"> • Strategic growth and advancement in technology. • Technological advancements posing new threats for the fight against corruption by making it complicated and advanced through technology. 	<ul style="list-style-type: none"> • Opportunities for application in strategic engagements • Sophistications in fighting corruption and need for capacity building for members accordingly.
Environmental	<ul style="list-style-type: none"> • Climate change continues to pose a global threat. Kenya under the current administration is in a very strategic positioning and leading regional conversations. Also brings the burden of new frontiers for corruption in climate financing and funding. 	<ul style="list-style-type: none"> • Need for vigilance in enforcing accountability in the sector as colossal resources is pumped in the sector without clear accountability frameworks.
Legal	<ul style="list-style-type: none"> • Legal landscape on anti-corruption remains robust. • Weakening the implementation of chapter 6 of the constitution. • A number of constitutional commissions are legally undergoing leadership transitions. 	<ul style="list-style-type: none"> • Vigilance is required on implementation of the legal and policy framework on anti-corruption measures through follow ups and motions. • Opportunity to push for implementation of Chapter six in the three arms of government. • Opportunity for APNAC to influence good governance with the new leadership

3.4 Stakeholder Analysis

No.	Stakeholder(s)	Specific Actors	Collaboration Areas
1.	State Agencies	<ul style="list-style-type: none"> • Office of the Attorney General and Department of Justice (AG DOJ) • Parliamentary Committees and Caucuses like KEWOPA and KYPA • County Governments • The Council of Governors (CoG) • Ethics and Anti-Corruption Commission (EACC) • Independent Electoral and Boundaries Commission (IEBC) • Commission on Administrative Justice (CAJ) • National Gender and Equality Commission (NGEC) • Kenya National Commission on Human Rights (KNCHR) • Office of the Director of Public Prosecutions (ODPP) • Asset Recovery Agency (ARA) • Financial Reporting Centre (FRC) • National Anti-Corruption Campaign Steering Committee (NACCSC) 	<ul style="list-style-type: none"> • Partnerships for policy & legal research on Anti- Corruption framework in Kenya. • Anti-corruption Legal & policy designs and their implementation processes • Pushing for higher conviction rates in Kenya for economic crimes. • Capacity development and peer learning
		<ul style="list-style-type: none"> • The Judiciary • Parliamentary Service Commission (PSC) • Public Service Commission (PSC) • Judicial Service Commission (JSC) • Auditor General • Directorate of Criminal Investigations (DCI) • Kenya Medical Supplies Agency (KEMSA) 	<ul style="list-style-type: none"> • Collaboration on the agenda for fighting corruption
2.	Development Partners	<ul style="list-style-type: none"> • Westminster Foundation for Democracy (WFD) • Hivos • German Development Cooperation (GIZ) • Open Society Initiative for Eastern Africa (OSIEA) • Embassies and or foreign missions: German, Netherlands, Finland, Belgium, Sweden, Japan, China, Foreign Commonwealth and Development Office (FCDO), • USAID • World Bank • European Commission • UN Agencies- especially UNODC • African Development Bank (AFDB), 	<ul style="list-style-type: none"> • Supporting policy and legislative reforms in the anti-corruption work • Supporting Political Accountability and Institutional Development

3.4 Stakeholder Analysis

No.	Stakeholder(s)	Specific Actors	Collaboration Areas
3.	Civil Society Organizations	<ul style="list-style-type: none"> • Transparency International Kenya • Mzalendo Trust • Institute of Economic Affairs • International Budget Partnership (IBP) • ARTICLE 19 • International Commission on Jurists-Kenya Chapter • Kenya Human Rights Commission (KHRC) • The Institute of Social Accountability (TISA) • African Centre for Open Governance (AFRICOG) • Public Interest Litigation Caucus • National Integrity Alliance • Parliamentary Initiatives Network • Tax Justice Network (TJN) • Freedom of Information Network • National Taxpayers Association (NTA) • The Devolution Forum • Kenya Leadership and Integrity Forum • Religious Groups/Community 	<ul style="list-style-type: none"> • Collaboration and support to public interest cases on anti- corruption • Partnerships and Promotion of leadership and integrity • Devolution • Partnership on the advocacy for access to information and complaints handling
4.	Private sector	<ul style="list-style-type: none"> • Business Member Organizations (BMOs) and Individual companies • Kenya Association of Manufacturers (KAM) • Kenya Private Sector Alliance (KEPSA) • Kenya National Chambers of Commerce and Industry (KNCCI) • Professional bodies/Associations 	<ul style="list-style-type: none"> • Development of accountability models for both the public and private sector
5.	The public	<ul style="list-style-type: none"> • The Public 	<ul style="list-style-type: none"> • The general Kenyan public, individually and through their organized nascent organizations

SECTION 4: STRATEGIC FOCUS AND IMPLEMENTATION

4.1 Introduction

For the period 2024-2028, APNAC-Kenya will vigorously pursue re-branding and institutional transformation as a key driver for strengthening APNAC-Kenya for needed proactive engagements in anti-corruption and promotion of good governance. This strategic direction has been informed by the past strategic plan analysis, including the current context of SWOT and PESTEL analysis.

4.2 Strategic Focus for the Implementation of the plan

A review of the first strategic plan (2019-2023) revealed the need for a change of tact and approach in delivery of key prioritized areas for APNAC-Kenya's realization of progress in the delivery of their mission and vision. On visibility, the need for proactive approach on emerging and key good governance issues and legislations was noted as a prerequisite for visibility of APNAC Kenya. This was noted to be at the heart of harnessing public support that was noted to be lagging yet critical in any anti-corruption initiative and framework. Additionally, improving commitment of the members was noted as another critical aspect that needed revamping. Assigning of specific role and contribution on delivery was noted as key in addressing the noted gap alongside providing regular opportunities for bonding and synergies among members for sustained momentum in following up on critical action points and plans for the network.

At the core of transformation was noted to be an aspect of strengthening collaborations and partnership as both a strategic driver in implementation of the strategic plan as well as needed resource mobilization that was noted to be critical. Additionally, institutional strengthening at the secretariat level undoubtedly lays great foundation for take-off of APNAC Kenya plans and initiatives.

The 2024-2028 strategic plan will therefore be broadly guided by three main strategic goals namely;

1. Proactive legislative oversight.
2. Enhanced strategic partnerships and collaboration.
3. Strengthened Institutional framework.

In delivering the three goals, the following broad strategies will be applied;

- a. **Research on Anti-Corruption:** APNAC Kenya will identify systemic factors, evidence, opportunities and recommendations for combating corruption; and, to address legislative, regulatory and juridical gaps in the fight against corruption.

SECTION 5: STRATEGIC IMPLEMENTATION, MONITORING AND FRAMEWORKS

5.1 Strategic Objectives

Strategic goals and objectives.

Strategic Goals	Strategic Objectives
Proactive legislative oversight	<ol style="list-style-type: none"> 1. To strengthen at least 7 key anti-corruption and ethics policies, laws and regulations by 2025 2. To enhance fast-tracking enactment and implementation of progressive legislations/regulations and oversight action in line with Chapter six of the Constitution by 2028 3. To empower public and non-state actors on emerging and key anti-corruption legislative processes annually. 4. To establish a framework for tracking and following up on key anti-corruption legislations by 2025. (Regular consultation with the house business committee, constant enquiries with the "Table office" better brief on house business and order papers priorities, excel sheets etc)
Enhanced strategic partnerships and collaboration	<ol style="list-style-type: none"> 1. To strengthen and sustain collaboration frameworks with key anti-corruption agencies by 2028. (biannual roundtables, courtesy calls, - as part of strategies. 2. To establish a working relationship with both Senate and Assembly leadership for prioritization of members motions and Bills on anti-corruption by 2024. 3. To enhance collaboration and partnership with strategic anti-corruption stakeholders by 2024. (foreign missions, CSPEN, CSOs development partners, other assembly committees, global partnerships and platforms).
Strengthened Institutional framework	<ol style="list-style-type: none"> 1. To enhance resource mobilization strategy for APNAC-Kenya by 2024 2. To establish and rollout communication and media strategy for APNAC-Kenya by 2024 (press briefings, radio and tv engagements) 3. To Strengthening the Secretariat of APNAC-K by 2024 (establishing partnership with universities to second senior students to support APNAC work – e.g UoN, Strathmore! To strengthen APNAC-Kenya membership commitment by 2024.

5.2 APNAC Action Plan and Implementation Monitoring

1. Proactive legislative oversight				
Strategic Objectives	Strategies	Actions	Timeline (Months)	Responsible Institution
1.0 To strengthen at least 7 key anti-corruption and ethics policies, laws, and regulations by 2025.	<p>1.0.1 Through legislative research and Post legislative scrutiny (PLS) on Anti-corruption legislations</p> <p>1.0.2 Through strategic collaboration and cooperation with relevant parliamentary committees</p>	<p>1.0.1.1 Undertake PLS on at least 4 Anti-Corruption legislations and regulations.</p> <p>1.0.1.2 Seek participation in the UNCAC review processes.</p> <p>1.0.2.1 Advocate for enactment of at least 5 progressive anti-corruption legislations</p> <p>1.0.2.2 Collaborate and or sponsor drafting of at least 2 anti-corruption policies and legislations.</p> <p>1.0.2.3 Lobby members for effective budgetary support to anti-corruption institutions.</p>	12-25	Secretariat, Members.
1.2 To enhance fast-tracking enactment and implementation of progressive legislations /regulations and oversight action in line with Chapter 6 of the Constitution by 2028	<p>1.2.1 Through strategic motions and Bills sponsorship.</p> <p>1.2.2. Through follow -up on implementation of key committee reports and key oversight institutions reports and recommendations.</p>	<p>1.2.1.1 Sponsor at least 3 Bills/motions to address emerging corruption challenges.</p> <p>1.2.1.2 Re-introduce at least 1 anti-corruption law in the house for fast tracking.</p> <p>1.2.2.1 Fast track implementation of "watchdog" parliamentary committee reports through constant follow-up with the committee of implementation of the National Assembly.</p> <p>1.2.2.2 Follow up on the implementation of key recommendations from Auditor general's report</p>	12-25	Secretariat, Members

- b. Mobilize, Educate and Engage Kenyans:** Disseminate research results and convene learning events with government agencies, private sectors, and partner organizations to raise the awareness of Kenyans about the effects of corruption.
- c. Influence Change:** Engage parliamentarians and government officials; private sector and professional associations; media; universities; social and nongovernmental organizations; and the public to advance the anti-corruption action plans
- d. Building strategic partnerships:** APNAC Kenya will pursue mutually beneficial collaborations with other like-minded bodies, both governmental and non-governmental, which are also actors in the anti-corruption space. It recognizes the immense benefits it stands to derive from the expertise, experience, and resources of such bodies.
- e. Networking:** APNAC provides a big platform of networking and sharing of information and best practice not just for Parliamentarians across Africa and indeed the globe, but also for like-minded groups.

4.3 Financing the 2024-2028 Strategic Plan

Resource mobilization and fundraising has been identified to be at the Centre of APNAC -Kenya institutional strengthening for the next 5 years. To pragmatically approach this, a development of a standalone resource mobilization plan and strategy document has been proposed in this strategic plan as a key element of institutional development and priority area for the secretariat and membership of APNAC.

The review of the 2019- 2023 strategic plan however identified a number of opportunities through strategic collaboration and partnership at the disposal of APANAC-Kenya, harnessing the groundwork already done in the lapsing strategic plan.

Objectives	Strategies	Actions	Timeline (Months)	Responsible Institution
1.3 To empower at least 1000 public and non-state actors on emerging and key anti-corruption legislative processes annually.	1.3.1 Through proactive collaboration with and utilization of media. 1.3.2 Through public forums engagement opportunities/ collaboration with CSOs	1.3.1.1 Undertake quarterly media briefings on status of APNAC engagements on key and emerging anti-corruption legislative agenda. 1.3.1.2 Attend and participate in at least 1 quarterly Radio/TV programmers discussions on anti-corruption legislative agenda. 1.3.2.1 Hold at least 1 public forum per quarter in collaboration with key stakeholders.	Annually	Secretariat, Members.
1.4 To establish a framework for tracking and following up on key anti-corruption legislations by 2025	1.4.1 Through collaboration with parliament 1.4.2 Establish a framework for tracking key anti-corruption legislations	1.4.1.1 Second an officer to "desk office" for better brief on house business and order papers priorities. 1.4.2.1 Create an excel form for tracking various PANAC initiatives and key anti-corruption legislations being followed up.	12-25	Secretariat/ members
2. Enhanced strategic partnerships and collaboration.				
2.0 To strengthen and sustain collaboration frameworks with key anti-corruption agencies by 2028. (biannual roundtables, courtesy calls, - as part of strategies.	2.0.1 Through strategic networking and negotiations on areas of collaboration.	2.0.1.1 Undertake courtesy calls for sharing and sharing of APNAC-Kenya legislative agenda for the current strategic plan. 2.0.1.2 Initiate and ratify MoU with at least 3 anti-corruption institutions (EACC, CAJ, ODPP and Judiciary [JTI], LSK etc on anti-corruption agenda. 2.0.1.3 Initiate and ratify an MOU with learning institution's and or anti-corruption learning resource institutions. (University of Nairobi and U4 anti-corruption resource Centre) on critical anti-corruption study opportunities and learning programmed. 2.0.1.4 Organize for biannual roundtable discussion and briefing sessions with key anti-corruption agencies on legislative anti-corruption agenda.	12-28	Secretariat/ Members.

Objectives	Strategies	Actions	Timeline (Months)	Responsible Institution
2.1 To establish a working relationship with both Senate and Assembly leadership for prioritization of members motions and bills on anti-corruption by 2024.	2.1.1 Through strategic collaboration and networking engagements.	2.1.1.1 Organize courtesy calls meetings with both senate national assembly leadership 2.1.1.2 Organize biannual roundtable APNAC progress review meetings with both Senate and National assembly leadership.	12-24.	Members/ Secretariat.
2.2 To enhance collaboration and partnership with strategic anti-corruption stakeholders by 2024.	2.2.1 Through strategic networking and partnership engagements.	2.2.1.1 Organize biannual donor roundtable meetings targeting development partners, foreign missions and potential donor organizations. 2.2.1.2 Organize and participate in strategic annual anti-corruption days activities in collaboration with CSOs, (international anti-corruption day, African anti-corruption day, etc.)	12-24.	Members/ Secretariat.
3. Strengthened Institutional framework				
3.0 To enhance resource mobilization strategy for APNAC-Kenya by 2024.	3.0.1 Through resource mobilization plan development and execution 3.0.2 Through strategic collaborations and partnerships	3.0.1.1 Develop and operationalize resource mobilization plan. 3.0.1.2 Organize and hold donor roundtable with potential donors and development partners. 3.0.1.3 Develop and share strategic concept notes targeting both solicited and unsolicited calls for proposals. 3.0.2.1 Organize and hold joint activities with other stakeholders on anti-corruption initiatives. 3.0.2.2 Pursue joint responses to calls for proposals on anti-corruption.	12-24	Secretariat/ Members.
3.1 To establish and rollout communication and media strategy for APNAC-Kenya by 2024 (press briefings, radio and tv engagements)	3.1.1 Through development of a media and communication strategy.	3.1.1.1. Develop and roll out a 5-year communication strategy and protocols. 3.1.1.2 Issue regular communication and briefs on engagements of APNAC-Kenya. 3.1.1.3 Operationalize social media platforms for APNAC and communication strategy on updates on progress and contributions of APNAC-Kenya.	12-24	Secretariat/ Members.

Objectives	Strategies	Actions	Timeline (Months)	Responsible Institution
3.2 To Strengthening the secretariat of APNAC-K by 2024	<p>3.2.1 Through knowledge building and research.</p> <p>3.2.2 Through personnel management enhancement.</p>	<p>3.2.1.1 Undertake regular reviews and inputs on key anti-corruption legislations</p> <p>3.2.1.2 Commission undertake launch critical research study on emerging anti-corruption agenda in collaboration with learning institutions and or U4.</p> <p>3.2.1.3 Initiate and roll out documentation and plan for APNAC knowledge products and monitoring and evaluation instruments.</p> <p>3.2.2.1 Undertake training for the APNAC -secretariat on project management and critical legislative advocacy strategies.</p> <p>3.2.2.2 Partner with learning institutions on internship programmes for support of the secretariat.</p>	12-24	Secretariat/ Members
3.3 To strengthen APNAC-Kenya membership commitment by 2024.	3.3.1 Revamp membership commitment for APNAC-Kenya members.	<p>3.3.1.1 Secretariat to plan and organize quarterly membership briefs and synergy engagements</p> <p>3.3.1.2 Tasking of each member with a specific portfolio of SP delivery for contribution among all the members.</p> <p>3.3.1.3 Members participate in regional and international capacity building forums.</p> <p>3.3.1.4 Organize biannual members stocktaking and reflection</p>	12-24	Secretariat/ Members

5.3 Monitoring and Evaluation Matrix

1.0 Proactive legislative oversight			
Strategic Objectives	Impact indicators	Strategies	Output indicators
To strengthen at least 7 key anti-corruption and ethics policies, laws and regulations by 2025	<ul style="list-style-type: none"> Progressive anti-corruption legislation passed and enacted 	<ul style="list-style-type: none"> Undertake PLS to establish the progressiveness of the anti-corruption legislations Stakeholder analysis and review in reference to the enacted legislation. 	<ul style="list-style-type: none"> Enacted legislations Documented progressiveness in the Hansard reports. PLS documented reports.
To enhance fast-tracking enactment and implementation of progressive legislations/regulations and oversight action in line with Chapter six of the Constitution by 2028	<ul style="list-style-type: none"> Reduced incidents and perceptions on corruption in public resources utilization and public service delivery. Enhanced implementation of Chapter six by the three arms of government 	<ul style="list-style-type: none"> Strengthen collaboration with strategic stakeholders 	<ul style="list-style-type: none"> Oversight institutions on reduced level of corruption (AOG, COB, EACC etc.)
To empower public and non-state actors on emerging and key anti-corruption legislative processes annually.	<ul style="list-style-type: none"> Increased public and stakeholders' initiatives on anti-corruption in collaboration with APNAC 	<ul style="list-style-type: none"> Enhanced visibility of APNAC initiatives through documentation, communication, and dissemination of key anti-corruption legislative processes through public fora and media opportunities. 	<ul style="list-style-type: none"> Exit parliamentary reports and activity reports. APNAC Kenya periodic publications
To establish a framework for tracking and following up on key anti-corruption legislations by 2025	<ul style="list-style-type: none"> Anti-corruption policies and legislations highly ranked in parliamentary performance scorecard. (National Assembly and Senate) 	<ul style="list-style-type: none"> Enhance strategic networking and collaboration with key parliamentary committees and leadership of both Senate and National Assembly. 	<ul style="list-style-type: none"> PMOs Reports on parliamentary score card. Exit reports of key parliamentary committees

2.0 Enhanced strategic partnerships and collaboration

Strategic Objectives	Impact indicators	Strategies	Output indicators
To strengthen and sustain collaboration frameworks with key anti-corruption agencies by 2028. (biannual roundtables, courtesy calls, - as part of strategies.	<ul style="list-style-type: none"> Fundraising targets achieved and strengthened collaboration for delivery of APANC-Kenya agenda. 	<ul style="list-style-type: none"> Proactive networking initiatives with clearly outlined actions plan and roadmap on collaborations and partnership activities calendar. 	<ul style="list-style-type: none"> Activity reports
To establish a working relationship with both Senate and Assembly leadership for prioritization of members motions and bills on anti-corruption by 2024.	<ul style="list-style-type: none"> Increased recognition of APNAC members in both Houses by the leadership leading to prioritization of anti-corruption agenda in both houses 	<ul style="list-style-type: none"> Regular and strategic briefing meeting with House leaderships. Tabling well researched and information discussions in houses debates. 	<ul style="list-style-type: none"> Hansard reports
To enhance collaboration and partnership with strategic anti-corruption stakeholders by 2024.	<ul style="list-style-type: none"> Prioritization of anti-corruption and good governance promotion in the Government's agenda. Enhanced profile of APNAC-Kenya as a strategic and key anti-corruption outfit 	<ul style="list-style-type: none"> Strategic budgeting advocacy in governments Budget policy statement MTEF in favor of constitutional anti-corruption agencies. 	<ul style="list-style-type: none"> Budgetary reports documents.

3.0 Strengthened Institutional framework

To enhance resource mobilization strategy for APNAC-Kenya by 2024.	<ul style="list-style-type: none"> Achieved funding targets leading to increased execution of the APNAC initiatives and work plans. 	<ul style="list-style-type: none"> Strengthen strategic collaboration for visibility and joint actions. 	<ul style="list-style-type: none"> Activity reports and funding reports.
To establish and rollout communication and media strategy for APNAC-Kenya by 2024 (press briefings, radio and tv engagements)	<ul style="list-style-type: none"> Increased visibility of APNAC-Kenya and push for anti-corruption and good governance agenda by legislators. 	<ul style="list-style-type: none"> Strategic partnerships with media houses and media organizations. Joint activities and engagements with media houses especially on dissemination of information and public education. 	<ul style="list-style-type: none"> Media reports.
To Strengthening the secretariat of APNAC-K by 2024	<ul style="list-style-type: none"> Enhanced execution of APNAC Kenya initiatives and work plan leading to visibility and proactiveness in approach. 	<ul style="list-style-type: none"> Capacity building of the current staff. Strategic partnership with academia and institutions of higher learning. Leveraging on partnership with CSOs. 	<ul style="list-style-type: none"> Activity reports and documented progress
To strengthen APNAC-Kenya membership commitment by 2024	<ul style="list-style-type: none"> Increased involvement and participation of members in APNAC Kenya initiatives and work plan execution. 	<ul style="list-style-type: none"> Assigning of roles and responsibilities with targets to each individual member of APNAC 	<ul style="list-style-type: none"> Activity reports.

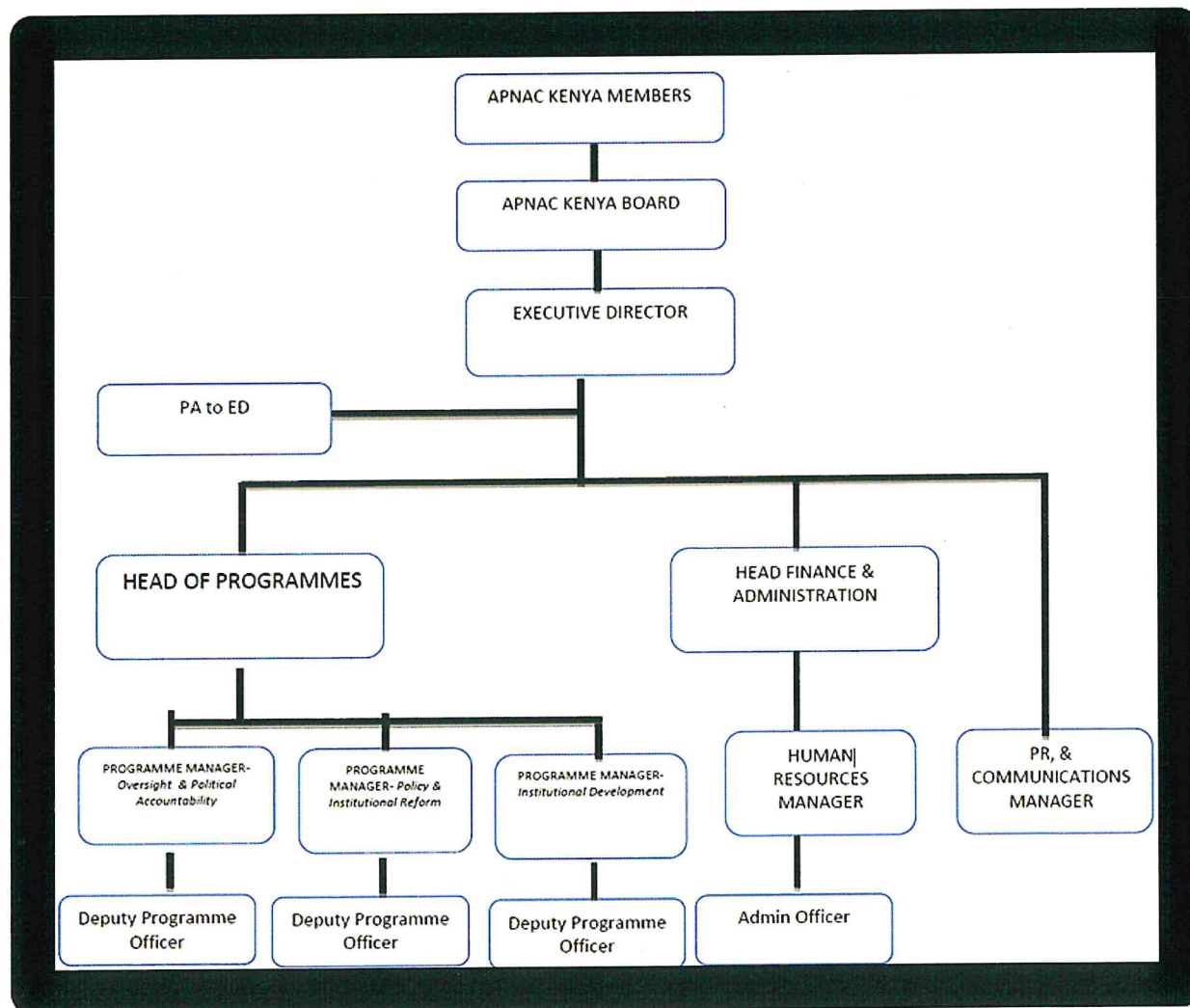
SECTION 6: MANAGEMENT AND GOVERNANCE

6.1 Organization Principles and Structure

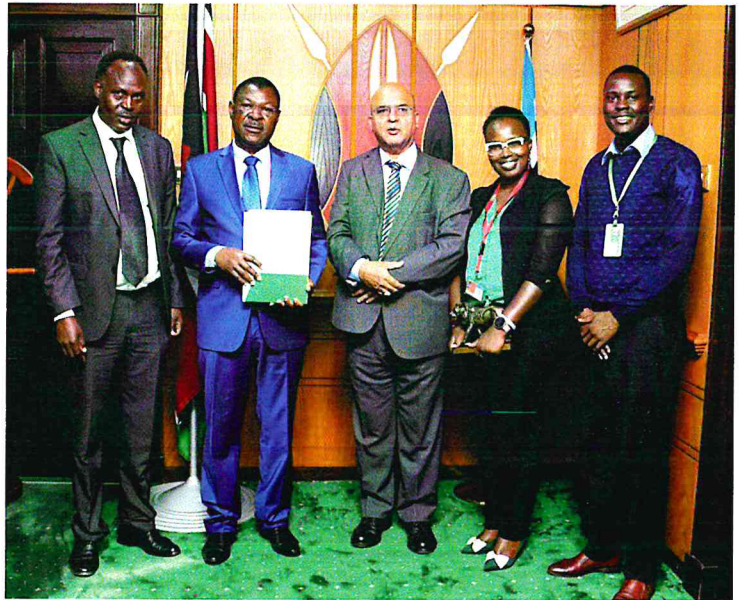
The second phase strategic plan will be driven by leadership and management governance principles hinged on:

- Membership focused;
- Core functions and aligned to mandate of legislators.
- Proactive on emerging accountability and governance issues.
- Service delivery based;
- Responsive to demands for new services,
- Respected at all level in the society and among members;
- Lean in terms of its manpower;
- Efficient in terms of human and financial resource utilization; and
- Effective in terms of achieving results and impact for its members.

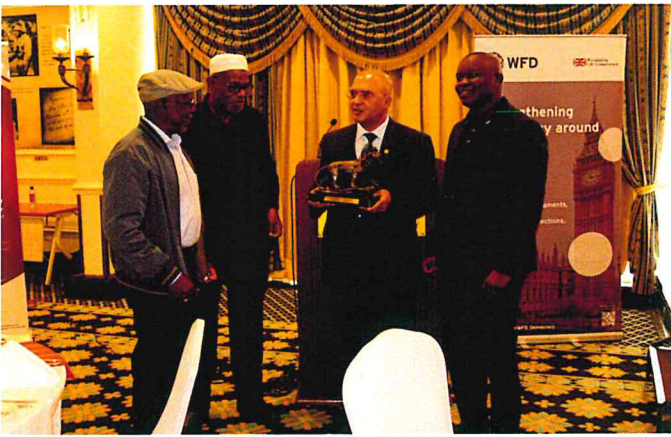
6.2 APNAC-Kenya Organogram



PICTORIAL



PICTORIAL



PICTORIAL

