



PERFORMANCE CONTRACT

BETWEEN

THE GOVERNMENT OF THE REPUBLIC OF KENYA THROUGH THE OFFICE OF ATTORNEY

GENERAL AND DEPARTMENT OF JUSTICE

AND

THE DIRECTOR OF THE NATIONAL CRIME RESEARCH CENTRE

FOR THE PERIOD

1ST JULY 2013

TO

30TH JUNE 2014

PERFORMANCE CONTRACT

This Performance Contract (hereinafter referred to as "**Contract**") is entered into between the Government of the Republic Kenya (hereinafter referred to as "**GoK**") through the Office of the Attorney General and Department of Justice (OAG&DOJ) of P.O. BOX 40112-00100 Nairobi (together with its assignees and successors) of the one part, and the Director of the National Crime Research Centre (hereinafter referred to as the "**the Director**") a State Corporation having its registered office at NSSF Building Block A, Western Wing, 19th floor (together with its assignees and successors) of P.O. Box 21180 – 00100 Nairobi of the other part.

WHEREAS

The **GOK** is committed to clearly defining the working relationship between itself and the State Corporations:

The parties recognize the need for adequate and reasonable managerial and operational autonomy to facilitate achievement by the Director and Management of National Crime Research Centre (NCRC) of the agreed and freely negotiated performance targets set out in this Contract;

The parties are desirous of enhancing transparency in the management of public resources and accountability for results in line with the provisions of the Constitution.

The purpose of this performance contract is to establish clarity and consensus about priorities for the NCRC's management in;

1. Ensuring that systems are established to ensure equality of all users of public services is achieved;
2. Ensuring impartiality and fairness in the process of delivery of public services;
3. Ensuring continuity of public services under all circumstances;
4. Establishing systems to enable adaptability of public services to the needs of users;
5. Ensuring professionalism and ethics in Public Service is achieved and maintained;
6. Establishing systems to ensuring promotion and protection of rights of users of public services and public servants as enshrined in the Bill of Rights;

7. Institutionalizing a culture of accountability, integrity, transparency and promote values and principles of the public service;
8. Ensuring effective, efficient and responsible use of public resources; and
9. Ensuring responsiveness by public servants in delivery of public services.

The Governing Council has indicated its capacity and competence to perform the duties and undertake the functions specified under this Contract; and

From this contract, should flow the program and management priorities of the National Crime Research Centre.

NOW THEREFORE, the parties hereto agree as follows:

PART 1

a) Vision of NCRC

To be a World Class Crime Research Institution.

(b) Mission of NCRC

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

(c) Strategic Objectives of NCRC

- To carry out research into the causes of crime and its prevention.
- To enhance information flow and communication in the Criminal Justice system
- To enhance collaboration and linkages in the Criminal Justice System
- To build adequate capacity to enhance service provision and delivery
- To enhance human resources capacity.

The above vision, mission and strategic objectives will be reviewed when the NCRC develops the next Strategic Plan for the period 2013-17. Development of the strategic plan is one of the targets in the non-financial category

PART II

Commitments and Responsibilities of the Governing Council and Management of NCRC

- Ensuring that public services are delivered in accordance with national laws, regulations and policies;
- Ensuring modernization of the public service by introduction of modern technologies and innovative procedures and systems to improve service delivery;
- Ensuring that public officers demonstrate professionalism, transparency and accountability in performing their duties and that they show courtesy, integrity and neutrality in dealing with citizens;
- Setting comprehensive performance targets and ensuring their achievement;
- Cascading the contract to all departments, sections and cadres of employees for the purpose of complete integration of the process. NCRC shall develop a Performance Appraisal System (PAS) in order to link the institutional performance to that of individual employees;
- Preparing employees in the organization for the desired changes in working styles, attitudes and work ethics;
- Ensuring progressive realization of the Bill of Rights;
- Developing and implementing the Strategic Plan 2013-2017 and ensuring that it is linked to MTP II;
- Ensuring Promotion for National Cohesion and Integration;

PART III

Commitments and Obligations of the Government

- Ensuring resources are available for the achievement of agreed performance targets.
- Ensuring adherence to the principles of leadership and integrity.
- Ensuring that public officers suspected of corrupt practices step down to allow room for investigations.
- Acknowledge receipt of correspondence within 3 working days.
- Approval to requests made is granted within 7 working days.
- The OAG&DOJ will release funds to the NCRC within 2 working days upon receipt from the National Treasury.

PART 1V

Reporting Requirement

The Director of National Crime Research Centre will submit quarterly and annual performance reports to the OAG&DOJ and copied to the Inspectorate of State Corporations and the Division of Performance Contracting for the purpose of monitoring progress of performance, and for annual evaluation of performance.

PART V

Duration of the Performance Contract

This Performance Contract will run for 12 months from 1st July 2013 to 30th June 2014.

SIGNED:

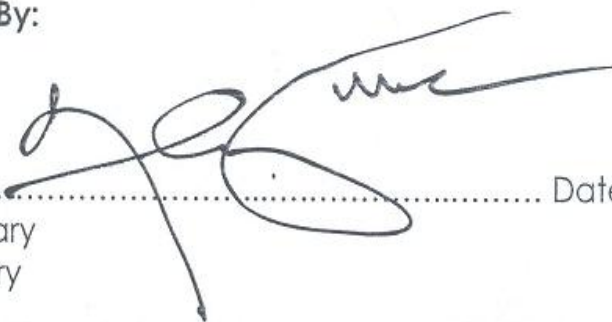
NATIONAL CRIME RESEARCH CENTRE:

John Oriri Onyango  Date 8/11/013
Director

Government:

Prof. Githu Muigai, SC  Date 8/11/13.
Attorney General

Countersigned By:

Henry Rotich  Date 31/1/14.
Cabinet secretary
National Treasury

PERFORMANCE TARGETS 2013-14

				Achievements 2011-2012	Achievements 2012-2013	Targets 2013-14
	CRITERIA CATEGORY	Unit	WT			
A.	FINANCIAL AND STEWARDSHIP INDICATORS					
	Compliance with set budgetary levels	%	3	100	100	100
	Cost reduction/Saving	Kshs.	2	30,000	50,000	70,000
	Appropriations-in-Aid	Kshs.	-	N/A	300,000	N/A
	Development Index (DExp/RExp)	%	2	N/A	23.3	35.8
	Utilization of Allocated Funds	%	3	100	100	100
	Debt Equity Ratio(BF/OE) where BF-Borrowed funds and OE - Owners Equity	%	-	N/A	N/A	N/A
	Weight Sub-Total		10			
	SERVICE DELIVERY INDICATORS					
B.	Service Delivery Systems					
	Access to information	%	5	N/A	N/A	X+2
	Access to efficient and quality public services	%	10	N/A	N/A	X+2
	Service delivery improvements (including business process re-engineering)	%	5	N/A	N/A	100
	Customer Satisfaction					
	Customer satisfaction index	%	5	81	83.8	85
	Resolution of Public Complaints	%	5	Certificate	80	100
	Weight Sub-Total		30			

C.	NON-FINANCIAL INDICATOR/S					
	Asset Management	%	2	N/A	N/A	100
	ISO Certification	%	2	20	33	35
	Prevention of HIV infections	%	1	100	100	100
	Prevention of alcohol and Drug Abuse	%	1	100	88	100
	Gender mainstreaming	%	2	100	100	100
	Disability Mainstreaming	%	2	100	100	100
	Youth and Women empowerment	%	2	N/A	N/A	100
	Compliance with Statutory Obligations	%	2	100	100	100
	Automation IT	%	2	0	10	35
	Competency Development	%	1	N/A	N/A	100
	Environmental sustainability	%	2	N/A	100	100
	Implementation of the Constitution	%	-	N/A	N/A	N/A
	Development of the Strategic Plan	%	1	N/A	N/A	100
	Weight Sub-Total		20			
D.	OPERATIONS					
	OUTCOMES ALIGNED TO MTP II AND SECTOR PERFORMANCE STANDARDS					
1.	Effective implementation of the Constitution					
	Conformity of the existing laws to the Constitution	%	6.5	N/A	N/A	100
2.	Improved internal security of people and property					
	Increased access to crime research information	%	21	N/A	N/A	100
	Project sub-indicators					
	Timeliness	%	0.5	100	100	100
	Quality	%	0.5	100	100	100
	Relevance	%	0.5	100	100	100
	Cost efficiency	%	0.5	100	100	100

	Completion Rate	%	0.5	100	100	100
	Ease of doing business	%	-	N/A	N/A	N/A
	Weight Sub-Total		30			
E.	DYNAMIC/ QUALITATIVE:					
	Work Environment	%	1	62	62.8	65
	Employee Satisfaction	%	2	64	67.9	70
	Safety Measures	%	1	100	100	100
	Research and Development	%	-	N/A	N/A	N/A
	Submission of pensions documents	Time (months)	1	N/A	N/A	9
	Weight Sub total		5			
	Corruption Eradication	%	5	15	N/A	10
	Weight Sub total		5			
	Total		100			

EXPLANATORY NOTES

A. FINANCIAL AND STEWARDSHIP INDICATORS

(i) **Compliance with set Budgetary Levels**

During the financial year 2013/14, NCRC will ensure 100% compliance with the set budgetary levels by ensuring absorption of all the budgeted/allocated funds.

Compliance with set budgetary levels= (Actual expenditure/Total Budget) x100%

The budget allocated to the Centre in 2013/2014 Financial Year is:

Recurrent: Kshs.53.01 million
Development: Kshs.19 million

(ii) **Cost saving**

In the year 2013/14 NCRC will endeavour to realize cost saving of Kshs.70,000 through efficient management of financial resources in the following areas;

Activity	Savings (Kshs)
Streamlining travel/transport system	30,000
Telephone use	10,000
Competence development	30,000
Total	70,000

The saving on Competence Development will be realized through combining/mainstreaming several sensitizations within one activity as much as possible instead of conducting separate activities. This will save on costs incurred in the transport and per diems of staff and hire of venues.

(iii) **Appropriation in Aid (AIA)**

During the FY 2012/13, the Centre raised a total of Kshs. 300,000 in A-I-A through prequalification of suppliers to run for two years (2012/13-2013/4). Therefore, the Centre will not raise any A-I-A for the FY 2013/14.

(iv) Utilization of Allocated Funds

During the year 2013/14, the NCRC will ensure 100% utilization of allocated funds by;

- Complying with the Annual Work Plans, Procurement Plans and Cash flow Plans.
- Linking of performance targets with the budget.
- Carrying out variance analysis to ensure that the funds are utilized on planned activities.

(v) Development Index = $Dexp/Rexp \times 100\%$

Recurrent estimates = Kshs.53.01 Million

Development estimates = Kshs.19 Million

DI= $19,000,000/53,010,000 \times 100= 35.8\%$

(vi) Debt Equity Ratio (BF/OE) where BF-Borrowed funds and OE- Owners Equity

- This target is not applicable to NCRC.

B. SERVICE DELIVERY INDICATORS

(i) Access to Information

During the financial year 2013/14, the Centre will undertake a baseline survey on the population currently accessing information on services to determine the Access to Information Index (x) and grow it by 2%. This level will set the basis for targets to be increased in subsequent years.

In addition, to increase access to information the Centre will undertake the following;

- Implementation of the Citizen's Service delivery charters
- Having web based enabled systems to support communication, uploading and downloads of crime research information.
- Holding dissemination fora on crime research information

(ii) Access to efficient and quality Public services

During the financial year 2013/14, the Centre will improve on access to efficient and quality Public Services by;

- Undertaking a baseline survey to establish access to efficient and quality public service index (x) and grow it by 2%.
- In addition, the Centre will disseminate Crime research information to all the counties and umbrella institutions to increase the accessibility by all including minorities and marginalized groups.

(iii) Service delivery improvements (including business process re-engineering)

During the financial year 2013/14, the Centre will undertake customer analysis to identify potential areas of business process re-engineering. Potential areas of business process re-engineering will include:

- Review of procedures and processes to improve on efficiency (services to the suppliers, crime research information dissemination)
- Adoption of ICT in service delivery
- Undertaking measures to address the needs of People With Disabilities (PWDs), minorities and marginalized groups in service delivery.

Customer Satisfaction

(iv) Customer Satisfaction index

During the financial year 2013/14, the Centre will implement measures to improve customer satisfaction level to 85%. This will be determined at the end of the fourth quarter through an independent survey addressing the following attributes;

- Speed of service
- Quality of service/product
- Affordability
- Accessibility

- Courtesy
- Information on service/product
- Adherence to commitments set out in service charters.

(v) Resolution of Public complaints

During the financial year 2013/14, the Centre will undertake the following activities in addressing and resolving Public Complaints;

- Establishment of complaints handling and management infrastructure (mechanisms) and submitting information on the same to the Commission on Administrative Justice (CAJ) in the prescribed format in Quarter1;
- Development of complaints-handling procedures;
- Implementation of service delivery charters;
- Conducting capacity building for complaints-handling officers and staff;
- Creating awareness on the existence of complaints-handling mechanism within the Centre; and
- Actual resolution of public complaints received;
- In addition, the Centre will submit Quarterly reports on the number, nature and action taken using the prescribed format to CAJ.

C. NON-FINANCIAL INDICATORS

(i) Asset Management

During the Financial Year 2013/14, the Centre will make best use of its equipment, machinery, tools, buildings etc in order to maximize taxpayers'

Value by undertaking the following:

- **Inventory management** - Maintain an updated catalogue of Centre's assets and property.
- **Maintenance** – Put in place measures to maintain assets, equipment and tools in good working condition to avoid their breakdown.
- **Repairs** – Undertake measures to restore assets, equipment and tools to usable condition after damage, tear or wear.
- **Disposal of Idle Assets**–Identify and dispose idle assets in accordance with the Public Procurement and Disposal Act.

(ii) ISO Certification

During the FY 2012 /13, the Centre undertook several activities in implementation of ISO certification in levels A and B to attain 20%. During the Contract period, the Centre will undertake the following activities to attain 35% level:

- Bring expert on board
- Define scope with assistance of the Expert
- Conduct awareness training for all employees
- Initiate gap analysis and process determination
- Commence the documentation process

(iii) Prevention of HIV infections

During the year 2013/14, the Centre will undertake the following towards prevention of HIV infections;

- Organize counseling and testing sessions
- Avail and promote condom use
- Behavior Change Communication for vulnerable groups
- Behavior change among the youth
- Implement workplace policy on HIV for the Centre.
- Submit the annual HIV & AIDS performance framework with clear targets to the National Aids Control Council (NACC) at the beginning of the contract period to enable the NACC develop a validation Report on prevention activities undertaken by each organization for submission to the Performance Contracting.
- In addition, the Centre will submit quarterly reports to NACC in accordance with the Sectoral HIV & AIDS mainstreaming Reporting Tool.

(iv) Prevention of Alcohol and drug abuse

During the year 2013/14, the Centre will undertake the following towards prevention of alcohol and drug abuse;

- Submit annual Alcohol and Drug Abuse (ADA) work-plans to NACADA at the beginning of the contract period in the prescribed format.

- Undertake a follow-up survey to establish prevalence of ADA in the Centre.
- Develop and Implement workplace policy on prevention of ADA
- Strengthen the capacity of ADA prevention unit to implement the program.
- Undertake sensitization of staff on prevention of ADA.
- Establish and operationalize an Employee Assistance Program (EAP) focusing on early identification, treatment and rehabilitation of staff with substance use disorder (SUD).
- In addition, the Centre will submit quarterly ADA implementation reports to NACADA using the prescribed format.

(v) Gender mainstreaming

During the financial year 2013/14, the Centre will undertake the following activities towards gender mainstreaming;

- Review and implement gender policy in line with the National Gender and development policy to guide gender mainstreaming activities;
- Develop and implement work place policy on gender based violence;
- Continuous gender training and sensitization of employees on gender mainstreaming;
- Baseline and benchmark on compliance level with the one third gender representation policy on appointments , promotions and employment in the public services as per the Constitution;
- Proportion of Centre plans subjected to sex disaggregated benefit incidence analysis;
- Baseline and Benchmarks for measuring progress of the number of women-led enterprises accessing 30% public procurement tender opportunities;

- In addition, the Centre will submit quarterly progress reports to National Gender and Equality Commission and copy to directorate of Gender, Ministry of Devolution and Planning on the level of Gender mainstreaming as per the prescribed format.

(vi) Disability mainstreaming

During the financial year 2013/14, the Centre will undertake the following activities to address affirmative action for people with special needs:

- Establish and operationalize Disability Mainstreaming Committee with membership drawn from the following: Human Resource, Logistics & Procurement, member of Board and representative of Persons with Disabilities (PWDs). A Senior Officer will chair the Committee.
- Formulate Disability Mainstreaming Action Plan to ensure that Staff are informed on disability related aspects and to empower persons with disabilities.
- Sensitize and train staff on service provision to persons with such disabilities such as mental, physical, visual, deaf, albinism, epilepsy, autism, cerebral palsy, etc.
- Establish structures and systems that ensure persons with disabilities access information and services, e.g. (Train staff on sign language, avail brailled materials, ramps, signage, guides, accessible toilets, lifts with visual, audio and ductile features, un-slippery floor, disability friendly vehicles & walkways, accessible parking).
- Ensure progressive realization of attaining the 5% of all recruited personnel are persons with disabilities in instances where persons with disabilities apply without sacrificing merit.
- Ensure that there is no discrimination in advertising, interviewing, recruitment, volunteerism, internships, training & promotions of PWDs.
- In addition, the Centre will submit Quarterly Disability Mainstreaming Reports to NCPWD using the prescribed Reporting Format.

(vii) Youth and Women empowerment

During the financial year 2013/14, the Centre will undertake the following activities to address issues of youth and women empowerment;

- Progressive involvement of youth in internship programs at the Centre;
- Ensuring that all government projects and programs undertaken within the Centre have a component of transfer of skills to the youth through apprenticeship and
- Ensuring that 30 percent of the value of Centre procurement of goods and services/tenders are allocated to the youth and women enterprises in office supplies , civil works , purchase of specialized office equipments as follows;
 - ✓ Total available for procurement of goods and services/tenders=Kshs 20,000,000. However, Kshs 15,000,000 is for an ongoing project on partitioning of new office premises whose tendering process is mainly driven by the Ministry of Public Works and which the youth and women may not qualify for. This leaves only Kshs 5,000,000 for procurement of other goods and services which the youth and women can access 30% of the figure.
 - ✓ 30% allocated to youth and women = Kshs 1,500,000.

(viii) Compliance with Statutory Obligations

The Centre will undertake an audit to establish extent of compliance and enforcement of all relevant legislation/ regulations. These will include;

- Compliance with Public Procurement and Regulations rules,
- Remittance of statutory deductions (PAYE, NHIF, HELB, NSSF)
- Preparation and submission of Annual Accounts by 30th September.

(ix) Automation (IT)

The Centre's level of automation is assessed at 10% as are as shown in the table below.

Automation Stages	Sub-indicators Level of Automation	% of Achievement in 2012/13	Target for 2013/14	Level of Automation by 30th June, 2014
1. Institutional strategy and vision - (15%)	<ul style="list-style-type: none"> Institutional ICT strategy developed and disseminated (will detail the roadmap the institution intends to take in utilizing ICTs to deliver on its core mandate) 	1	Review ICT strategy – 1%	6%
	<ul style="list-style-type: none"> Adoption and operationalization of e-Government standards (the standards are available at e-government website www.egovernment.go.ke) 	0	Adopt and operationalize e-government standards – 1%	
	<ul style="list-style-type: none"> Qualified ICT staff deployed as per organizational approved structure 	0		
	<ul style="list-style-type: none"> Percentage of Institutional ICT budgetline against total budget- industry standard is 10%. 	0		
	<ul style="list-style-type: none"> Staff to computer ratio- ranges from 1:1 for technical staff to 1:10 for support staff. 	3		

2. Connectivity and technology Infrastructure - (25%)	<ul style="list-style-type: none"> • Internet bandwidth available within the institution 	2.0		6%
	<ul style="list-style-type: none"> • ICT infrastructure <ul style="list-style-type: none"> ○ Office automation (turn around time for business processes) ○ Centralized user authentication ○ Electronic Document Management System (EDMS) in use ○ LAN installed ○ WAN installed ○ Centralized user authentication within the LAN/WAN 		ICT infrastructure - 1%	
	<ul style="list-style-type: none"> • No. of enterprise wide systems/ERPs in operation 	0		
	<ul style="list-style-type: none"> • % of institutional data which has been digitized and is accessible against total number of manual records kept 	0		
	<ul style="list-style-type: none"> • ICT security measures in place, i.e., use of biometric security features, anti-virus updates, data back-up, etc. 	0.5	Data backup and update of antivirus -1%	
	<ul style="list-style-type: none"> • Adoption and usage of Voice Over Internet Protocol (VOIP) 	0		
	<ul style="list-style-type: none"> • % of staff who have access to broadband Internet in the workplace 	1.5		

3. Consumer and business adoption - 30%	<ul style="list-style-type: none"> • Institutional website with the following features: <ul style="list-style-type: none"> – Interactive – Navigable – Feedback response – Updates 	0	Upgrading of the NCRC website - 5%	20%
	<ul style="list-style-type: none"> • Automation of core public services (e-services) for citizens, business, employees and Government 	0	Automation of access to crime research information – 5%	
	<ul style="list-style-type: none"> • On-line annual customer service rating of services (e-services) to ascertain feedback from recipients of service. 		Online customer rating -5%	
	<ul style="list-style-type: none"> • Service delivery channels utilized i.e. methods used by MDAs to provide services, e.g. SMS, Unstructured Supplementary Service Data (USSD), portal services, Interactive Voice Response System (IVRS) 	0		
	<ul style="list-style-type: none"> • Cost savings through delivery of e-services 		Online dissemination of research information – 5%	
	<ul style="list-style-type: none"> • No. of services hosted in common Government infrastructure (GDC). 	0		
4. Social and cultural environment - 10%	<ul style="list-style-type: none"> • An institutional measure of ICT literacy has been adopted (Directorate of e-government will provide independent ICT assessments for comparison) 	0		1%

	<ul style="list-style-type: none"> • % of staff who are ICT-literate or have undertaken ICT training 	1		
	<ul style="list-style-type: none"> • ICT training programs implemented as per ICT strategy 	0		
	<ul style="list-style-type: none"> • % of staff with disabilities who have access to ICT 	0		
	<ul style="list-style-type: none"> • ICT service delivery options for clients with disabilities 	-		
5. Legal Environment – 10%	<ul style="list-style-type: none"> • Institutional ICT policy developed and implemented 	1%	Review the ICT policy – 1%	2%
	<ul style="list-style-type: none"> • Institutional arrangements for protection and privacy of data in place 	0		
	<ul style="list-style-type: none"> • % of staff who have signed an institutional ICT security compliance agreement 	0		
	<ul style="list-style-type: none"> • No. of electronic payment systems rolled out 	0		
6. Other Factors – 10%	Range of information systems in use.	0		0%
Totals		10	25	35

During the financial year 2013/14, the Centre will raise the level of automation to 35% by undertaking the following activities;

Institutional and strategy vision

- Review ICT strategy – 1%
- Adopt and operationalize e-government standards – 1%

Connectivity and Technology infrastructure

- ICT infrastructure -1%
- Data backup and update of antivirus -1%

Consumer and business adoption

- Upgrading of the NCRC website -5%
- Automation of access to crime research information – 5%
- Online customer rating -5%
- Online dissemination of research information – 5%

Legal environment

- Review the ICT policy – 1%

(x) Competency Development

During the financial year 2013/14, the Centre will implement the following activities to enhance skills and proficiencies in order to address career progression of the individual employees and improve service delivery;

- Skills/Competence needs assessment;
- Intervention programs; and
- Performance appraisal.

(xi) Environmental sustainability

During the Contract period, NCRC will undertake the following activities towards environmental sustainability:

- Domesticating environmental policy at the NCRC.
- Developing and implementing environmental awareness creation programmes.
- Planting 500 trees.
- Promoting environmental protection and conservation through partnerships with stakeholders
- In addition the Centre will submit quarterly reports to the National Environmental Management Authority (NEMA) on the above activities

(xii) Implementation of the constitution

This target will be addressed through the operations category.

(xiii) Development of the Strategic Plan

During the 2013/2014 period, the centre will develop its strategic Plan for the period 2013-2017. The Strategic Plan will be aligned to the second Medium Term Plan (2013-2017) of the Kenya Vision 2030.

D. OPERATIONS

OUTCOMES ALIGNED TO MTP II AND SECTOR PERFORMANCE STANDARDS

During the financial year 2013-14, the Centre will undertake various activities towards achieving the following outcomes and their performance indicators.

1. Effective implementation of the Constitution

Conformity of the existing laws to the Constitution requirements

- Review the National Crime Research (NCR) Act to align it with the Constitution.

2. Improved internal Security of people and property

Increased access to crime research information

- Undertake research studies on causes of crime and its prevention in sample counties
- Disseminate crime research findings and recommendations to improve effective administration of Criminal Justice
- Develop and maintain a crime data base

OTHER PROJECTS

PROJECT SUB – INDICATORS

During the Contract Period, the Centre will partition new office premises located at Bishop's Annex building

Project Name	Estimated Cost (Kshs.)	Allocated funds (Kshs.)	Timelines	Quality	Relevant to mandate	Cost efficiency	Completion Rate
Office partitioning	34 Million	15 Million	100%	100%	100%	100%	100%

EASE OF DOING BUSINESS

This performance target is not applicable to National Crime Research Centre.

E. DYNAMIC/QUALITATIVE

(i) Work Environment

During the year 2012/13, the Centre achieved a level of 62.8% on work environment. During the Contract period, the Centre will implement the recommendations of the 2012/13 work environment survey with a view to increasing the level to 65%. The Centre will undertake an internal work environment survey during the fourth quarter.

(ii) Employee Satisfaction

During the year 2012/13, the Centre achieved a level of 67.9% on employee satisfaction. During the Contract period the Centre will implement the recommendations of the 2012/13 employee satisfaction survey with a view to increasing the level to 70%. The Centre will undertake an internal employee satisfaction survey during the fourth quarter.

(iii) Safety Measures

During the financial year 2013/14, the Centre will ensure safety of staff, documents, information equipment and assets by undertaking the following activities;

- **Staff**

- ✓ Signage, warnings
- ✓ Conduct fire drills
- ✓ Group medical insurance cover for staff
- ✓ Undertake one workshop to sensitize staff on security information management

- **Assets and Equipment**

- ✓ Insurance as a risk mitigation effort for the motor vehicles

- **Documents**

- ✓ Ensure lock and key for confidential records
- ✓ Procure and/or maintain fire proof cabinets

- **Information**

- ✓ Backups for automated systems
- ✓ Establishment of Information Security Management System (ISMS) that ensures that access to information is appropriately authorized, safeguard the accuracy and completeness of information and processing methods and ensure that authorized users have access to information when they require it.
- ✓ Training of at least three champions on ISMS.

(iv) Research and Development

Considering that NCRC is mandated to undertake research, the target has been factored in the operation indicators and as such it is not applicable.

(v) Submission of Pensions documents

During the financial year 2013/14, the Centre will through the parent ministry submit retirement documents to pension department 9 months before retirement where applicable.

CORRUPTION ERADICATION

During the financial year 2013/14, the Centre aims at attaining 10% towards zero tolerance to corruption by undertaking all activities under level I as provided for in the corruption eradication criterion guidelines as follows;

Level I - Anti-Corruption framework (10%)

- I. Set up and operationalize Corruption Prevention Committee/Integrity Committee comprising the Chief Executive Officer as Chair and HODs as members by end of the first quarter.

- II. Forward names of Chief Executive Officer and Heads of Department to EACC for integrity vetting (**will be required to fill and submit self declaration forms**) by 31st October 2013.
- III. Develop and implement an Anti-Corruption Policy as per EACC guidelines
- IV. Review and Implement a specific leadership and ethics code of conduct in line with the Leadership and Integrity Act (2012) by end of third quarter.
In addition , open and maintain;
 - ✓ a gift register and
 - ✓ a conflict of interest register
- V. Undertake Corruption Risk Mapping/Assessment, develop and submit a report to EACC with effective measures to mitigate against the risks by 30th June, 2014.

In addition;

- I. The Centre will submit quarterly reports to EACC using prescribed format clearly indicating corruption prevention strategies implemented and attach copies CPC meetings minutes during the reporting quarter.
- II. The Centre will submit a quarterly report with information on all tenders and contracts awarded which are above the threshold of Ksh.500,000.00
The information submitted should include: names of the directors of companies and contract/Tenders prices.