



Directorate for Ethics and Integrity
OFFICE OF THE PRESIDENT

CORPORATE PLAN

2010 - 2014

“Promoting integrity for effective transformation of Uganda ”

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TABLE OF CONTENTS

<u>LIST OF ACRONYMS AND ABBREVIATIONS.....</u>	<u>II</u>
<u>EXECUTIVE SUMMARY.....</u>	<u>V</u>
<u>1.0 BACKGROUND.....</u>	<u>1</u>
1.1 HISTORY OF THE DIRECTORATE FOR ETHICS AND INTEGRITY (DEI)	5
1.2 OUR VISION, MISSION AND MANDATE	5
1.3 OUR CORE VALUES	6
<u>2.0 ORGANISATION OF DEI.....</u>	<u>7</u>
2.1 Finance and Administration Department.....	7
2.2 Ethics Education and Information Management Department.....	7
2.3 Legal Services Department	8
<u>3.0 REVIEW OF DEI PAST PERFORMANCES (2007 - 2009).....</u>	<u>9</u>
<u>4.0 KEY PERFORMANCE CHALLENGES</u>	<u>15</u>
<u>5.0 SITUATION ANALYSIS.....</u>	<u>16</u>
5.1 ORGANISATION ANALYSIS.....	16
<u>6.0 THE NEW DIRECTION 2010 - 2014.....</u>	<u>17</u>
6.1 STRATEGIC OBJECTIVES, OUTPUTS AND ACTIVITIES.....	17
6.2 OVERVIEW OF THE DEVELOPMENT PLAN: OUTPUTS & STRATEGIC ACTIONS....	17
<u>7.0 IMPLEMENTATION OF THE 2010 –2014 STRATEGIC PLAN.....</u>	<u>21</u>
7.1 Annual and Quarterly reporting	21
7.2 REVIEWING AND UPDATING THE STRATEGIC AND ANNUAL PLANS	21
7.3 CRITICAL FACTORS FOR SUCCESSFUL IMPLEMENTATION OF THE PLAN	22
7.4 KEY ASSUMPTIONS	22
7.5 Mid Term Implementation Matrix.....	
7.6 FUNDING PLAN.....	

LIST OF ACRONYMS AND ABBREVIATIONS

1. ACPPP	ANTI CORRUPTION PUBLIC PRIVATE PARTNERSHIP
2. ASSIP	ACCOUNTABILITY SECTOR INVESTMENT PLAN
3. CID	CRIMINAL INVESTIGATION DIRECTORATE
4. CSOs	CIVIL SOCIETY ORGANISATIONS
5. DEI	DIRECTORATE FOR ETHICS AND INTEGRITY
6. DPP	DIRECTORATE OF PUBLIC PROSECUTIONS
7. GOU	Government of Uganda
8. IAF	Inter Agency Forum
9. IG	Inspectorate of Government
10.M&E	Monitoring and Evaluation
11.MDAs	Ministries, Departments and Agencies
12.MOFPED	Ministry of Finance, Planning & Econ. Devt.
13.NACS	National Anti Corruption Strategy
14.NDP	National Development Plan
15.NIS	National Integrity Survey
16.NRM	National Resistance Movement
17.UNCaC	United Nation Convention against Corruption

PREFACE

This Corporate Plan covers the period FY 2010/11- 2013/14. Like the previous financial years, the plan is a result of a wide-ranging consultative process which has necessitated a re-design of new direction for the Directorate's programmes, harmonizing it with the National Anti Corruption Strategy (NACS 2009 – 2013), Accountability Sector Strategic Investment Plan (ASSIP) and the National Development Plan (NDP). The new strategy with key objectives of:

- a) developing standards for mainstreaming ethics and integrity in public and core private institutions by 2014
- b) raising awareness and increase the level of participation of public and core non state institutions in anti corruption activities by 2014
- c) strengthening and promoting an effective anti corruption legal framework by 2014
- d) monitoring implementation of anti corruption policies at the IAF and AS institutions level

Aims to:

- Enhance the planning, programming and budgeting linkages within the Directorate over the Medium Term (FY 2010/11- 2013/14)
- Identify new initiatives that need to be put in place in line with the National Anti Corruption Strategy, Sector Investment Plan and the National Development Plan.
- Facilitate monitoring, control and reporting on progress to ensure value for money.

The new strategic direction now put emphasis on deepening approaches of re- building ethics and integrity and further strengthening the coordination function of DEI to effectively work with broader array of stakeholders and engage the public to actively participate in this noble cause. This plan therefore is further practical commitment of government to implement the policy of Zero Tolerance to Corruption.

Alex B. Okello

PERMANENT SECRETARY

1.0 BACKGROUND

1.1 History of the Directorate for Ethics and Integrity (DEI)

Article 99 (4) of the 1995 Constitution of the Republic of Uganda empowers the President to designate responsibilities to any institution or agency to help him/her perform the functions as prescribed in clause (1). In pursuance of this article, His Excellency the President in 1996 assigned the Vice President the responsibility of overseeing the fight against corruption that led to the establishment of an Anti Corruption Coordination Unit in the office of the President. In 1998 this Unit was later re-designated the Directorate for Ethics & Integrity (DEI) as the policy arm in the fight against corruption with additional mandate of rebuilding ethics and integrity in the society. Under the government Sector Wide Approach to Planning (SWAP), DEI is a member institution of the Accountability sector and also the Secretariat for the Anti- corruption Inter- Agency Forum (IAF) coordinating efforts of IAF member institutions.

1.2 VISION, MISSION STATEMENTS AND MANDATE OF DEI

Vision

“A well governed and prosperous society that cherishes moral values and principles”

Mission

To coordinate national efforts against corruption and empower Ugandan society to uphold moral values and principles

Mandate

- i) Provide political leadership and coordinate national efforts against corruption
- ii) Set standards for rebuilding and promotion of ethics and integrity in society
- iii) Spearhead the development of anti corruption policies and legal framework
- iv) Monitor the implementation of ethical standards and anti corruption legislations

1.3 CORE VALUES

Integrity, Transparency, Honesty and Accountability (ITHA)

Values are fundamental moral foundation for conduct, growth and development at both personal and institutional level. DEI has core values that enhances its institutional culture and fosters conducive working environment. The staff of the Directorate therefore are expected to uphold the following values;

Integrity

Integrity ensures consistency and uprightness in ones character . This therefore means the Directorate's staff shall ;

- Be open minded and straight forward
- Be reliable and consistent in their actions and decisions
- Be responsible for their actions
- Be free from conflict of interest, and
- upholds the institutional credibility

Transparency

Public officers should provide services to the public in the most open and honest manner possible to enhance public scrutiny. The DEI staff shall;

- take decisions and actions in an open manner
- provide sufficient access to information and public scrutiny
- exercises neutrality, objectivity and fairness in execution of their work

Honesty

Honesty is a quality of truthfulness to oneself and others. It compels one to demonstrate right judgment and make objective decisions. The DEI staff thus shall be;

- objective at all times
- self motivated and firm in their decisions
- truthful and trustworthy to one another and stakeholders
- pursue moral uprightness and discipline

Accountability

This is promoting the duty and obligation or willingness to accept responsibility for one's actions. The DEI staff shall;

- Be answerable to stakeholders for their actions
- promote efficient and effective use of public resources
- pursue value for money expenditure of public resources

2.0 ORGANISATION OF THE DIRECTORATE

The Minister for Ethics and Integrity appointed by the President is the political head of the Directorate and provides guidance on policy matters to the institution. The Secretary, Ethics & Integrity is the Chief Executive Officer (Accounting Officer) responsible for all administrative and technical functions of the Directorate. In implementing its functions and objectives, the Directorate is structured into three key departments namely: *(Refer to Appendix A: DEI structure)*

2.1 Department of Finance and Administration (F&A)

Headed by the Principal Assistant Secretary, the department is responsible for planning, budgetary control, and effective coordination of the administrative matters of the institution. It has the following staff establishment:

- Principal Personnel Officer
- Senior Assistant Secretary
- Senior Accountant
- Senior Policy Analyst
- Accountant
- Assistant Secretary
- Procurement Officer
- Internal Auditor
- Two Senior Accounts Assistant

2.2 Department of Ethics Education and Information Management (EE & IM)

Headed by a Director, the Department is responsible for mainstreaming ethics and integrity in public office and also stimulating public awareness about ethics and integrity through workshops/seminars, publications, media (print and electronic) and other means the Directorate considers appropriate.

It has the following staff establishment:

- Deputy Director Ethics Education
- Deputy Director Management Information
- Principal Ethics Officer
- Principal Information Scientists
- Senior Ethics Officer
- Senior Information Scientist
- Three Ethics Officers
- Information Scientist (Librarian)
- Systems Administrator

2.3 Department of Legal Services (LS)

Headed by a Director, the Department is responsible for strengthening the anti corruption policy and legal framework through review and enactment of legislation.

It has the following staff establishment:

- Commissioner Legal Services
- Principal Legal officer
- Senior Legal officer
- Legal officer.

3.0 REVIEW OF PAST PERFORMANCES (2007—2009)

The National Anti Corruption strategy (NACS) is an overarching planning framework and agenda to achieve a Public Service that appreciates and embraces integrity; accepts the need for transparency and accountability; and ensures full compliance with anti corruption regulatory and legal requirements. The NACS sets a sector wide institutional framework under the umbrella of the Inter Agency Forum to provide a coordination mechanism for all anti corruption agencies

In line with the strategic objectives of NACS 2007—2009, the Directorate developed programmes that reached different sectors of Government and the wider public. Considerable progress was registered in the coordination of anti corruption efforts and re-building of ethics during this period. Below are some of the achievements registered:

3.1 Key programmes and achievements

a) Coordination of the development of national efforts to fight corruption

The Directorate has been coordinating the development of the National Anti Corruption strategy (NACS) since 2001. The development of the third cycle of NACS (2009 -2013) has just been completed. This strategy provides practical options to achieve the Zero Tolerance to Corruption policy direction. It widens the scope of participation in the fight against corruption with the main objectives of;

- Providing effective political leadership in the fight against corruption
- Increasing public demand for accountability and upholding national values
- Scaling up the enforcement of anti corruption measures.

b) Strengthening the anti corruption legal and policy framework

The cornerstone for the realization of the strategic objectives of NACS has been the strengthening of the legal framework to govern the national anti corruption efforts. Specifically, the development and enactment of the following legislation spearheaded by DEI has been critical:

The Whistleblower's` Protection Act 2010

The anti Corruption Act 2009

The anti pornography Bill (**Pending**)

The review of the Leadership Code Act to establish the **Tribunal (Pending)**

The National values policy (**Pending**)

c) The Whistleblower's Protection Act 2010

This Act originates from the background that corruption in most cases occurs in secrecy and people who are aware of these corrupt practices fear to report because doing so would lead to loss of their jobs or even lives; and therefore the need to protect informers or whistleblowers from victimization, dismissal and other forms of reprisal. It therefore also seeks to promote a culture of transparency and accountability and to provide protection to informers or whistleblowers

d) The Anti Corruption Act 2009

The Anti Corruption Act 2009 is the result of a review of the Prevention of Corruption Act. The purpose is to make the Country's primary anti corruption law more deterrent and better enforceable by the law enforcement agencies. This Act provides for the effectual prevention of corruption in both the public and private sector, introduces both proactive and reactive measures, repeals and replaces the Prevention of Corruption Act and consequently amends the Penal Code Act and the Leadership Code Act. It also enhances the powers of the Inspector General of Government and Director of Public Prosecutions. New procedures and orders are provided for in the Anti Corruption Act, these are Restraining and Confiscation orders. Furthermore, the Act extends the scope of corruption offences and introduces the concept of Illicit Enrichment as part of Uganda's domestication of the United Nations Convention against Corruption (UNCaC).

e) Strengthening capacity of IAF institutions to effectively implement NACS

In a bid to strengthen the capacities of the anti corruption agencies, the Directorate with funding support from USAID and counter part funding from Government of Uganda coordinated capacity building trainings in investigation skills, economic fraud management and cyber fraud crime to anti corruption agencies. In addition to the training programmes, DEI also coordinated the procurement of transport equipment for DPP, CID, IGG and PPDA. A total of 20 vehicles and 75 motorcycles were acquired to ease transport problem within these agencies.

f) Monitoring the implementation of NACS

To evaluate the progress, extent and quality of implementation of NACS, The Minister of Ethics and Integrity together with other Heads of IAF institutions, conducted regional inspection in the West Nile region, Acholi sub-region, Lango Sub-region, and western Uganda to document progress against the strategic objective of increasing public demand for accountability. In general terms, the implementation of NACS objectives country wide reveals the need for close supervision in order to effectively address the key objectives.

g) Promoting ethical conduct, accountability and effective leadership at the local government level.

In a bid to strengthen its function of coordinating national efforts against corruption and recognising the need to involve all the stakeholders in the process, the Directorate has partnered with the Local Governments to improve coordination of anti corruption efforts, effective leadership, accountability and good governance at district levels through establishment of the District integrity promotion forums. So far fifty three (53) Forums have been established .

The members of the forum are:

- Resident District Commissioner as **Chairperson**
- Chief Administrative Officer as **Secretary**
- District LCV Chairperson
- Chairman District Service Commission
- Chairman District Contracts Committee.
- Chairperson PAC
- District Police Commander.
- Resident State Attorney
- Mayor /chairperson LC3 of an urban authority.
- Head of Judiciary in the District.
- District Criminal Investigations Officer.
- District Internal Security Officer.
- Town Clerk
- Representative of the office of the Auditor General in the District
- Representative of the Office of the Inspectorate of Government in the District.
- A representative of the Anti- corruption civil society in the District.

To ensure that the forums are functional, the Directorate developed a strategy of enhancing the capacity of the District integrity forums through training workshops. These trainings target district officials and selected members of the anti corruption civil society in the district. The areas covered under the training include; ethical decision making, accountability, fighting corruption and effective leadership at local governments.

So far, twelve capacity building workshops have been organised in the districts of Pader, Bukwo, Sironko, Kanungu, Kyenjojo, Mbale, Masindi Apac, Kapchorwa, Arua, Nebbi and Amuru.

h) Integration of ethical values in school systems for sustainable national development

In pursuance of its mission of empowering Ugandan society to uphold moral values and principles, the Directorate is working closely with schools to rebuild ethics and integrity.

The National Curriculum Development Center (NCDC) revised the primary school syllabus with a view of integrating ethical values in school activities. This has now culminated in the development of the Thematic Curriculum which among other things requires a teacher to put emphasis on ethical values as a way of providing children with holistic education and uprightness.

To ensure that the ethical values are effectively integrated in school activities, the Directorate conducted a follow up programme to assess the extent of implementation of the curriculum in twenty four (24) pilot schools in Western Uganda. In that assessment, it was discovered that although the teachers generally know about the emphasis of these ethical values in the curriculum, they had limited knowledge of the values and how to integrate them in class activities. There was therefore need to build the teachers; capacity to ably implement this programme.

i) Building the capacity of primary school teachers to effectively integrate ethical values in school activities.

Arising from the school assessment exercise report, the Directorate developed a training program to backstop gaps in the implementation of ethical values in school activities. So far seven Primary Teachers' Colleges (PTCs) have been trained and the program is ongoing. The PTCs were strategically targeted because of its multiplier effect; they have the capacity to train student teachers as well as in-service teachers through the Center Coordinating Tutors (CCTs) thus providing a one stop center with the greatest multiplier effects. The PTCs trained include; Bukinda PTC, Kisoro PTC, Bishop Stuart PTC, Ibanda PTC, Bushenyi PTC, Kiyooro PTC-Ntungamo, and Buhungiro PTC-Kiruhura. The program for these trainings included an in-depth understanding of the concept of ethical values and other related concepts, appreciating the roles of key stakeholder in instilling values in children, and a practical lesson on how to integrate ethical values in class activities.

The participants for these trainings were drawn from the Tutors themselves, and other stakeholder such as; the Diocesan Secretary for Education, the District Education Officer and Inspectors of Schools, representative of the Teachers Union, and College Administration.

j) Increasing public participation in the fight against corruption and promoting public demand for accountable and transparent leadership

In 2005, Government established a structured collaboration with the Civil Society Organizations (CSOs) called Anti Corruption Public Private Partnership (ACPPP) for greater achievements in the fight against corruption. The ACPPP Framework which brings members of IAF together with some selected Anti corruption CSOs highlights four key areas of collaboration as; policy review and formulation, advocacy, research, and capacity building. Over the years, a number of activities have been jointly carried out. The following were the achievements:

Expansion of the membership: Due to effective coordination and mobilization by DEI, the number of partners has increased from two to twenty two organizations right from national, regional and to the district levels. Initially the national organizations included ACCU (Anti Corruption Coalition), UDN (Uganda Debt Network) which later expanded to include the Private Sector Foundation Unit (PSFU), Inter Faith Based Organizations (INFOC), Uganda Local Government Association, and Urban Authority Association of Uganda (UAAU), Transparency International-Uganda (TI), Uganda Ethics Network Outreach (UENO).

k) Enhancing the effectiveness of CSOs to demand for accountability and effective service delivery

To ensure effective participation of the CSOS, the Directorate was able to conducted capacity of trainings in areas of monitoring and evaluation, research and the understanding of how government operates i.e. systems, procedures and financial management through training.

With the funding support from USAID (Millennium Challenge Corporation-MCC), the Directorate for Ethics and Integrity (DEI) coordinated the implementation of planned programmes of selected Civil Society Organizations (CSOs) in 2009.

- ULGA, KICK, UJCC were given grants for raising public awareness through publication of anti corruption inquiries. In addition, this grant was meant to monitor and evaluate the effects of these campaigns.
- RAC, TAAC, TAC and ACCK were awarded grants to conduct anti corruption campaigns/advocacy.
- FUE, INFOC, ACCU and PSFU were awarded grants to develop public awards scheme for Anti corruption Champions. As a result, the National Book of Shame and Fame was published.

l) The Implementation of the United Nations Convention Against corruption (UNCAC)

Uganda signed and ratified the UNCAC and is thus expected to implement it by ensuring that its national legislation is in line with the provisions of the UNCAC. In a bid to bring countries that are signatory to the Convention, the Conference of States Parties (COSPS) established an implementation review framework in which countries would peer review each other to establish their status of implementation of the Convention.

Uganda volunteered to be peer reviewed in the first cycle of review by Rumania and Ghana. It has since submitted its self assessment report and a country visit by Rumania and Ghana was recently concluded (28th February to 4th March 2011). The country visit was intended to verify our self assessment report and to collect more information on our efforts to implement the UNCAC and the fight against corruption in general. The review was also intended to enable us identify areas that needed further strengthening.

m) Information Sharing & High Profile Case Monitoring:

The Inter Agency Forum against Corruption recognized the need to develop a mechanism to monitor the processing of high profile cases of corruption by the anti corruption law enforcement agencies. The other purpose of the mechanism would be the development of an information sharing framework between the partnering agencies to avoid the duplication of efforts and the exploitation of synergies. It was further to assist in tracking the implementation and enforcement of anti corruption laws and hence acts as a tool for identifying gaps for strengthening. This mechanism once implemented is also expected to expedite and increase the disposal of corruption cases through the justice system while at the same time increase collaboration among law enforcement agencies which will in turn lead to reduce the costs of enforcement. The Mechanism have been developed and will be operationalised the financial year 2011/2012.

4.0 KEY CHALLENGES

Although DEI made considerable strides in strengthening the anti corruption laws and policies, a lot still need to be done to equally strengthen their enforcement and re-building of ethics in society. During the implementation of the previous cycle of programmes, DEI experienced the following challenges:

a) **Limited resources:**

Due to the limited resources provided by government to the Directorate, most of the programmes remain under funded. There is need to lobby for additional funding from the development partners to enable the Directorate fulfill its mandate.

b) **Low staff morale**

Motivation of staff is also still a great challenge. Salaries that are commensurate with the work load has not been provided and this sometimes demotivates otherwise committed staff. The result has been a loss of many staff to the private sector where there are relatively better emoluments.

c) **Public apathy**

Citizens' participation is still wanting notwithstanding the enactment of the Whistleblowers Protection Law and the Freedom of Access to Information Act. Publics' apathy has remained great challenge.

d) **Inadequate capacity of the anti corruption agencies affected effective coordination by the Secretariat (DEI)**

There is still need to build the capacity of anti- corruption agencies especially with regard to the implementation of new laws and policy. The resources for this however are lacking. The investigative capacity needs to be strengthened to be able to handle the new and more sophisticated cases of corruption. Corruption is covert and its commission is increasingly more and more sophisticated. Our investigative capacity however is not able to meet these new challenges and has hence rendered poor enforcement of the laws.

e) **Inappropriate organization structure and staff establishment.**

Given the mandate of Dei, the current number of staff available to execute the functions is quite inadequate. This couple with the difficulty in retaining staff affected DEI's performance.

5.0 SITUATION ANALYSIS

5.1 Organisation Analysis

To effectively address the challenges that affected performance of DEI in the previous years, a critical analysis of the strengths, weaknesses, opportunities and threats (SWOT) that have bearing on the performance of DEI was carried out and presented as follows:

Strengths

- The constitutional provision (article 99 (4) that establishes the Directorate in the office of the President with the cardinal mandates of coordination and rebuilding morals in the society.
- The vote status which allows the Directorate to plan and manage its resources independently.
- Inter institutional support and commitment of the IAF member institutions
- An effective collaboration frame work with CSOs and other Non State Actors against corruption and misconduct in public office

Weaknesses

- limited publications of DEI performance
- Weak management control and practices such as non functional committees and low staff motivation
- Limited resources (financial, human and logistical) to enable DEI fully implement its mandates affects performances
- Poor communication and information sharing
- Ineffective coordination of IAF activities and working groups undermines .

Opportunities.

- Existing anti corruption legal and policy frame work
- Increased civic demand and ability to hold public officers accountable
- Effective CSOs network and commitment to eradicate corruption and abuse of office
- Existence of functional conventions against corruption at both regional and international level
- The capacity of the Directorate to directly deliver policy proposals to the cabinet
- Technological advancement that makes it easier to share relevant information across the board
- Public outcry and detest for corruption and immoral conduct
- Willingness by both government and donor community to support programs aimed at eradications of corruption and unethical conduct.

Threats

- Inadequate budgetary support to meet the resource requirements of the Directorate
- Public attitudes towards government efforts against corruption and abuse of office
- Poor remuneration of staff to meet the increasing cost of living
- The public attitude towards condoning the corrupt as successful promotes unethical practices
- Political interference in the fight against corruption undermines planned strategies
- Citizens' participation is still wanting notwithstanding the enactment of the Whistle-blowers Protection Law and the Freedom of Access to Information Act.

6.0 THE NEW DIRECTION 2010—2014

6.1 Strategic Objectives

Based on the SWOT analysis and challenges that affected DEI performances in the previous years, a new direction have been designed to ensure that DEI achieve its set mandate. The main focus now is on deepening approaches of re- building ethics and integrity and further strengthening the coordination function to effectively work with broader array of stakeholders and engaging the public to actively participate in this noble cause. This direction is in line with the objectives of National Anti Corruption Strategy (2009—13) of *increasing public demand for accountability and rejection of corruption* and the National Development Plan (NDP) outcome of *increased compliance to accountability policies, service delivery standards and regulation*.

The new direction centers on five key strategic objectives namely:

- a) *To develop standards for mainstreaming ethics and integrity in public and core private institutions by 2014*
- b) *To raise awareness and increase the level of participation of public and core non state institutions in anti corruption activities by 2014*
- c) *To develop and promote an effective anti corruption legal framework*
- d) *To monitor implementation of anti corruption policies at the IAF and AS institutions level.*
- e) *To provide effective and efficient administrative support services to DEI*

6.2 Overview of the development plan: key outputs and strategic actions

Strategic Objective 1:
To develop standards for mainstreaming ethics and integrity in public and core private institutions by 2014

Output:

- National ethical values policy developed and disseminated.
- Capacity of tutors in sixteen primary teachers colleges (PTCs) to integrate ethical values in school activities enhanced.

Strategic Actions

1. Conduct national consultation on National Values Policy
2. Produce the national values policy
3. Develop National Values Policy promotional materials
4. Organise forums to disseminate information on National Values.
5. Mainstream ethical values in school curriculum.
6. Train TTC tutors on how to mainstream ethical values in school syllabus
7. Monitor the integration of ethical values in School curriculum.
8. Conduct media programs to promote National Values

Strategic Objective 2:

To raise awareness and increase the level of participation of public and core non state institutions in anti corruption activities by 2014

Outputs:

1. Increased number of non state institutions participating in anti corruption activities.
2. Increased number of Local Governments participating in anti corruption activities.

Strategic Actions

1. Conduct training for CSOs in monitoring and reporting of corruption cases.
2. Create an enabling environment for participation of non state actors in anti corruption activities.
3. Conduct Bi - annual reviews for ACPPP collaboration framework.
4. Conduct consultation with local governments to establish coordination mechanisms to improve accountability and transparency.
5. Build capacity of district leadership in governance and accountability.
6. Monitor the observance of ethical and accountability standards in local governments.
7. Conduct media programs to promote accountability and transparency in local governments.

Strategic Objective 3:

To strengthen and promote an effective anti corruption legal framework

Outputs

1. Anti corruption laws developed.
2. Anti corruption laws and policies disseminated.
3. International anti corruption conventions and obligations complied to.

Strategic Actions

1. Conduct research, review and reform of legislation.
2. Preparing Bills
3. Handle individual complaints on corruption
4. Develop relevant laws
5. Prepare UNAC compliance/ self assessment reports
6. Simplifying of the anti corruption Laws.
7. Conducting Seminars and workshops to disseminate anti corruption laws.
8. Compile reports of commissions of inquiry

Strategic Objective 4:

To monitor implementation of anti corruption policies at the IAF and AS institutions level.

Outputs:

1. Annual IAF performance report.
2. Performance reports from various institutions received and compiled

Strategic Actions

1. Organise IAF quarterly and Annual review meetings.
2. Conduct and manage IAF meetings.
3. Compile NACS performance report.
4. Compile quarterly and annual reports

Strategic Objective 5:

To provide effective and efficient administrative support services to DEI

Output:

1. Staff recruited.
2. Appropriate staff capacity built.
3. Performance monitored.
4. Sufficient budgetary provisions in place.
5. Finances managed.
6. Goods and services procured.
7. Policies developed.
8. Departments facilitated and supported.
9. Secretariat and coordination function provided to IAF and AS
10. Facilities managed.
11. International conventions and obligations complied to.

Strategic Actions

1. Review DEI organisation structure
2. Develop the recruitment plan.
3. Declaration of vacant posts.
4. Develop a training plan
5. Prepare annual work plans/procurement plan
6. Conduct performance appraisal.
7. Develop rewards, recognition and sanctions.
8. Develop and submit expenditure plans
9. Maintaining records.
10. Submission of reports.
11. Conduct monthly meetings (Senior and Top Management)
12. Procuring of goods and services.
13. Develop and submit policies to cabinet and parliament e.g. Cabinet memos and Policy Statements respectively.

7.0 IMPLEMENTATION APPROACH

The Directorate will adopt a systematic approach towards the implementation of the 2010–2014 strategic plan. The performance of DEI in the previous years was greatly affected as a result of ad hoc approach adopted during the planning and implementation stages. This strategic plan aims to address that shortfall and to facilitate the smooth implementation of the plan, various mechanisms and processes are required:

- a) An annual operational plan to systematically roll it out with clear outputs, targets and indicators
- b) Institutionalization processes involving the Minister's leadership and staff for orientation, ownership and regular monitoring of progress.
- c) Commitment to establish structures and tools for planning, monitoring and evaluation. A Planning unit should be established and strengthened to measure success at all levels.
- d) A budget for the activities planned in the strategic plan
- e) Commitment to a mid-term review.

7.1 Annual and Quarterly reporting (monitoring)

In order to establish an efficient and effective coordination, annual plans alongside each strategic objective shall be designed at the planning stage.

Annual reports will be prepared against expected performance indicators and measurable outputs and outcomes. While quarterly reports will be produced to assess progress towards achieving annual targets and to make informed management decisions. The strategic plan and Annual plan therefore are the key documents in preparing these reports since they contain information on all performance indicators.

7.2 Reviewing and updating the Strategic Plan and Annual Plan

The implementation of both the Strategic Plan and Annual Plans is an on going process of revision and re-implementation. These plans will be reviewed and revised at least annually (during the annual planning and review meetings) and as necessary to reflect changes in strategy and/ or activities. The key principles here is to guide organisational learning.

7.3 Critical factors for the successful implementation of this strategy (external and internal)

The followings are key success factors to ensure that the 2010—2014 strategic plan is well executed:

a) Internal Factors

- i) Acceptance, commitment and ownership of the Plan at all levels of the institution
- ii) A committed, motivated and competent workforce
- iii) Proper annual planning, allocation and utilization of resources

b) External Factors

- i) Public confidence
- ii) Political will to fight corruption and rebuild ethics and integrity
- iii) Availability of adequate funding

7.4 Key Assumptions

Achieving outcomes set out in the 2010-2014 Strategic Plan will depend on the following key assumptions being met:

- a) Resources required to deliver the strategic interventions from government and development partners will be sufficient, delivered timely and aligned with priorities set in this strategy.
- b) There will be committed staff and supportive leadership that will ensure that the 2010-2014 Strategic Plan is implemented.
- c) Requisite legal, policy and institutional reforms will continue to be made to strengthen the legal and regulatory framework, to address gaps in the law as they are indentified, and weak enforcement.
- d) There will be a stable political environment supportive of systems and policies for administrative justice.
- e) Political will to fight corruption and rebuild ethics and integrity will continue to increase, with support for sanctions against the corrupt and prioritization of high profile cases.