

REPUBLIC OF KENYA

NATIONAL CRIME RESEARCH CENTRE

STRATEGIC PLAN

2013 - 2017

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ACRONYMS AND ABBREVIATIONS

AIDS	Acquired Immune Deficiency Syndrome
CCTVs	Close Circuit Televisions
CIDA	Canadian International Development Agency
DPP	Director of Public Prosecutions
DFID	Department For International Development
EACC	Ethics & Anti-Corruption Commission
FLSTAP	Financial and Legal Sector Technical Assistant Project
GJLOS	Governance, Justice, Law and Order Sector
HIV	Human Immuno-deficiency Virus
HOD	Heads of Department
HR	Human Resource
HRM	Human Resource Management
ICT	Information Communication Technology
IEC	Information, Education and Communication
MTEF	Medium Term Expenditure Framework
MTP	Medium Term Plan
NCRC	National Crime Research Centre
NIMES	National Integrated Monitoring and Evaluation Systems
NIS	National Intelligence Service
RIT	Research Innovation and Technology
SCAC	State Corporations Advisory Committee
SIDA	Swedish International Development Cooperation Agency
SWOT	Strengths, Weaknesses, Opportunities & Threats
TNA	Training Needs Assessment
UN	United Nations
UNODC	United Nations Office of Drug Control

FOREWORD

In recognition of escalating sophisticated crime in the country, the Government of Kenya decided to provide a proactive and innovative strategy to tackle it through the Kenya National Development Plan of 1994-1996. The Government realized that for its people to participate in the crucial task of nation building, it is important that the social, political and economic environment in which they live and work is secure for effective contribution to the development of the Country. In 1994, the Office of the Hon Attorney General set up an Inter-ministerial Committee to look into the causes of this escalation of sophisticated crime. This Committee recommended the establishment of an Institution to carry out research into causes and prevention of crime.

Following this recommendation, my predecessor Hon S. Amos Wako introduced a Bill in Parliament which culminated into the passing of the National Crime Research Act Cap 62 Laws of Kenya in 1997. This Act established the National Crime Research Centre to carry out research into deviant behavior and re-examine the efficacy and adequacy of the existing Penal System in treatment and rehabilitation of criminal offenders with a view to recommending the remedial measures to the Agencies of Government concerned with the administration of Criminal Justice.

This Strategic Plan whose clarion call is “Fighting Crime through Research” aims at achieving the objective of the Centre of contributing towards the provision of a secure and enabling environment free of crime for the country’s prosperity. It will provide a road map in the implementation of the core functions of the Centre in the interim as we align our planning to the Government’s Medium Term Plan (MTP). The current MTP runs between 2008-2012.

This Plan is an expression of our commitment and determination to face the emerging sophisticated crime head-on through preventive measures as opposed to the existing legal system of punishments and rehabilitation of the offenders. This approach will go a long way to

address cultural, social and economic challenges that affect all sectors of our society and every Kenyan family.

Under Kenya Vision 2030, which is Kenya's long-term development blue print, Research, Development and Innovation have been identified as critical in accelerating economic development in all the newly industrializing countries of the World. The role of the NCRC which initially fell under the Research, Innovation and Technology Sector (RIT) but now placed under Governance, Justice, Law and Order Sector (GJLOS) reform programme, is to promote the achievement of a secure environment for sustainable social, economic and political development in accordance with aspiration of the Kenya Vision 2030.

I would like to thank all stakeholders concerned with administration of criminal justice for their contribution in the development of this Strategic Plan. Special thanks goes to the Governing Council whose guidance and wise advice contributed immensely to the development of the document. I wish also to recognize the members' of staff in the State Law Office for facilitating the operationalization of NCRC.

In implementing this second generation Strategic Plan which has been aligned to the Constitution of Kenya 2010, the Centre will be guided by the Medium Term Plan, Kenya Vision 2030 and its core values in the fulfillment of its constitutional mandate.

It is expected that the implementation of this plan with the support of the stakeholders will help the centre realize its vision "**To be a World Class Crime Research Institution**".

**PROF. GITHU MUIGAI, FCIArb, MP,
ATTORNEY GENERAL
CHAIRMAN, GOVERNING COUNCIL
NATIONAL CRIME RESEARCH CENTRE**

PREFACE

The National Crime Research Centre whose objective is to carry out research into the causes of crime and its prevention is a State Corporation in the State Law Office. The Centre was established by an Act of Parliament, the National Crime Research Act Cap 62 Laws of Kenya.

The NCRC is governed by a body known as the Governing Council whose membership is drawn from stakeholders concerned with the administration of criminal justice. The membership of the Governing Council is provided for under Section 6 (2) of the National Crime Research Act as follows:-

- (a) The Attorney General or his representative who shall be the Chairman
- (b) The Chief Justice or his representative
- (c) The Commissioner of Police or his representative
- (d) The Commissioner for Social Services or his representative
- (e) The Commissioner of Prisons or his representative
- (f) The Director of Probation or his representative
- (g) Three persons appointed by the Minister, being persons eminently qualified in the fields of criminal law, sociology or criminology, to represent universities in Kenya
- (h) One representative of Non-Governmental Organizations to be nominated by the National Council of Non-Governmental Organizations.
- (i) Three other persons appointed by the Minister by virtue of their knowledge or expertise in specific aspects of crime-oriented research work.

Upon the establishment of NCRC, the Governing Council was constituted and subsequently launched on 13th July, 2007. A Secretariat comprising of Staff of the Department of Public Prosecutions was established to co-ordinate the operationalization of the Centre. I am happy to state that the exercise is complete and the Centre has de-linked itself from State Law Office in order to operate autonomously.

With the emerging sophistication of crime, the NCRC will play a major role in conducting research into its causes and prevention. The research findings of NCRC will ultimately inform the agencies of Government concerned with administration of criminal justice in their policy formulation, planning and implementation.

I would like to thank the members of the Governing Council under the Chairmanship of Prof. Githu Muigai, The Attorney General of the Republic of Kenya and the staff of the Secretariat who have worked tirelessly to ensure the Centre becomes operational. Your contribution in the operationalization of the Centre is an expression of your commitment and determination to make Kenya secure thus enabling an environment free from crime and conducive for business in the country. You have all contributed to the attainment of Kenya Vision 2030.

“Fighting crime through research.”

WANJUKI MUCHEMI, CBS
SOLICITOR GENERAL

ACKNOWLEDGEMENT

The National Crime Research Centre Strategic Plan is necessary in the face of sophisticated crime. It provides a roadmap in the implementation of the core functions of the Centre while aiming at its alignment with the Government's Medium Term Plan. The Plan is an outcome of an intensive and committed process, which was facilitated by commendable teamwork by several stakeholders.

I wish to thank ***Hon S. Amos Wako, EGH, FCI Arb, SC, MP***, the previous Attorney General, for his guidance right from the inception of National Crime Research Centre to its successful operationalization. As a Minister of the parent Ministry under which the NCRC falls, Hon Attorney General continued offering invaluable advice which culminated into de-linking of the Centre from the State Law Office to operate independently.

I further express my gratitude to ***Prof. Githu Muigai, FCI Arb, MP***, the Attorney General and Chairman of the Governing Council whose wise decision to have the Strategic Plan reviewed in order to conform with Constitution of Kenya 2010 and Kenya Vision 2030, has contributed enormously to implementation of the activities of NCRC. I would also like to express my gratitude to members of the **Governing Council** for their useful insights during the development of this Plan. It is also through their guidance that the core team behind the development of Strategic Plan was facilitated with the necessary resources to accomplish their task successfully.

The joint funding by the Government of Kenya through the Solicitor General, ***Wanjuki Muchemi, CBS*** and the Governance, Justice, Law and Order Sector (GJLOS) Reform Programme is sincerely acknowledged.

My earnest appreciation goes to ***Mr. Titus M. Ndambuki, CBS*** the Permanent Secretary, Ministry of State for Public Service for availing the services of the Management Consultancy Services Department within his Ministry and the Department of Planning in the State Law Office. The officers who were entrusted with the duty were experts in their field and I thank them for work well done.

Special and singular gratitude I convey to *Mr. Keriako Tobiko*, the Director of Public Prosecutions not only for midwifing the operationalization process, but also for, without reservation, availing his staff to devote their services to the process.

The *entire Staff* of the National Crime Research Centre's Secretariat and State Law Office are acknowledged for their cooperation and active involvement in the preparation of the plan. I sincerely thank them for their commitment, diligence, tireless effort and patience.

To all those who contributed either directly or indirectly to the successful preparation of this Strategic Plan and have escaped my mention in this short statement, kindly accept my sincere gratitude.

Finally, I hope and trust that the Plan which has been reviewed to conform with the Constitution of Kenya 2010 and Kenya Vision 2030 will direct the implementation of the activities of the Centre and at the same time draw the much-desired support from our partners, Stakeholders, the Government and the staff of National Crime Research Centre.

J. ORIRI ONYANGO
DIRECTOR
NATIONAL CRIME RESEARCH CENTRE

EXECUTIVE SUMMARY

The National Crime Research Centre (NCRC) is established by an Act of Parliament and its mandate as stipulated in the National Crime Research Act (Cap 62 Laws of Kenya) is to carry out research into the causes of crime and its prevention and to disseminate the research findings and recommendations to the Government agencies concerned with the administration of criminal justice and other stakeholders.

The Vision

To be a World Class Crime Research Institution.

Mission

To provide quality and authentic research into causes of crime, its prevention with a view to achieving a crime free society.

Core Values

The Centre will conduct its business guided by the following core values:

- Professionalism and team work
- Customer focus
- Consultative leadership
- Transparency and accountability
- Trust and honesty
- Cultivating long-term relationships
- Social responsibility

Core Functions

The functions of the Centre are enumerated in Section 5 of the Act. The Centre shall;

- (a) carry out co-ordinated research into, and evaluate the impact of, programmes pursued by the agencies responsible for the administration of criminal justice;
- (b) collate all crime related data;
- (c) carry out research into any criminal activity and in particular:-
 - (i) crime causation and prevention;
 - (ii) group or culture related crimes;
 - (iii) socio-political and economic causes of criminal behaviour including drug trafficking, peddling or addiction;
 - (iv) the modus operandi of persons engaged in any criminal activity;
 - (v) juvenile delinquency;
- (d) carry out research into deviations from the criminal justice system with a view to increasing the awareness and responsibility of the community in the rehabilitation of criminal offenders;
- (e) carry out research into the efficacy and adequacy of criminal investigation and prosecution agencies, the penal system and treatment of criminal offenders;
- (f) disseminate its research findings through publications, workshops, seminars, the mass media and other appropriate means of dissemination;
- (g) communicate its research findings and recommendations to the agencies of Government concerned with the administration of criminal justice, with a view to assisting them in their policy formulation and planning;
- (h) liaise with any other research bodies within or outside Kenya engaged in the pursuit of similar or related research; and
- (i) do all such things as appear necessary or expedient for the performance of its functions.

The functions of the NCRC will be performed by the following departments:-

Director/CEO's Office: As the Corporation's Chief Executive Officer, he will be responsible for the implementation of the Board's decisions in a result oriented and timely manner to achieve the Centre's goals, objectives and agreed performance targets.

Research Department: The department will be responsible for coordination of crime research, collecting, analyzing and collating data in collaboration with the criminal justice agencies locally and internationally, mobilization of resources for research, publication and dissemination of research findings, preparing policy papers for discussion on the matters related to research, developing research projects, preparing research proposals and monitoring research efforts to ensure that they are in line with the Centre's development policy.

Legal and Corporate Affairs Department: The department will be responsible for advising the Centre on all the legal implications of its decisions and actions providing legal support and counsel and/or legal advice on all matters involving the Centre, ensuring the Centre compliance with local and International Laws and Conventions governing research. Will further initiate, promote and support Planning, Policy, Innovation, Monitoring and Evaluation and Statistical analysis functions.

Finance and Accounts Department: The department will be responsible for processing of estimates for the program budget, expenditure monitoring, prioritization of programs and activities for results based allocation of resources, expenditure and revenue forecasts, monitoring of Revenue and Expenditure, prioritization of projects and activities for the purpose of financial allocations in the budget, oversight of commitment of funds and expenditure trends, in line with Treasury Circulars; budget monitoring and reporting, reallocations within Budgeted Heads and the overall financial management and control of voted funds.

Human Resource Management and Administration Department: The department will be responsible for Human Resource Procurement, Development, Compensation, Integration and Maintenance of the centre and also for the effective organization, planning, finance, training and administrative matters of the Centre. The department will also perform administrative functions which includes provision of general services, security, transport, procurement, facilities management, telephone services, management of resource centre, etc.

Internal Audit Department: The department will be responsible for setting up and maintaining sound management systems in the Centre. This involves checking, examining and verifying any form of commitments and payments by the Centre and advising on methods and procedures for proper and

effective financial controls. Will further conduct audit risk assessment and develop an audit programme. The reports of such audits shall be made to the Governing Council.

ICT Department: The department will be responsible for the capacity building, development and management of ICT system and the provision of information technology to the Centre. The function involves other related computer activities such as carrying out feasibility studies, systems analysis and design, programming, implementing computer applications, maintaining and updating existing systems including provision of consultancy and research on computer applications.

Since its inception, the Centre has faced various challenges which have adversely impacted on its operations. These include:-

- Budgetary constraints
- Inadequate staff
- Lack of operational autonomy

The most critical challenge continues to be low budgetary allocation which has hindered the Centre from recruiting staff and putting in place appropriate infrastructure for carrying out research.

The first Governing Council, the key decision making organ of the NCRC, was appointed in 2000 but its operations were hampered by lack of facilitation. After the expiry of its term, efforts were made to reconstitute a fresh one but the same were frustrated by the glaring lack of funding to the Centre. When Parliament ultimately made budgetary provision for the operation of NCRC in the 2006/07 budget, this necessitated the constitution of the current Governing Council, which was constituted vide Legal Notice No.5390 of 2006 and launched on 13th July, 2007.

Upon the launch of the current Governing Council, work towards the operationalization of the Centre commenced. The Governing Council constituted its working committees, namely; *the Finance and Administration Committee, the Research and Development Committee, Audit Committee and the Legal Committee*. The Centre also set up a skeleton secretariat comprising of staff from the Department of Public Prosecutions to oversee the operationalization process. The State Law Office on the request of the Governing Council has also deployed an Accountant and a Human Resource and Administration officer to aid the process.

This is the second Strategic Plan for the NCRC covering the year 2013 - 2017, the main focus will be to enhance the Centre's institutional capacity to undertake its mandate of carrying out research. In order to achieve this, various strategic objectives and strategies have been identified to be pursued. These include the following:-

- Build institutional capacity for effective and efficient delivery of service.
- Enhance Human Resource capacity
- Undertake research into the causes of crime and its prevention
- Enhance information, communication and education of research findings.
- Enhance collaboration and linkages with key stakeholders.

Arising from the foregoing, the main outcome anticipated from this Strategic Plan which has been developed in conformity with the Constitution of Kenya 2010 is enhanced institutional capacity for NCRC to effectively discharge her mandate and contribute towards a secure and safe environment for development as envisioned in Kenya's Vision 2030 has also been increased.

CHAPTER ONE

1.0 INTRODUCTION AND BACKGROUND

The Government through the Kenya Development Plan of 1994 - 1996 realized that as a nation develops both socially and economically it faces challenges arising from criminal activities of varied dimension and that for its people to participate in the crucial task of nation building it is important that the social, political and economic environment in which they live is secure. As a result of this inclusion in the Development Plan, the office of the Attorney General set up an inter ministerial Committee to look into this issue and come up with a National Crime and Research Centre for the promotion of Research into those processes leading to deviant behaviour, to re-examine existing programmes and to enhance the effectiveness of the legal system in the punishment of crime through the judicial and penal system.

The outcome of the work of the inter-ministerial Committee led to a Cabinet memorandum and a proposed Crime Research Bill which was approved by the Cabinet and presented to Parliament and passed into law in 1997.

The National Crime Research Centre Act 1997 established the Centre. This Act came into being after the Government realized that crime posed a serious threat to a peaceful society and was an impediment to the crucial task of building a prosperous nation.

The overall objective for establishing the Centre is to create an institution which would provide information/data relevant to crime and matters related thereto.

Kenya Vision 2030 is Kenya's long term Development Blueprint which has identified research as a prime mover of development in Economic, Social and Political Pillars.

This Strategic Plan which covers the period 2013 – 2017 is a road map on key strategies in the areas of crime research and facilitates services that support the realization of the mandate of the NCRC. The Plan has aligned The National Crime Research Centre's mandates, strategies, vision and mission with Kenya's Vision 2030.

1.1 Strategic Plan Development Process

This Plan which is the second one by NCRC, *has been developed* through a participatory and all inclusive consultative process led by the Governing Council of the National Crime Research Centre and Senior Management working with consultants from the Ministry of State for Public Service.

The process involved a series of workshops and consultative meetings with key stakeholders to incorporate their ideas in the plan.

1.2 Mandate, Core Functions, Vision, Mission and Core Values

1.2.1 Mandate

The mandate of NCRC as stipulated in the National Crime Research Centre Act (Act No. 4 of 1997) is to carry out research into the causes of crime and its prevention and to disseminate research findings and recommendations to the Government agencies concerned with the administration of criminal justice.

1.2.2 Core Functions

The functions of the Centre are enumerated in Section 5 of the Act. The Centre shall:-

- (a) carry out co-ordinated research into, and evaluate the impact of, programmes pursued by the agencies responsible for the administration of criminal justice;
- (b) collate all crime related data;
- (c) carry out research into any criminal activity and in particular:-
 - (i) crime causation and prevention;
 - (ii) group or culture related crimes;
 - (iii) socio-political and economic causes of criminal behavior including drug trafficking, peddling or addiction;
 - (iv) the modus operandi of persons engaged in any criminal activity;
 - (v) juvenile delinquency;

- (d) carry out research into deviations from the criminal justice system with a view to increasing the awareness and responsibility of the community in the rehabilitation of criminal offenders;
- (e) carry out research into the efficacy and adequacy of criminal investigation and prosecution agencies, the penal system and treatment of criminal offenders;
- (f) disseminate its research findings through publications, workshops, seminars, the mass media and other appropriate means of dissemination;
- (g) communicate its research findings and recommendations to the agencies of Government concerned with the administration of criminal justice, with a view to assisting them in their policy formulation and planning;
- (h) liaise with any other research bodies within or outside Kenya engaged in the pursuit of similar or related research; and
- (i) do all such things as appear necessary or expedient for the performance of its functions.

1.2.3 The Vision

“To be a World Class Crime Research Institution.”

1.2.4 Mission

“To provide quality and authentic research into causes of crime, its prevention with a view to achieving a crime free society.”

1.2.5 Core Values

The Centre will conduct its business guided by the following core values:

- (a) Professionalism and team work
- (b) Customer focus
- (c) Consultative leadership
- (d) Transparency and accountability
- (e) Trust, integrity and honesty

CHAPTER TWO

2.0 KENYA'S DEVELOPMENT CHALLENGES AND THE CONTRIBUTION OF NCRC TO THE DEVELOPMENT AGENDA

2.1 Global Challenges

In recent years Global trends indicate increased criminal activities which have manifested themselves in different forms. The root causes of this trend lies in the rapid social, political, economic and technological changes in the global environment. The transnational crime has grown to the point where it has posed a major challenge to the security agents of the World Governments. New criminal organizations are rapidly emerging often in form of network or in association with legitimate business. The range of criminal activities has grown and has diversified their sources of income to include drugs, weapon trafficking, migrant smuggling, fraud and cyber crime. From the perspective of the United Nations, transnational organized crime also threatens state sovereignty. It involves compromised officials ready and willing to circumvent laws pertaining to border controls as well as undermining legitimate business.

In an attempt to address this challenge the UN convention against the national organized crime (the palemotreaty) came into force in September 2003 and it provides a mechanism in the fight against crime through international cooperation.

2.2 Regional Challenges

The growth of regional integration initiatives in Africa and particularly in East and Central Africa has posed new crime related challenges. The integration has made it easy for cross border criminal activities such as human trafficking, piracy, drugs smuggling, links between rebel factions and organized crime groups. Proliferation of small arms is also on the increase posing serious security challenges to the countries in the region. This calls for collective and independent state action to address these challenges.

2.3 Kenya's Developmental Challenges

As a nation develops, socially, economically and technologically it faces challenges from emerging types of crime and Kenya is no exception. This has been further compounded by decreasing role of the family in the socialization process and greater exposure to negative sides of cinema, print media, radio, television and telephone and internet leading to misguided socialization resulting in development of criminal tendencies.

Under Kenya Vision 2030, a number of challenges have been identified which NCRC will face while executing its mandate.

These include:-

- (a) Organized criminal groups coupled with high population growth and widespread unemployment.
- (b) Resource conflict, particularly in terms of competition for land, water, pasture which results in criminal activities.
- (c) Political related violence which has become prevalent in Kenya's political landscape.
- (d) Increased drug and substance abuse, drug trafficking and Kenya turning into transit point and end user of a drug trafficking focal point.
- (e) Increased visibility of contact crime as exemplified by the media and increased human rights awareness. This has set new standards of public expectation that the criminal justice system is expected to meet.
- (f) Trans-national crime. Due to fast changing trends in international arena the country is witnessing more complex and sophisticated crime of trans-national nature, these includes cyber crime, human trafficking, piracy which poses security threat to the country.
- (g) Proliferation of small arms and cattle rustling. This continues to pose a serious challenge to the attainment of Kenya's Development goals
- (h) Security and Crime Research. The challenges of inadequate security services and the need to understand the real cause of crime.

The need for criminal research framework led to the creation of the NCRC which was launched in 2007. This was intended to assist in the management of crime through research based solutions.

2.4 Kenya's Development Agenda

The Kenya's Development Agenda is set out in the Kenya Vision 2030 which aims at making the country a newly industrialized middle income country providing a high quality of life to all citizens in a clean and secure environment.

The attainment of Kenya Vision 2030 cannot be realized in a society where crime rates are on the increase and the criminal justice system is equally struggling to meet the expectations of the citizens. Science, technology and innovation has been identified in the Vision under all the pillars to play a key role in boosting wealth creation, social welfare and international competitiveness.

In this regard, an effective research centre can help create new knowledge which will contribute to the realization of Kenya Vision 2030.

The NCRC is one of the Research Institutions and is expected to carry out research related to crime and efficacy of the criminal justice system with a view to recommending appropriate solutions to combat crime.

2.5 NCRC Contribution to Kenya's Development Agenda

The National Crime Research Centre's role in the implementation of Kenya Vision 2030 cuts across the social, economic and political pillars. The Centre is mandated to carry out research into the causes of crime and its prevention and communicate its findings and recommendations to the agencies of government concerned with administration of criminal justice with a view to assisting them in the policy formulation and planning. It will also disseminate its research findings and recommendations through publications, workshops, seminars and mass media.

In carrying out this mandate the centre will be expected to liaise with other research bodies within and outside Kenya engaged in similar or related research. Due to escalating and emerging sophisticated nature of crime the research centre is expected to provide a proactive and innovative strategy to tackle crime. The role of the National Crime

Research Centre is therefore to contribute towards the provision of a secure and enabling environment for prosperity.

An effective and efficient criminal justice system plays an important role in the economic development of a country like Kenya which is undergoing democratic and economic challenges that come with it. The centre will play an important role in filling the information gaps in the criminal justice system which prior to the establishment of the centre, no authentic comprehensive data was available to form a basis of policy formulation for effective crime management.

2.6 Policy Priorities

In conducting research, National Crime Research Centre will draw heavily from the following documents:-

- (a) The Constitution of Kenya (2010)
- (b) Kenya Vision 2030 and Medium Term Plan(s)
- (c) Governance, Justice, Law and Order Sector (GJLOS)
- (d) The Performance Management Framework including Performance Contracts
- (e) The Corruption Prevention Policy as guided by Ethics and Anti-Corruption Commission (EACC).

CHAPTER THREE

3.0 SITUATIONAL ANALYSIS

This Chapter contains analysis of the Centre using SWOT, PESTLE and FORCE Field analysis to outline various factors that can affect the achievement of the plan objectives. The Centre will use the findings of the analysis to establish the strategic issues, strategic *SWOT Analysis* objectives and the strategies it will employ to achieve its goals.

3.1 SWOT

Internal Environment

Strengths	Weaknesses
<ul style="list-style-type: none">• Legal framework in place (Act No. 11 of 1997 Cap 62 Laws of Kenya)	<ul style="list-style-type: none">• Lack of visibility and recognition
<ul style="list-style-type: none">• Governing Council in place	<ul style="list-style-type: none">• Inadequate office accommodation
<ul style="list-style-type: none">• Secretariat appointed	<ul style="list-style-type: none">• Inadequate staff
<ul style="list-style-type: none">• Furnished and equipped office accommodation available	<ul style="list-style-type: none">• Weak management structure
<ul style="list-style-type: none">• Categorization by SCAC	<ul style="list-style-type: none">• Inadequate institutional capacity to conduct research.
<ul style="list-style-type: none">• Exchequer funding (one line item)	<ul style="list-style-type: none">• Weak information systems
<ul style="list-style-type: none">• Seconded staff from Government Ministries	
<ul style="list-style-type: none">• Semi Autonomous Government Agency (SAGA)	
<ul style="list-style-type: none">• Approved policy documents:	
<ul style="list-style-type: none">• Recruitment of 4 substantive staff	

External Environment

Opportunities	Threats
<ul style="list-style-type: none"> • Recognition of crime research as a challenge for realization of the Kenya Vision 2030. 	<ul style="list-style-type: none"> • Bureaucratic systems and procedures
<ul style="list-style-type: none"> • Development partners support and good will 	<ul style="list-style-type: none"> • HIV/AIDS impact
<ul style="list-style-type: none"> • Linkages with other government agencies 	<ul style="list-style-type: none"> • Weak inter-agency collaboration/cooperation
<ul style="list-style-type: none"> • Linkages/networking with local and international research institutions 	<ul style="list-style-type: none"> • Political uncertainty
<ul style="list-style-type: none"> • Advancement in ICT based research 	<ul style="list-style-type: none"> • Budgetary constraints
<ul style="list-style-type: none"> • Government commitment to reforms 	
<ul style="list-style-type: none"> • Availability of skilled labour in the market 	

3.2 Pestle Analysis

Helps us to focus on effects of external environment in which the institution operates.

Political	Effects
	Prevalent electoral malpractices
	Unstable political environment and crime
	Vested interests
	Unpredicted political situation and its impacts on financing- funding stoppages
	Political allegiance and impunity
	Disrespect for the rule of law
	Politically instigated violence
Economic	Globalization, liberalization and crime
	Food insecurity
	Global economic crunch thereby poverty and crime
	Public private partnerships/collaboration
	Increased expectations from the public
	Economic Integration and strategic transit hub
	High unemployment rate
	Counterfeiting

Social	Increased awareness on constitutional rights
	High population growth rate
	Rampant corruption
	Negative ethnicity
	Proliferation of slums
	Increased wave of crime
	Collapse in social-cultural support structures
	HIV and AIDS effects
	Proliferation of religious sects
	Single parenthood
	Influx of refugees/aliens
Technological	ICT and crime – cybercrime, intellectual property etc
	Advanced firearms
Environmental	Environmental degradation leading to disappearance of forest, lakes rivers and soil erosion.
	Resources conflicts, cattle rustling and water hyacinth menace.
Legal	The Constitution of Kenya 2010
	Slow pace of Legislative and regulatory reforms leading to delay in dispensation of criminal justice
	Inefficient criminal justice system

3.3 Field Force Analysis

Push forces	Negative forces
• Constitution of Kenya 2010	• Long bureaucratic systems
• Professional team	• Budgetary constraints
• Kenya’s Vision 2030	• The NCR Act is not aligned to the Constitution.
• Public sector reform initiatives	• Inadequate human resources
• Development partners support	• Emerging complexity of crime
• Stakeholder collaboration	
• Government goodwill	
• GJLOS –Reform Programme	

3.4 Stakeholder Analysis

Stakeholder	Expectation by Stakeholder
Internal	
Staff	Favourable terms and conditions of service
	Adequate facilitation to perform
	Challenging Exposure
	Recognition
	Career growth
	Professional growth
	Success of the Centre
	Effective leadership
Governing Council	Commitment and dedication from the employees
	Proper facilitation in accordance with the Act
	Implementation of Council Resolutions
	Prudent management and use of resources
	Compliance with regulations
	Adherence to Performance Contracting requirements
External	
State Law Office	Compliance with Performance Contract requirements
	Executions of agreements entered with third parties
	Implementation of cross-cutting government policies and strategies
	Delivery of mandate as set out in the Act
	Prudent management of resources
Provincial Administration and Internal Security	Mutual collaboration
	Sharing of research findings on crime
Kenya Police Service	Mutual collaboration Sharing of research findings on crime
Ministry of Planning, National Development and Vision 2030	Compliance with National Integrated Monitoring and Evaluation System of (NIMES) reporting Compliance to guidelines on preparation of strategic plan
Ministry of State for Public Service	Collaboration in Human resources issues, organization, design and development
Performance Contracting and Reform secretariat	Compliance with Performance Contracting requirements
Ministry of Justice national cohesion and Constitutional Affairs	Sector wide coordination support
Ministry of Finance	Compliance with the MTEF requirements
	Prudent management of resources
	Generation of revenue through sale of research reports/publications

Stakeholder	Expectation by Stakeholder
Ministry of Gender, Children and Social Services	Mutual collaboration and sharing of research findings
Kenya Prisons Service	Mutual collaboration and sharing of research findings
Probation and After Care Services	Mutual collaboration and sharing of research findings
State Corporations Advisory Committee	Compliance with the guidelines on terms and conditions for state corporations
Inspectorate of state Corporations	Compliance with the State Corporations Act Cap 412 Compliance with Performance Contracting requirements
Universities and other Research Institutions	Collaboration and sharing of research information
Auditor General	Compliance with Exchequer and Audit Act
Judiciary	Collaboration and sharing of information resources
Cabinet	Sharing of research findings
Office of The Director of Public Prosecutions	Collaboration and sharing of research findings
Ethics and Anti Corruption Commission (EACC)	Collaboration and sharing of research findings
Parliament	Prudent utilization of resources
	Implementation of the NCR Act
	Sharing of research findings
Development Partners	Formulation of viable strategies
	Compliance with mutual agreements
	Effective and efficient execution of programmes Developing proposals for funding
Media	Engagement and sharing of information
	Access of information
Public	Transparency and Accountability
	Prudent utilization of resources
	Feedback /update on services delivered
	Credible research findings Projection of an effective profile
National Intelligence Service (NIS)	Reliable source of specialized information
Interpol	Reliable research findings on crime Collaboration on crime research
Institute for Security Studies (ISS)	Partnership, collaboration and information sharing.
Resilience Research Centre (Canada)	Partnership, collaboration and information sharing.

3.6 Gap analysis, notable achievements, lessons learnt and key success factors

3.6.1 GAP Analysis

A notable consideration is the failure of the current criminal justice system to effectively combat crime owing to inadequacy of existing laws and legislative framework to address the emerging complexity and sophisticated nature of crime, due to technological advancement. The situation has further been aggravated by institutional constraints, demographic factors, pressure on natural resources due to environmental degradation, and globalization. Also, the combined roles of existing institutions have proved ineffective in coping adequately with identifying primary causes of crime, its detection, prosecution, and rehabilitation of offenders.

None of the existing institutions generates crime statistics that is accessible to facilitate the rest to enhance overall performance. Such information if widely shared can support planning, prioritization, policy formulation on the strength of authentic research data, and analysis and projection of crime trends and patterns. Overtime the incidence of crime has advanced much faster than ability to pre-empt, deter, prevent, and detect crime.

The role of NCRC is expected to bridge the apparent widening gap through a coordinated approach to crime research, sharing of information, and networking both locally and internationally. This can also enhance the performance of all the key players involved in delivery of justice.

3.6.2 Notable Achievements

- Appointment of Director
- Appointment of substantive staff and secondment of staff to the Centre.
- Governing Council in place and the following committees have been established and operationalized: Finance and Administration, Research and Development and Audit.
- Engagement with UNDP in areas of mutual interests
- Secretariat in place
- Acquired Office accommodation

- Key policy documents developed, that is; Human Resource manual, career guidelines, Organization structure, Finance and Accounts manual and the Audit manual
- Secured one line budget and opening an account for the centre
- Partnership with Resilience Research Centre (Canada) and Institute for Security Studies.
- Established good working relationship with stakeholders

3.6.3 Lessons Learnt

The following are the lessons learnt since the inception of the National Crime Research Centre:

- (i) Collaboration between all the agencies involved in the criminal justice system is crucial in fighting crime.
- (ii) The NCRC should be adequately funded in order for it to discharge its mandate effectively and efficiently. Projected funding was not realized reflecting a deficit of 630 million against a projected estimate of 745 million.
- (iii) The war against crime is best addressed through preventive measures including research.
- (iv) The government should strengthen all the other inter agencies linkages with institutions involved in the fight against crime in order for tangible results to be achieved.

Focus on causes of crime is key to decongesting Penal Institutions, enhancing the performance of criminal justice institutions and recognising the human rights of presumed offenders.

Coordinated research into the causes of crime presents a completely new dimension in the fight against crime. Unlike the existing approach of arresting and punishing the offender after due process of law, the research is preventive in nature since its aim is to establish the causes of crime and recommend measures for its prevention. There is no doubt that the penal correctional institutions in the country are overflowing with the big number of prisoners and remandees on petty offences. The judicial system is also overburdened with workload leading to backlog of cases thereby compromising the

delivery of service due to shortage of judicial officers. The same can be said of the investigative arm of Government which is also overwhelmed with the emerging sophisticated crime trends which are beyond current facilities and investigative capability.

It is envisaged that NCRC research findings will identify causes of crime and propose measures that will eventually lead to crime reduction. This should eventually reduce the volume or workload on the judicial system and ultimately decongest prisons.

The other lesson learnt by the establishment of NCRC is its collaboration with other Research institutions worldwide to prevent transnational crimes through sharing of crime related data and research findings.

3.6.4 Key Success Factors

In order for the NCRC to effectively discharge its mandate, focus needs to be given to the following issues:-

- Establish crime database
- Undertake crime baseline survey
- Conduct research into causes of crime
- Disseminate research findings to the policy makers/stakeholders e.t.c.
- Recruit adequate and skilled human resource
- Procure sufficient budgetary resources with collaborators in research.
- Adopt modern technology
- Enhance close collaboration with other research institutions and other agencies in the criminal justice system, nationally and internationally.

3.7 Risk Management

- Risk is an uncertain event that, if it occurs, has a positive or negative effect on plan objectives.
- **Risk Management** is a proactive attempt to recognize and manage opportunities and threats that would affect the plan's success. This entails the following;

- Determining what can go right or wrong (risk event).
- Deciding how to minimize the threat's impact (consequences) or maximize the opportunity.
- Determining what can be done before an event occurs (anticipation).
- Deciding what to do when an event occurs(contingency plans)
- **Risk Management Planning** is the process of deciding how to approach, plan and execute risk management activities for a plan.
- **Risk Management Planning Includes:** methodology, roles and responsibilities, budgeting, timing, risk categories, definitions of risk probability and impact matrix, revised stakeholders' tolerance, reporting formats and tracking.

Benefits of Risk Management

- A proactive rather than a reactive approach
- Reduces surprises and negative consequences
- Prepares management to take advantage of appropriate risks
- Provides better control over the future
- Improves the chances of realizing plan objectives within the budget and on time.

Steps in Risk Management

- Risk management planning
- Risk identification
- Qualitative risk analysis
- Quantitative risk analysis
- Risk response planning
- Risk Monitoring and Controlling

The NCRC has identified the following risks and will put in place mechanisms for mitigating against them.

	Risks	Probability	Impact	Mitigation
1.	Loss of data as a result of system failure	Medium	High	<ul style="list-style-type: none"> • Establish a backup system away from the site.

2.	Staff attrition.	Low	Medium	<ul style="list-style-type: none"> • Harmonize Terms and Conditions of Service with similar Institutions • Bonding of trained staff • Put in place Succession plan
3.	Withdrawal of Donor Funds	High	Medium	<ul style="list-style-type: none"> • Prioritized activities • Lobby for more funds from the Treasury
4.	Budget cut by Treasury	Medium	High	<ul style="list-style-type: none"> • Alternative funding from development partners • Prioritized the activities
5.	Ownership of data	Medium	High	•
6.	Unauthorised access and use of data	Medium	High	•
*7.	Poor quality/ controversial reports and data	Medium	Medium	•

3.8 Organizational Structure

3.9 Committees of the Governing Council

The Governing Council has established four (4) sub-committees:

CHAPTER FOUR

4.0 STRATEGIC ISSUES, OBJECTIVES AND STRATEGIES

The mandate of NCRC as stipulated in the National Crime Research Centre Act (Act No. 4 of 1997) is to carry out research into the causes of crime and its prevention and to disseminate research findings and recommendations to the Government agencies concerned with the administration of criminal justice.

4.1 Strategic Goal, Themes, Issues, Objectives, Strategies and Activities

This chapter identifies the Strategic goal, themes, issues, objectives, strategies and activities that have been identified to enable the centre to attain its mandate and its aspirations as articulated in the Vision 2030.

4.2 Goal

To establish and sustain research capability to support policies, strategies, initiatives and interventions which aim to combat crime and promote efficient delivery of criminal justice.

4.3 Strategic Themes

- Crime research
- Information and communication
- Collaboration and partnerships in fighting crime –(Effective framework)
- Capacity building
- Resource mobilization
- Monitoring and Evaluation

4.3.1 Strategic Issues, Objectives and Strategies

Strategic Issue 1: Inadequate Crime Research	
Strategic Objective 1.0: To carry out research into causes of crime and its prevention	
Strategies	Activities
Strategy 1.1: Develop research framework	Develop a crime database
	Develop research methodologies
Strategy 1.2: Conduct a crime baseline survey	Collate all crime related data
	Carry out research on crime causation and prevention
	Carry out research on group related crimes
	Conduct research on culture related crimes
	Conduct research on drug trafficking, peddling, addiction and abuse
	Conduct research on emerging criminal trends such as kidnapping, piracy, human trafficking and cyber crimes.
	Conduct research on the modus operandi of persons engaged in any criminal activity
	Carry out research into deviations from the criminal justice systems with a view to increasing the awareness and responsibilities of the community on rehabilitation of criminal offenders
	Carry out research on alternative criminal justice systems with a view to increasing the awareness and responsibilities of the community on rehabilitation of criminal offenders
Carry out research into the efficacy and adequacy of criminal investigation and prosecution agencies, the penal system and treatment of criminal offenders	

Strategic Issue 2: Inadequate information and communication systems in the criminal justice system	
Strategic Objective 2.0: To enhance information and communication flow in the criminal justice system	
Strategy 2.1: Develop an advocacy and outreach programme	Create and develop Information Education and Communication (IEC) materials
	Disseminate Information Education and Communication (IEC) materials
Strategy 2.2: Disseminate Research findings	Disseminate findings through publications, workshops, seminars, the mass media and other appropriate means of dissemination
	Communicate its research findings and recommendations to the agencies of government concerned with the administration of criminal justice, with a view of assisting them in their policy formulation and planning
Strategic Issue 3: Weak collaboration and linkages in the criminal justice system	
Strategic Objective 3.0: To enhance collaboration and linkages in the criminal justice system	
Strategy 3.1: Liaise with other Research bodies within and outside Kenya engaged in the pursuit of similar or related research	Identify research institutions and maintain an inventory of research institutions
	Conduct study tours for best practice
	Hold consultative forums with collaborators
	Develop an institutional framework for partnerships
Strategic Issue 4: Inadequate capacity to facilitate the provision of services	
Strategic Objective 4.0: To build adequate capacity to enhance service provision and delivery	
Strategy 4.1: Review institutional policies and frameworks	Review an organization structure and staff establishment framework
	Review policy manuals (human resource, career guidelines, accounting and auditing manuals)

Strategy 4.2: Mobilize financial resources	Development of resource mobilization strategy
	Carry out a survey on investment options
	Participation in the MTEF budget process
	Develop proposals to seek funding from the development partners
	Develop a technical assistance framework
	Market and Sale of research publications
Strategy 4.3: Mainstream cross-cutting issues	Mainstream gender, youth, disability, diversity, anti-corruption and HIV and Aids policies, Alcohol and Drug Abuse Programme in the Centre.
Strategy 4.4: Build ICT capacity	Formulate NCRC ICT policy
	ICT Skills development
	Design, development & implementation of database systems
	Design, develop and implement website
	Develop ICT repair and maintenance strategy
	Acquisition & setting up of ICT infrastructure (hardware and software)
Strategy 4.5: Enhance Service Delivery	Carry out work environment survey
	Conduct customer satisfaction survey
	Review of the Service Charter
	Acquire additional office facilities (furniture, office space, etc)
	Acquire land and construct offices.
Strategic Issue 5: Inadequate Human Resources Capacity	
Strategic Objective 5.0: To enhance human resources capacity	
Strategies 5.1: Improve Human Resources management and Development	Undertake a training needs assessment
	Develop training programme
	Recruit and remuneration of substantive staff of the Centre.
	Develop staff medical and welfare scheme
	Development of a Pension Scheme
	Facilitate staff attachment and exchange programme

	Develop performances management system
	Carry out employee satisfaction surveys.
	Competency development.
Strategic Issue 6.0: Monitoring and Evaluation of Crime Research Programmes	
Strategic Objective 6.0: Carry out monitoring and evaluation on crime research activities	
Strategy 6.1: Develop Crime Research Programmes	Disseminate Monitoring and Evaluation findings to the relevant institutions.

CHAPTER FIVE

5.0 STRATEGIC PLAN IMPLEMENTATION, MONITORING AND EVALUATION

5.1 Introduction

The key to successful implementation of this Plan is the efficient mobilization of resources, timely deployment of those resources and effective monitoring and evaluation of the entire process. Implementation of this Strategic Plan will be monitored through various tools and instruments which include:

5.1.1 Annual Work Plans

A series of Annual work plans will be developed to operationalize the Strategic Plan. Each Department will be expected to prepare their annual work plan. The departmental work plans will be cascaded to individual officer's work plans. This will form the basis for deriving the annual targets for the entire NCRC.

5.1.2 Performance Contracts

Performance Contracts will form the basis of tracking the annual achievements drawn from the work plans. This is a new strategy to institute reforms and improve on service delivery. Quarterly reports will be prepared as a means for self assessment on the progress made and submitted to the Public Sector Reforms and Performance Contracting office in conformity with the requirements of the performance contract.

5.1.3 Service Delivery Charters

Service Delivery Charters will inform the public on the services offered by the NCRC within specific timelines and will also show the public/customer's responsibilities to facilitate efficient and effective service delivery. The NCRC will display its service charters conspicuously. Instruments to collect feedback on service delivery will be developed and used to monitor customer satisfaction.

5.1.4 Performance Appraisals

Performance appraisal will hold every employee accountable for their targets. Government has revised the Performance Appraisal System to include rewards and sanctions for the performers and non-performers respectively.

5.1.5 Implementation Strategies

The Governing Council shall:

- Monitor the implementation of the Strategic Plan by holding quarterly review meetings.
- Receiving progress reports from Legal and Corporate Affairs Committee.
- Sign annual Performance Contract.
- Carry out a review of annual work plan, end of the year evaluation on implementation of the Strategic Plan and execution of the Performance Contract targets.

The NCRC management shall:

- Effectively communicate the Strategic Plan to all the staff and other stakeholders to ensure clarity of **VISION** and **PURPOSE** for successful implementation.
- Assign and communicate roles and responsibilities to different players including synergic relations necessary for successful implementation.
- Mobilize resources and timely allocate them as per priority activities identified in the Plan; ensure annual work plans are tied to budget provisions.
- Develop and communicate centre's annual work plans from which departments shall derive their departmental work plans and cascade the same to sections and individuals in line with centre's corporate plan.
- Develop and cascade the annual performance contract in line with the consolidated annual departmental work plans.
- Where necessary build staff capacity to implement the Strategy.
- Develop and agree with other actors, the monitoring and evaluation mechanism to be used throughout the implementation period.
- Develop tools to determine and agree with the staff on the mechanism for appraising performance and rewarding/sanctioning of the performance.

5.1.6 Implementation Stages

The NCRC management shall:

- Hold regular monitoring meetings in which each result leader (HOD or Section Head) shall present a status report on implementation of their annual Plans

highlighting quantifiable achievements, challenges, lessons learnt and suggestions for continuous improvement. In addition, the report would indicate the extent to which the implementation was achieving the overall objectives of the corporate strategy. Monitoring meetings shall be held at least once in every quarter.

- Review the strategy implementation annually and where necessary revise the strategies and the priorities for each year.
- Carry out periodic citizen and customer satisfaction surveys and communicate findings to all stakeholders.
- Share monitoring and review information with staff and other key actors in the implementation.
- Avoid the temptation to implement other things outside the Plan because it is expedient/comfortable to do it.

5.1.7 Post implementation Stage

- The Council shall carry out a comprehensive review of the strategy implementation process and objectively draw out the lessons learned necessary to inform the next cycle of planning.
- Share the results of the review with all stakeholders.

In carrying out the management control function of strategy implementation, the NCRC management shall ensure performance targets and standards are achieved as proclaimed in service charter provided to customers. The Centre shall establish a management monitoring and evaluation committee to oversee the implementation of the strategic plan and make quarterly report to the Director. The overall responsibility of overseeing and managing the monitoring and evaluation of implementation of the Plan lies with the Director's office.

5.2 Monitoring, Evaluation and Reporting

5.2.1 Monitoring and Evaluation

Monitoring, evaluation and reporting will form a critical feature of the implementation of this strategic plan. This will entail routine data regular collection and analysis on the progress made in the implementation of this plan. The output of the process will be used to inform decision-making, including taking corrective action from the lessons learnt. A

Monitoring and Evaluation Committee will be set up to oversee the process. The monitoring and evaluation committee will be expected to develop M&E reports on a regular basis and to communicate to the senior management.

In addition, the M & E committee will be expected to monitor and evaluate its key indicators and relay the information in line with the National Integrated Monitoring and Evaluation System (NIMES) requirements. The indicators will be based on the key performance indicators developed from the objectives of the institution. For this noble role to be achieved, the centre will develop and maintain a baseline data of key indicators under its programmes, projects and activities.

The Strategic Plan activities will be monitored and evaluated during planned period to gauge the extent of achievement of the intended results. The evaluation will be useful and will be used also to inform a mid-term review of the plan. A logical framework will be developed to assist in tracking the implementation of the Plan.

5.2.2 Indicators for National Monitoring

National monitoring will be done on the basis of the following five (5) indicators:

- a) Number of crime research reports published and disseminated.
- b) Updated National Crime Database.
- c) Number of linkages with other crime research institutions developed and operationalised.
- d) Percentage (%) reduction in incidences of crime.
- e) Number of M & E reports prepared and disseminated

5.2.3 Indicators for the Centre's Monitoring

Institutional monitoring will be carried out on the following thirteen (13) indicators:

1. Research framework
2. Crime indices
3. No. of Monitoring and Evaluation reports on crime research programmes
4. No. of advocacy and outreach programmes undertaken

5. Percentage (%) of awareness of the role of NCRC
6. No. of linkages with other research bodies within and outside Kenya
7. No. of institutional policies and frameworks developed
8. Percentage (%) capacity on human resource
9. Service delivery index by the institution
10. No. of cross-cutting issues mainstreamed
11. ICT advancement level
12. Returns on investment
13. No. of research reports and publications

CHAPTER SIX

6.0 RESOURCE MOBILIZATION

6.1 Past Funding

Financial Year	Allocation (Kshs.)		Total (Kshs.)
	Recurrent	Development	
2007/08	-----	14.5	14.5
2008/09	7M	10M	17M
2009/10	18M	20M	38M
2010/11	26M	20M	46M
2011/12	40M	10M	50M

Although there has been an upward trend in the budgetary provision, the overall funding has been low and cannot facilitate the implementation of NCRC Strategic Plan 2013 - 2017. There is need to request for additional funding way above the current levels by the exchequer and also to solicit for funding from outside the government such as the GJLOS, FLSTAP, DFID, CIDA, SIDA and UNODC.

6.2 Projection of Resource Requirements

The total financial requirements for the implementation of this plan is estimated at Kshs. **1.4 billion** with the bulk of these funds expected to come from exchequer and the balance to be sourced from development partners.

6.3 Staff Requirements

The proposed establishment is 214 staff excluding the 14 Governing Council members. There are currently 14 staff In-Post thereby leaving a variance of 200 staff, if the optimal staff establishment is to be met in order to cater for the effective implementation of this strategy as shown in the table below:-

Title	A/E	In Post	Variance
Director	1	1	0
Deputy Director	1	0	1
Chief Officers	5	1	4
Principal Officers	17	2	15
Senior Officers	47	1	46
Officer I	45	0	45
Officer II	45	0	45
Officer III	15	0	15
Secretarial Officers	12	2	10
Drivers	6	1	5
Clerical Officers	10	3	7
Support Staff	10	2	8
Total	214	13	201

6.4 Strategies for Resource Mobilization

The following indicate the projected sources of funds:

6.4.1 Exchequer Allocation

While the NCRC shall continue to draw the bulk of its funding from the exchequer, it will continue to diversify the sources of funds during the Plan period especially by improving the efficiency of revenue collection, optimizing revenue opportunities and sealing leakages.

The NCRC will concentrate its resources on the Plan priority areas so that there is efficiency and effectiveness. Through effective management of the Performance Contract and the Public Expenditure Review activities, the NCRC shall demonstrate that resource utilization is as intended so that no funds are returned to the treasury due to poor utilization. The NCRC shall continue to improve its financial and accounting system by investing in improvement of financial management systems and staff training. Periodic reporting will also be enhanced and the reports used to monitor and control expenditure. These reports will be presented to the Governing Council meetings for necessary advice and guidance.

6.4.2 Exploiting the Untapped Resources

The NCRC shall consider introducing, with stakeholder consensus, limited user charges in order to accelerate service delivery.

6.4.3 Development Partners' Funding

The NCRC shall negotiate with development partners for funding to facilitate the implementation of the strategic plan.

6.4.4 Measures to Ensure Prudent Utilization of Resources

In implementing the Strategic Plan the NCRC shall strictly adhere to the guidelines stipulated in the Government financial regulation, Public Procurement and Disposal Act (2006) and the Procurement Regulations (2007), development partners guidelines pertaining to utilization of resources, Departments shall produce annual work plans, procurement plans and cash flow projections to ensure funds are allocated to planned priority programs and projects. The NCRC shall implement the Government policy on transport in order to enhance efficiency with a view to cutting out wastage in this area.

ANNEX I: IMPLEMENTATION FRAMEWORK

Strategy	Activity	Output	Performance Indicator	Reporting Schedule	Target For Five Years	Targets For 5 Years					Budget (Kshs. Million)	Responsibility
						1	2	3	4	5		
Strategic Issue 1: Inadequate Crime Research												
Strategic Objective 1: To carry out research into causes of crime and its prevention												
Strategy 1.1: Develop research framework	Develop Research methodology	Research methodology developed	Crime research methodology guidelines	1 st year	1	1					1.5	Research Department/
	Develop a crime database	Crime database developed	Crime database report	1 st Year	1	1					3	Research Department
Strategy 1.2: Conduct a crime baseline survey	Collate all crime related data	Crime related data collected	Annual crime data reports	Annual	5	1	1	1	1	1	2	Research/ ICT Department
	Carry out research on crime causation and prevention	Research on crime causation and prevention undertaken	Research report on crime causation and prevention	2 nd year	3	1		1		1	15	Research Department/
	Carry out research on group related crimes	Research on group related crimes carried out	Research report on group related crimes	1 st year	2	1	1				10	Research Department/

Strategy	Activity	Output	Performance Indicator	Reporting Schedule	Target For Five Years	Targets For 5 Years					Budget (Kshs. Million)	Responsibility
						1	2	3	4	5		
	Conduct research on culture related crimes	Research on culture related crimes carried out	Research report on culture related crimes	1 st year	2	1		1			10	Research Department/
	Conduct research on drug trafficking, peddling, addiction and abuse	Research on drug trafficking, peddling, addiction and abuse carried out	Research report on drug trafficking, peddling, addiction and abuse	2 nd year	3	1		1		1	15	Research Department/
	Conduct research on the modus operandi of persons engaged in any criminal activity	Research on the modus operandi of persons engaged in any criminal activity conducted	Research report on the modus operandi of persons engaged in any criminal activity	2 nd year	2		1		1		10	Research Department/
	Carry out research into deviations from the criminal justice systems	Research into deviations from the criminal justice systems carried out	Research report into deviations from the criminal justice systems	5 th year	2		1			1	10	Research Department/

Strategy	Activity	Output	Performance Indicator	Reporting Schedule	Target For Five Years	Targets For 5 Years					Budget (Kshs. Million)	Responsibility
						1	2	3	4	5		
	Carry out research on alternative criminal justice systems	Research on alternative criminal justice systems conducted	Research report on alternative criminal justice systems	4 th year	2	1			1		10	Research Department/
	Carry out research into the efficacy and adequacy of criminal investigation and prosecution agencies, the penal system and treatment of criminal offenders	Carry out research on efficacy and adequacy of criminal investigation and prosecution agencies, the penal system and treatment of criminal offenders	Research report on the efficacy and adequacy of criminal investigation and prosecution agencies, the penal system and treatment of criminal offenders	5 th year	3	1		1		1	15	Research Department/
	Conduct research on emerging criminal trends such as kidnapping, piracy, human trafficking and cyber crimes.	Research on emerging criminal trends such as kidnapping, piracy, human	Report on emerging criminal trends such as kidnapping, piracy, human trafficking and cyber crimes	5 th Year	2		1			1	10.0	Research Department

Strategy	Activity	Output	Performance Indicator	Reporting Schedule	Target For Five Years	Targets For 5 Years					Budget (Kshs. Million)	Responsibility
						1	2	3	4	5		
		trafficking and cyber crimes carried out.										
Strategic Issue 2: Inadequate information and communication systems in the Criminal Justice System												
Strategic Objective 2: To enhance information and communication flow in the Criminal Justice System												
Strategy 2.1: Develop an advocacy and outreach programme Strategy 2.2: Creation of Awareness	Print publications on findings	Publications printed	No. of publications produced	Annual	15	3	3	3	3	3	7.5	Legal & Corporate department
	Hold workshops to disseminate research findings	Workshops /seminars held	No. of workshops/seminars/forums held	Annual	15	3	3	3	3	3	24	Research department
	Develop and disseminate Information Education and Communication materials	IEC materials developed and disseminated	No. of IEC materials developed and disseminated	Annual	15	3	3	3	3	3	15	Director's Office
	Disseminate findings through the media	Adverts designed and produced	No. of adverts placed in the media	Annual	8	1	2	1	1	3	15	Research department

Strategy	Activity	Output	Performance Indicator	Reporting Schedule	Target For Five Years	Targets For 5 Years					Budget (Kshs. Million)	Responsibility
						1	2	3	4	5		
Strategic Issue 3: Weak collaboration and linkages in the criminal justice system												
Strategic Objective 3: To enhance collaboration and linkages in the criminal justice system												
Strategy 3.1: Liaise with other research bodies within and outside Kenya engaged in the pursuit of similar or related research	Identify research institutions and maintain an inventory of research institutions	Inventory on crime research institutions developed	Inventory report on crime research institutions	Annual	5	1	1		2	1	0.1	Research Department
	Conduct study tours for best practices	Study tours conducted	Study tours reports	Annual	8	2	2	2	2		40	Research Department
	Hold consultative forums with stakeholders	Consultative forums held	Reports on forums held	Annual	5	1	1	1	1	1	1.0	Research Department
	Develop an institutional framework for partnerships	Institutional framework on partnerships developed	Institutional framework report on partnerships	1 st Year	1	1					1.0	Research Department
Strategic Issue 4: Inadequate capacity to facilitate the Provision of Services												
Strategic Objective 4: To build adequate capacity to enhance service provision and delivery												
Strategy 4.1: Review of	Review policy manuals	Policy manuals	Policy manuals (human resource,	1 st year	1	1					0.5	HR and Administrati

Strategy	Activity	Output	Performance Indicator	Reporting Schedule	Target For Five Years	Targets For 5 Years					Budget (Kshs. Million)	Responsibility
						1	2	3	4	5		
organizational structure and staff establishment	(human resource, career guidelines, accounting and auditing manuals)	(human resource, career guidelines, accounting & auditing manuals) reviewed.	career guidelines, accounting and auditing manuals) in place									on department
Strategy 4.2: Mobilize Financial resources	Development of resource mobilization strategy	Resource mobilization strategy document developed	Draft Strategy	Annual	5	1	1	1	1	1	7.5	Finance and Accounts Department
	Develop proposals to seek funding from the development partners	Proposals to seek funding from the development partners developed	Number of funding proposals developed	1 st year	5	1	1	1	1	1	5.0	Finance and Accounts Department/ Research Department
	Participation in the MTEF budget process	Participation in the MTEF budget process	MTEF budgetary proposal (Sub Sector inputs)	Annual	5	1	1	1	1	1	8.0	Finance & Accounts Department
	Market and sale of research	Research publications marketed	Marketing and sale reports on the publications	Annual	15	3	3	3	3	3	2	Research Department/ Legal

Strategy	Activity	Output	Performance Indicator	Reporting Schedule	Target For Five Years	Targets For 5 Years					Budget (Kshs. Million)	Responsibility
						1	2	3	4	5		
	publications	and sold										department
Strategy 4.3: Mainstream cross-cutting issues	Mainstream gender policies in the Centre	Gender policy mainstreamed	Gender mainstreaming report	Annual	5	1	1	1	1	1	1.0	HR and Administration department
	Mainstream HIV and Aids policies in the Centre	HIV and Aids policy mainstreamed	HIV and Aids mainstreaming report	Annual	5	1	1	1	1	1	5	HR and Administration department
	Mainstream youth policies in the Centre	Youth policy mainstreamed	Youth mainstreaming report	Annual	5	1	1	1	1	1	1.0	HR and Administration department
	Mainstream disability policies in the Centre	Disabilities policy mainstreamed	Disabilities mainstreaming report	Annual	5	1	1	1	1	1	1.0	HR and Administration department
	Mainstream diversity and anti-corruption policies	Diversity and anti-corruption policies mainstreamed	Diversity and anti-corruption mainstreaming report	Annual	5	1	1	1	1	1	5	HR and Administration department
Strategy 4.4: Build ICT capacity	Acquisition & setting up of ICT infrastructure	ICT infrastructure (hardware and	Report on the number of facilities acquired and infrastructural set	Annual	5	1	1	1	1	1	25	ICT Department

Strategy	Activity	Output	Performance Indicator	Reporting Schedule	Target For Five Years	Targets For 5 Years					Budget (Kshs. Million)	Responsibility
						1	2	3	4	5		
	(hardware and software)	software) acquired & setting up	up									
	Develop ICT Skills	ICT Skills developed	No. of staff trained on ICT	Annual	30	10	5	5	5	5	30	HR and Administration Department/ ICT Department
	Design and develop Institutional database.	Database designed and developed	No. of Databases developed	2 nd year	4	2	2				2	ICT Department
	Upgrading and maintenance of the Website	Website for the Centre upgraded and maintained.	NCRCs website in place	1 st year	5	1	1	1	1	1	2.0	ICT Department
	Develop ICT repair and maintenance strategy	ICT repair & maintenance strategy developed	ICT repair and maintenance strategy document	1 st year	1	1					0.5	ICT Department
	Formulate NCRC ICT policy	NCRC ICT policy formulated	NCRC ICT policy document	1 st year	1	1					1.6	ICT Department

Strategy	Activity	Output	Performance Indicator	Reporting Schedule	Target For Five Years	Targets For 5 Years					Budget (Kshs. Million)	Responsibility
						1	2	3	4	5		
Strategy 4.5: Enhance Service Delivery	Carry out work environment survey	Carry out work environment survey	Baseline report on work environment	Annual	5	1	1	1	1	1	2.5	HR and Administration department
	Conduct customer satisfaction survey	Conduct customer satisfaction survey	Baseline report on customer satisfaction	Annual	5	1	1	1	1	1	2.5	HR & Admin. department
	Review of the Service Charter	Service Charter reviewed	NCRC Service Charter document	1 st year	2		1			1	2.0	HR & Admin. Department
	Acquire additional office facilities (furniture, office space, etc)	Additional office facilities (furniture, office space, etc) acquired	Report on the facilities acquired	Annual	5	1	1	1	1	1	50	HR and Administration department
	Acquire land and construct offices	Acquire land and construct offices	Land acquired and offices build	2 nd year	1 ha		1				500	Finance and Accounts department

Strategic Issue 5: Inadequate Human resources capacity

Strategic Objective 5: To Enhance Human resources capacity

Strategy	Activity	Output	Performance Indicator	Reporting Schedule	Target For Five Years	Targets For 5 Years					Budget (Kshs. Million)	Responsibility
						1	2	3	4	5		
Strategy 5.1: Improve Human Resource Management and Development	Undertake a Training Needs Assessment (TNA)	TNA carried out	TNA report produced	Annual	5	1	1	1	1	1	3.0	HR and Administration department
	Competency development	Carry out competency assessment	Competency assessment report produced	Annual	5	1	1	1	1	1	5.0	HR and Administration department
	Develop training programme	Training programme developed	Training programme report	Annual	5	1	1	1	1	1	1.0	HR and Administration department.
	Recruitment and remuneration of substantive staff of the Centre	Staff recruitment undertaken	No. of staff recruited	Annual	214	50	50	50	48	16	535	HR and Administration department
	Establish staff medical and welfare scheme	Staff medical and welfare scheme established	Staff medical and welfare scheme in place	1 st year	1	1					3 (To consult with Service Provider)	HR and Administration department
	Develop Performances Management System	Performances Management System developed	Performances Management System document	1 st year	1	1					0.5	HR and Administration department

Strategy	Activity	Output	Performance Indicator	Reporting Schedule	Target For Five Years	Targets For 5 Years					Budget (Kshs. Million)	Responsibility
						1	2	3	4	5		
	Carry out employee satisfaction baseline survey	Employee satisfaction survey conducted	Baseline report on employee satisfaction	Annual	5	1	1	1	1	1	2.5	HR and Administration department
Strategy 6.0: Monitoring and Evaluation of crime research programmes	Carry out M&E on crime research activities	M&E on crime research activities conducted	No. of M&E reports	Annual	8	1	2	1	1	3	5	Director's Office