ANTI-CORRUPTION COMMISSION

STRATEGIC PLAN 2022-2026

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ACRONYMS

8NDP	-	8th National Development Plan
ACC	-	Anti-Corruption Commission
AUCPCC	-	African Union Convention on Preventing and Combating Corruption
CDC	-	Curriculum Development Centre
CDF	-	Constituency Development Fund
Cps	-	Cooperating Partners
DEC	-	Drug Enforcement Commission
DNRPC	-	Department of National Registration, Passport and Citizenship
DPP	-	Director of Public Prosecutions
ECZ	-	Electoral Commission of Zambia
FIC	-	Financial Intelligence Centre
GIZ	-	German Agency for International Cooperation
IA	-	Institutional Assessment.
IA/OD-BSC	-	Institutional Assessment/Organisation Development – Balanced Scorecard
ICTs	-	Information and Communications Technologies
MDD	-	Management Development Division
M & E	-	Monitoring and Evaluation
MISA	-	Media Institute of Southern Africa
MOE	-	Ministry of Education
NACP	-	National Anti-Corruption Policy
NDPs	-	National Development Plans
NPA	-	National Prosecution Authority
OAG	-	Office of the Auditor General
OD	-	Organisation Development
OPP	-	Office of the Public Protector
PESTEL	-	Political, Economic, Social, Technological, Environmental and Legal
SADC-PAC	-	Southern African Development Community-Protocol Against Corruption
SWOT	-	Strengths, Weaknesses, Opportunities and Threats
Ti-CPI	-	Transparency International - Corruption Perception Index
TIZ	-	Transparency International Zambia
UNCAC	-	United Nations Convention Against Corruption
UNZA	-	University of Zambia
USAID	-	United States Agency for International Development
ZABS	-	Zambia Bureau of Standards
ZBPI	-	Zambia Bribe Payers' Index
ZACCI	-	Zambia Chamber of Commerce and Industry
ZICTA	-	Zambia Information and Communications Technology Authority
ZNBC	-	Zambia National Broadcasting Corporation
ZP	-	Zambia Police Service
ZPPA	-	Zambia Public Procurement Authority
ZRA	-	Zambia Revenue Authority

FOREWORD

I am pleased to present the 2022-2026 Anti-Corruption Commission (ACC) Strategic Plan. Through this Plan, the Commission envisions ***"A credible anti-corruption institution for a corruption free society."*** The Plan is, therefore, a framework through which the Commission will realise this vision. The vision is anchored on the aspirations of Government as contained in the Eighth National Development Plan (8NDP) under Strategic Development Area 4 which is, to "Create a Good Governance Environment." Through this Plan, the Commission will promote transparency and accountability which are key to the fight against corruption. The Plan is also aligned to the Vision 2030, and the National Anti-Corruption Policy (NACP).

The Commission recognises the existence of corruption in our country which unfortunately, has been considered to be a way of life for some people. We are all aware that, corruption, if not dealt with undermines good governance and in turn impedes national development resulting in low economic growth; low public policy effectiveness; reduced investment in the social and economic sectors; and increased inequality, among others.

As a Commission, we will step up our efforts as contained in our mission statement which is ***"To prevent, investigate, prosecute corruption, and educate the public in order to safeguard public resources and promote fairness in service delivery."*** Our Core Values of *Integrity, Transparency, Confidentiality, Excellence, Impartiality, and Accountability*, will be engraved in the execution of our duties.

I am confident that through implementation of this Plan and with the continued support from all our stakeholders, big strides will be made in the fight against corruption. I therefore call upon all our stakeholders to support the Commission as we together fight the deadly virus of corruption.

Mr Musa Mwenye (SC)
Chairperson, Board of Commissioners
ANTI-CORRUPTION COMMISSION

ACKNOWLEDGEMENTS

The preparation of this Strategic Plan was facilitated with technical support from the Management Development Division (MDD), at Cabinet Office, who worked tirelessly during the preparation of the Plan, and therefore much appreciation is extended to them.

Further appreciation is extended to our clients and stakeholders who provided input, through effective engagement, in reviewing the 2017-2021 Strategic Plan and developing the 2022-2026 Strategic Plan. Particular stakeholders included among others, Ministry of Education, Drug Enforcement Commission, Financial Intelligence Centre, Office of the Public Protector, Zambia Police, Judiciary, ZESCO Limited, Zambia Information Communication Technology Authority, Zambia Public Procurement Authority, Zambia Environmental Management Agency, Department of Immigration, Department of National Registration, Passport and Citizenship, United States Agency for International Development (USAID), German Agency for International Cooperation GIZ, British Embassy, European Union(EU), Transparency International - Zambia and Media Institute of Southern Africa - Zambia.

Finally, appreciation is extended to the entire ACC Management and members of staff for the team spirit exhibited during the preparation of the Plan. It is my sincere hope that the support provided during development of the Plan will continue during its implementation. As ACC, we are committed to fully implementing this Plan as a means to meeting Government's aspirations and our vision thereby ensuring socio-economic development.

Thom Trevor Shamakamba
Director-General
ANTI-CORRUPTION COMMISSION

EXECUTIVE SUMMARY

The mandate of the Anti-Corruption Commission (ACC) is provided for under Section 6 (1) of the AC Act No. 3 of 2012. The mandate of the Commission is to fight corruption.

This Strategic Plan, therefore, was developed to set out an operational framework to guide the execution of the ACC's mandate in the next five (5) years. The Plan will guide the Commission's programmes, decision-making and resource allocation during the period 2022 – 2026.

The methodology used to develop the 2022 – 2026 Strategic Plan involved a two-phased approach comprising the Institutional Assessment and Organisational Development underpinned by the Balanced Scorecard principles. The Institutional Assessment involved undertaking a Performance Assessment, and an Internal Capability Assessment to establish ACC's distinctive competencies, as well as, analysing the macro-environment. The McKinsey 7s Model, Lewin's Simple Change Management Model, Objective and Problem Trees, SWOT and PESTEL Analyses were used in the assessment.

Based on these analyses the ACC has set out a strategic operational framework for the period 2022 – 2026 comprising of the following Vision: "A credible anti-corruption institution for a corruption free society."

To realise the Vision, the ACC has identified three (3) thematic areas of focus and their related strategic results as follows:

I. Anti-Corruption Excellence resulting in Transparency and Accountability in service delivery in public and private sectors;
ii. Communication and Collaboration resulting in Stakeholder Support; and
iii. Operational Excellence resulting in Efficient and Effective Service Delivery.

To ensure that the ACC performs well in the three (3) thematic areas, it has set for itself a Mission, which is:

"To prevent, investigate, prosecute corruption, and educate the public in order to safeguard public resources and promote fairness in service delivery".

In executing the Mission, ACC has committed to observing the following Core Values, namely:

I. Integrity;
ii. Transparency;
iii. Confidentiality;
iv. Excellence;
v. Impartiality; and
vi. Accountability.

The following strategies will be used to improve service delivery:

i. Enhance implementation of awareness and education programmes;
ii. Strengthen research, monitoring and evaluation;
iii. Enhance implementation of corruption prevention mechanisms;
iv. Strengthen private sector engagement;
v. Strengthen case management;

vi. Review Investigations, Prosecutions, Public Education and Corruption Prevention Manuals;
vii. Strengthen policy and legal frameworks;
viii. Develop and implement a Stakeholder Management Plan;
ix. Strengthen and implement the Communication Strategy;
x. Develop and implement a Resource Mobilization Strategy;
xi. Strengthen internal controls;
xii. Develop and implement a Service Charter;
xiii. Strengthen Operational and Management Systems;
xiv. Strengthen implementation of the training programme;
xv. Enhance provision of tools, equipment and infrastructure;
xvi. Strengthen Performance Management;
xvii. Develop and implement a culture remodelling programme; and
xviii. Review and implement the Code of Ethics.

To facilitate implementation, the Strategic Plan will be operationalised through costed Annual Departmental and Individual Work Plans. In order to ensure successful implementation and realisation of the desired impact, the implementation of the Plan will be monitored continuously, to undertake necessary interventions. At the end of the plan period, a final review will be undertaken to establish the extent of the Strategic Plan implementation and its impact.

1.0. INTRODUCTION

1.1. Background

The Anti-Corruption Commission was established in 1982 following the enactment of the Corrupt Practices Act No. 14 of 1980 with the primary role of spearheading the fight against corruption in Zambia through investigation, prosecution, prevention and public education. In 1996, Act No. 14 of 1980 was repealed and replaced by the Anti-Corruption Commission Act No. 42 of 1996 which established the ACC as an "autonomous body." In 2010, Act No. 42 of 1996 was repealed and replaced with the Anti-Corruption Act No. 38 of 2010, which was also repealed and replaced with the current Anti-Corruption Act No. 3 of 2012. This was with a view to strengthen the fight against corruption, and to domesticate and streamline relevant provisions of the regional and international instruments. These are; the United Nations Convention Against Corruption (UNCAC), the Southern African Development Community Protocol Against Corruption (SADC-PAC), and the African Union Convention on Preventing and Combating Corruption (AUCPCC), and other regional and international instruments to which Zambia is a party. Following the amendment of the Republican Constitution in 2016, the Commission was established as an Investigative Commission under Article 235 (a) of the Constitution of Zambia (Amendment) Act No. 2 of 2016.

Over the years, the Commission has developed Strategic Plans to guide its work in line with its mandate. In 2003, the ACC developed a five-year Strategic Plan covering the period 2004 – 2008. A review of the Strategic Plan recommended strengthening the action of the Commission in the prevention of corruption. Thus, during the 2009 – 2013 Strategic Plan period, the focus of the Commission shifted from Investigations and Prosecutions to Corruption Prevention. In the immediate past Strategic Plan (2017-2021), the Commission focused on building its capacity in all areas of operations in order to rebuild public confidence. During the implementation period, a number of achievements were made which among others included:

i. Translation of 10 types of IEC materials into seven (7) main local languages; and conducting a total of 1,710 sensitisation programs reaching an estimated number of 2,711,480 people;
ii. Development of an Integrity Committee (IC) roll out plan and establishment of 57 Integrity Committees. By end of the Strategic Plan in December 2021, a total of 130 ICs were in existence.
iii. Signing of five Memoranda of Understanding with ZRA, FIC, PIA, SEC and ZPPA thereby enhancing information exchange;
iv. Recovery of proceeds of crime amounting to K136, 059,545.50;
v. Improvement in the conviction rate from an average of 61% over the 2012-2016 period to 65% in the previous period (2017 to 2021); and
vi. The development and implementation of the ACC M&E Framework enhanced planning and reporting of programmes.

In spite of these achievements by the Commission, Zambia continues to face major corruption and governance challenges as reflected in the main governance and corruption indicators. Particularly, the Transparency International - Corruption Perception Index (Ti-CPI) has deteriorated from 35/100 in 2018 to 33/100 in 2021. The Zambia Bribe Payers Index (ZBPI) also reveals that the overall aggregate bribery index increased from 13.5 in 2017 to 15 in 2019, implying that the likelihood of any average adult Zambian being asked to pay a bribe when accessing services provided in a government institution has increased.

At institutional level, the Commission faced a number of challenges in the execution of its mandate. Critical among them were:

i. Inadequate legal framework;
ii. Inadequate communication and coordination;
iii. Inadequate financial resources;
iv. Inadequate tools to investigate technology crimes;
v. Increased levels of public tolerance for corruption;
vi. Highly centralized structure;
vii. Inadequate staff and high staff turnover;
viii. Reluctance by members of the public to report corruption; and
ix. Inadequate specialized skills for members of staff.

1.2. Statutory Mandate

The Anti- Corruption Commission is established as a body corporate under the Anti-Corruption Act No. 3 of 2012 imbued with the mandate to fight corruption.

1.3. Specific Functions

The specific functions of the Commission are derived from the Anti-Corruption Act No. 3 of 2012 under Section 6 (1). These are to:

a) Prevent and take necessary and effective measures for the prevention of corruption in public and private bodies. These measures include:

   i. Examining the practices and procedures of public and private bodies in order to facilitate the discovery of opportunities of corrupt practices and secure the revision of methods of work or procedures which in the opinion of the Commission, may be prone or conducive to corrupt practices;
   ii. Advising public bodies and private bodies on ways and means of preventing corrupt practices;
   iii. Disseminating information on evil and dangerous effects of corrupt practices on society;
   iv. Creation of committees in institutions for monitoring corruption in the institutions; and
   v. Enlisting and fostering public confidence and support against corrupt practices.

b) Initiate, receive and investigate complaints of alleged or suspected corrupt practices, and, subject to the directions of the Director of Public Prosecutions, prosecute –

   i. offences under this Act; and
   ii. such other offence under any other written law as may have come to the notice of the Commission during the investigation of an offence under the Act.

c) Investigate any conduct of any public officer which the Commission has reasonable grounds to believe maybe connected to corrupt practices.

d) Be the lead agency in matters of corruption.

e) Co-ordinate or co-operate, as applicable, with other institutions authorised to investigate, prosecute, prevent and combat corrupt practices so as to implement an integrated approach to the eradication

of corruption;

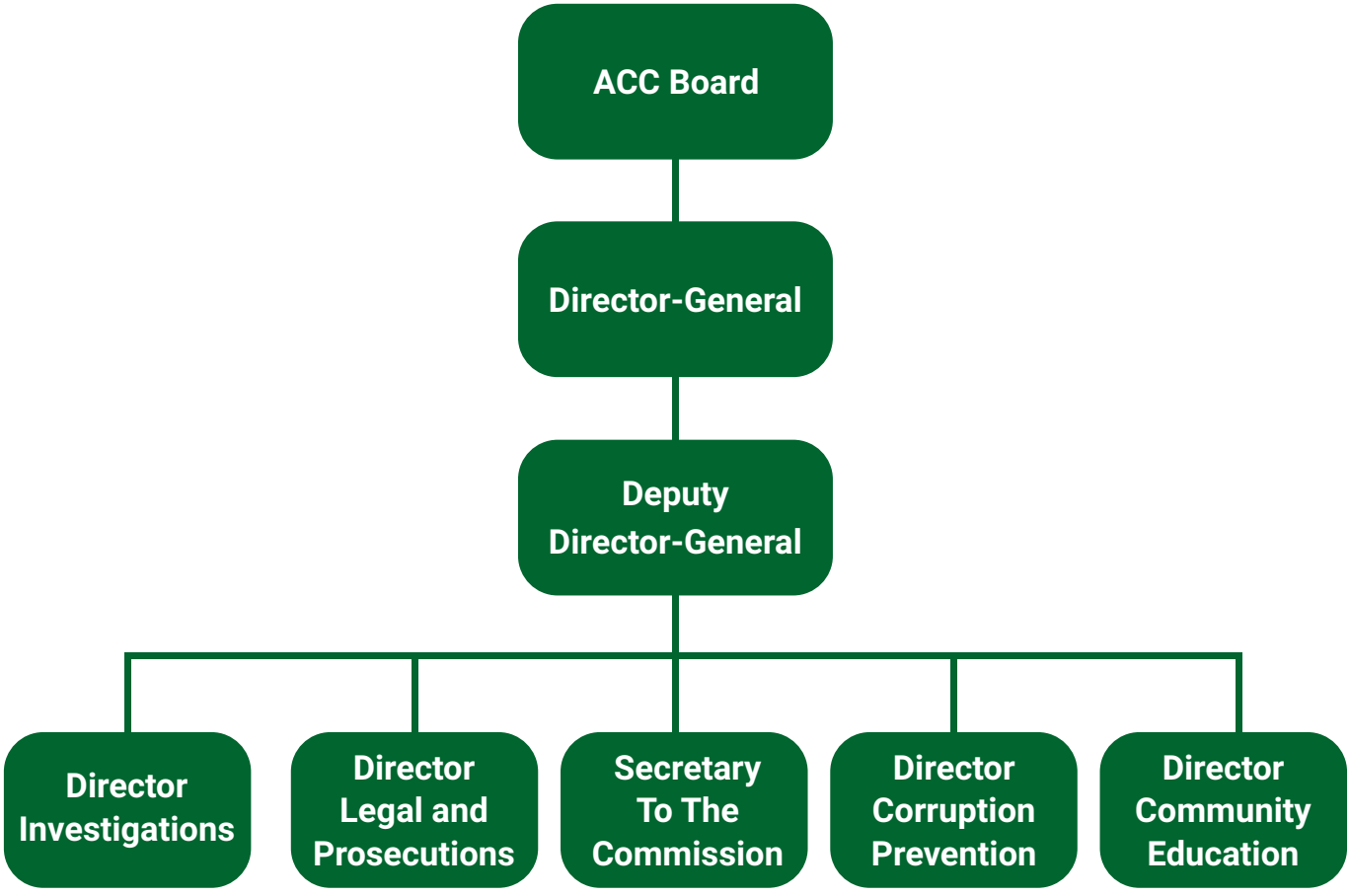
f) Consult, co-operate and exchange information with appropriate bodies of other countries that are authorised to conduct inquiries or investigations in relation to corrupt practices;

g) Adopt and strengthen mechanisms for educating the public to respect the public good and public interest and, in particular:

i. create awareness among members of the public on measures and efforts being implemented in the fight against corruption and related offences;
ii. disseminate information and sensitize the public on the negative effects of corruption and related offences on society;
iii. enlist and foster public confidence and support against corrupt practices; and
iv. develop educational and other programmes for the sensitization of the media.

1.4. Management and Operational Structure

The Commission has a governing board of Commissioners comprising five (5) members who include a Chairperson, a Vice-Chairperson and three (3) members. The Board provides strategic oversight to the Commission. The day to day management and operations is done by the Director-General who is the Chief Executive Officer. The Director-General is assisted by a Deputy Director-General, Secretary to the Commission and four (4) Directors. Below is the high level structure of the Anti -Corruption Commission.



1.5. Strategic Operational Linkages

The operational strategic linkages relate to the interaction between the Commission and its stakeholders. The Commission collaborates with Law Enforcement Agencies, Research Institutions, other government agencies and statutory bodies, and cooperating partners among others. The areas of collaboration include; streamlining anti-corruption in the operations of the institutions; information sharing; dispensation of justice; technical support on establishment of ICs; undertaking joint operations and prosecution of joint operations.

1.6. Rationale for Developing the 2022 – 2026 Strategic Plan

The development of the 2022 – 2026 Strategic Plan was necessitated by the expiry of the 2017 -2021 Strategic Plan and the need to align the Commission's Strategic direction with the 8NDP. The purpose of the Strategic Plan is therefore to set out an operational framework to guide the execution of the ACC's mandate in the next five (5) years. This framework will guide the Commission's programmes, decision-making and resource allocation during the period 2022 – 2026.

1.7. Methodology

The strategic planning approach used to develop the 2022 to 2026 Strategic Plan is called an Integrated Institutional Assessment/Organisation Development – Balanced Scorecard (IA/OD-BSC). The IA/OD BSC is a two-phased approach that takes into consideration a critical analysis of the ACC's operations including its achievements and challenges with proposed recommendations for improved performance. The Strategic Plan was developed with technical support from Management Development Division of Cabinet Office and spearheaded by a Core Team composed of members of staff from all the Departments in the Anti-Corruption Commission.

The first phase is known as the Institutional Assessment (IA). This phase involved conducting an internal capability assessment to establish ACC's distinctive competencies, as well as, analysing the macro-environment. The various tools applied were the McKinsey 7s Model; Lewin's Simple Change Management Model; Objective and Problem Trees; Strengths, Weaknesses, Opportunities and Threats (SWOT); and Political, Economic, Social, Technological, Environmental and Legal (PESTEL) Analyses. In addition, various stakeholders were engaged to solicit for information on the current and future outlook of the Commission and to suggest areas of focus to enhance the execution of the ACC's mandate. The views of stakeholders were obtained through one-day engagement sessions which allowed them to freely provide their opinions and building consensus on a number of key issues.

The second phase is known as the Organisation Development (OD) and this involves determining the strategic direction of an organisation. The information collected from the Institutional Assessment facilitated the Organisational Development process of determining the strategic direction for the ACC for the period 2022 – 2026 in relation to its Vision, Mission, Core Values, Strategic Themes and Strategic Objectives. In mapping out the strategic direction, the approach applied the Balanced Scorecard (BSC) principles. The BSC is a strategic planning and performance management system which takes a holistic approach in mapping the strategic direction and provides a framework for measuring the performance of an institution. The Strategic Plan was validated by various stakeholders and approved by the Board of Commissioners of the ACC.

2.0. ENVIRONMENTAL ANALYSIS

2.1 External Environmental Analysis

The analysis of the ACC's external environment focused on Political, Economic, Social, Technological, Environmental and Legal (PESTEL) developments that had or may have an impact on the operations of the Commission. The analysis also included taking into account stakeholders' interests and clients' needs.

2.1.1 PESTEL Analysis

a. Political

i. Launch of the 8th National Development Plan (8NDP) 2022- 2026

The 8NDP under strategic area 4 (Good Governance Environment): Development Outcome 1 and 2 provide for the creation of the Good Governance and Policy Environment. The Commission will implement the following measures:

- Enhance implementation of awareness and education programmes
- Enhance implementation of corruption prevention mechanisms
- Strengthen stakeholder collaboration mechanisms; and
- Engage Ministry of Justice on the strengthening of the legal framework.

ii. The 2022 budget Speech and increased CDF allocation

The increased allocation of funds for constituency development entails expanded scope of works for the ACC to respond to anticipated corruption activities in the administration of Constituency Development Fund (CDF). To prevent corruption activities, the Commission will enhance collaboration with the local authorities on corruption prevention mechanisms.

iii. Development of gift handling Policy for Traditional Leaders

The development of Gift Handling Policy for Traditional Leaders has streamlined the management of gifts in the Chiefdoms. The Commission will strengthen collaboration with traditional leadership.

iv. Roll out of anti-corruption content in tertiary education

The inclusion of anti-corruption content in the tertiary education curriculum has streamlined the anti-corruption fight. The Commission will continue collaborating with the Ministry of Education to inculcate a corruption free culture.

b. Economic

i. Fluctuation of exchange and inflation rates

Continued fluctuation of the Kwacha against other major foreign currencies from an average of K10.078:$1 in 2017 and closing at K16.6931:$1 in 2021, and increase in annual inflation rates from 6.58% in January 2017 to 22.02% in December 2021 adversely affected programme implementation. To mitigate this development, the Commission will continue engaging stakeholders for support and streamline program planning.

c. Social Developments

i. Increased use of technology in daily transactions

This has enhanced evidence gathering during investigations, eased communication and reduced cost of operations. The following measures will be undertaken to optimise this opportunity:

- Invest in ICT infrastructure and equipment; and
- Build capacity of staff in utilising ICT.

However, increased use of technology has also brought negative developments in that it has increased opportunities for high technology crimes. The ACC will develop the following measures to mitigate the threat:

- Continuously train staff in technology trends;
- Strengthen collaboration with stakeholders such as ZICTA, ZP, SMART Zambia Institute, and;
- Enhanced firewall and security on ICT systems.

ii. Disease outbreak

The outbreak of Covid-19 in 2019 adversely affected the operations of the ACC as most operational activities required physical interactions. The following measures will be undertaken to mitigate the threat posed by disease outbreaks:

- Invest in ICT; and
- Strengthen adherence to health guidelines.

d. Technology

i. Increased uptake of e-government and ICTs in public and private institutions

The increased uptake of e-government and ICTs has reduced human interface. This has reduced incidences of corruption especially in areas involving cash transactions.

To optimise the development, the Commission will enhance partnerships with stakeholders on integration of systems.

e. Legal Developments

i. Enactment of the Cyber Security and Cyber Crimes Act No. 2 of 2021

The Act provides for among others, collection and preservation of evidence of computer and network related crime, and admission in criminal matters of electronic evidence. The Act allows for electronic evidence collected during investigations to be admissible in the courts of law.

To optimise the opportunity, the Commission will leverage on the provisions in the Act to gather and provide electronic evidence.

ii. Public Finance Management Act No. 1 of 2018

The Act places responsibilities and fiduciary duties on Controlling Officers and has enhanced cash management systems to secure efficient and effective utilization of cash for the Government. The Act has simplified the work of the ACC in investigating matters related to management of public funds. The Commission will leverage on the provisions in the Act to execute the Commission's functions.

iii. Public Procurement Act No. 8 of 2020

The Act revised the law relating to procurement in public bodies and regulates and controls practices relating to public procurement. The Act provides for punitive measures against erring officers. The Commission will leverage on the provisions in the Act to execute the Commission's functions.

2.1.2 Stakeholder and Client Analysis

a) Clients and their Needs

An analysis of the clients' needs was undertaken. Clients are individuals/groups of individuals/institutions the Commission was primarily created to provide a service to in order to meet their needs. The following are the clients of the ACC and their needs.

Table 1: Clients and their Needs

S/N	CLIENTS CLUSTER	NEEDS
1.	Ministries	• Accurate anti-corruption information e.g. on integrity, accountability, and corruption vulnerability. • Facilitate mainstreaming of corruption prevention through establishing of ICs and conducting Corruption Risk Assessment. • Create mechanisms for corruption prevention.
2.	Members of the public	• Accurate and unbiased anti-corruption information. • Timely response to complaints, and unbiased investigating & prosecuting of offenders. • Anti-corruption education on integrity and reporting mechanisms.
3.	Complainants and Witnesses	• Provision of protection. • Timely and impartial investigation and prosecution of offenders. • Thorough and unbiased investigations. • Speedy prosecutions.
4.	Regulators	• Vetting services. • Security screening.
5.	Community Leaders	• Anti-Corruption information and education to counter traditional customs that promote corruption and reporting mechanisms.

b) Stakeholders and their Interests

In addition to clients and their needs, an analysis of the stakeholders and their interests was undertaken. Stakeholders are individuals/groups of individuals/institutions that have an interest/stake/claim in the operations of the ACC and are affected by decisions made by the ACC.

The stakeholder analysis identified the stakeholders and their areas of interest as presented below:

Table 2: Stakeholders and Their Areas of Interest

S/N	Stakeholder Cluster	Area of Interest
1.	Government Ministries	• Collaboration on strengthening internal systems to curb corruption. • Prudent utilisation of resources. • Collaboration on anti-corruption education. • Correct application of the law. • Collaboration on the strengthening of internal systems to curb corruption.
2.	Government organs	• Correct interpretation of the Law. • Effective implementation of the Anti-Corruption Act. • Prudent utilisation of resources.
3.	Commissions	• Collaboration on ethics training of staff in Local Authorities. • Collaboration on establishment and implementation of Integrity Committees in Local Authorities • Participation in the District Voter Education and Conflict Resolution • Adherence to human rights • Fair treatment of suspects
4.	Parastatals and Statutory Bodies	• Offering checks and balances during Environmental Impact Assessments (EIA). • Collaboration on strengthening of internal systems to curb corruption. • Collaboration on undertaking forensic audits. • Collaboration on the correct application of the Zambia Public Procurement Act (ZPPA) during investigations. • Collaboration on the development of educational anti-corruption materials at all school levels.
5	Law Enforcement Agencies	• Collaboration on investigation and prosecution of cases • Collaboration on ethics training

6.	Media	• Collaboration on dissemination of accurate information on suspected cases of corruption and findings
7.	Cooperating Partners (CPs) /Donors	• Prudent utilisation of CPs/Donors financial resources • Effective and efficient implementation of CPs/Donors supported programmes
8.	Civil Society Organisation	• Collaboration on the exchange of information on corruption • Collaboration on dissemination of accurate information on anti-corruption to the public. • Collaboration and support in the fight against corruption
9.	Associations	• Accurate anti-corruption information • Create mechanisms for corruption prevention • Collaboration on building partnerships on issues relating to corruption • Collaboration on the fight against corruption in the industry • Collaboration on transparency and accountability in the acquisition of contacts and business permits/licences by its members
10.	Academia/ Research Bodies	• Support and utilisation of research information on corruption and governance related topics

2.2 Internal Analysis

2.2.1 Past Performance

A performance analysis was conducted to determine the extent of achievement of set targets and ultimately establish the overall institutional performance. A three-tier rating was used to classify the performance of the Commission as highlighted below:

- Code 1 - Red for below Average Performance (0% to 49.9%);
- Code 2 - Yellow for Average Performance (50% to 79.9%); and
- Code 3 - Green for Above Average Performance (80% to 100%).

The Performance is based on the Anti-Corruption Commission 2017 – 2021 Strategic Plan period. During the period under review, the Commission recorded an average performance with a rating of 2 as shown in table 3 below.

Table 3: Performance Rating

Overall Percentage Rating	**49.50**
Rating and Colour Code	**1**
Average Percentage Rating for Support Objectives	**36.42**
Rating and Colour Code	**1**
Average Percentage Rating for Core Objectives	**58.21**
Rating and Colour Code	**2**

The performance was affected by a number of factors which included the following:

i. Inadequate funding;
ii. Inadequate understanding and appreciation of the importance of the Annual Performance Appraisal System (APAS) and the Performance Management System;
iii. Lack of prioritisation of some activities in the Strategic Plan such as investment in ICT systems and infrastructure and research;
iv. Lack of appreciation and prioritisation of corporate communication programmes;
v. Some targets were too ambitious, superfluous and not Specific, Measurable, achievable, Realistic and Time Bound (SMART);
vi. Non-operationalisation of some provisions in the M&E Framework;
vii. Non-prioritisation of the review of the Anti-Corruption Act;
viii. Intermittent internet connectivity in the rural parts of the country to facilitate rural sensitisation through virtual meetings;
ix. Inadequate human resource due to high staff turnover; and
x. Lack of presence of ACC at district level.

2.2.2 Institutional Capability Assessment

The Institutional Capability Assessment conducted provided an in-depth analysis of the ACC's status internally. The Internal analysis identified a number of gaps and provided appropriate interventions as input into the preparation for the 2022 – 2026 Strategic Plan. Based on the Mckinsey's 7s Model of assessment, it was established that the Commission had challenges in the seven areas relating to the Strategy, Structure, Systems, Staff, Skills, Shared values and Style of leadership and management. The identified challenges will need to be addressed for ACC to effectively implement its Strategic Plan. Further, a SWOT analysis was conducted. The analysis identified factors within the Commission in respect of Strengths and Weaknesses that would facilitate or hinder the implementation of the identified interventions. In addition, the analysis identified factors outside ACC in respect of Opportunities and Threats that would facilitate or hinder the implementation of the identified interventions. The analysis revealed the following:

Table 4: SWOT Analysis

STRENGTHS	WEAKNESSES
• Availability of human resource with technical know-how. • Availability of internal policies. • Operational systems in place. • Supportive leadership. • Stakeholder collaborative mechanisms in place. • Clear Strategic direction.	• Limited geographical spread. • Inadequate specialized competences and skills. • Inconsistencies on the policy on communication with the public. • Inadequate number of staff. • Inadequate organisational structure. • Inadequate tools and equipment • Slow adaptation to change. • Inadequate office infrastructure and transport. • Inadequate coordination among departments.

OPPORTUNITIES

- Availability of political will
- Favourable policy framework
- Support from cooperating partners and other stakeholders
- Availability of modern technologies
- Inclusion of anti-corruption content in the school curriculum
- Implementation of the Decentralization Policy (Devolution of some functions to the Local Authorities requiring ACC presence)
- Conducive media environment

THREATS

- Inadequate funding
- High technical staff turnover
- Inadequate and misaligned legal frameworks
- Low public confidence in the Commission
- Brain drain on highly technical staff
- High technology crimes
- Pandemics
- High poverty and unemployment levels
- High levels of organized crime
- Low support from the private sector
- Misrepresentation of facts by the media
- Increased levels of public tolerance for corruption
- Inadequate National Anti-Corruption Policy

3.0. STRATEGIC DIRECTION

The Anti –Corruption Commission's strategic direction is drawn from the Eighth National Development Plan 2022 - 2026 under Strategic Development Area 4 relating to Good Governance Environment. This area entails that institutions in the strategic area of focus should undertake programmes and activities aimed at creating a conducive environment characterised by transparency, and accountability, among others. Strategic Development Area 4 has two outcomes which are:

a. **Development Outcome 1:** Improved Policy and Governance Environment. Under this Development Outcome, the Commission is required to implement Strategy 3 which is to strengthen transparency and accountability mechanisms;

b. **Development Outcome 2:** Improved Rule of Law, Human Rights and Constitutionalism. The Commission is required to implement Strategy 2 which is to strengthen the criminal and justice system and enhance rule of law.

Following the end of the 2017-2021 Strategic Plan and its subsequent review, the Commission analysed the internal and external environments within which it operates and key strategic issues were identified which formed part of the basis of the Strategic Direction. The following were some of the key strategic issues identified:

I. Inadequate legal and policy framework - There are some limitations and contradictions in the current anti-corruption legal and policy frameworks which pose a challenge to effective service delivery, disposal of cases and erosion of public confidence in the Commission, among others.
ii. Inadequate administrative and logistical support - the inadequacies in areas such as infrastructure, equipment, tools and organisational structure lead to operational inefficiency and ineffectiveness in the operations of the Commission.
iii. Insufficient public awareness of ACC mandate - The Commission has limited visibility because it is not adequately decentralised to the district level. This has led to inadequate public support and few cases reported which has contributed to increased levels of corruption.
iv. Inadequate stakeholder support - Weak collaboration with the private sector, media, civil society and other stakeholders has contributed to low support. This hampers the effective implementation of corruption prevention mechanisms.
v. Inadequate funding - This pose performance challenges and ineffective service delivery.

The Commission has therefore set out an operational framework to guide the execution of its mandate in the next five (5) years. This framework will guide the Commission's programmes, decision-making and resource allocation during the period 2022 - 2026.

3.1. Vision

ACC's Vision is: ***"A credible anti-corruption institution for a corruption free society."*** Through this vision, the Commission will enforce a robust and collaborative anti-corruption agenda aimed at attaining a society free of corruption.

3.2. Mission Statement

To realise the vision and achieve the strategic results, ACC commits itself to the following mission statement: "To prevent, investigate, prosecute corruption, and educate the public in order to safeguard public resources and promote fairness in service delivery". Through the mission, the Commission will effectively collaborate with its stakeholders to ensure that it carries out its functions effectively and efficiently. Consequently, the Commission will ensure that with dedication to its mandate, there is, explicit and prudent use of public resources to promote justice and equity in service delivery.

3.3. Core Values

The operations of ACC and conduct of staff for the strategic plan period will be anchored on the following six (6) core values:

i. Integrity: We are committed to being honest in all our dealings and upholding strong moral principles.
ii. Transparency: We are open in our actions, decisions and communication with stakeholders to build trust.
iii. Confidentiality: We safeguard entrusted information.
iv. Excellence: We execute our duties to the best of the set standard.
v. Impartiality: We treat people equally and fairly and we are objective in all decisions and actions.
vi. Accountability: We are responsible for our decisions and actions.

3.4. Strategic Themes and Strategic Results

To realise its Vision, the ACC has identified the following three (3) areas of focus (themes) and associated strategic results:

a) Anti-Corruption Excellence resulting in Transparency and Accountability in Service Delivery in Public and Private Sectors;
b) Communication and Collaboration resulting in Stakeholder Support; and
c) Operational Excellence resulting in Efficient and Effective Service Delivery.

3.4.1 Anti-Corruption Excellence

This entails strengthening the implementation of corruption prevention mechanisms, policies, legal frameworks, and provision of suitable tools, equipment and infrastructure. Continuous improvements in the stated areas will lead to a reduction in the occurrence of corruption cases, effective disposal of cases, high staff performance and positive work culture.

3.4.2 Stakeholder Collaboration and Coordination

This involves implementing awareness and education programmes and improving stakeholder engagement. The expected results through these interventions are increased knowledge on corruption and satisfied stakeholders.

3.4.3 Operational Excellence

Attaining operational excellence entails enhancing financial resource mobilisation, and improved

operational and management systems. Improvements in these areas will, lead to an increased resource base, effective implementation of programmes, improved accountability and timely service delivery.

3.5. Strategic Objectives, Intended Results, Measures, Targets and Strategies

In the next five (5) years, ACC commits to implement seven (7) strategic objectives with their associated intended results, measures, targets and strategies (initiatives). The strategic objectives demonstrate the continuous improvements that the Commission will need to make to achieve the desired results in the areas of focus as follows:

Table 5: List of Strategic Objectives

S/N	Strategic Objective	Strategic Objective Description
1.	Enhance corruption education	The institution will identify and engage various stakeholders in order to solicit their support to implement education programs nationwide. This will lead to an increase in awareness and knowledge on corruption.
2.	Enhance corruption prevention	The institution will strengthen collaboration with various stakeholders in order to implement corruption prevention mechanisms to reduce the occurrences of corruption in both public and private bodies.
3.	Improve corruption investigation and prosecution	The Commission will strengthen the legal framework, increase its investment in modern investigation and prosecution tools and equipment; and review the investigations and prosecutions processes in order to effectively investigate and prosecute cases of corruption so as to increase the efficient disposal of cases.
4.	Improve stakeholder engagement	The Commission will enhance its communication and collaboration with various stakeholders in order to build stronger anti-corruption partnerships in the fight against corruption.
5.	Enhance financial resource mobilisation and management	The Commission will develop and implement a Resource Mobilisation Strategy and strengthen internal controls in order to provide effective and efficient, administrative and financial resources.
6.	Improve operational and management systems	The Commission will develop and implement a Service Charter as well as review and implement internal operational and management systems to effectively and efficiently utilise resources and improve service delivery.

The detailed 2022 to 2026 ACC Strategic Plan log frame is shown below.

Table 6: 2022 to 2026 ACC Strategic Plan Log Frame

Strategic Themes:	**Operational Excellence**		**Communication and Collaboration**	**Anti-Corruption Excellence**
Strategic Results:	**Effective and Efficient Service Delivery**		**Stakeholder Support**	**Transparency and Accountability in Service Delivery in Public and Private Sectors**
Strategic Objective 1: Enhance Corruption Education				
Intended Results	**Measures**	**Baseline 2021**	**Targets**	**Strategies**
Increased awareness and knowledge on corruption	Number of targeted population sensitised	3.5 million	5 million people sensitised annually	• Enhance implementation of awareness and education programmes • Strengthen research, monitoring and evaluation
	Percentage awareness and knowledge on corruption	Nil	90% awareness and knowledge on corruption among the target population annually	
Strategic Objective 2: Enhance Corruption Prevention				
Intended Results	**Measures**	**Baseline 2021**	**Targets**	**Strategies**
Reduced occurrence of corruption	• % of corruption prevention mechanisms put in place in targeted institutions. • % incidences of bribery in targeted institutions (ZBPI)	Nil 10.8	• 100% of corruption prevention mechanisms in targeted institutions put in place by 2026 • 0.5% reduction in incidences of bribery in targeted institutions annually	• Enhance implementation of corruption prevention mechanisms. • Strengthen private sector engagement • Strengthen research, monitoring and evaluation
Strategic Objective 3: Improve Corruption Investigation and Prosecution				
Intended Results	**Measures**	**Baseline 2021**	**Targets**	**Strategies**
Effective disposal of investigations cases	Complaints processing service delivery standard	75%	80% of complaints received processed within 72 hours	• Strengthen case management
	Percentage of investigated cases concluded	11%	31% of investigated cases concluded by 2026	• Review Investigations and Prosecutions Manuals • Strengthen policy and legal frameworks • Strengthen research, monitoring and evaluation
	Legal opinions rendered within 21 days	80%	80% of legal opinions rendered within 21 days	
	Percentage of prosecution cases concluded (at up to no case to answer stage).	38%	40% of prosecution cases concluded (at upto no case to answer stage) annually.	

Strategic Objective 4: Improve stakeholder engagement				
Intended Results	**Measures**	**Baseline 2021**	**Targets**	**Strategies**
Satisfied Stakeholders	% Stakeholder satisfaction level	Not established	75% stakeholder satisfaction level annually	• Develop and implement a Stakeholder Management Plan • Strengthen and implement the Communication Strategy • Strengthen research, monitoring and evaluation
Strategic Objective 5: Enhance Financial Resource Mobilization and Management				
Intended Results	**Measures**	**Baseline (2021)**	**Targets**	**Strategies**
Increased resource base	% of planned budget funded	55%	100% of planned budget funded annually	• Develop and implement a Resource Mobilization Strategy • Strengthen private sector engagement • Strengthen research, monitoring and evaluation • Strengthen internal controls
Effective implementation of programmes	% programme implementation	Nil	100% planned programmes implemented annually	
Accountability	Number of Disclaimer and/ or adverse audit opinions	0	Zero Disclaimer and / or adverse audit opinions annually	
Strategic Objective 6: Improve Operational and Management Systems				
Intended Results	**Measures**	**Baseline (2021)**	**Targets**	**Strategies**
Timely service delivery	% of services provided as per Service Charter	Not established	100% of services provided as per Service Charter annually	• Develop and implement a Service Charter • Strengthen Operational and Management Systems • Strengthen research, monitoring and evaluation

Strategic Objective 7: Enhance Staff Capacity				
Intended Results	**Measures**	**Baseline (2021)**	**Targets**	**Strategies**
High staff performance	% performance against individual set targets	25%	100 % performance against individual set targets annually	• Strengthen implementation of the training programme • Enhance provision of tools, equipment and infrastructure • Strengthen Performance Management
Positive work culture	% staff adherence to code of ethics	70%	100% staff adherence to the code of ethics	• Develop and implement a culture remodelling programme • Enhance operations of the Commission's Integrity Committee

Refer to Appendix I for ACC 2022 - 2026 Balanced Scorecard for details on the Log Frame

4.0. ENABLING FACTORS

The successful implementation of this Strategic Plan is, to a large extent, dependent on the following pre-conditions and assumptions:

4.1. Pre – Conditions

Pre-conditions are the critical success factors that ACC will need to put in place to ensure the successful implementation of the 2022 - 2026 Strategic Plan. The following are the pre-conditions:

4.1.1. Competent and committed staff

The Commission shall have loyal and dedicated staff with requisite skills and knowledge to successfully deliver on its mandate.

4.1.2. Adequate administrative and logistical support

This will entail having desirable and acceptable administrative policies to guide in the provision and management of resources to ensure equitable use for achievement of overall organisational goals.

4.1.3. Focused, visionary and supportive leadership

The Commission leadership effort will be directed towards a long term plan for the future, inspiring members of staff and providing a conducive work environment at all levels.

4.1.4. Positive work culture

The Commission will create a work environment characterised by desirable interaction and tolerant of professional work values and attitudes of members of staff.

4.1.5. Ownership of the Strategic Plan at all levels

The Commission will have a leadership that will take ownership of the strategic direction for the institution and lead members of staff towards attainment of its mandate.

4.2. Assumptions

These are critical success factors outside the control of the Commission that should prevail for the successful implementation of the Plan. The following are the assumptions:

4.2.1. Political will

There will be continued commitment in the fight against corruption from the political leadership at all levels.

4.2.2. Adequate funding

There will be sufficient financial resources to enable the Commission execute its mandate efficiently and effectively.

4.2.3. Conducive legal and policy framework

Institutions of good governance, responsive laws, processes and procedures will be in place to support the fight against corruption.

4.2.4. Stakeholder support

There will be continued support from stakeholders such as government, the public, cooperating partners, media, civil society organizations among others, to ensure that the fight against corruption is holistic and owned by all citizens.

4.2.5. Appropriate organizational structure and staffing levels

There will be adequate financial resources to support a suitable organizational structure with adequate skilled manpower to implement institutional programmes.

5.0. PLAN IMPLEMENTATION

To operationalise the Strategic Plan, a costed Implementation Plan will be broken down into annual work plans and individual work plans, with SMART targets and schedules of activities, taking into account available resources.

The Monitoring and Evaluation Unit will be responsible for the development and implementation of this Plan as well as submission of progress reports to Management by December every year. The Implementation Plan will be the basis for monitoring and evaluating the performance of ACC at three (3) levels, namely; Individual, Departmental and Institutional.

5.1. Risk Management

The ACC will ensure timely identification of risks which will be efficiently managed during the implementation of the 2022 - 2026 Strategic Plan. The pre-conditions, assumptions and other factors that may affect the successful implementation of the plan will be monitored regularly.

A risk management framework/system will, therefore, be put in place to ensure proper management of risks.

5.2. Monitoring and Evaluation

Monitoring and Evaluation (M&E) of the Strategic plan will be vital for effective implementation and ascertaining its impact. The M&E framework will be developed to track progress and evaluate performance against set strategic results, strategic objectives, intended results and targets as well as institute corrective measures timely. The M&E will be done at individual, departmental and institutional levels. Accordingly, quarterly and annual progress reports on the implementation of the Plan will be coordinated by the Monitoring and Evaluation Unit. The Unit will ensure that all Directorates prepare progress reports and submit to Management for consideration.

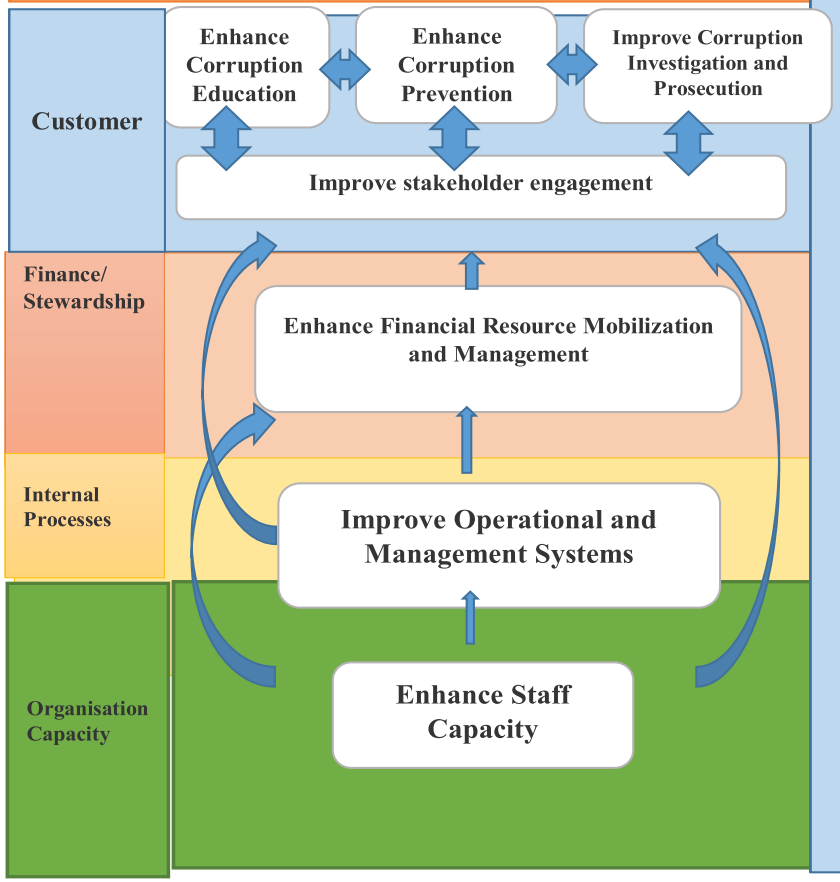
At individual level, the Performance Management System will be strengthened to monitor and evaluate performance on a continuous basis. At Directorate level, M&E will be carried out on a quarterly basis while at Institutional level it will be carried out annually.

A mid-term review will be undertaken midway implementation of the Plan. The review will identify challenges, if any, encountered during implementation and recommend appropriate measures for addressing the challenges where necessary. Consequently, a terminal review will be undertaken at the end of the Plan period to determine the full extent of implementation and the overall impact. The terminal review will inform the preparation of the next Strategic Plan.

ANTICORRUPTION COMMISIION 2022 – 2026 BALANCED SCORECARD

Vision	**A credible anti-corruption institution for a corruption free society**
Values	**Integrity, Transparency, Confidentiality, Excellence, Impartiality, Accountability**
Strategic Theme	**Operational Excellence** / **Communication and Collaboration** / **Anti-Corruption Excellence**
Strategic Results	**Effective and Efficient Service Delivery** / **Stakeholder Support** / **Transparency and Accountability in Service Delivery in Public and Private Sector**
Mission	To prevent, investigate, prosecute corruption, and educate the public in order to safeguard public resources and promote fairness in service delivery

STRATEGIC OBJECTIVES AND STRATEGY MAPS



Measures	Targets	Strategies
• Percentage of targeted population sensitised • Percentage awareness and knowledge on corruption • % of corruption prevention mechanisms in targeted institutions put in place. • % incidences of bribery in targeted institutions • Complaints processing service delivery standard • Percentage of investigated cases concluded • Legal opinions rendered within 21 days • Percentage of cases concluded at prosecution level • % Stakeholder satisfaction level • % of planned budget funded • % programme implementation • Number of qualified audit opinions • % of services provided as per Service Charter • % performance against individual set targets • % staff adherence to code of ethics	• 100% of targeted population sensitised annually • 90% awareness and knowledge on corruption among the target population sensitised annually • 100% of corruption prevention mechanisms in targeted institutions put in place by end of 2026 • 0.5% reduction in incidences of bribery in targeted institutions annually • 100% of complaints received processed within 72 hours • 31% of investigated cases concluded by 2026 • 80% of legal opinions rendered within 21 days • 40% of cases at prosecution level concluded within a year. • 85% Stakeholder satisfied annually • 100% of planned budget funded annually • 100% programme implemented annually • Zero disclaimer and/or adverse audit opinions annually • 100% of services provided as per Service Charter annually • 85 % performance against individual set targets annually • 100% staff adherence to the code of ethics	• Enhance implementation of awareness and education programmes • Strengthen research, monitoring and evaluation • Enhance implementation of corruption prevention mechanisms. • Strengthen private sector engagement • Strengthen research, monitoring and evaluation • Strengthen case management • Review Investigations and Prosecutions Manuals • Strengthen policy and legal frameworks • Develop and implement a Stakeholder Management Plan • Strengthen and implement the Communication Strategy • Develop and implement a Resource Mobilization Strategy • Strengthen internal controls • Strengthen implementation of the training programme • Enhance provision of tools, equipment and infrastructure • Strengthen the Performance Management • Develop and implement a culture remodelling programme • Review and implement the Code of Ethics

NOTES