



EASTERN AFRICA ASSOCIATION OF ANTI-CORRUPTION AUTHORITIES (EAAACA)

Strong Regional Collaboration Against Corruption



STRATEGIC PLAN 2019 – 2023

A UNITED REGIONAL FRONT AGAINST CORRUPTION



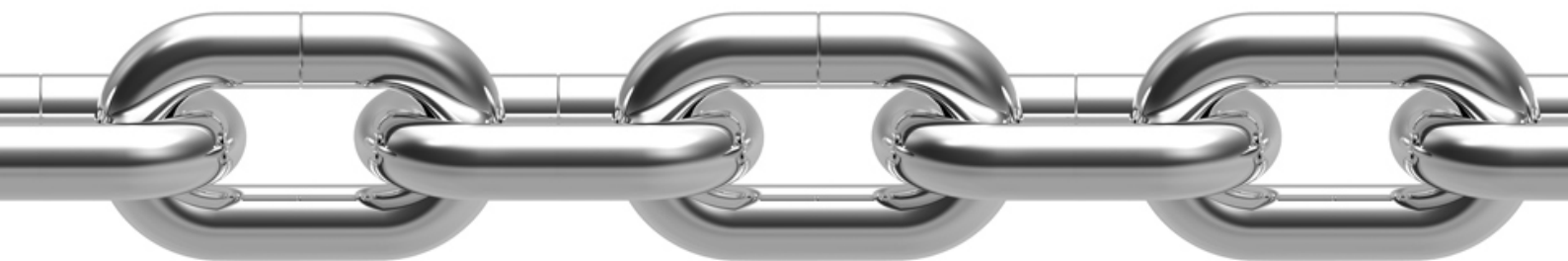
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VISION

An Eastern Africa Region free from Corruption

MISSION

To strengthen the capacity of EAAACA members to prevent and combat corruption through Regional cooperation



CORE VALUES

- Integrity
- Transparency and Accountability
- Commitment
- Equity and fairness
- Professionalism

PRINCIPLES

- Cooperation
- Innovativeness



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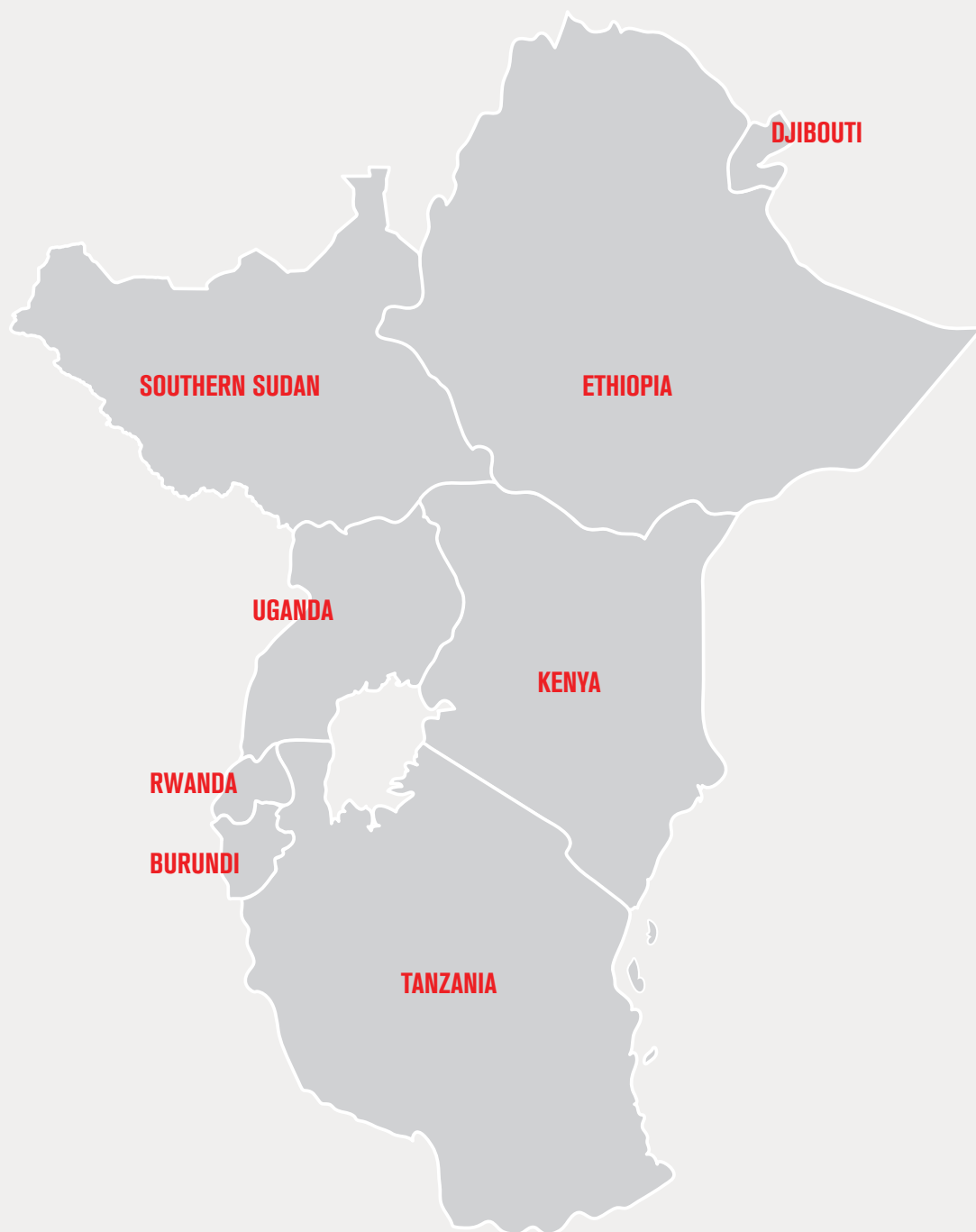
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ABBREVIATIONS & ACRONYMS

AfDB	African Development Bank
AGM	Annual General Meeting
ARIN	Asset Recovery Inter-Agency Network
ARIN-AP	Asset Recovery Inter-Agency Network Asia Pacific
ARIN-EA	Asset Recovery Inter-Agency Network for Eastern Africa
ARINSA	Asset Recovery Inter-Agency Network for Southern Africa
ARINWA	Asset Recovery Inter-Agency Network for Western Africa
AU	African Union
CARIN	Camden Asset Recovery Inter-Agency Network
CPI	Corruption Perception Index
DRL	Democracy, Human Rights and Labour
EAAACA	Eastern Africa Association of Anti-Corruption Authorities
EAC	East African Community
EACC	Ethics and Anti-Corruption Commission
ESAAMLG	Eastern and Southern Africa Anti-Money Laundering Group
EXCOM	Executive Committee
FATF	Financial Action Task Force
FEACC	Federal Ethics and Anti-Corruption Commission
FSRBs	FATF-Style Regional Bodies
GIZ	German Society for International Cooperation, GmbH
IFF	Illicit Financial flows
IG	Inspectorate of Government

IGE	Inspection Generale d’Etat
IMF	International Monetary Fund
IS	Implementing Strategy
M&E	Monitoring and Evaluation
MDG’s	Millennium Development Goals
MLA	Mutual Legal Assistance
NGO	Non-Governmental Organisation
OD	Organisational Development
OECD	Organisation for Economic Co-operation and Development
PCCB	Prevention and Combating of Corruption Bureau
PESTEL	Political, Economic, Social, Technological, Environmental, Legal
SBAC	Special Brigade Anti-Corruption
SDG’s	Sustainable Development Goals
SIDA	Swedish International Development Cooperation Agency
SOs	Strategic Objectives
SSACC	South Sudan Anti-Corruption Commission
StAR	Stolen Asset Recovery
SWOT	Strengths, Weaknesses, Opportunities, Threats
TI	Transparency International
UNCAC	United Nations Convention against Corruption
UNODC	United Nations Office on Drugs and Crime

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FOREWORD

EAAACA Strategic Plan 2019-2023 comes at a time when corruption in Eastern Africa is perceived to be high irrespective of the anti-corruption initiatives put in place resulting into diverse political, social, economic and environmental costs to societies. Our Strategic Plan is ambitious. It defines how we will combat corruption within a challenging and changing environment through regional cooperation. The plan has been devised with the involvement and support of EAAACA / ARINEA members through an extensive consultative process that has also engaged the external stakeholders and influencers.

EAAACA has exciting aspirations as it moves into a new era of development. This Plan, which will guide the Association's work over the next five (5) years, captures four key priorities that will enhance our reputation and position us on a global anti-corruption platform. We will be Eastern Africa regional-centric but globally connected, and the experience of our members will be distinctive in the fight against corruption.

The Strategic Plan is structured around four (4) strategic areas which naturally reflect the evolution of the Association as well as the context in which the EAAACA members are operating and they are: *regional co-operation, culture of integrity, asset tracing* and *recovery and institutional resilience*. EAAACA will continue to strengthen its governance and management, to ensure the capacity of the Secretariat to provide support and to attract the funding to keep the Association running, relevant and impactful.

EAAACA recognizes that in order to achieve success, it must and will continue to work in partnership with its key stakeholders across member countries, development partners and the public. EAAACA therefore welcomes the participation and support from these stakeholders as it is mainly through these collaborative efforts, that significant strides in the fight against corruption will be made.

Ayeligne Mulualem

President, EAAACA

ACKNOWLEDGEMENT

The Eastern Africa Association of Anti-Corruption Authorities (EAAACA) Strategic Plan is based on the importance of forging regional collaboration and partnerships in the fight against corruption in the Eastern Africa Region. It was developed in consultation and collaboration with various stakeholders particularly the Heads and staff of the Anti-Corruption Agencies, the development partners and the Focal Persons for the Asset Recovery Inter-Agency Network for Eastern Africa (ARINEA).

The plan was further informed by corruption trends and policies of the member countries of EAAACA as well as the lessons learnt in the implementation of the EAAACA Strategic Plan (2014-2018).

It is therefore against this background that the members of the Eastern Africa Association of Anti-Corruption Authorities acknowledges the following Head of the Members Anti-Corruption Agencies for their strategic direction and support towards the development of the Strategic Plan: Mr. Valentino Mlowola - Director General of Prevention and Combating Corruption Bureau of Tanzania, Hon. Ngor Kulang Ngor- Chairperson, South Sudan Anti-Corruption Commission, Mr. Halakhe Waqo - Secretary / Chief Executive Officer, Ethics and Anti-Corruption Commission, Justice Irene Mulyagonja - Inspector General of Government, Inspectorate of Government, Mr. Ayeligne Mulualem – Commissioner, Federal Ethics and Anti-Corruption Commission, Mr

Murekezi Anastase - Chief Ombudsman, Office of the Ombudsman, CP Jean Damascène NKESHIMANA – Commissioner, Special Anti-Corruption Brigade, Mr Hassan Issa Sultan - Inspector General of State, Inspectorate General.

Further acknowledgment and appreciation to the GIZ team led by Mr Opimbi Osore – Coordinator GIZ-IFF Global Programme and Mr. Benjamin Maina – GIZ, the Imprint Team led by Dr. Lydia Mpanga Sebuyira and Mr. Ssamula Rodgers Ivan whose efforts led to the development of a good plan. In addition, the EAAACA Secretariat headed by the Ag. General Secretary – Ms Munira Ali and Ms Peace Watmon. All individuals and institutions that contributed and supported the development of plan are greatly appreciated.

This plan will take the regional efforts in the fight against corruption to great heights. We urge all stakeholder to embrace and support EAAACA in the implementation of this strategic plan in order to effectively and efficiently fight corruption.

EXECUTIVE SUMMARY

Eastern Africa Association of Anti-Corruption Authorities (EAAACA) has embarked on the development of a Strategic Plan 2019-2023 that will provide a sense of direction, guide the day to day decisions, evaluate progress and provide approaches that will enable EAAACA to achieve its objectives. This process was informed by a situational analysis of EAAACA's environment, an evaluation of the performance of the previous Strategic Plan and an analysis of EAAACA's stakeholders' views and expectations.

The previous Strategic Plan (2014-2018) expires at the end of 2018. The assessment shows that the plan focused on building the capacity of members through initiatives that promote, facilitate and regulate cooperation among the member authorities; conducting research on new and best practices and innovations to improve and enhance the effectiveness of Anti-Corruption Authorities in the Eastern Africa region; coordinating and harmonizing the policies and legislation between members for purposes of prevention, detection, investigation, punishment and eradication of corruption in the East African Community region and ensuring that the association is organizationally sound and sustainable. These objectives as stated in the Plan were, however, not achieved due to inadequate capacity of the secretariat to implement, measure, monitor and evaluate the plan.

In the next five (5) years (2019-2023), EAAACA envisions **“An Eastern Africa Region free from Corruption”** which will be achieved by **“Strengthening the capacity of EAAACA members to prevent and combat corruption through regional cooperation.”** To move towards the above stated vision and to accomplish the mission, EAAACA sets out to pursue the following four (4) strategic objectives over the next five (5) years:

- i. **Promote regional cooperation in prevention and combating corruption, asset tracing and recovery:** This strategic objective will focus on promoting cooperation among EAAACA members to ensure effectiveness of measures and actions to prevent, detect, investigate, punish and eradicate corruption within the region.
- ii. **Cultivate a regional culture of integrity through increasing public and political involvement in the fight against corruption:** This strategic objective focuses on reinforcing a culture of integrity among the EAAACA member countries by increasing public awareness, participation in the prevention and combating corruption in the region.
- iii. **Strengthen cross border asset tracing and recovery:** This strategic objective aims at strengthening EAAACA asset tracing and recovery initiatives and supporting ARIN-EA to effectively share information so as to reinforce asset tracing and recovery in Eastern Africa.

- iv. **Strengthen institutional resilience for effective fight against corruption:** This strategic objective aims at enabling the EAAACA and ARIN-EA to fulfil her vision by putting in place the right institutional resources and systems. The capacity of EAAACA and ARIN-EA to deliver spans beyond having the right human and financial resources to also include the right systems, processes and facilities.



1 INTRODUCTION

Signing EAAACA Presidency



Heads of anti-corruption agencies and staff of Eastern Africa after signing the amended EAAACA Constitution, Arusha Tanzania 2018.

1.1 BACKGROUND

1.1.1 Eastern Africa Association of Anti-Corruption Authorities

Eastern Africa Association of Anti-Corruption Authorities (EAAACA) is the umbrella Association of Anti-Corruption Institutions of East African Community Countries formed on 8th September 2007 in Kampala, Uganda when the heads of Kenya Anti-Corruption Commission, Prevention and Combating Corruption Bureau of Tanzania and Inspectorate of Government of Uganda signed the Kampala Declaration of EAAACA, to provide a platform for, among other things, mutual assistance in training, detection, investigation, prosecution and exchange of information, intelligence, experiences and good practices aimed at combating corruption in all its manifestations.

The Association was thereafter launched in Nairobi-Kenya on 9th November 2007 when the EAAACA Constitution¹ was signed. It is composed of: Kenya Anti-Corruption Commission (now Ethics and Anti-Corruption Commission (EACC), Prevention and Combating of Corruption Bureau of Tanzania (PCCB), Inspectorate of Government of Uganda (IG), Office of the Ombudsman of Rwanda and the Special Brigade of Anti-Corruption Commission of Burundi. The Association has since expanded to include Anti-Corruption Authorities of other countries in the greater Eastern African Region, namely; Federal Ethics Anti-Corruption Commission (FEACC) of Ethiopia, Inspection General of the State of Djibouti and South Sudan Anti-Corruption Commission, (SSACC).

The vision of the Association is **“An Eastern Africa Region free from Corruption”**

Its mission is **to strengthen the capacity of EAAACA members to prevent and combat corruption through regional cooperation.**

The achievement of the objectives and interests of the Association (appendix 1) imposes obligations, tasks and responsibilities on all members of the Association, which may have social, political, economic and legal connotations. A patriotic approach therefore is considered to be the best option for EAAACA members to dedicate themselves to a common responsibility of promoting zero tolerance to corruption in the Eastern African Region.

EAAACA's niche is capacity development of member institutions, coordination and collaboration of members in the fight against corruption, provision of a facilitation forum for the heads of the authorities to communicate and share best practices and developments in their countries, joint voice to work with the western havens and joint engagement in asset recovery.

1.1.2 The Asset Recovery Inter-Agency Network for Eastern Africa

The Asset Recovery Inter-Agency Network for Eastern Africa (ARIN-EA) was launched on 6th November 2013 in Kigali, Rwanda following a resolution taken during the 7th Annual General Meeting of the Eastern Africa Association of Anti-Corruption Authorities (EAAACA). ARIN-EA's objective is to provide an informal network in the Eastern Africa region for the exchange of information that will lead to the recovery of assets acquired through crime. Stolen assets are often transferred to foreign jurisdictions, making the process of asset recovery even more complex and time consuming. ARIN-EA also works with other regional networks in asset recovery initiatives which focuses on all proceeds of crime and not just the proceeds of corruption.

ARIN-EA recognizes the need to promote cooperation at the regional level as well as in international fora to effectively track/ trace and recover stolen assets within and beyond the territorial boundaries of Eastern Africa in collaboration with relevant actors.

1 Amended constitution of the Eastern Africa Association of Anti-Corruption Authorities 2014, Article 6, Pg. 4

Each of the eight (8) EAAACA members has nominated at least two (2) focal points to the network: one of whom should be from the Anti-Corruption Agency while the other may be a prosecutor or judicial officer depending on a country's judicial system. EAAACA continues to support ARIN-EA to ensure it succeeds and fulfils its aim and objectives since Asset recovery is a core mandate of EAAACA.

The following are the specific objectives of the Network, among others:

- i. Focus on the proceeds of all crimes, within the framework of international obligations;
- ii. Establish itself as a center of expertise and develop best practices in all aspects of tackling the proceeds of crime;
- iii. Promote the exchange of information and best practices;
- iv. Establish a network of contact points;
- v. Form a solid international network with related entities such as CARIN, ARINWA, ARINSA, Rrag, ARIN-AP, Global Focal Points on Asset Recovery
- vi. Facilitate and promote training and research in all aspects of tackling the proceeds of crime;
- vii. Act as an advisory group to other appropriate authorities; and
- viii. Cooperate with the private sector and civil society in achieving its aims.

ARIN-EA works closely with other regional networks in asset tracing and recovery initiatives with a view to recovering proceeds of crime located in other parts of the world and also to learn best practices. ARIN-EA cooperates and works with CARIN (Europe, USA and Canada), Rrag (Latin America), ARINSA (Southern Africa), ARIN-AP (Asia Pacific) and ARINWA (West Africa). ARIN-EA focal points are able to seek informal assistance and follow up on requests for Mutual Legal Assistance from the other regional networks thus improving the recovery of proceeds of corruption and all crimes. ARIN-EA also works with other international entities which provide support and technical expertise in the pursuit and recovery of stolen assets and proceeds of crime such as the

Stolen Asset Recovery (StAR) Initiative of the World Bank, Interpol and UNODC as well as FATF Style Regional Bodies (FSRBs) like ESAAMLG. Through informal network, information is exchanged on criminal matters on an informal basis but reverting to the formal channels of Mutual Legal Assistance (MLA) once the informal assistance has expedited establishment of facts regarding a case. The contacts established through the networks gain trust in the Focal Points they deal with and are therefore able to give prompt assistance when requested to do so.

1.2 RATIONALE FOR THE DEVELOPMENT OF EAAACA STRATEGIC PLAN 2019-2023

The Strategic Plan is informed by the following factors:

a) Review of the previous Strategic Plan (2013-2018)

The review of performance of the previous Strategic Plan highlights achievements, challenges and lessons learnt. This Strategic Plan incorporates these issues to improve on the Association's initiatives to prevent and combat corruption in the Eastern Africa Region.

b) Institutional Reports of EAAACA Members

EAAACA members are mandated according to the EAAACA Constitution, Article 9 (3b) to submit annual reports during the AGM. Through these reports, members share experiences, achievements and challenges faced in their respective jurisdictions. This Strategic Plan addresses these challenges through a collaborative approach.

c) Alignment to Members' National Development Priorities

Each member derives their mandate and powers from their Constitutions and Acts of Parliament. This Plan is aligned to mandates of EAAACA members.

d) Emerging issues in the Anti – Corruption Environment

In the Strategic Plan (2013-2018), new issues and developments emerged that need to be addressed in this Strategic Plan, some of which are:

- Strengthening asset recovery initiatives through ARIN-EA to enhance regional and economic growth;
- The need to strengthen governance and operations at the EAAACA Secretariat;
- Finalizing the EAC Protocol on governance;
- The need to clearly define monitoring and evaluation of EAAACA Strategic Plan;
- Lack of capacity of Anti-Corruption Authorities to investigate and prosecute perpetrators, especially in their regional offices;
- Increased levels of corruption in the region;
- Increasing transnational and cross border nature of corruption; and
- Increasing use of technology in the perpetration of corruption and economic crimes

1.3 THE FORMULATION PROCESS

The formulation of the strategy was based on the following three (3) phases indicated below.

I. Phase I: Plan Inception

- i. Inception meeting
- ii. Literature Review of relevant documents
- iii. Inception Report

II. Phase II: Strategy Formulation

- i. Stakeholder Consultation
- ii. Strategic Planning Retreat
- iii. Performance evaluation of the previous Strategic Plan
- iv. Draft of Strategic Objectives and implementation strategies

III. Phase III: Strategic Plan Documentation

- i. Draft Strategic Plan for EAAACA 2019-2023
- ii. Development of Monitoring and Evaluation matrix for the Strategic Plan 2019-2023
- iii. Review and Quality Assurance
- iv. Final Strategic Plan for EAAACA 2019-2023

1.4 STRUCTURE OF THE STRATEGIC PLAN

The Strategic Plan is divided into seven (7) chapters: Chapter One gives the background information about EAAACA and ARIN-EA, and the rationale for the Strategic Plan; Chapter Two presents the EAAACA mandate in line with the international and regional instruments; Chapter Three assesses the previous Plan, highlighting achievements, challenges and recommendations for the future; Chapter Four presents the EAAACA environmental scan of the internal and external operating environment (SWOT, PESTEL and Stakeholders Analysis); Chapter Five presents the strategic model including the vision, mission, core values and strategic goals. The strategic themes, issues, objectives, implementing strategies and assumptions are also presented in this chapter; Chapter Six provides the monitoring, evaluation and reporting framework with the M&E Matrix appended; Chapter Seven presents the structure and resource requirements for the implementation of the Strategic Plan.



The 9th Annual General Meeting of the East African Association of Anti-corruption Authorities held from 29th - 30th September 2015, at Imperial Resort Beach Hotel, Entebbe, Uganda.

2 EAAACA MANDATE

Handover of EAAACA Presidency



Handover of Instrument of Power from President /Director General Prevention and Combating of Corruption Bureau (PCCB) Tanzania Mr. Valentino Mlowola to Incoming President Commissioner Federal Ethics and Anti-Corruption Commission (FEACC) Ethiopia Mr. Ayeligne Malualem - 2019.

2.1 INTRODUCTION

This chapter explains the international and regional instruments from which EAAACA draws its mandate and its role in realizing the priorities therein. These include the United Nations Convention against Corruption, United Nations SDGs, Africa Agenda 2063, AU convention on preventing and combating corruption, EAC Treaty and EAAACA member States' Policies and Legal Instruments.

2.2 UNITED NATIONS CONVENTION AGAINST CORRUPTION (UNCAC) 2003

The United Nations Convention against Corruption (UNCAC) is a legally binding universal anti-corruption instrument and in Article 1 (b), it provides that the purpose of the Convention is to promote, facilitate and support international cooperation and technical assistance in the prevention of and fight against corruption, including asset recovery. The Convention covers five (5) main areas: preventive measures; criminalization and law enforcement; international cooperation; asset recovery; as well as technical assistance and information exchange. EAAACA's role in her Constitution Article 6(a), is to promote, facilitate and regulate cooperation among the Partner States to ensure the effectiveness of measures and actions to prevent, detect, investigate, punish and eradicate corruption and other related offences in Eastern Africa.

2.3 THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS (SDGS)

In September 2015, countries adopted the 2030 Agenda for Sustainable Development and its 17 Sustainable Development Goals which officially came into force on 1st January 2016. These Goals universally apply to all and countries mobilize efforts

to end all forms of poverty, fight inequalities and tackle climate change, while ensuring that no one is left behind.

EAAACA is guided by SDG sixteen (16) which aims at promoting peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels and targets;

- By 2030, significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organized crime
- Substantially reduce corruption and bribery in all their forms
- Develop effective, accountable and transparent institutions at all levels

EAAACA contributes to the attainment of the above goal through promotion of a culture of zero tolerance to corruption across the Eastern African region, strengthening ARIN-EA to trace and recover stolen assets and building a platform for information sharing to significantly prevent and combat corruption, especially across borders.

2.4 THE AFRICA AGENDA 2063

This strategic framework for the socio-economic transformation of the continent over the next 50 years builds on, and seeks to accelerate, the implementation of past and existing continental initiatives for growth and sustainable development. The continent rededicated herself to the enduring Pan African vision of "an integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the international arena." In order to make the above vision a reality, Agenda 2063 has seven (7) Aspirations and the EAAACA mandate resonates with Aspiration 3: An Africa of good governance, democracy, respect for human rights, justice and the rule of law. EAAACA will advocate for a universal culture of good governance,

democratic values, gender equality, and respect for human rights, justice and the rule of law.

2.5 AFRICAN UNION CONVENTION ON PREVENTING AND COMBATING CORRUPTION

The African Union Convention on Preventing and Combating Corruption was adopted in Maputo on 11 July, 2003 to fight rampant political corruption on the African continent, considering that freedom, equality, justice, peace and dignity are essential objectives for achievement of the legitimate aspiration of the African people. Article 2(2) sets out objectives which included, among others, to promote, facilitate and regulate cooperation among the Partner States to ensure the effectiveness of measures and actions to prevent, detect, investigate, punish and eradicate corruption and other related offences in Africa. EAAACA will promote regional cooperation in prevention and combating corruption across Eastern Africa.

2.6 TREATY FOR ESTABLISHMENT OF EAST AFRICAN COMMUNITY 1999

The treaty was signed on 30th November, 1999 in Arusha and, under Article 5, the Community's objectives, amongst other things, are to develop policies and programmes aimed at widening and deepening cooperation among Partner States in political, economic, social and cultural fields, research and technology, defence, security and legal and judicial affairs for mutual benefit. In addition, Article 6 has one of the fundamental objectives that govern the achievement of the Community as good governance, including adherence to principles of democracy, the rule of law, accountability, transparency and social justice, amongst others. EAAACA will ensure achievement of the above

objectives by advocating for harmonisation of policies and laws in the area of prevention and combating of corruption and good governance.

2.7 NATIONAL CONSTITUTIONS OF EAAACA MEMBERS

Each member derives her mandate and powers from their national Constitutions and Acts of Parliament. These legal frameworks spell out the targets and responsibilities as per their States. EAAACA will support members in achieving their mandates through capacity development initiatives like joint trainings and sharing best practices.

2.8 EAAACA ESTABLISHMENT CONSTITUTION

The EAAACA Constitution recognises the need for cooperation towards the common objective, goals and best practices of preventing and fighting corruption within Eastern Africa. The constitution mandates each member to contribute towards the achievement of the objectives of the Association. EAAACA will support members in preventing and combating corruption through promotion of regional cooperation, strengthening cross border asset tracing and recovery, and strengthening the EAAACA Secretariat to serve members better.

2.9 ARIN-EA STATEMENT OF INTENT

At a side meeting held on 4th July, 2013 at the 4th Global Focal Point meeting on asset recovery held from 3rd to 5th in Bangkok, Thailand, a decision was taken to establish an informal network of Agencies for asset recovery in Eastern Africa with the mandate to ensure efficient and effective asset tracking/tracing and subsequent recovery within the Eastern African

region and to co-operate with other asset recovery networks globally. The decision was approved by the Executive Committee meeting of EAAACA held on 4th November, 2013 and ratified by the AGM on 5th November, 2013.

The aim of ARIN-EA is to exchange information on individuals, companies, and assets at the international level with the intention of facilitating the pursuit and recovery of proceeds of unlawful activities and to deprive criminals of their illicit profits. Through this informal international network of practitioners and experts, requests for transnational cooperation are channelled to relevant domestic agencies directly, leading to more expeditious asset recovery. ARIN-EA recognises the need to promote cooperation at the regional as well as international level to effectively track/trace and recover stolen assets within and beyond territorial boundaries of Eastern Africa, in collaboration with relevant partners.

EAAACA supports ARIN-EA to effectively and efficiently share information regarding attainment of proceeds from crime that will lead to subsequent recovery of assets.



Constitutional review meeting 3rd - 5th July 2018, Entebbe - Uganda.

3 REVIEW OF PERFORMANCE ON THE PREVIOUS STRATEGIC PLAN



The 5th Annual General Meeting of the East African Association of Anti-Corruption Authorities [EAAACA], 21st - 23rd November 2011. Imperial Resort Beach Hotel, Kama Hall, Entebbe - Uganda.

3.1 INTRODUCTION

The Eastern Africa Association of Anti-Corruption Authorities (EAAACA) published its previous five-year Strategic Plan 2014-2018, whose planning period is due to end on the 31st December 2018. The Strategic Plan focussed on the following four (4) objectives:

- i. Building the capacity of Member States through initiatives that promote, facilitate and regulate cooperation among the member authorities;
- ii. Conducting research on new and best practices and innovations to improve and enhance the effectiveness of Anti-Corruption Authorities in the Eastern Africa region;
- iii. Coordinating and harmonizing the policies and legislation between members of the Association for purposes of prevention, detection, investigation, punishment and eradication of corruption in the Eastern Africa region; and
- iv. Ensuring that the association is organizationally sound and sustainable.

The major challenge of the previous Strategic Plan is that it has been a shelf document. It was not well publicized, with most of the members unaware of its contents, which hindered its full implementation. There was also lack of proper harmonization of the Strategic Plan across member countries. The Secretariat was weak, did not provide a platform required for the implementation of the Strategic Plan, had limited human and financial resources to carry out its mandate and had little supervision (Presidents in Kenya and Tanzania and secretariat in Uganda). In addition, there was leadership transition of the Presidency and General Secretary with lack of consistency to follow-up on the Strategic Plan, and the Monitoring and Evaluation (M&E) was not carried out which makes it difficult to measure its efficiency and effectiveness.

EAAACA Strategic Plan 2019-2023 is therefore aimed at articulating the desired strategic direction of EAAACA for the next five (5) years and explores the best ways to consolidate, structure and prioritize programmes and networks such as the Asset Recovery Inter-Agency Network for Eastern Africa (ARIN-EA), with the aim of identifying key strategic interventions that will enhance the relevance of the Association. This Strategic Plan examines the external environment in which EAAACA operates, its internal resources, capabilities at its disposal, as well as the attitudes and practices of the various stakeholders which inform the opportunities and threats that exist in EAAACA's operating environment. It also evaluates EAAACA's internal environment – its relative strengths and weaknesses in order to guide EAAACA's activities over the coming five (5) years. The Strategic Plan is anticipated to be financed from the membership's own resources as well as complimentary resources from external support from willing partners, besides the Member States. The inbuilt M&E will measure, monitor and evaluate the progress of implementation of the Strategic Plan

3.2 ACHIEVEMENTS OF EAAACA IN THE PREVIOUS STRATEGIC PLANNING PERIOD

There is unwavering commitment from members towards EAAACA activities by the association's General Assembly, Executive Committee, heads and staff of anti-corruption authorities, ARIN-EA, management and staff of the Secretariat. There is also willingness to collaborate to prevent, detect, investigate, punish and eradicate corruption in Eastern Africa.

There has been an increase in information sharing on investigated cases across members of EAAACA which has facilitated investigations and prosecution of corruption cases within the region. Furthermore, information shared through ARIN-EA has led to tracing and recovery of assets within the region. For

example, in 2016, there were nineteen (19) cases shared, twelve (12) of which were through ARIN-EA; assets amounting to three million two thousand four hundred and five US dollars (US\$3,002,405) were being tracked, of which two million seven hundred fifty two thousand, five hundred forty five US dollars (US\$2,752,545) were being tracked by ARIN-EA and two hundred forty nine thousand eight hundred sixty US dollars (US\$249,860) by other networks².

EAAACA carried out joint trainings for its members on investigation and asset recovery, which strengthened regional collaboration to effectively prevent and combat corruption in the region such as the following:

- Five-day training on Crime Detection and Investigation Training of Trainer (ToT) held in Bujumbura – Burundi from 9th to 13th February, 2015;
- Work group Session & Training of ARIN-EA Focal Points on enhancing asset recovery within Africa Region and beyond in Arusha – Tanzania from 2nd to 6th March 2015.
- Financial Investigation and Asset Recovery Training in Kampala – Uganda from 18th to 20th October, 2016

EAAACA also managed to attract funding from the respective member Governments, development partners and donors to member institutions which was very crucial for supporting anti-corruption activities. These include Gesellschaft für Internationale Zusammenarbeit (GIZ), Swedish International Development Cooperation Agency (SIDA), United Nations Office on Drugs and Crime (UNODC), African Development Bank (AfDB) among others. However, more funding is needed to execute the EAAACA strategy.

3.3 STRATEGIC PLAN CHALLENGES

Despite having the documented Monitoring and Evaluation (M&E) framework in the previous Strategic Plan, the framework was not executed. There was no periodic review of the Strategic Plan which is essential for tracking progress and undertaking corrective measures to improve performance. Therefore, going forward, there is need to clearly define the M&E function in EAAACA and ARIN-EA, to identify persons responsible for it and to follow through with regular reviews to maintain alignment to the Plan.

Secondly, inadequate capacity (skills, resources and infrastructure) to implement the Strategic Plan was also a challenge. There is need to critically assess the capacity gaps of EAAACA Secretariat in order to equip it appropriately for it to achieve its objectives. EAAACA should also explore different funding mechanisms so as to widen its resources for funding the activities of the association.

There is also limited evidence due to extent and nature of corruption which negatively affects criminalisation and prosecution of culprits because, in the end, they are set free. For example, during 2016/2017 financial year, the Office of Ombudsman of Rwanda received eighty-two (82) corruption cases and fifty (50) of them lacked evidence.³

3.4 RECOMMENDATIONS FOR FUTURE PLANNING

The main recommendations arising from lessons learned from the assessment of the previous Plan were:

- 1. Collaborative planning process:**
The Strategic Plan should be developed with input from all key stakeholders and

² Minutes for the ARIN-EA 2nd AGM held at Saravo Panafric Hotel, on 5th September 2016, Nairobi - Kenya
³ Institutional Reports of the members of the EAAACA presented at the 11th AGM, 19th - 22nd February 2018 at Elilly International Hotel, Addis Ababa, Ethiopia

harnessing their respective priorities, to ensure buy-in; a sense of ownership and commitment to execute the plan. Everyone is clear about the strategic direction of the association and will drive towards achievement of a clear goal. Furthermore, fighting corruption will require the efforts and support of a number of actors. The private sector and civil society are central in that their buy-in will facilitate the associations' efforts.

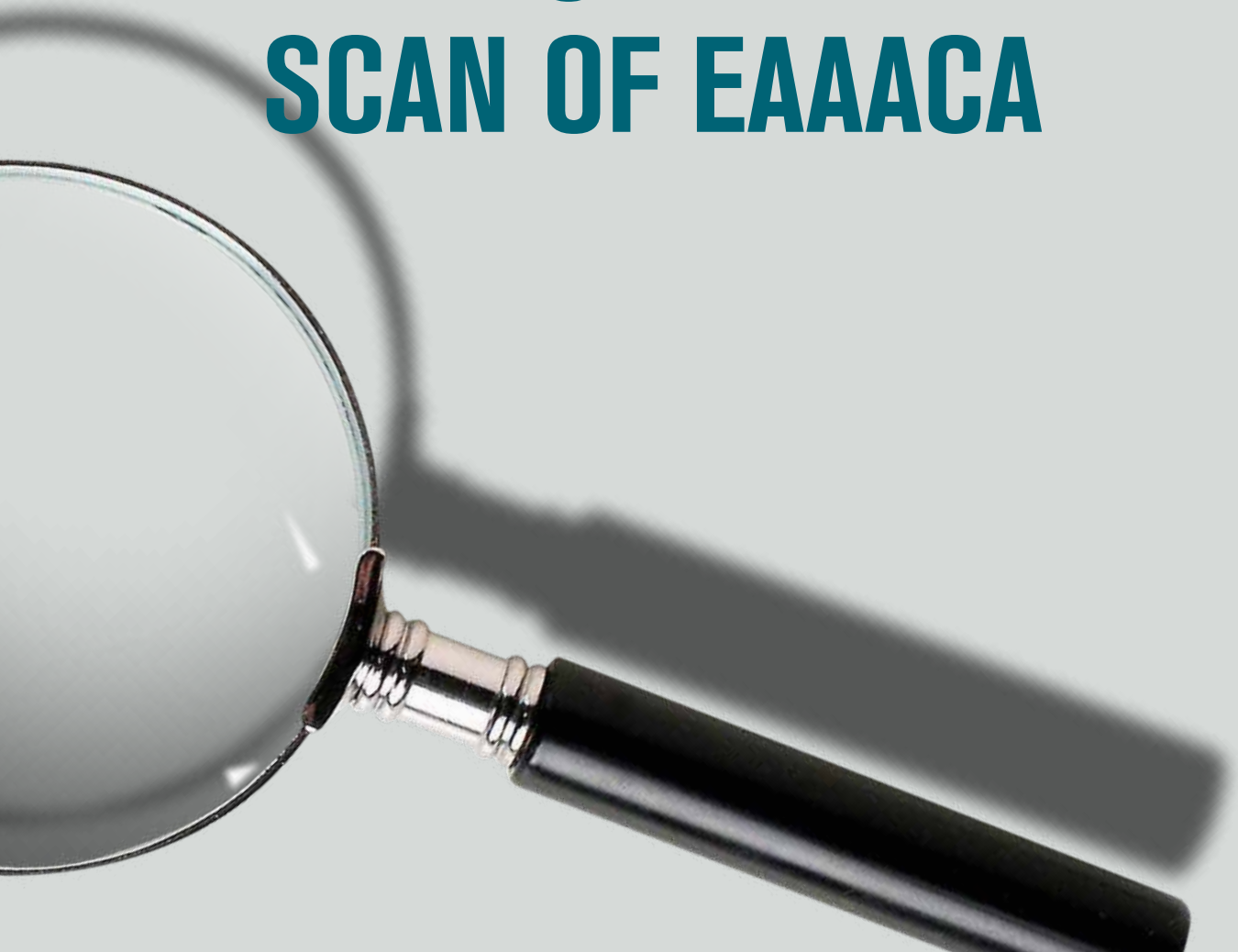
2. **The Strategic plan needs to be a living document:** With identified key performance indicators, regular monitoring, evaluation and reporting to all EAAACA members, progress on the Plan should be mandatory. The regular reviews of progress and the environmental context should form the basis of annual work plans and should be adequately communicated to all members for clarity by the Secretariat
3. **Responsibility for implementation for the Strategic Plan should be with an appropriately skilled and structured human resource,** with key result areas clearly linked to strategic objectives and targets, in a robust performance management system. Though it is the role of each EAAACA member to ensure effective execution of the Strategic Plan, there is need to have skilled personnel at the Secretariat to coordinate the implementation, monitoring and evaluation of the Plan.
4. The Plan should include clear objectives for **institutional strengthening** for sustainability of the Association, including plans for adequate resourcing of the Association's activities. EAAACA should focus on strengthening the Secretariat to effectively deliver its mandate.
5. **Asset tracing and recovery:** Building upon the achievement of ARIN-EA in the

past short time and given the increasing cross border financial crimes, EAAACA should continuously support ARIN-EA to increase information sharing and collaboration especially in the area of asset tracing and recovery of proceeds of crime.

6. **Promoting a culture of integrity:** Given the complex nature of corruption, there is need to raise public involvement and political will in the prevention and combating corruption through implementation of the Public Awareness and Communication Strategy, advocate for inclusion of anti-corruption modules in the education curriculum as well as promoting good governance in the region.



4 ENVIRONMENTAL SCAN OF EAAACA





Members of the Executive Committee and 3rd Annual General Meeting at Bujumbura, Hotel Source DU Nile, 26th - 30th October 2009.

4.1 INTRODUCTION

An analysis of the environment in which EAAACA operates was undertaken using the SWOT and PESTEL tools to inform and improve the implementation strategies of the plan.

4.2 SWOT ANALYSIS

Table 1: SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Creation of ARIN-EA which is regional and international • Exchange programs • Sharing information across the borders • Strong legal brains that can guide the Association • Backgrounds of EAAACA leaders brings diversity of skills and wealth of knowledge • Joint training of staff • Informal Mutual Legal Assistance • Authorities of the anti-corruption association • Political support/will • Networks • Common Language / communication (most of the countries represented in the Association speak English) • All our economies are rich (Mineral wealth) • Commitment of members 	<ul style="list-style-type: none"> • Capacity Limitations: The Secretariat is understaffed • Incomplete implementation or operationalization of the Strategic Plan 2014-2018. • Differences in the legal systems in member countries • Structure of the systems in member countries • Insufficient funding from the member countries • Inadequate inter-agency cooperation in all Government agencies against corruption in domestic countries • Absence of laws in joint investigations

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Broad membership (Eight countries) • Location of EAAACA, taps from the south, West, North & Central • Fighting corruption is high on the Global Agenda • High level leaders involved in the fight against corruption • Possible partnership to share experiences and best practice • Technological advancement e.g. social media • The rapidly evolving ICT sector can provide opportunities to be more efficient in-service delivery by increasing the speed and scope of service delivery 	<ul style="list-style-type: none"> • Political climate, fragile States • Perception that Anti-Corruption Agencies are not performing may lead to underfunding by Governments, and by default, reduced membership fee income for EAAACA, as well as reduced funding from development partners • High rate of corruption in Government institutions • Poor governance in some Member States coupled with political influence and interference • Inadequate support from the population • Weak economies • Porous borders make it difficult to control movement of stolen assets • Increasing unemployment and poverty • Cultural attitudes that fuel corruption (e.g. nepotism, tribalism, etc) • Influence: Procurement comes with corruption • Global foreign economic imbalance • Cyber space technology control

4.3 PESTEL ANALYSIS

Table 2: PESTEL Analysis

	FACTOR	IMPLICATIONS FOR EAAACA
POLITICAL	Political will in Member Countries; which is evidenced by governments' commitment to fight and combat corruption in their policies & Laws	EAAACA members are obligated and supported by home Governments to implement the laws, strategies and policies aimed at preventing and combating corruption
	Poor Governance (Public Service System) in Member States, which facilitates corruption	EAAACA has a big role to play as an association in prevention and combating corruption due to ineffective and inefficient public service systems
	Political influence & political interference	Many politicians with influence interfere with investigations, prevention and combating corruption initiatives, which may sabotage EAAACA strategies
	Technical 'know – who'	Many of the corruption culprits are well connected to enforcement officers and the judiciary which disrupts the work of anti-corruption agencies
ECONOMIC	High rate of unemployment	High unemployment has forced many young people to indulge in theft, bribery and corruption activities. This may lead to increased corruption rates
	Poverty; A large section of people in the region are vulnerable to poverty	Potential for increased corruption if this level of vulnerability is maintained
	Possible reduction or termination of donor funding for reasons such as change in priorities, donor fatigue, economic downturn in donor countries, etc.	Possibility of less donor funding for EAAACA activities, creating the need to seek alternate funding.
	Volatility in foreign exchange, interest rates and inflationary pressures	Increase in cost of operations and attendant adverse effects on budget implementation.
	Rampant and widespread incidences of corruption in economic transactions, leading to leakages and illicit financial flows from the economy.	Asset tracing & recovery initiatives need to be reinforced and emphasized.

SOCIAL	<p>High population growth in EA leading to high levels of unemployment and poverty, and rising demand for social services</p>	<p>Need for resources to increase coverage of the region to serve the population</p> <p>Need to devise appropriate approaches to improve public engagement to increase demand for accountability.</p>
	<p>Influence peddling</p>	<p>This is more evident in procurement of big contracts. EAAACA needs to strategize on how to prevent influence</p>
	<p>Education System is not being used optimally to prevent and combat corruption.</p>	<p>Need for EAAACA to develop anti-corruption modules and cascade them through the education system</p>
	<p>Cultural issues: Corruption is a condoned evil in many sections of Eastern African society. Persons perceived as successful are expected to support extended impoverished relations, even at the cost of engaging in corrupt acts. People are not willing to testify against their own because of cultural ties, affiliations or fear of ridicule or threat</p>	<p>EAAACA needs to innovate ways to win the favour of the public (through sensitization) and foster cooperation from the public in the fight against corruption and promotion of good governance</p>
TECHNOLOGICAL	<p>High growth rate of ICT in the region (Social media – Education and sensitization)</p>	<p>Need to harness the available ICT innovations to improve the EAAACA operations (investigations, prosecutions, sensitization, declarations, etc.)</p> <p>Invest in MIS (Management Information Systems), security and back-up options and speed up the flow of information</p> <p>Explore e-learning as an alternative channel for training</p> <p>Intensive training of members of staff to match changes in ICT</p>
LEGAL	<p>Difference in legal structures;</p>	<p>EAAACA needs to advocate for harmonisation of policies, laws, rules and regulations regarding investigations, prosecutions, sensitization, declarations, etc.</p>
ENVIRONMENTAL	<p>National, Regional and International Environmental Policies and Frameworks.</p>	<p>EAAACA is obligated to execute its mandate in conformity with the National, Regional and International Environmental Policies and the legislation in place to enforce it.</p>

4.4 STAKEHOLDER ANALYSIS

A Stakeholder analysis was conducted to facilitate an understanding of the stakeholders, their roles and responsibilities, and to highlight their expectations of the plan in fighting corruption.

Table 3: Stakeholders Analysis

KEY STAKEHOLDER	ROLE IN THIS STRATEGY	EXPECTATION FROM THIS STRATEGY
1. EAAACA MEMBERS	<ul style="list-style-type: none"> Provide strategic direction for EAAACA Provide expertise and solutions Provide funding (Membership fees) and support funding strategy for the future initiatives Provide annual planning Collaborating with other member countries Sharing of expertise with each other 	<ul style="list-style-type: none"> Successful operation of EAAACA Work with Member State teams, expertise to find solutions to preventing and combating corruption Increased visibility and impact of EAAACA in the Eastern African region Cooperation in criminal matters
2. EXCOM	<ul style="list-style-type: none"> Provide knowledge, advice and decision making on strategic issues and risks to enable successful running of EAAACA Monitor EAAACA performance against strategic plan and provide support as necessary Enhance EAAACA reputation and credibility and provide funder confidence 	<ul style="list-style-type: none"> Focus on regional priorities in the area of corruption Sustainability of EAAACA Successful funding strategy to build organizational resilience
3. GOVERNMENTS	<ul style="list-style-type: none"> Provides enabling environment for preventing and combating corruption Facilitates access to Government resources and infrastructure Developing policies and guidelines that will enable EAAACA to scale up the effort Political will 	<ul style="list-style-type: none"> Support in preventing and combating corruption Credible resource for information to guide policy.
4. CIVIL SOCIETY	<ul style="list-style-type: none"> Provide insight into improvement of service delivery with regard to anti-corruption Provide access to relevant infrastructure to enable service delivery 	<ul style="list-style-type: none"> Reduced effect of corruption in society Public engagement in EAAACA activities to the fight against corruption
4. DEVELOPMENT PARTNERS / FUNDERS / DONORS	<ul style="list-style-type: none"> Offer capacity building (tooling & skilling as well as knowledge sharing) Provide financial support Provide technical assistance in the fight against corruption Practice good governance 	<ul style="list-style-type: none"> Develop programs that address donor's priorities Knowledge sharing Feedback reports on initiatives jointly done Provide programmatic and financial accountability

<p style="text-align: center;">ARIN-EA</p>	<ul style="list-style-type: none"> ▪ Provide a network of asset tracing & recovery ▪ Provide access to information regarding asset recovery. ▪ Facilitate identification of Focal Persons in the respective member countries ▪ Participate in the activities of other inter-agency networks 	<ul style="list-style-type: none"> ▪ Joint collaboration that will be mutually beneficial in tracing and recovery of Assets ▪ Sending and processing request from each member country to aid investigations and asset tracing and recovery ▪ Provide contacts of relevant people to aid investigations
<p style="text-align: center;">EAAACA SECRETARIAT</p>	<ul style="list-style-type: none"> ▪ Implement strategy and activities in accordance to their mandate 	<ul style="list-style-type: none"> ▪ Cascade Strategic Plan to annual operational plans and work plans ▪ Mobilize resources to facilitate implementation of programme activities
<p style="text-align: center;">MEDIA</p>	<ul style="list-style-type: none"> ▪ Dissemination of anti-corruption messages to the people ▪ Communication of EAAACA and ARIN-EA activities and initiatives to the region 	<ul style="list-style-type: none"> ▪ Collaboration with EAAACA for effective service delivery ▪ Increased public engagement in EAAACA activities to the fight against corruption
<p style="text-align: center;">REGIONAL AND INTERNATIONAL BODIES</p>	<ul style="list-style-type: none"> ▪ Provide technical and financial support to the Association ▪ Provide capacity building interventions ▪ Exchange Programs 	<ul style="list-style-type: none"> ▪ Feedback reports on initiatives jointly done ▪ Provide programmatic and financial accountability ▪ Collaboration

4.5 SCOPE OF RISKS AND MITIGATION

The implementation of this plan is prone to various risks. The table below presents the type of risk, risk anticipated and the mitigation measures.

Table 4: Risks and Mitigation Measures

TYPE OF RISK	RISK ANTICIPATED	MITIGATION MEASURES
Human Risk	<ul style="list-style-type: none"> Inadequate staffing of the secretariat Inadequate commitment 	<ul style="list-style-type: none"> Recruit staff and build their capacity to deliver the Secretariat functions Offer attractive incentives
Financial Risk	<ul style="list-style-type: none"> Inadequate funding 	<ul style="list-style-type: none"> Lobby for funds from development partners and donors Encourage members to fulfil their membership obligations in a timely manner
Technological Risks	<ul style="list-style-type: none"> Exploitation of advanced technology to perpetrate corruption (individuals and corrupt networks use advanced technology to facilitate their criminal activities) 	<ul style="list-style-type: none"> Invest in technology to prevent and combat corruption i.e. easily detect corruption and illicit flows Build capacity of members of the association in IT
Legal Risk	<ul style="list-style-type: none"> Difference in the laws, policies and regulations across members 	<ul style="list-style-type: none"> Advocate for harmonisation of policies, laws and regulations for preventing and combating corruption
Reputational Risks	<ul style="list-style-type: none"> Perceived high levels of corruption in the region Over expectation of the Association 	<ul style="list-style-type: none"> Implementation of the Public Awareness and Communication Strategy (effective communication)



Members of East African Association of Anti-Corruption Authorities (EAAACA) and Asset Recovery Inter-Agency Network for Eastern Africa (ARIN-EA) 2018.

5 STRATEGIC MODEL



5.1 INTRODUCTION

This section articulates EAAACA's strategic intent. It highlights EAAACA's vision, mission, core values, strategic goals and initiatives that will drive the Association towards achievement of its goals and objectives in the prevention and combating corruption and crime.

5.2 VISION, MISSION AND VALUES

Vision;

An Eastern Africa Region free from Corruption

Mission;

To strengthen the capacity of EAAACA members to prevent and combat corruption through Regional cooperation

Core values;

- Integrity
- Transparency and Accountability
- Commitment
- Equity and fairness
- Professionalism

Principles;

- Cooperation
- Innovativeness

5.3 STRATEGIC ISSUES AND THEMES

This section highlights the key findings, drawn from the EAAACA situational analysis in preceding sections and from the organization's performance over the last five (5) years. The key findings are summarized into four (4) thematic areas which have been used to derive the strategic goals for the strategic plan 2019-2023 which the Association plans to address

Theme 1 – Regional Cooperation

1. Lack of coherence and synergy of members' legal instruments due to differences in systems of legislation

2. Increasing transnational and cross border nature of corruption
3. Limited evidence on cross border corruption cases
4. Inadequate cooperation hindering detection, investigation and prosecution of cross border corruption cases
5. Need to benchmark best practices in prevention and combating corruption
6. Need to leverage on other similar regional bodies e.g. prosecutors, law society etc.

Theme 2 – Culture of Integrity

1. Low public engagement and participation in the fight against corruption and high expectation of the corruption agencies from the public
2. Increased number of public officials in corruption scandals and volume of amounts stolen
3. The complex nature and extent of corruption
4. Perceived increase in corruption in Eastern Africa region despite the existence of instruments and structures
5. Political influence and interference in the investigations and prosecutions including personal threats from criminals

Theme 3 – Asset tracing and recovery

1. Prioritisation of asset recovery on the global corruption agenda
2. Inadequate information on assets and proceeds acquired through crime.
3. Limited knowledge to trace and recover assets, especially across borders
4. Inadequate capacity to trace and recover assets within the region

Theme 4 – Institutional resilience

1. Inadequate capacity of the EAAACA Secretariat to deliver on its mandate
2. Inadequate utilisation of information technology

3. Inadequate funding
4. Weak Monitoring and Evaluation (M&E) framework
5. Little supervision of the Secretariat

5.4 STRATEGIC OBJECTIVES AND STRATEGIES

The strategic objectives, strategies and activities are formulated for each strategic theme as provided in Tables 5 and 6.

Table 5: Strategic Themes and Objectives

STRATEGIC THEMES	STRATEGIC OBJECTIVE
1. Regional Cooperation	1. To promote regional cooperation in preventing and combating corruption and asset tracing and recovery
2. Culture of Integrity	2. To cultivate a regional culture of integrity through increasing public and political involvement in the fight against corruption
3. Asset tracing and recovery	3. To strengthen asset tracing and recovery
4. Institutional resilience	4. To strengthen institutional resilience for effective fight against corruption

Table 6: Implementing Strategies and Activities

STRATEGIC OBJECTIVES	IMPLEMENTING STRATEGIES	BROAD ACTIVITIES
1. To promote regional cooperation in preventing and combating corruption and asset tracing and recovery	1. Advocate for harmonisation of policies and legislation between Member State agencies	<ol style="list-style-type: none"> 1. Assess the existing legal and policy framework to identify the opportunities for harmonisation of measures to prevent and combat corruption 2. Advocate for uniform measures and actions against corruption 3. Advocate for the finalisation and adoption of EAC Protocol on Preventing and Combating Corruption
	2. Build capacity of member agencies in the area of undertaking joint investigations	<ol style="list-style-type: none"> 1. Conduct capacity needs assessment across the member authorities 2. Organize & carry out joint trainings to combat corruption and enhance asset tracing and recovery, such as financial investigations 3. Develop and implement a Leadership Development Program 4. Establish exchange programs to learn, benchmark and embed the best practices within the members institutions
	3. Facilitate and promote networking, communication, information and intelligence sharing between EAAACA members	<ol style="list-style-type: none"> 1. Participate and organize events aimed at internal and external networking 2. Sensitise members and implement the Public Awareness and Communication Strategy 3. Maintain and update a database for sharing information in regards to anti-corruption initiatives and best practices 4. Build strategic partnerships with regional and international anti-corruption bodies
	4. Carry out operational research to inform and support prevention of corruption, asset tracing and recovery	<ol style="list-style-type: none"> 1. Conduct research on the levels and trends of corruption in the region 2. Conduct a typology study on cross-border crimes 3. Develop a clear research dissemination plan

STRATEGIC OBJECTIVES	IMPLEMENTING STRATEGIES	BROAD ACTIVITIES
2. To cultivate a regional culture of integrity through increasing public and political involvement in the fight against corruption	1. Promote public awareness and participation in the fight against corruption	1. Implement the Public Awareness & Communication Strategy 2. Organise Public Awareness and Communication Campaigns 3. Develop corruption education modules at the different levels of education 4. Organise sensitization campaigns about the corruption modules 5. Develop the Anti-Corruption Leadership Code 6. Organise sensitization campaigns about the Anti-Corruption Leadership Code
	2. Engage targeted stakeholders in the fight against corruption	1. Organise high level Stakeholder Awareness Workshops 2. Build strategic partnerships with Media and others players to disseminate anti-corruption messages
3. To strengthen asset tracing and recovery	1. Advocate for the establishment of legal and institutional framework in EAAACA member to support asset tracing & recovery	1. Conduct a comparative analysis of the existing legal and policy framework 2. Advocate for the enactment of asset tracing and recovery legislation 3. Finalise, adopt and promote the use of MLA guidelines
	2. Support the sharing of information and best practices for asset tracing and recovery	1. Promote in-country and regional information sharing; own motion or upon request that may lead to asset tracing and recovery in country & across borders 2. Establish & strengthen in-country multi-agency structures for asset tracing and recovery working groups 3. Develop and continuously update a database of contacts for asset tracing & recovery 4. Maintain a regional Information Management System (secure platform)
	3. Network and collaborate with other Regional and International Asset Recovery Networks	1. Participate in meetings and in the exchange program (s) with regional and international asset recovery networks
	4. Build capacity of EAAACA and ARINEA to trace and recover assets	1. Organize & carry out trainings on asset tracing and recovery, money laundering, financial investigation and terrorism financing

STRATEGIC OBJECTIVES	IMPLEMENTING STRATEGIES	BROAD ACTIVITIES
<p>4. To strengthen institutional resilience for effective prevention and combating corruption</p>	<p>1. Strengthen organisational mandate and governance for effective service delivery</p>	<ol style="list-style-type: none"> 1. Promote EAAACA and ARIN-EA mandate across the Member States agencies 2. Strengthen and develop the capacity of EAAACA/ ARIN-EA Secretariat to deliver effective services to members 3. Implement and review organizational Systems and Processes to deliver EAAACA goals (e.g. Financial, Procurement, HR etc) 4. Evaluate the Strategic Plan to align to the vision of EAAACA
	<p>2. Strengthen technology to enhance service delivery</p>	<ol style="list-style-type: none"> 1. Leverage technology to increase public involvement in the fight against corruption
	<p>3. Enhance resource mobilisation and financial management</p>	<ol style="list-style-type: none"> 1. Train, develop and implement a resource mobilization plan 2. Establish strategic partnerships for financing of EAAACA/ ARIN-EA initiatives 3. Establish a strong Resource Mobilisation Unit within the Secretariat to lobby for aid/funds in the area of corruption and asset recovery
	<p>4. Strengthen monitoring, evaluation and reporting the effectiveness of the Association</p>	<ol style="list-style-type: none"> 1. Conduct a baseline assessment of EAAACA in 2019 as a reference point for M&E. 2. Develop the capacity of the Secretariat to carry out Monitoring & Evaluation of the Association’s activities 3. Carry out periodic reporting of all EAAACA / ARIN-EA activities to stakeholders
	<p>5. Secure smooth operation of EAAACA Secretariat</p>	<ol style="list-style-type: none"> 1. Acquire a conducive office environment 2. Provide and maintain office equipment, furniture and consumables 3. Acquire and maintain transport equipment

5.5 KEY ASSUMPTIONS FOR THIS STRATEGIC PLAN

The EAAACA Strategic Plan 2019-2023 is grounded on the following general assumptions, derived from consultations with various stakeholders during the situation analysis phase and the overall understanding of the Association:

- There will be sufficient capacity and resources (both human and financial) to implement this Strategic Plan.
- Eastern African region will remain politically stable with the existing Governments committed to supporting and strengthening the Anti-Corruption Agencies.
- More local, regional and international partners will be willing to cooperate with EAAACA to foster innovation, development and research for the prevention and combating corruption in the region.
- That the distinct mandate of EAAACA is clear to all the stakeholders involved in EAAACA initiatives and will ensure alignment on to its goals and objectives.

6 M & E FRAMEWORK

6.1.1 INSTITUTIONALISATION OF M&E

The implementation of the EAAACA Strategic Plan will be monitored and evaluated using an M&E framework that is incorporated in the Strategic Plan matrix. The results-based M&E framework gives a high-level outline of how EAAACA will carry out the monitoring and evaluation of the outcomes of the implementing strategies and strategic goals from the Strategic Plan and assess impact of the planned

activities. Through this Plan, EAAACA will focus on Result-Based M&E versus Implementation M&E as shown in the results chain model below. This model describes the sequence of events that will bring change and benefit to stakeholders over time. It portrays the chain of reasoning that links the inputs to results and long-term impact.

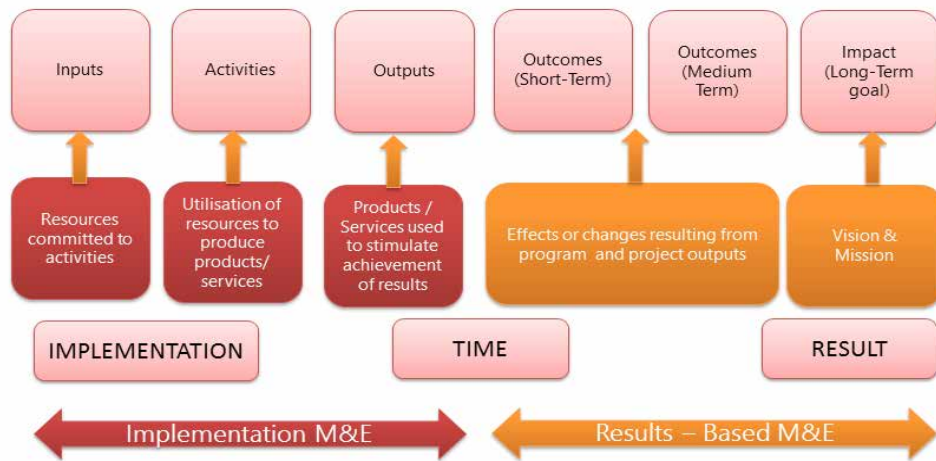


Figure 1: Results Chain Model

The M&E framework outlines in detail how and when the plan will be monitored and evaluated, key performance indicators, the data collection tools to be used in collecting the data and information necessary to track progress as well as the mechanisms for reporting achievements and impact realized.

In order to make this Strategic Plan workable to inform EAAACA interventions, there should be a clear connection between the Strategic Plan, the annual work plans and activities. The instrument will guide key decision makers in assessing whether EAAACA is achieving its objectives over time and provide feedback on how well the strategy is being implemented. A baseline assessment of EAAACA will

be done in 2019 to provide a reference point for the M&E of this Plan. Management will ensure that M&E activities and processes are undertaken on an on-going basis.

6.1.2 REPORTING

The high-level M&E framework is comprised of a Monitoring Plan and Evaluation Tool. The Monitoring Plan informs the user of the frequency of monitoring, the means of verification and persons responsible for the activity while the Evaluation Tool is a dashboard of targets/ results made on a yearly basis – actual and target outputs, that picks up a trend and collates comments and remedial actions to implement.

Using this high-level framework and supporting measuring tools, the routines for monitoring strategy implementation shall be:

Baseline Assessment

- **Monthly:** Through monthly review meetings to track progress.
- **Quarterly Plan Review:** Through quarterly review meetings to track progress and alignment of Strategic Plan and Budget Framework.
- **Annual Plan and Strategy Reviews:** Done annually for alignment to the Strategic Plan to include an in-depth mid-term review and adjustments made in light

of changes in internal and external factors and assumptions. It will also have a more extensive review of the Strategic Plan at the end of this planning period to guide the setting of the next Strategic Plan.

- **A Mid-Term Review of the EAAACA Strategic Plan 2019-2023**
- **An End-of-EAAACA Strategic Plan 2019-2023 Evaluation**

A report shall be produced at the end of each review with recommendations to inform management actions.



Handover of Instruments of Power from Irene Mulyagonja of Inspectorate of Government (IG) Uganda to Mumo Matemu of Ethics and Anti-Corruption Commission (EACC) of Kenya.

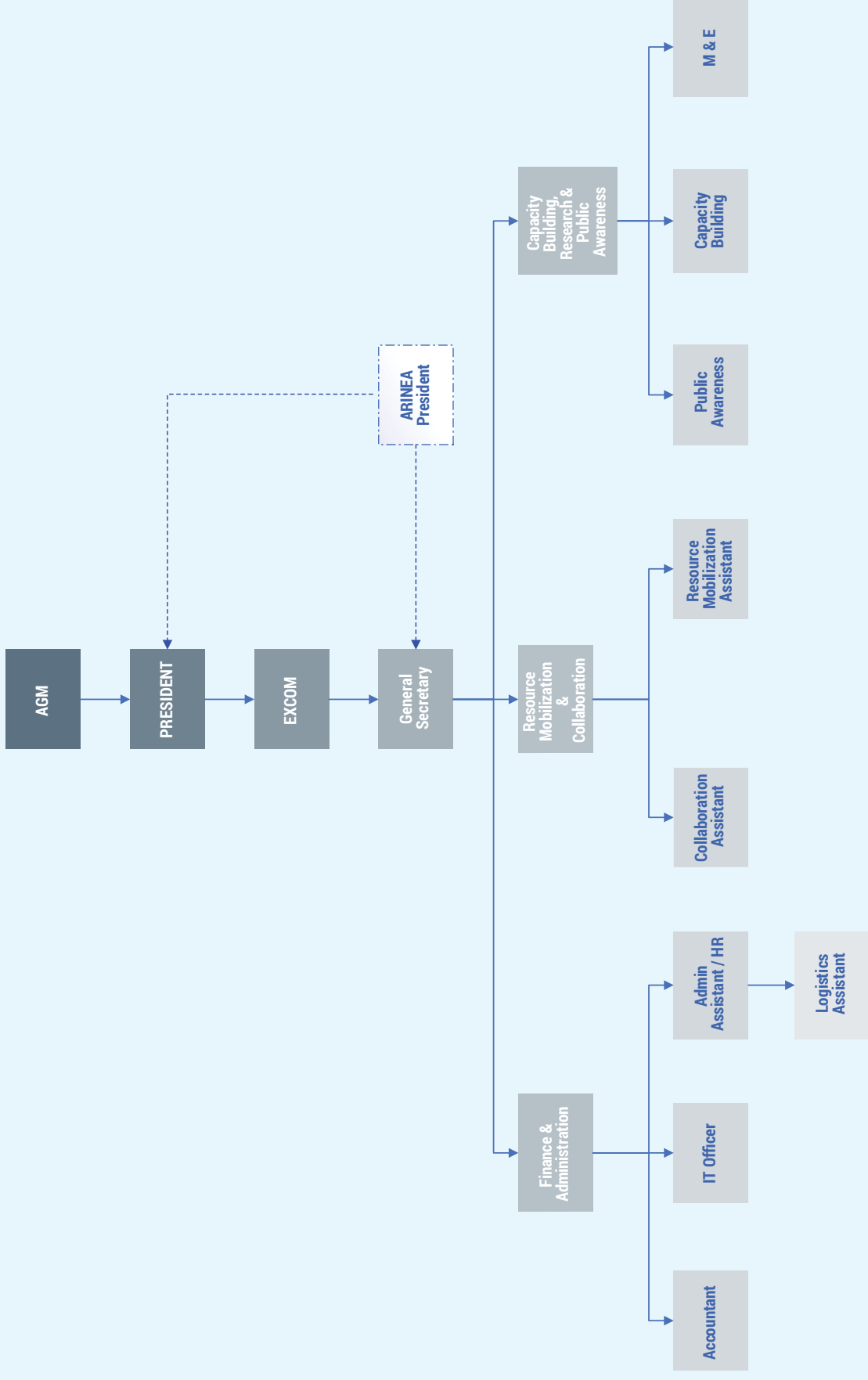
7 ORGANISATIONAL STRUCTURE, BUDGET AND WORKPLAN



12th Annual General Meeting of Eastern Africa Association of anti Corruption Authorities (EAAACA) Rwanda Kigali 19th - 23rd September 2018.

7.1 ORGANISATIONAL STRUCTURE

Below is the proposed EAAACA organisational structure to execute this strategic plan;



7.2 FINANCIAL PROJECTIONS

The projected resource requirement in financial terms is estimated to be **USD** for implementation of the Plan. The requirement for its objectives over the Plan period is as provided in Table 7.

Table 7: Financial Projections for Implementation of Strategic Plan 2019-2023

No.	Strategic Objectives	2019-2023 (US Dollars)					Total
		2019	2020	2020	2022	2023	
1	To promote regional cooperation in preventing and combating corruption and asset tracing and recovery	371,333	315,501	187,167	683,834	267,165	1,825,000
2	To cultivate a regional culture of integrity through increasing public and political involvement in the fight against corruption	24,000	46,500	46,500	46,500	46,500	210,000
3	To strengthen asset tracing and recovery	346,000	276,000	196,000	196,000	196,000	1,210,000
4	To strengthen institutional resilience for effective prevention and combating corruption	1,361,100	951,100	994,100	131,100	121,100	3,558,500
Total		2,104,452	1,591,121	1,425,787	1,059,456	632,788	6,803,500

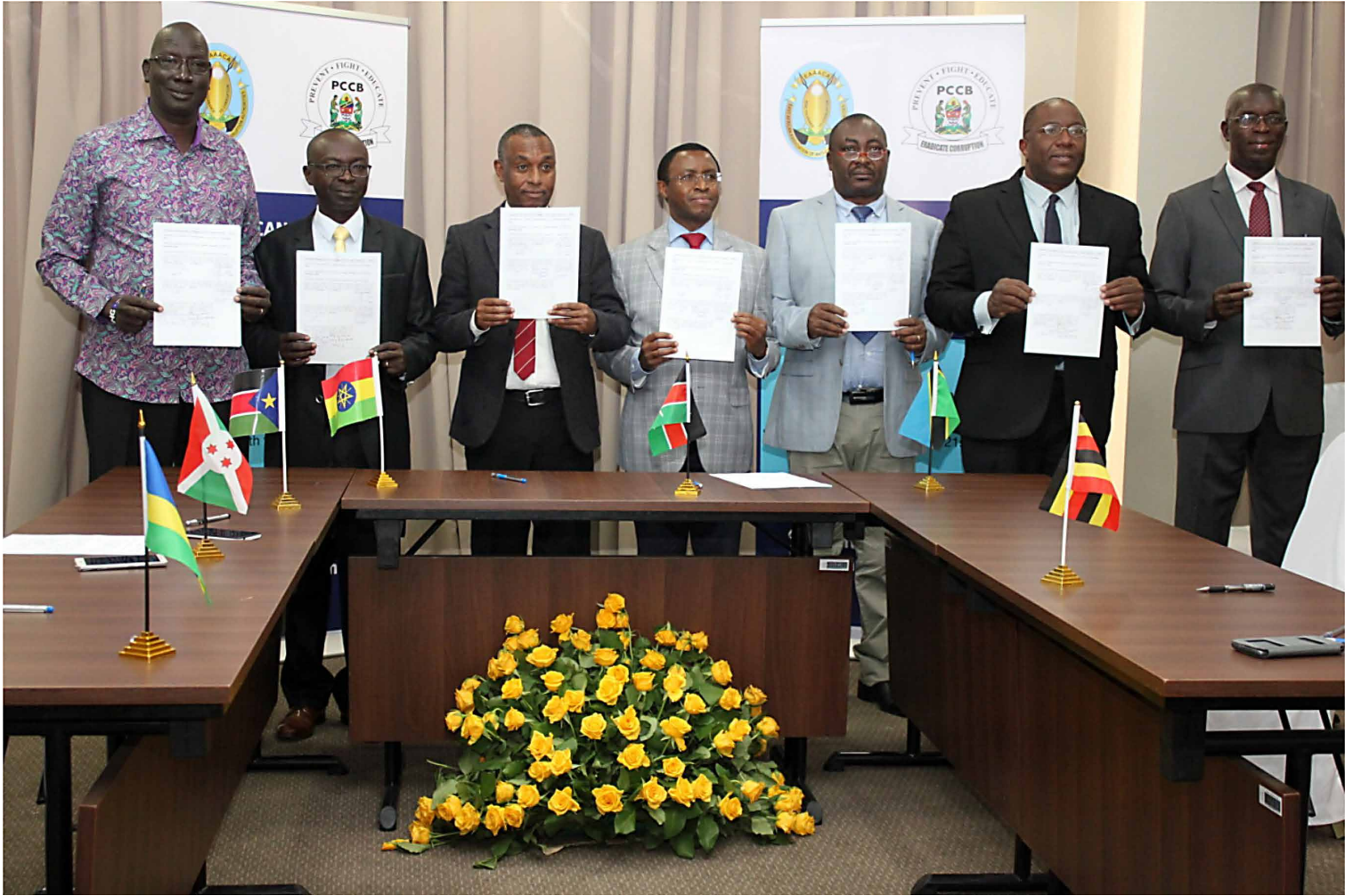
7.3 FUNDING SOURCES

a) Membership Contributions

During the Plan period, it is expected that the members will continue to support the association's budget as per EAAACA Constitution Article 13. The members also contribute counterpart funding to support the activities of the association for example through organising meeting, purchasing tickets and securing accommodation for their members

b) Development Partners Support

To bridge the financing gap, EAAACA will seek financial and technical support from Development Partners and other stakeholders through the proposed resource mobilisation plan. This will include partnerships and donor funding for the proposed interventions.



Heads of Anti-Corruption Agencies under EAST AFRICAN ASSOCIATION OF ANTI-CORRUPTION AUTHORITIES after Signing the amended EAST AFRICAN ASSOCIATION OF ANTI-CORRUPTION AUTHORITIES Constitution 2018.

APPENDICES



The 10th Annual General meeting of the East African Association of Anti-Corruption Authorities held on 29th - 30th November 2016 at Mount Meru Hotel, Arusha, Tanzania.

APPENDIX 1: SPECIFIC OBJECTIVES OF EAAACA

- a. To promote, facilitate and regulate cooperation among the Partner States members of the Association to ensure the effectiveness of measures and actions to prevent, detect, investigate, punish and eradicate corruption and other related offences in Eastern Africa;
- b. To promote and strengthen the development of Eastern Africa by Partner States of mechanisms required to prevent, detect, investigate, punish and eradicate corruption and other related offences in public and private sectors;
- c. To promote, facilitate, regulate and strengthen mechanisms for cooperation among the members of the Association to prevent, direct, investigate, punish and eradicate corruption and other related offences in the public and private sectors in the Eastern Africa region
- d. To coordinate and harmonize the policies and legislation between Partner States for purposes of prevention, detection, investigation, punishment and eradication of corruption in the East African Community Region;
- e. To promote and advocate for the harmonization of policies and legislations between members of the Association for the purposes of prevention, detection, investigation, punishment and eradication of corruption in the Eastern Africa region;
- f. To afford one another Mutual Legal Assistance regarding detection, investigations, prosecutions or any other judicial proceedings, identification, tracing, freezing, seizure, confiscation and repatriation of property, instruments or proceeds obtained or derived from corruption and related offences;
- g. To facilitate the repatriation of proceeds of corruption or money laundering or ill-gotten wealth and all seizure of any property when requested by any member of this Association;
- h. To assist in extradition of any person charged with or convicted of offences of corruption and other related offences, committed in the territory of, or against a State in the Eastern Africa region and whose extradition is required by the Partner State Party, in conformity with their domestic laws, any applicable extradition treaties, or extradition agreements or arrangements between or among the States in the Eastern Africa region, or Memorandum of Understanding and Bilateral Agreements between the Anti-Corruption Authorities;
- i. To advocate for transparency and accountability in the management of public affairs in Eastern Africa
- j. To cooperate in the area of witness protection and whistle-blower protection system;
- k. To provide each other with the greatest possible technical cooperation and assistance in dealing with requests from authorities that are empowered by virtue of their national laws to prevent, detect, investigate and prosecute acts of corruption and other related offences;
- l. To disseminate information to create public awareness to prevent and combat corruption and other related offences;
- m. To engage relevant stakeholders including but not limited to Civil Society Organizations, Media, faith-based organizations, private sector and the general public in the fight against corruption;
- n. To conduct research on best practices and innovations to improve and enhance the effectiveness of Anti-Corruption Authorities in the Eastern Africa Region, and promote ethical values;

- o. To make recommendations to appropriate Anti-Corruption Authorities on best public practices and reforms that would enhance the effectiveness of Anti-Corruption Authorities.
- p. To promote cooperation among the Anti-Corruption Authorities, where possible, in providing any available technical assistance in drawing up programmes, codes of conduct or organizing joint training, where necessary and for the benefit of their personnel;
- q. To network, associate and cooperate with Regional and international bodies and Authorities to achieve the objectives of the association;
- r. To conduct, promote, facilitate any other activity for the common interest of the members of this Association.

APPENDIX 2: STRATEGIC PLAN IMPLEMENTATION MATRIX

This section further details EAAACA strategy for achieving its vision and mission. The Strategic Plan log frame is organised into the following segments: Strategic Goals; High Level Outcomes; Implementing Strategies; Outcome Indicator; and Time Frame

STRATEGIC GOAL 1	Promote regional cooperation in prevention and combating corruption and asset tracing and recovery									
HIGH LEVEL OUTCOMES	i) Uniform joint measures and actions on criminal matters to combat corruption across the region ii) Improved communication and information sharing between Member States iii) Increased partnerships with anti-corruption organizations for preventing and combating corruption iv) Empowered Member States to prevent and combat corruption in the region									
IMPLEMENTING STRATEGIES	BROAD ACTIVITIES	PERFORMANCE INDICATORS	TARGET	RESPONSIBLE	Time Frame					Budget (USD)
					Y1	Y2	Y3	Y4	Y5	
IS 1.1 Advocate for harmonisation of policies and legislation between member states	i) Assess the existing legal and policy framework to identify the opportunities for harmonisation of measures to prevent and combat corruption	i) Legal and policy framework assessed and opportunities for harmonisation identified	i) Comprehensive assessment report of the existing legal and policies by 2019	EAAACA Secretariat	1					100,000
	ii) Advocate for uniform measures and actions against corruption	ii) Uniform measures and actions recommended	ii) 6 uniform measures and actions recommended for implementation	EAAACA Secretariat	2	1	1	1	1	75,000
	iii) Advocate for the finalisation and adoption of EAC Protocol on Preventing and Combating Corruption	iii) Engaging relevant stakeholders	iii) 3 advocacy engagement meetings	EXCOM, EAAACA President, ARIN-EA President	2	1				25,000

IS 1.2 Build Capacity of EAAACA members to prevent and combat corruption	i) Conduct capacity needs assessment across the EAAACA members	i) Needs assessment reports for all EAAACA members	i) 1 assessment carried out for each member by 2019	Heads of anti-corruption Agencies, Secretariat	1						15,000
	ii) Organize & carry out joint trainings to prevent and combat corruption	ii) Joint trainings conducted and training reports prepared	ii) 2 trainings conducted each year from 2020	EAAACA Secretariat		2	2	2	2		120,000
	iii) Develop and implement a leadership development Program	iii) LDP developed & implemented	iii) 2 LDP carried out	EXCOM, Secretariat	1		1				100,000
	iv) Establish exchange program to learn, benchmark and embed the best practices within the member institutions	iv) Exchange program developed & implemented	iv) 2 Exchange programs implemented in five years	EXCOM, Secretariat		1		1			100,000

IS 1.3 Facilitate and promote networking and collaboration in preventing and combating corruption	i) Participate in and organise events aimed at internal and external networking	i) Networking events participated in	i) Participate in at least 1 event a year and organise 1 event in five years	Heads of Anti-Corruption agencies	1	1	1	2	1		400,000
	ii) Sensitise members and implement the Public Awareness and Communication Strategy	ii) Improved communication within EAAACA members	ii) Public Awareness and Communication Strategy implemented	President, Secretariat, communication officers of member institutions	1	1	1	1	1		700,000
	iii) Maintain an updated database for sharing information on anti-corruption initiatives and best practices	iii) Updated database for sharing information	iii) Information sharing database updated regularly	EAAACA – liaison officers, ARINEA FPs	1	1	1	1	1		20,000
	iv) Building strategic partnerships with regional and international anti-corruption bodies	iv) Strong partnerships with regional and international anti-corruption bodies established	iv) 5 partnerships established	EXCOM, Secretariat	2	2	1				100,000

IS 1.4 Carry out operational research to inform and support prevention of corruption, asset tracing and recovery	i) Conduct research on the levels and trends of corruption in the region	i) Research conducted	i) Research conducted by 2022	Secretariat					1		400,000
	ii) Conduct a typology study on cross boarder crimes	ii) Typology study conducted	ii) Typology study to start by 2019	ARINEA President, Secretariat	1	1	1	1	1		200,000
	iii) Develop a research dissemination plan	iii) Research dissemination plan developed	iii) No. of research report disseminated	Secretariat						1	100,000

STRATEGIC GOAL 2		Cultivate a regional culture of integrity through increasing public and political involvement in the fight against corruption									
HIGH LEVEL OUTCOMES		i) Increased levels of assertiveness among the public on issues related to corruption ii) Integration of anti-corruption principles in the corporate culture of public and private institutions iii) Integration of anti-corruption issues in the education curriculum across all levels of education									
IMPLEMENTING STRATEGIES	BROAD ACTIVITIES	PERFORMANCE INDICATORS	TARGET	RESPONSIBLE	Time Frame					Budget (USD)	
					Y1	Y2	Y3	Y4	Y5		
IS 2.1 Promote Public Awareness and Participation in the Fight Against Corruption	i) Implement the Public Awareness & Communication Strategy	i) Public Awareness & Communication Strategy implemented	i) Public Awareness & Communication Strategy implemented	i) Communication Liaison officers President, Secretariat							As per 1.3 (ii)
	ii) Organise Public Awareness and Communication Campaigns	ii) Public Awareness & Communication Campaigns Organised	ii) 1 public awareness and communication campaign held each year in the Eastern Africa Region	ii) Heads of Anti-corruption institutions		1	1	1	1		50,000
	iii) Advocate for the development of anti-corruption education modules at the different levels of education	iii) Advocacy done	iii) Each member should have done advocacy engagement campaigns		1	1	1	1	1		80,000

IS 2.2 Engage targeted stakeholders in the Fight against Corruption	i) Organise high level Stakeholder Awareness Workshops & Seminars	i) Increased engagement of stakeholders in the fight against corruption	i) 1 Stakeholder Awareness Workshop each year	President		1	1	1	1	40,000
	ii) Build strategic partnerships with media and other players to disseminate anti-corruption messages	ii) Strategic partnerships established	ii) No. of strategic partnerships established	Secretariat	1	1	1	1	1	40,000

STRATEGIC GOAL 3		Strengthen asset tracing and recovery									
HIGH LEVEL OUTCOMES		i) Increase in the number of timely Mutual Legal Assistance requests and responses on asset tracing and recovery within the member countries ii) Designation of competent and empowered Focal Persons and structures within the country iii) Increased numbers and value of ill-gotten assets traced and recovered within the member countries and across border iv) Increased levels of regional and international cooperation in asset tracing and recovery									
IMPLEMENTING STRATEGIES	BROAD ACTIVITIES	PERFORMANCE INDICATORS	TARGET	RESPONSIBLE	Time Frame					Budget (USD)	
					Y1	Y2	Y3	Y4	Y5		
IS 3.1 Advocate for the establishment of legal and institutional framework in EAAACA member countries to support Asset tracing & recovery	i) Conduct a comparative analysis of the existing legal and policy framework	i) Number of legal and policy framework reviewed	i) 1 comparative analysis report per country	Heads of Agencies, ARINEA FPs	1						50,000
	ii) Advocate for the enactment of Asset tracing & recovery legislation	ii) No. of advocacy initiatives	ii) 10 advocacy initiatives	Heads of Agencies and Lead Focal Persons	2	2	2	2	2		100,000
	iii) Finalise, adopt & promote the use of MLA Guidelines	iii) MLA Guidelines adopted	iii) MLA Guidelines adopted by 2019	EAAACA secretariat	1						100,000

IS 3.2 Support the sharing of Information and best practices for asset tracing and recovery	i) Promote in-country and regional information sharing; own motion or upon request that may lead to asset tracing and recovery in-country & across borders	i) No. of cases in which information is shared or exchanged	i) 200 cases shared (40 cases per year)	Focal Persons	40	40	40	40	40	400,000
	ii) Establish & strengthen in-country multi-agency structures for asset tracing and recovery working groups	ii) No. of structures established and or strengthened	ii) 1 per country	Lead Focal Persons		1				80,000
	iii) Develop and continuously update a database of contacts for asset tracing & recovery	iii) Contact database developed and regularly updated	iii) Database developed and continuously updated	EAAACA/ARINEA Secretariat / Focal Persons	1	1	1	1	1	5,000
	iv) Maintain a Regional Information Management System (secure platform)	iv) Regional Information Management System maintained & updated	iv) Regional Information Management System maintained & updated	EAAACA/ARINEA Secretariat	1	1	1	1	1	25,000
IS 3.3. Network and collaborate with other Regional and International Asset Recovery Networks	i) Participate in meetings and exchange Program (s) with regional and international asset recovery networks	i) No. of meetings and exchange Program (s) with regional and international asset recovery networks attended	i) At least 12 Meetings and exchange programs successfully attended each year	EAAACA/ARINEA Secretariat	12	12	12	12	12	300,000

IS 3.4 Build Capacity of EAAACA and ARINEA members to trace and recover assets	i) Organize & carry out trainings on asset tracing and recovery, money laundering and financial investigation, terrorism financing.	i) Trainings carried out	i) 2 trainings carried out each year	ARINEA President, Secretariat	2	2	2	2	2	150,000
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STRATEGIC GOAL 4		Strengthen institutional resilience for effective prevention and combating corruption								
HIGH LEVEL OUTCOMES		i) Strong governance structure and human resource capable of achieving EAAACA goals ii) Increased levels of efficiency and effectiveness of the EAAACA operations iii) Sufficient funding for EAAACA programmes and activities								
IMPLEMENTING STRATEGIES	BROAD ACTIVITIES	PERFORMANCE INDICATORS	TARGET	RESPONSIBLE	Time Frame					Budget (USD)
					Y1	Y2	Y3	Y4	Y5	
IS 4.1 Strengthen Organisational mandate and governance for effective service delivery	i) Promote EAAACA and ARIN-EA mandate across the Member countries	i) Rate of response and participation in the EAAACA and ARINEA activities	i) 80% participation of member countries in EAAACA and ARINEA activities	Heads of institutions	1	1	1	1	1	
	ii) Strengthen and develop the capacity of EAAACA/ ARIN-EA Secretariat to deliver effective services to members	ii) Increased efficiency and effectiveness of EAAACA/ ARIN-EA Secretariat in service delivery to members	ii) Recruit and remunerate 12 EAAACA staff	EXCOM	4	4	4			2,460,000
	iii) Implement and review organizational Systems and Processes to deliver EAAACA goals (e.g. Finance, HR, Procurement)	iii) Systems and processes implemented and reviewed	iii) Finance, HR & Procurement processes reviewed	Secretariat	1	1	1	1	1	5,000
	iv) Evaluate the Strategic Plan to align to the vision of EAAACA	iv) M&E established and implemented	iv) Annual evaluation each year, 1 Mid-term review by 2021 and 1 End of term review in 2023	EXCOM, Secretariat	1	1	1	1	1	70,000

IS 4.2 Strengthen Technology to enhance service delivery	i) Leverage technology to increase public in the fight against corruption	i) Increased public participation in anti-corruption initiatives through social media platforms	i) Social media platforms established by 2019 and regularly updated	Secretariat	1	1	1	1	1	30,000
IS 4.3 Enhance resource mobilisation	i) Train, develop and implement a Resource Mobilization Plan	i) Sustainability of the Association	i) Resource mobilization plan developed by 2020	Secretariat	1					20,000
	ii) Establish strategic partnerships for financing of EAAACA/ ARIN-EA initiatives	ii) Strategic partners/ funders on board	ii) 4 partners / funders on board	EXCOM	4	4	4	4	4	50,000
	iii) Establish a Resource Mobilisation Unit within the Secretariat to lobby for aid/ funds in the area of anti-corruption and asset recovery	iii) Resource Mobilisation Unit established	iii) At least 70% of the annual resources required solicited	EXCOM	1	1	1	1	1	50,000
IS 4.4 Strengthen monitoring, evaluation and reporting for the effectiveness of the Association	i) Conduct a baseline assessment 2019	i) Results of the baseline assessment	i) Baseline assessment conducted by 2019	EXCOM	1					400,000
	ii) Develop the capacity of the Secretariat to carryout Monitoring, Evaluation and reporting of the Association's activities	ii) Skilled personnel in M&E of EAAACA	ii) 2 trainings carried	Secretariat		1		1		20,000
	iii) Carry out periodic reporting of all EAAACA and ARIN-EA activities to stakeholders	iii) 1 report capturing all EAAACA/ ARIN-EA activities to stakeholders	iii) 1 report from each member per year	Secretariat	1	1	1	1	1	5,000
		iv) Review meetings held	iv) Convening 1 AGM and at least 4 EXCOM meetings	President	1	1	1	1	1	200,500

IS 4.5 Secure smooth operations of EAAACA Secretariat	i) Acquire a conducive office environment	i) EAAACA office accommodated	i) Office accommodation for five years	EXCOM	1	1	1	1	1	180,000
	ii) Provide and maintain office equipment, furniture and consumables	ii) Fully equipped and operational EAAACA offices	ii) Office equipment, furniture and consumables purchased	EXCOM	1	1	1	1	1	15,000
	iii) Acquire and maintain transport equipment	iii) Transport equipment procured and maintained	iii) Transport equipment acquired by 2021	EXCOM			1			53,000





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