



**REPUBLIC OF KENYA**

# **National Crime Research Centre**

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**Draft Strategic Plan**

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**2023 - 2027**

## **Vision**

*A Centre for Excellence in Crime Research*

## **Mission**

*To undertake quality crime research towards informing policy and programmes in crime management for a safe and secure society.*

## **Core Values**

1. Customer focus
2. Integrity
3. Professionalism
4. Transparency and accountability
5. Respect for Diversity
6. Team Work
7. Result Oriented

## **FOREWORD**

Crime and its prevention is quite noticeably the sphere of national security with immediate and profound implications for the public. This is because contemporary and evolving crimes are pervasive national security threats with far-reaching effects on Kenya's social and economic well-being and international reputation. The National Crime Research Centre (NCRC) has the overriding objective of carrying out research into the causes of crime and its prevention and to disseminate research findings to Government Agencies charged with administration of criminal justice with a view to assisting them in policy formulation and planning.

The threat of crime is wide-ranging, complex and varies in depth and complexity - spanning everything from simple frauds to terrorism. Its perpetrators are highly innovative and determined in pursuing their goals. Therefore, understanding and defining crime in terms of specific threats becomes a practical way of appreciating and tackling it.

It is upon these realities that NCRC takes cognizance of the challenges and consequences of national and transnational crime. In order to respond to these challenges, NCRC Strategic Plan 2023-2027 is designed under the theme "...*Fighting crime through research...*" to ensure that we provide quality research for evidenced-based decision making. The Plan is reinforced by the Government's policy and operational priorities on security and public safety under the *Bottom-up Economic Transformation Agenda*, and the national social aspiration of building a just and cohesive society that enjoys equitable social development in a clean and secure environment.

To inform our response, we require a comprehensive understanding of the risk that crime poses to Kenya and beyond. This calls for continuous learning and strategic partnerships, both domestic and international - bringing together the public, private sector, academia, and civil society as a whole. The establishment of NCRC is in line with the international best practice where research has provided critical information on what works to impact on crime and disorder and has helped to generate programmes that assist criminal justice agencies address crime.

It is my sincere hope that implementation of this Strategic Plan will assist the Centre and stakeholders in the administration of criminal justice reduce crime, promote public safety and security.

**HON. JUSTIN B. N. MUTURI, EGH  
ATTORNEY GENERAL /CHAIRMAN  
NATIONAL CRIME RESEARCH CENTRE**

## **PREFACE AND ACKNOWLEDGMENT**

The Strategic Plan (2023/2024-2027/2028) for the National Crime Research Centre is the 4<sup>th</sup> generation Plan since the establishment of the Centre. It is premised on the National Development Agenda and is designed to enable the Centre achieve the overall objectives under the MTP IV of the Kenya Vision 2030 and its sector Plans, the Bottom Up Economic Transformation Agenda, African Union Agenda 2063, Sustainable Development Goals (SDGs), and other regional and global goals.

In developing this Plan, the Centre acknowledges that the provision of public safety is one of the leading functions of the public service and successful performance in this role requires a strategic approach that involves concerted effort of all stakeholders. The National Crime Research Centre (NCRC) has the overriding objective of carrying out research into the causes of crime and its prevention and to disseminate research findings to Government Agencies charged with administration of criminal justice with a view to assisting them in policy formulation and planning.

The Plan undertakes a comprehensive environmental scan to map out strategic issues that need to be addressed in the next five years of its implementation. These issues have been flagged into four (4) Key Result Areas (KRAs) with the corresponding strategic objectives and strategies for effective implementation. The KRAs are **KRA1:** Strategic Crime Research and Information Management; **KRA2:** Sustainable Institutional Growth, Adaptability and Visibility; **KRA3:** Digitalization of the Centre's Processes and; **KRA4:** Strategic Collaboration, Partnership and Networking.

This plan is an outcome of intensive and committed process, which was facilitated by commendable team work of several stakeholders. It has been developed through a participatory and all-inclusive consultative process led by the Governing Council; Senior Management and staff of the Centre working with experts from the Ministry of Interior and National Administration, the National Treasury and Economic Planning's Central Planning and Project Monitoring Unit and NCRC stakeholders.

I wish to sincerely thank members of the Governing Council under the chairmanship of Hon. Justin B. N. Muturi, EGH - Attorney General for their invaluable insights and strategic guidance during the development of this plan.

My earnest appreciation to NCRC Management and staff for the commitment, diligence, and tireless efforts put in developing this plan.

I convey my special gratitude to the Centre's stakeholders who supported and participated in the development processes of this plan in different capacities.

Finally, I trust that this Strategic Plan will will galvanize the whole-of-government efforts towards addressing conventional, emerging, serious, organized and transnational crimes impacting on Kenya and our regional interests.

**VINCENT O. OPONDO**  
**Ag. DIRECTOR/CEO**  
**NATIONAL CRIME RESEARCH CENTRE**

## Table of Contents

FOREWORD .....	III
PREFACE AND ACKNOWLEDGMENT .....	IV
TABLE OF CONTENTS .....	<b>ERROR! BOOKMARK NOT DEFINED.</b>
LIST OF TABLES .....	VII
ACRONYMS AND ABBREVIATIONS .....	IX
EXECUTIVE SUMMARY .....	IX
CHAPTER ONE: INTRODUCTION.....	1
<b>1.1. Background</b> .....	<b>1</b>
<b>1.2. Mandate and functions of the National Crime Research Centre</b> .....	<b>1</b>
<b>1.3. Global, Regional and National Development Issues</b> .....	<b>2</b>
<b>1.4. NCRC’s Development Role vis-à-vis the National Development Agenda and Regional and International Frameworks</b> .....	<b>3</b>
CHAPTER TWO: SITUATION ANALYSIS .....	4
<b>2.1. Review of the previous strategic plan implementation</b> .....	<b>4</b>
2.1.1. Key Achievements.....	4
2.1.2. Additional achievements .....	6
2.1.3. Challenges .....	6
2.1.4. Emerging Issues.....	6
2.1.5. Lessons Learnt.....	7
<b>2.2. Environmental Scan</b> .....	<b>7</b>
2.2.1. Strengths, Weaknesses, Opportunities and Threats Analysis .....	7
<b>Table 2.2-1 Strengths, Weaknesses, Opportunities and Threats Analysis</b> .....	<b>8</b>
2.2.2. Political, Economic, Social, Technological, Environmental, Legal and Ethical Analysis.....	8
<b>Table 2.2-2.. Political, Economic, Social, Technological, Environmental, Legal, and Ethical Analysis</b> .....	<b>9</b>
2.2.3. Stakeholder Analysis .....	11
<b>Table 2.2.3. Stakeholder analysis</b> .....	<b>12</b>
<b>2.3. Strategic Issues</b> .....	<b>15</b>
CHAPTER THREE: STRATEGIC MODEL.....	16
<b>3.1. Vision Statement, Mission Statement and Core Values</b> .....	<b>16</b>
<b>3.2. Key Result Areas (KRAs)</b> .....	<b>17</b>
<b>3.3. Strategic Objectives and Strategies</b> .....	<b>18</b>
<b>Table 3.3-1. Summary of. KRAs, Strategic Objectives and Strategies</b> .....	<b>18</b>
CHAPTER FOUR: IMPLEMENTATION AND COORDINATION FRAMEWORK.....	20
<b>4.1. Structure of NCRC</b> .....	<b>20</b>
4.1.1. NCRC’s Directorates and Departments .....	20
4.1.2. Organizational Structure .....	21
<b>4.2. Staff Establishment</b> .....	<b>23</b>
4.2.1. Staff Establishment by cadre, establishment, in-post, and variance. ....	23
<b>Table. 4.2-1. Staff establishment</b> .....	<b>23</b>
4.2.2. Human Resource/Capital Management and Development Strategies.....	27
<b>4.3. Financial Resources</b> .....	<b>28</b>
4.3.1. Financial Resources Requirements .....	28
<b>Table 4.3-1. financial resource requirements</b> .....	<b>28</b>
4.3.2. Resource Gaps .....	29
<b>Table 4.3-2. Resource Gaps</b> .....	<b>29</b>
4.3.3. Resource Mobilization Strategies .....	29
4.3.4. Resource management .....	30
<b>4.4. Business Process Re-Engineering</b> .....	<b>30</b>
<b>4.5. Risk Analysis and Mitigation Measures</b> .....	<b>30</b>
<b>Table 4.5.1 Risk Analysis and Mitigation Measures</b> .....	<b>Error! Bookmark not defined.</b>
CHAPTER FIVE: MONITORING, EVALUATION AND LEARNING.....	32

<b>5.1. Monitoring</b> .....	<b>33</b>
<b>5.2. Evaluation</b> .....	<b>33</b>
<b>5.3. Learning</b> .....	<b>34</b>
<b>5.4. Reporting</b> .....	<b>34</b>
<b>5.5. Linkage between Strategic Plan and Performance Contracting</b> .....	<b>34</b>
<b>Annexes</b> .....	<b>34</b>
Annex 1. Implementation Matrix .....	36
Annex II. Outcome Performance Matrix.....	47

## LIST OF TABLES

Table 2.2- 1 Strengths, Weaknesses, Opportunities and Threats Analysis.....	8
Table 2.2- 2 Political, Economic, Social, Technological, Environmental, Legal, and Ethical Analysis .....	9
Table 2.2- 3 Stakeholder analysis .....	12
Table 3.1- 1 Summary of. KRAs, Strategic Objectives and Strategies .....	18
Table 4.2- 1 Staff establishment .....	23
Table 4.3- 1 Financial resource requirements.....	28
Table 4.3- 2 Resource Gaps .....	29
Table 4.5- 1 Risk Analysis and Mitigation Measures.....	<b>Error! Bookmark not defined.</b>

## LIST OF FIGURES

Figure 4.1- 1 National Crime Research Centre Organization Structure .....	22
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## ACRONYMS AND ABBREVIATIONS

AIA	Appropriation -In-Aid
AIE	Authority to Incur Expenditure
AG	Attorney General
CAB -	Cabinet Memorandum
CBOs	Community Based Organizations
CEO	Chief Executive Officer
COVID-19	Coronavirus Disease-19
EACC	Ethics and Anti-Corruption Commission
E-Government	Electronic Government
ERP	Enterprise Resource Plan
FBOs	Faith Based Organizations
GC	Governing Council
GoK	Government of Kenya
GPS	Geographical Positioning System
HR	Human Resources
ICT	Information Communication Technology
ICTA	Information Communication Technology Authority
IEC	Information Education Communication
IPOA	Independent Policing Oversight Authority
KNCHR	Kenya National Commission on Human Rights
KOICA	Korean International Cooperation Agency
KRAs	Key Result Areas
Ksh.	Kenya Shillings
LAN	Local Area Network
MDAs	Ministries, Departments and Agencies
M&E	Monitoring and Evaluation
MELF	Monitoring, Evaluation, and Learning Framework
MOU	Memorandum of Understanding
MTEF	Medium Term Expenditure Framework
NCAJ	National Council on the Administration of Justice

NGOs	Non-Governmental Organizations
NCRC	National Crime Research Centre
NIS	National Intelligence Service
NSAC	National Security Advisory Committee
OAG	Office of the Auditor General
ODPP	Office of Director of Public Prosecutions
P. E	Personnel Emoluments
PESTELE	Political, Economic, Social, Technological, Environmental, Legal and Ethics
SCAC	State Corporations Advisory Committee
SWOT	Strengths, Weaknesses, Opportunities and Threats

## EXECUTIVE SUMMARY

The National Crime Research Centre (NCRC) is established pursuant to the National Crime Research Act, Cap 62, No. 4 of 1997 of the Laws of Kenya with the mandate to carry out research on the causes, crime prevention and to disseminate research findings and recommendations to the Government agencies concerned with the administration of criminal justice and other stakeholders.

Kenya's development agenda is guided by *Kenya Vision 2030*, Bottom-Up Economic Transformation Agenda, Medium Term Plan interventions and other policy guidelines. The overall aim for security under Vision 2030 is 'a society free from danger and fear'. In addition, the sectoral policy making process recognizes the linkage between crime, security and development. Hence the increasing need for crime research and data to facilitate policy formulation and planning.

Contemporary and evolving crime trends continue to pose significant challenges to the safety and security of the nation and have far-reaching implications on Kenya's social and economic well-being. The establishment of NCRC is in line with the International best practice where research has provided critical information on what works to impact on crime and disorder and has helped to generate programmes that assist criminal justice agencies.

Due to the escalating and emerging sophisticated nature of crimes, the Centre will continue to play a proactive and innovative role in undertaking impartial, timely and policy-relevant research of the highest standard and contribute to the prediction, disruption, reduction and prevention of crimes.

This Strategic Plan is the 4<sup>th</sup> generation plan since the establishment of the Centre. The Plan provides a roadmap in the implementation of the Centre's mandate, while aligning it with the Medium-Term Plan interventions, the Bottom-Up Economic Transformation Agenda 2022-2027 and other national priorities.

During implementation of this Plan, the Centre will continue to: undertake reliable empirical action-oriented crime research; strengthen its institutional and operational capacity; re-engineer its business processes and services towards efficiency and effectiveness in service delivery; and enhance and build new mutual collaborations, partnership and networks.

The Strategic Plan 2023 -2027 Key Result Areas comprise:

**i. Strategic Crime Research and Information Management**

The Centre will continue to undertake reliable policy-action crime research into causes of crime and its prevention and enhance access and sharing of crime research information with its stakeholders to inform relevant policies and programmes.

**ii. Sustainable Institutional Growth, Adaptability and Visibility**

The effective fulfillment of the Centre's mandate will be anchored on the human, financial and infrastructural resource capability and its ability to adapt to the dynamic operational environment. The Centre will therefore work towards strengthening its

institutional capacity, enhance resource mobilization strategies and increase its visibility.

### **iii. Digitalization of the Centre's Processes**

The Centre purposes to re-engineer its business processes towards enhancing its efficiency and effectiveness in service delivery. NCRC will digitalize and automate its processes in line with the Government's agenda of a digital economy.

### **iv. Strategic Collaboration, Partnership and Networking**

The Centre will endeavor to enhance and build new mutual collaborations, partnership and networking frameworks with relevant government agencies/departments, development partners, academia, civil society and the public to leverage shared synergies, resource mobilization efforts and joint research undertakings.

To track the implementation of this Plan the Centre has embedded a detailed Monitoring and Evaluation Framework (M&E) that defines clear responsibility and reporting arrangements, resource requirements, and resource mobilization strategies. Further consideration has been put in place that will map out the risks and risk mitigation measures to monitor and respond to potential threats.

This Strategic Plan is organized into 5 chapters: Chapter 1 focuses on history, mandate and functions of the Centre; Chapter 2 contains a review of implementation of the 2018-2022 Strategic Plan (with a specific focus on key achievements, key challenges, emerging issues and lessons learnt), environmental scan, PESTELE analysis, stakeholder's analysis and strategic issues; Chapter 3 covers NCRC's vision, mission, core values, the Key Result Areas, Strategic Objectives and Strategies; Chapter 4 covers the Centre's organizational structure, staff establishment, financial resources, business process re-engineering, and risk analysis and mitigation measures; and Chapter 5 sets out and expounds the Strategic Plan's monitoring, evaluation and learning framework.

# **CHAPTER ONE: INTRODUCTION**

This chapter focuses on the brief history, mandate and functions of the National Crime Research Centre (NCRC). It also focuses on: the global, regional and national development issues specific to the Centre's mandate; and the Centre's role in the Kenya Vision 2030 and its Medium Term Plans, the Agenda 2063 and Sustainable Development Goals - especially Goal No.11 that focuses on making cities and human settlements inclusive, safe, resilient and sustainable and Goal No. 16 that focuses on promoting peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels, among other international and regional obligations and conventions.

## **1.1 Background**

The historical background of NCRC can be traced to the National Development Plan of 1989-93 when the Government first committed to the establishment of a National Crime Research Centre. As a result, a Cabinet Memorandum CAB No. (93) 35 of 1993 recommended its establishment with management in place as a joint venture between the Office of the Attorney General (AG) and the then Ministry of Interior and Provincial Administration. The Cabinet Memorandum paid particular attention to the need to manage increasing crime threats that were negatively affecting the social, political and economic development of the country through research- informed interventions.

Further steps were taken by the Government to operationalize the Centre through the enactment of NCRC Act No 4 of 1997. The Act stipulated that the Centre would carry out research into the causes of crime and its prevention and to disseminate research findings and recommendations to relevant government agencies to assist them in policy formulation and planning in crime management and control.

The first Governing Council of the Centre was appointed through Gazette Notice No. 7017 of 3<sup>rd</sup> November 2000 and formally launched by H.E. the President of the Republic of Kenya on 19<sup>th</sup> Feb 2002. The Governing Council would be assisted by a secretariat comprising of management, technical and support staff.

## **1.2 Mandate and Functions of the National Crime Research Centre**

The Centre is mandated to carry out research into the causes of crime, its prevention and to disseminate the research findings and recommendations to Government Agencies concerned with the administration of criminal justice and other stakeholders.

The functions of the Centre are enumerated in section 5 of the NCRC Act. These are to:

- (a) carry out coordinated 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) causes of crime and prevention

- ii) socio-political and economic causes of criminal behaviour including group, culture related crime, drug trafficking, peddling and addiction;
  - iii) the methods used by persons engaged in any criminal activity
  - iv) Children in conflict with the law.
- (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.

### **1.3 Global, Regional and National Development Issues**

#### **Global Development Issues**

Kenya's development agenda is shaped by challenges at the global and regional levels including organized and transnational crimes. At the global level, countries have committed to promote peaceful and inclusive societies for Sustainable Development Goals - Agenda 2030. This also includes provision of justice for all and building effective and accountable institutions at all levels of government.

#### **Regional Development Issues**

The African Union leads policy making and implementation of decisions aimed at ensuring that Africa achieves Aspiration 4 of Agenda 2063 which aspires for "*A peaceful and secure Africa*". Nevertheless, many countries experience numerous challenges ranging from resource based armed Conflicts, threat of terrorism and extremism, increase in incidences of gender-based violence and other forms of border and organized crimes. These crimes and other forms of conflicts impact Kenya's development agenda and initiatives.

Furthermore Article 124 of The Treaty for the Establishment of the East African Community recognizes the need for peace and security within the East African Partner States. The same article spells out wide-ranging approaches for implementation in order to have a stable and secure environment within the region. This kind of environment is geared towards promoting development and harmonious living of the people of East Africa.

#### **Kenya's National Development Issues**

In line with *Kenya Vision 2030*, Medium Term Plan interventions, Bottom-Up Economic Transformation Agenda and other Government policy guidelines issued from time to time, the overall aim for security under Kenya's development agenda is 'a society free

from danger and fear'. In addition, the sectoral policy making process recognises the linkage between crime, security and development. Hence the increasing need for crime research and data to facilitate policy formulation and planning. Further, the annual economic surveys continue to identify the increase in various types of crimes, including corruption, economic crimes as having a negative impact on development and threat to the National Security, this is also echoed in the Kenya Kwanza Manifesto 2022 which outlines the relation of under development and increase in crime and insecurity.

NCRC as a government agency is mandated to carry research into crime including the promotion of research in connection with causes of crime its prevention, management and for other connected purposes.

#### **1.4 NCRC's Development Role vis-à-vis the National Development Agenda and Regional and International Frameworks**

The national context within which NCRC operates is linked and shaped by developments and challenges at the regional and global levels. In an effort to ensure strategic focus on crimes that may impede the Bottom-Up Economic Transformation Agenda, the Centre during this implementation period, will: prioritize crime research that responds to the development challenges occasioned by evolving nature and patterns of crime; develop valid and reliable repository of national crime data; and provide a roadmap for a proactive, intelligence-led policing in crime policy, prevention, management and control. It will also adopt international classification of crime statistics so as to comply with international requirements.

## **CHAPTER TWO: SITUATION ANALYSIS**

This chapter entails a review of implementation of the 2018-2022 Strategic Plan, with a specific focus on key achievements, key challenges, emerging issues and lessons learnt. It also presents a scan of the environment within which the Centre operates, with a focus on the: analysis of the strengths, weaknesses, opportunities and threats (SWOT); political, economic, social, technological, environmental, legal and ethics (PESTELE) analysis; and stakeholder analysis.

The chapter also articulates the strategic issues especially as they relate to fundamental policy choices, critical challenges/gap or opportunities that must be addressed or tapped in order for NCRC to achieve its vision and mission.

### **2.1. Review of the Previous Strategic Plan Implementation**

The Centre concluded the implementation of its third Strategic Plan since operationalization. The Strategic Plan covered the period 2018-2022. The sections that follow present the key achievements, challenges, emerging issues and lessons.

#### **2.1.1. Key Achievements**

##### **Strategic Theme 1: Kenya Annual Crime Year Book**

The strategic objective under this theme was to develop a National Crime Year Book on crime trends, roots, consequences and prevention. To this end, the Centre developed concepts notes, compiled literature, collated and collected data and prepared research reports on 20 crime research themes. This led to the development of 5 Annual Crime Year Books, out of which one was published. The under-achievement in publications was due to resource constraints.

##### **Strategic Theme 2: National Crime Data Repository Unit and Systems**

Under this theme, the strategic objective was to enhance access and management of crime data and to modernize crime research infrastructural facilities. In this regard, the Centre: updated its Mobile Phone Crime Reporting Application and used it to collect crime data from members of the public and to disseminate crime research information; and collated data from agencies in the administration of criminal justice. However, due to resource constraints, the Centre was not able to: develop a Geographical Positioning System (GPS) and Geographical Information System; purchase 30 acres of land for a National Crime Data Repository Unit and Systems; design and construct a National Crime Data Repository Unit; design, procure, install a Repository infrastructure and security systems and commissioning it; upload and manage the crime data repository system; and maintain the system.

##### **Strategic Theme 3: National Crime Research Communication Strategy**

The strategic objective under this theme was to develop and implement an effective communication strategy to facilitate sharing of crime research information with agencies in the administration of criminal justice, the public and other interested stakeholders. In



this respect, the Centre recorded achievements that included: development of a Communication Policy; dissemination of 25 issue briefs, and 25 research publications; strengthening feedback mechanisms; and enhancing the branding of NCRC through the media, exhibitions, corporate social responsibility activities and an interactive website. However, due to resource constraints, the Centre was not able to develop the Communication Strategy.

#### **Strategic Theme 4: Human Resource Capacity in Crime Research at all levels of Government**

Under this theme, the strategic objective was to enhance human resource capacity that would facilitate crime research work at all levels of Government. Key achievements realized included: undertook 4 Training Needs Assessments; trained 35 staff in Senior Management Course, Strategic Leadership Development Programme and High-tech Crimes among others; implemented a Medical Scheme for 29 staff; undertook competency development for 35 staff and 14 Governing Council members; offered 41 internships under the Public Service Commission's Internship Programme and 135 attachments opportunities; and reviewed and re-aligned Centre's functional and organizational structure. However, due to resource constraints, the Centre was not able to recruit 196 staff; develop a staff welfare scheme comprising of a car loan and mortgage; facilitate exchange programmes; develop policy guidelines for effective payroll management; and decentralize administrative and operational functions to 24 Counties.

#### **Strategic Theme 5: Crime Research Collaboration, Partnership and Networking at all levels of Government**

In this strategic theme, the Strategic Objective was to strengthen and promote inter-agency partnerships, networking and collaboration at county, national and international levels. The achievements realized were the development of a directory of 35 potential collaborators and partners and signing of Memorandums of Understanding (MOUs) on crime research-related areas of mutual interest with the Council of Governors, Technical University of Kenya, Rongo University and University of Embu.

#### **Strategic Theme 6: Upgrade ICT Infrastructure and Security System at the Centre**

The Strategic Objective for this theme was to develop and implement relevant ICT policies, standards and procedures. The achievements included: development of an ICT policy; development of ICT Procedure Manual; acquisition of modern and secure ICT accessories as per the Information Communication Technology Authority (ICTA) End-User Device Standards; acquisition of SAGE PASTEL for a secure integrated system; separation of the Centre's Local Area Network (LAN) to enhance system security; and capacity building of 29 staff on the upgraded ICT Infrastructure and Security System. Although the Centre did not acquire a secured online system for receiving and sending crime data/information, it used the Mobile Phone Crime Reporting Application to collect crime data and share crime research information.

#### **Strategic Theme 7: Resource Mobilization for Research Initiatives**

Under this theme, the Strategic Objective was to develop and implement Financial Policy and Funding Strategies. The key achievements included: development of a Resource Mobilization Strategy; mapping and identification of strategic funding sources that included the World Bank Kenya Office, Jamii Thabiti, REINVENT and Korean

International Cooperation Agency (KOICA) which led to funding of research and capacity building initiatives; development and implementation of one (1) Financial Manual; and conducting five (5) annual external audits during the period 2018 – 2022. However, the Centre was not able to realize Kshs. 4.5 million in Appropriation-In-Aid (AIA) and to develop a Technical Assistance Framework.

### **2.1.2. Additional Achievements**

The Centre realized additional milestones that had not been targeted in the plan period. These included:

1. Benchmarking study visits to the National Crime Agency of the United Kingdom and the Australian Institute of Criminology which have since informed the re-organization of the Centre's structure in line with best practices in crime research and improvements in sharing of crime research information.
2. Development of the Centre's Risk Management Policy to manage and mitigate risks.
3. Developed and implemented a Young Researchers' Programme where 300 youths were mentored.
4. Organized a National Crime Conference that brought together stakeholders to engage in crime discourse, disseminate research reports and enhance the Centre's visibility.

### **2.1.3. Challenges**

The Centre faced several challenges during the 2018-2022 Strategic Plan implementation period. Under the financial challenges, the Centre faced budgetary constraints in that it was allocated Kshs. 977.2 Million against a requirement of Kshs. 7.8 Billion, representing 1.25% of the requirements. Under the institutional and operational challenges, the Centre was confronted with: inadequate staff, that is, 22 staff in-post against the approved establishment of 214 staff, representing 10.3% of staff requirements; five vehicles against a requirement of ten vehicles; and inadequate computer hardware and software for data collection and analysis. Due to the disruptions of the Covid-19 pandemic, the Centre could not implement some targets in good time.

During the implementation of this Strategic Plan, NCRC will deploy measures and strategies to address the challenges experienced in the earlier strategic plan.

### **2.1.4. Emerging Issues**

The emergence of the COVID-19 pandemic adversely affected the Centre's operations as it did globally. With measures such as cessation of movement and restriction of gatherings, there was a scale down and delay in execution of some activities of the Centre. To ensure business continuity, the Centre implemented the Covid-19 Pandemic Guidelines and Protocols.

### **2.1.5. Lessons Learnt**

The Centre drew invaluable lessons during the implementation of the 2018-2022 Strategic Plan. These include:

1. Stakeholder engagement in the formulation of fundamental agenda setting questions contributes to the effective identification and prioritization of crime research themes. Thus, the Centre will continue to strengthen these engagements in informing strategic crime research.
2. Digitalization and automation of processes enhances efficiency and effectiveness in service delivery. Going forward, the Centre will prioritize full digitalization and automation of critical processes and leverage advancements in ICT.
3. Diversifying sources of funding is critical in bridging resource gaps for the full implementation of the Strategic Plan. In this regard, the Centre will map and engage additional state and non-state funding partners.
4. Strategic partnerships are key elements in the adoption of best practices, sharing of crime research information and leveraging economies of scale in mutual areas of interest. During the 2023-2027 Strategic Plan period, the Centre will enhance collaborations, partnerships and networking.
5. Monitoring and Evaluation (M & E) is critical in tracking the level of realization of the Strategic Plan targets. This will be prioritized during the Plan period for purposes of undertaking adjustments and corrective measures where necessary.
6. Adequate human resources and capacity are key components in the effective and efficient implementation of planned targets. During the Plan period, the Centre will progressively work towards realizing optimal staff establishment with requisite skills.

## **2.2. Environmental Scan**

NCRC operates in an environment that is influenced by internal and external factors. Moreover, there are internal and external stakeholders who influence and/or are interested in the Centre's mandate and services. This section presents an analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT), Political, Economic, Social, Technological, Environmental, Legal and Ethical (PESTELE) and stakeholders.

### **2.2.1. Strengths, Weaknesses, Opportunities and Threats Analysis (SWOT)**

This section highlights the internal and external environment relating strengths, weaknesses, opportunities and threats. These have been highlighted in Table 2.2-1 below.

**Table 2.2- 1 Strengths, Weaknesses, Opportunities and Threats Analysis**

<b>INTERNAL</b>	<b>Strengths</b>	<b>Weaknesses</b>
	i. NCRC unique crime research mandate	i. Lack of Intellectual property ownership for research outputs
	ii. Governing Council with diverse professional skills	ii. Limited visibility of the Centre
	iii. Competent staff with diverse skill sets	iii. Inadequate staff
	iv. Reviewed Human Resource instruments	iv. Inadequate physical and technological infrastructure to support the Centre's operations
	v. Innovation of the Mobile Phone Crime Reporting Application	v. Progressive compliance with Mwongozo Code of Governance for State Corporations due to budgetary constraints
	vi. Strong management support and commitment	vi. Lack of a Succession Policy and Plan
	vii. Enabling institutional policies and strategies	
<b>EXTERNAL</b>	<b>Opportunities</b>	<b>Threats</b>
	i. Government support and goodwill	i. Security and safety threats to crime research data
	ii. Liaison partner to National Council on the Administration of Justice (NCAJ)	ii. Budgetary constraints
	iii. Recognition by National Security Advisory Committee (NSAC)	iii. Staff turnover
	iv. Development partners' support and good will	iv. Statutory changes that may affect the Centre's priorities and strategies
	v. Increasing demand for NCRC research outputs	v. Conflicts and insecurity in some parts of the country
	vi. Collaboration, partnership and networking with state and non- state actors	vi. Pandemics, epidemics and disasters
	vii. Government directive on digitalization of services	vii. Competition for crime research funding
	viii. Large pool of qualified and skilled human capital in the labour market	viii. Misconception about NCRC's mandate
	ix. Public goodwill	

### **2.2.2. Political, Economic, Social, Technological, Environmental, Legal and Ethical Analysis**

The section presents the PESTELE analysis and details the category of analysis, factor of analysis and the strategic implication to the Centre. The PESTELE analysis is captured in Table 2.2-2 below.

**Table 2.2- 2 Political, Economic, Social, Technological, Environmental, Legal, and Ethical Analysis**

Category	Factors	Strategic Implication/Description*
<p><b>Political</b></p>	<p>The Bottom -Up Economic Transformation Agenda 2022-2027 on fundamental rights and the administration of Justice</p>	<p>The Centre`s crime research on organized, conventional and emerging crimes and the programmes pursued by the agencies in the administration of criminal justice supports the Bottom Up Economic Transformation Agenda</p>
	<p>Re-organization of Government structure and Government directives</p>	<p>Reorganization of Government and periodic directives may result in shift of priorities and administrative arrangements which may affect execution of the Strategic Plan. The Centre will continue to align its strategic direction to the Government`s administrative changes and directives.</p>
<p><b>Economic</b></p>	<p>Fiscal framework</p>	<p>Changes in fiscal policy arising from revenue performance may affect implementation of the Strategic Plan. To cushion the Centre from negative fiscal risks, NCRC will continue to diversify funding sources and leverage collaborations and partnerships for effective implementation of the Plan.</p>
<p><b>Social</b></p>	<p>Rapid social change</p>	<p>Rapid social changes have contributed to societal changes and dynamism in crime. The Centre will prioritize crime research themes relevant to this aspect aimed at recommending innovative ways of fighting crime.</p>

Category	Factors	Strategic Implication/Description*
	Informed citizenry	There is increasing public awareness on government services and citizen participation in security and crime prevention and reporting. The Centre will hinge on this aspect in crime data collection and information sharing.
	Pandemics, epidemics and Disasters	Emergence of pandemics and epidemics can significantly disrupt the Centre's core activities and affect the delivery of planned outputs. The Centre will put up a Business Continuity and Disaster Recovery Plan to help in the response, adaptation and continuity of operations in the event of disruptions.
<b>Technological</b>	Digitalization of government services	The Centre plans to digitize and automate its processes towards enhancing efficiency and quality of its services in line with the Government's commitment of moving towards an E-Government. This will include acquisition of an Enterprise Resource Plan (ERP).
	Changes and advancements in technology	Advancements in technology have contributed to new forms of crime and changed the ways organizations need to respond. The Centre will prioritize emerging crime research in the cyber space.
	Use of social media	Potential abuse of social

Category	Factors	Strategic Implication/Description*
		media platforms by internal and external audiences can negatively project the image and reputation of the Centre. The Centre will develop and implement a Communication Strategy to guide internal and external communication.
<b>Environmental</b>	Climatic changes and conflicts over environment-related resources	Climatic changes and natural resource conflicts have opened new frontiers of crime research. Hence environmental-related crime research will be prioritized during the Plan period.
<b>Legal</b>	The Constitution and <i>Mwongozo</i> Code of Governance for State Corporations	During the Plan period, the Centre will finalize the NCRC Bill 2023 towards review of the NCRC Act No. 4 of 1997 to align it with the Constitution and <i>Mwongozo</i> Code of Governance for State Corporations.
<b>Ethical</b>	Confidentiality, Privacy, Integrity, Conflict of interest	Non-adherence to ethical issues in research and other processes may compromise credibility and integrity of the Centre. The Centre will continue to uphold Article 10 and 232 of the Constitution on National values and principles of governance, values and principles of public service, ethical principles in research as well as Intellectual Property Rights.

### 2.2.3. Stakeholder Analysis

NCRC acknowledges the role of key stakeholders in implementation of this Plan. These stakeholders are both internal and external and have specific expectations, interests, and

influence on the mandate of the Centre. Equally, NCRC has certain expectations from its stakeholders, which must be considered in planning.

Table 2.2-3 below details the stakeholders, their expectations from the Centre and the Centre's expectations from them.

**Table 2.2- 3 Stakeholder analysis**

<b>Name of Stakeholder</b>	<b>Stakeholder's expectations from NCRC</b>	<b>NCRC's expectations from the stakeholder</b>
Governing Council	<ul style="list-style-type: none"> <li>• Execution of strategic policy directives</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic direction, leadership and Oversight</li> </ul>
Staff	<ul style="list-style-type: none"> <li>• Favourable and competitive terms and conditions of service</li> </ul>	<ul style="list-style-type: none"> <li>• Efficient and effective service delivery</li> </ul>
Parliament	<ul style="list-style-type: none"> <li>• Prudent utilization of funds</li> <li>• Consultation on legislative issues</li> <li>• Timely response to Parliamentary questions</li> </ul>	<ul style="list-style-type: none"> <li>• Budgetary approval</li> <li>• Oversight on usage of public funds</li> <li>• Legislation on matters related to Centre's mandate</li> </ul>
National Treasury and Economic Planning	<ul style="list-style-type: none"> <li>• Prudent utilization of resources and timely reporting.</li> <li>• Compliance to PFM Act requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Policy guidelines on Public Financial Management</li> <li>• Oversight on utilization of allocated funds</li> <li>• M &amp; E Policy and Guidelines</li> </ul>
State Department for Internal Security and National Administration	<ul style="list-style-type: none"> <li>• Prudent utilization of allocated financial resources</li> <li>• Implementation of policy on national crime research and management</li> <li>• Implementation of strategic decisions and cascaded priorities of the State Department</li> </ul>	<ul style="list-style-type: none"> <li>• Provide policy directions.</li> <li>• Timely release of Authority to Incur Expenditure (AIE) and disbursement of funds</li> <li>• Timely provision of administrative support to the Centre</li> <li>• Support in resource bidding</li> </ul>
The State Law Office	Compliance with the law	<ul style="list-style-type: none"> <li>• Legal and Governance advice</li> <li>• Facilitate drafting and submitting NCRC Bill to parliament</li> </ul>
Judiciary	<ul style="list-style-type: none"> <li>• Compliance with the law</li> <li>• Collaboration in crime-related research and information sharing</li> </ul>	<ul style="list-style-type: none"> <li>• Fair, just and timely dispensation of justice</li> <li>• Provide support in legal matters affecting the Centre's policy</li> <li>• Implementation of crime research findings and recommendations relevant to their respective mandates</li> </ul>



Name of Stakeholder	Stakeholder's expectations from NCRC	NCRC's expectations from the stakeholder
National Police Service, Probation and Aftercare Department, Kenya Prisons Service, ODPP and State Department responsible for Social Protection	Collaboration in crime-related research and information sharing	Implementation of crime research findings and recommendations relevant to their respective mandates
National Council on the Administration of Justice (NCAJ)	<ul style="list-style-type: none"> <li>• Support research initiatives and other programmes of NCAJ</li> <li>• Sharing of NCRC-generated crime research information</li> </ul>	Implementation of crime research findings and recommendations relevant to member agencies Disseminate NCRC generated crime research information
Office of the Auditor General (OAG)	<ul style="list-style-type: none"> <li>• Prudent utilization of allocated financial resources</li> <li>• Timely annual Financial reporting</li> </ul>	Financial and system audits
Witness Protection Agency, IPOA, KNCHR, EACC, NIS	<ul style="list-style-type: none"> <li>• Collaboration in the implementation of research studies.</li> <li>• Sharing of crime research findings and recommendations</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of crime research findings and recommendations.</li> <li>• Sharing of crime-related information</li> </ul>
SCAC	Compliance with Corporate Governance standards and principles	<ul style="list-style-type: none"> <li>• Issuance of Corporate Governance Guidelines</li> <li>• Advisory and approval of HR Instruments</li> </ul>
Other Ministries, Departments and Agencies (MDAs)	Sharing of crime research findings and recommendations	<ul style="list-style-type: none"> <li>• Implementation of crime research findings and recommendations.</li> <li>• Sharing of crime-related information</li> </ul>
Development Partners and Private Sector	<ul style="list-style-type: none"> <li>• Accountability and transparency in the utilization of Development Partner and Private Sector resources</li> <li>• Sharing of crime research findings and recommendations</li> </ul>	<ul style="list-style-type: none"> <li>• Collaboration in research and sharing of crime-related data and information</li> <li>• Provision of financial and technical support</li> <li>• Implementation of crime research findings and recommendations</li> </ul>
County Governments	<ul style="list-style-type: none"> <li>• Collaboration in crime-related research</li> <li>• Sharing of crime research findings and recommendations</li> </ul>	<ul style="list-style-type: none"> <li>• Mutual collaboration</li> <li>• Information sharing on crime research</li> <li>• Implementation of crime research findings and</li> </ul>

Name of Stakeholder	Stakeholder's expectations from NCRC	NCRC's expectations from the stakeholder
Civil Society Organizations, NGOs, CBOs and FBOs	<ul style="list-style-type: none"> <li>• Collaboration in crime-related research</li> <li>• Sharing of crime research findings and recommendations</li> </ul>	<p>recommendations.</p> <ul style="list-style-type: none"> <li>• Information sharing on crime research</li> <li>• Support in community mobilization, advocacy and awareness creation</li> <li>• Collaboration in participatory crime research</li> </ul>
Research Institutions and Universities	<ul style="list-style-type: none"> <li>• Collaborative crime-related research</li> <li>• Attachment/mentorship opportunities for students</li> <li>• Share crime-related research information</li> </ul>	<ul style="list-style-type: none"> <li>• Share crime-related research information</li> <li>• Collaboration in crime-related research</li> <li>• Capacity building</li> <li>• Dissemination of NCRC-generated crime research information</li> </ul>
Kenya National Bureau of Statistics	Collaboration in crime-related research	<ul style="list-style-type: none"> <li>• Collaboration in crime-related research</li> <li>• Implementation of relevant research findings and recommendations</li> </ul>
Suppliers/merchants, external resource persons	<ul style="list-style-type: none"> <li>• Timely payments for goods and services</li> <li>• Fairness in transactions</li> </ul>	<ul style="list-style-type: none"> <li>• Timely supply of quality goods and services</li> <li>• Compliance with rules and regulations relating to procurements and contracts</li> </ul>
General Public	<ul style="list-style-type: none"> <li>• Involvement in execution of Centre's mandate</li> <li>• Compliance with ethical issues in research</li> <li>• Timely feedback on complaints and queries</li> <li>• Timely sharing of crime research information</li> </ul>	<ul style="list-style-type: none"> <li>• Participation and cooperation in crime research</li> <li>• Utilization of NCRC-generated crime research findings and recommendations</li> </ul>
Media	<ul style="list-style-type: none"> <li>• Sharing of crime research information for public consumption</li> </ul>	<ul style="list-style-type: none"> <li>• Collaboration through coverage of activities of the Centre</li> <li>• Objective and accurate reporting</li> <li>• Enhance visibility of the Centre</li> <li>• Dissemination of crime research information</li> </ul>
Industrial relations institutions	<ul style="list-style-type: none"> <li>• Compliance with industrial relations regulations</li> <li>• Collaborative crime-related research</li> </ul>	<ul style="list-style-type: none"> <li>• Advocate for favourable terms of service and working environment</li> <li>• Implementation of relevant research findings and recommendations</li> <li>• Dissemination of crime research information</li> </ul>

### **2.3. Strategic Issues**

The following nine (9) issues have been identified from environmental scan and need to be addressed to enable the Centre achieve its strategic objectives for the Plan period 2023-2027.

1. The need to align the NCRC Act with the Constitution and Mwongozo Code of Governance for State Corporations;
2. The need for development and/or review of policies for enhanced operational efficiency of the Centre;
3. The need to secure Intellectual Property ownership for Centre's research outputs;
4. Insufficient human, infrastructural, and financial resources as well as succession planning, knowledge management and business continuity hampers effective discharge of mandate;
5. Low visibility of the Centre;
6. The need for strategic research aimed at responding to contemporary and evolving crime trends;
7. The need for strengthened collaborations and partnerships with relevant stakeholders;
8. The need to digitize and automate Centre's processes; and
9. The need to prioritize Monitoring and Evaluation (M & E) for purposes of undertaking adjustments and corrective measures where necessary.

## CHAPTER THREE: STRATEGIC MODEL

This chapter captures the Centre’s Vision, Mission, Core Values, Key Result Areas, strategic objectives and strategies. It is organized into sections described below.

### 3.1. Vision Statement, Mission Statement and Core Values

#### Vision

*A Centre for Excellence in Crime Research*

#### Mission

*To undertake quality crime research towards informing policy and programmes in crime management for a safe and secure society*

#### Core Values

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

<b>Customer focus:</b>	We are committed to treating both internal and external customers as valued equals, and shall be guided by open communication, collaboration, and partnership in order to achieve our common goals.
<b>Integrity:</b>	We shall discharge our mandate with openness and honesty and promote responsible research practices in line with ethical principles and compliance with regulations.
<b>Professionalism:</b>	We shall discharge our mandate efficiently and effectively guided by the set standards and code of conduct.
<b>Transparency and accountability:</b>	We inspire and encourage open communication with our stakeholders and shall be committed to achieving our objectives in an accountable manner
<b>Respect for Diversity:</b>	We value and welcome diversity of staff, thoughts and stakeholders.
<b>Team Work:</b>	We are committed to a collaborative workforce in order to achieve our mandate.
<b>Results Oriented:</b>	We are committed to providing quality and timely crime research.

### **3.2. Key Result Areas (KRAs)**

Arising from the situation analysis and aforementioned strategic issues, the Centre identified the following four (4) KRAs.

- KRA 1** : Strategic Crime Research and Information Management
- KRA 2** : Sustainable Institutional Growth, Adaptability and Visibility
- KRA 3** : Digitalization of Centre's Processes.
- KRA 4** : Strategic Collaboration, Partnership and Networking

#### **KRA 1: Strategic Crime Research and Information Management**

This Key Result Area supports the Centre's mandate of undertaking quality research into causes of crime and its prevention and evaluate the impact of programmes pursued by the agencies responsible for the administration of criminal justice to inform policy.

Contemporary and evolving crime trends continue to pose significant challenges to the safety and security of the society and have far-reaching implications on Kenya's social and economic well-being. During the Strategic Plan period, the Centre will undertake reliable policy-action crime research and analysis, and enhance management of and access to quality crime research information.

#### **KRA 2: Sustainable Institutional Growth, Adaptability and Visibility**

The effective fulfillment of the Centre's mandate will be anchored on the human, financial and infrastructural resource capability and its ability to adapt to the dynamic operational environment. However, the Centre has continued to be inadequately resourced and has low visibility. Additionally, the National Crime Research Centre Act No. 4 of 1997 is not in tandem with the Constitution of Kenya 2010 and Mwongozo Code of Governance for State Corporations. Further, there are policy inadequacies that hinder the Centre's operational efficiency. To address these gaps, NCRC will put in place strategies for strengthening its institutional capacity, resource mobilization and increasing visibility.

#### **KRA3: Digitalization of the Centre's Processes**

The Centre purposes to re-engineer its business processes towards enhancing its efficiency and effectiveness in service delivery. To achieve this, during the Plan implementation period, the Centre will digitalize and automate its processes in line with the Government's priority of a digital superhighway and creative economy.

#### **KRA 4: Strategic Collaboration, Partnership and Networking**

The Centre has a critical role of increasing access to crime research information by the agencies in the administration of criminal justice, the public and other stakeholders. Moreover, these duty bearers have a responsibility of timely sharing crime-related data and information with the Centre for analysis. The period 2018-2022 was characterized with inadequate: sharing of crime-related information within relevant stakeholders; joint stakeholder researches; and external funding. Hence, the Centre will endeavor to enhance and build new mutual collaborations, partnerships and networking locally and

internationally with relevant practitioners, academia, civil society and the public for the effective fulfilment of its mandate.

### 3.3. Strategic Objectives and Strategies

This section presents a summary of the Key Result Areas (KRAs), the strategic objectives that the Centre commits to achieve in the long-term and the strategies that will be deployed to accomplish the objectives. Each Key Result Area is mapped to specific objective(s) and the respective strategies.

**Table 3.1- 1 Summary of KRAs, Strategic Objectives and Strategies**

Key Result Area/Strategic Focus Areas	Strategic Objectives	Strategies
<b>KRA 1: Strategic Crime Research and Information Management</b>	<b>1.1.:</b> To Undertake 29 thematic crime researches	<p><b>1.1.1.</b> Carry out research on contemporary and evolving crime trends</p> <p><b>1.1.2.</b> Carry out evaluative research on the impact, efficacy and adequacy of the programmes implemented by the agencies responsible for the administration of criminal justice</p>
	<b>1.2.</b> To undertake timely publication, dissemination and communication of research reports	<p><b>1.2.1.</b> Publish, communicate and disseminate crime research reports</p> <p><b>1.2.2.</b> Operationalize a Resource Centre</p>
<b>KRA 2: Sustainable Institutional Growth, Adaptability and Visibility</b>	<b>2.1.</b> To strengthen and sustain good cooperate governance	<p><b>2.1.1.</b> Undertake capacity building of the Governing Council (GC)</p> <p><b>2.1.2.</b> Develop and review policies and legislations</p> <p><b>2.1.3.</b> Promote good corporate governance</p>
	<b>2.2.</b> To strengthen human resource capacity	<p><b>2.2.1.</b> Develop/ review Human Resource policy instruments</p> <p><b>2.2.2.</b> Build the capacity of staff for effective execution of NCRC mandate</p>
	<b>2.3.</b> To Enhance financial resources for effective implementation of NCRC mandate	<b>2.3.1.</b> Implement the resource mobilisation strategy\

Key Result Area/Strategic Focus Areas	Strategic Objectives	Strategies
		<p><b>2.3.2.</b> Mobilise more funding from GoK</p> <p><b>2.3.3.</b> Diversify funding sources and leverage collaborations and partnerships</p> <p><b>2.3.4.</b> Generate internal revenue</p>
	<p><b>2.4.</b> To modernize NCRC's tangible and technological assets</p>	<p><b>2.4.1.</b> Upgrade NCRC's assets</p>
	<p><b>2.5.</b> To undertake business process reengineering</p>	<p><b>2.5.1.</b> Adapt business process re-engineering systems and processes</p>
	<p><b>2.6.</b> To enhance the visibility of NCRC</p>	<p><b>2.6.1.</b> Undertake communication and corporate branding</p>
<p><b>KRA 3: Digitalization of the Centre's processes</b></p>	<p><b>3.1.</b> To enhance digitalization of processes</p>	<p><b>3.1.1.</b> Digitalize the Centre's processes</p> <p><b>3.1.2.</b> Apply Information Technology in all research processes</p>
<p><b>KRA 4: Strategic Collaboration, Partnership and Networking</b></p>	<p><b>3.2.</b> To strengthen mutual collaboration, partnerships and networks</p>	<p><b>4.1.1.</b> Build and sustain a network of collaborations and partnerships</p>

## **CHAPTER FOUR: IMPLEMENTATION AND COORDINATION FRAMEWORK**

This chapter details the Centre's organizational structure, staff establishment, financial resources, business process re-engineering, and risk analysis and mitigation measures.

### **4.1. Structure of NCRC**

The structure of NCRC comprises the Governing Council, the Office of the Director/CEO and five (5) Directorates.

The Governing Council, headed by a Chairperson, is established under Section 7 of the National Crime Research Centre Act No. 4 of 1997. Its functions are to: formulate the research policy and programmes of the Centre; direct the research activities of the Centre with a view to ensuring that its objects under this Act are attained; and plan and organize fund-raising activities to generate funds for the Centre.

The Office of the Director/Chief Executive Officer is established pursuant to Section 11 of the National Crime Research Centre Act No. 4 of 1997. The Director/CEO, is the Secretary to the Governing Council and is responsible for the day-to-day operations and administration of the Centre.

#### **4.1.1 NCRC's Directorates**

The Directorates of the Centre are described below:

##### **1. Corporation Secretary and Legal Services Directorate**

The Corporation Secretary and Legal Services Directorate is established pursuant to the provisions of Clause 1.21 of Mwongozo, Code of Governance for State Corporations and the Office of the Attorney General Circular Ref. AG/CONF/6/D/144 Vol. XI of November, 2020 that requires all National Government entities to establish and empower internal legal function. The Directorate is responsible for advising the Governing Council and the overall coordination and management of legal function at the Centre. The Directorate will be headed by a Corporation Secretary.

##### **2. Crime Research Directorate**

The Directorate of Crime Research is established under Section 5 (a), (b), (c), (d), (e), (h) and (i) of the National Crime Research Centre Act No. 4 of 1997. The Directorate will be headed by a Deputy Director, Crime Research, who will be responsible to the Director/CEO for the overall coordination and management of the Directorate's functions of organized crime research, conventional and emerging crimes research, and monitoring and evaluation research.



### **3. Research Information Management Directorate**

The Directorate of Research Information Management is established under Section 5 (f), (g), (h) and (i) of the National Crime Research Centre Act No. 4 of 1997. The Directorate will be headed by a Deputy Director, Research Information Management, who will be responsible to the Director/CEO for the overall coordination and management of the Directorate's functions of information management, and advocacy and outreach.

### **4. Corporate Services Directorate**

This Directorate is established to provide strategic direction, leadership and management oversight in: Finance and Accounts; Human Resource Management and Administration; Information Communication Technology; and Corporate Communication. It will be headed by a Deputy Director, Corporate Services.

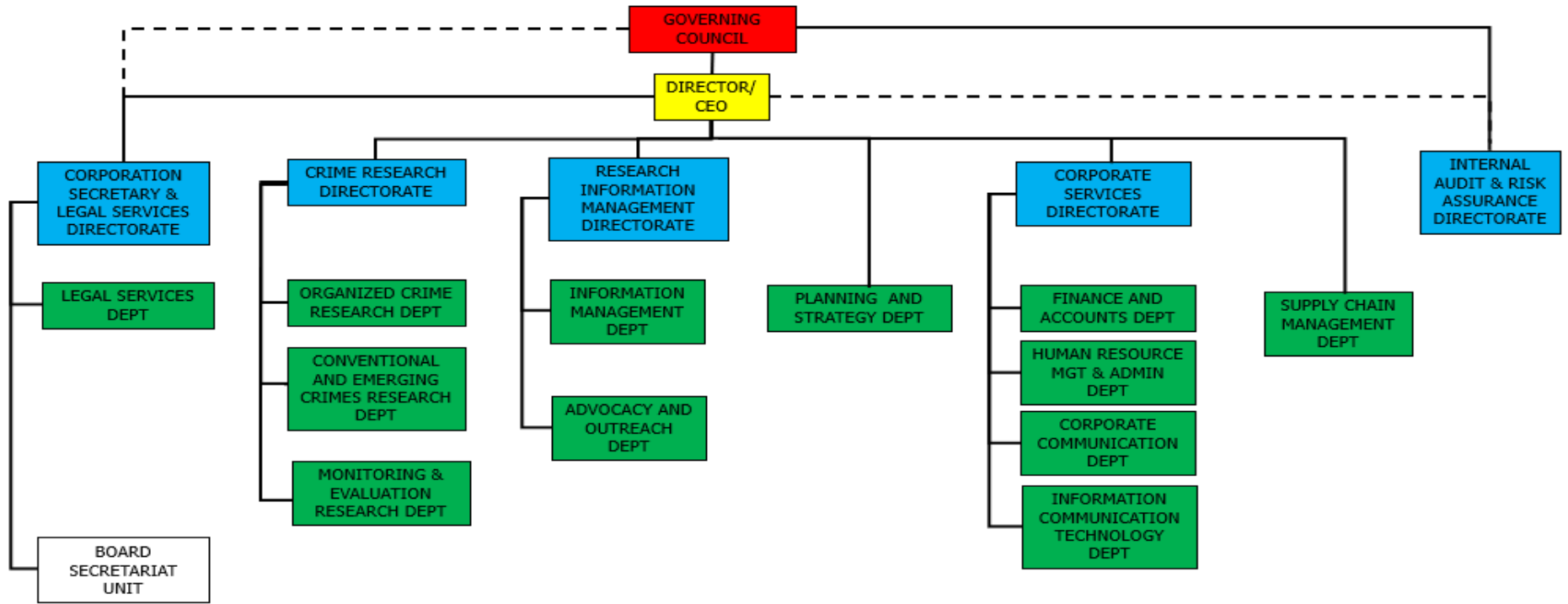
### **5. Internal Audit and Risk Assurance Directorate**

The Internal Audit and Risk Assurance Directorate is established pursuant to Section 73(1) of the Public Finance Management Act, 2012; and Clause 3.2, 3.3 and 3.4 of *Mwongozo, the Code of Governance for State Corporations*. The Directorate, to be headed by a Deputy Director, Internal Audit, is responsible for providing independent, objective assurance and consulting aimed at developing and maintaining sound management systems at the Centre.

#### **4.1.2 Organizational Structure**

The organizational structure of the Centre is as captured in figure 4.1-1 below.

Figure 4.1- 1 National Crime Research Centre Organization Structure



## 4.2. Staff Establishment

The table below details the staff establishment disaggregated by cadre, establishment, in-post, and variance.

### 4.2.1. Staff Establishment by cadre, establishment, in-post, and variance

**Table 4.2- 1 Staff establishment**

S/No.	Designation	NCRC Grade	Approved Establishment	In-Post	Variance
<b>Office of the Director/Chief Executive Officer</b>					
1.	Chief Executive Officer	1	1	0	1
2.	Technical Assistant	*	*	0	0
3.	Office Administrator/Senior	6/5	1	1	0
4.	Assistant Office Administrator/Senior	8/7	1	0	1
5.	Driver/Senior	9/8	1	0	1
6.	Office Assistant/Senior	10/9	1	0	1
	<b>Sub-total</b>		<b>5</b>		
<b>Corporation Secretary/Legal Services Directorate</b>					
1.	Corporation Secretary and Deputy Director Legal Services	2	1	0	1
2.	Assistant Director, Legal Services	3			
3.	Principal Legal Officer	4	1		
4.	Legal Officer/Senior	6/5		1	0
	<b>Sub-total</b>		<b>2</b>		
<b>Crime Research Directorate</b>					
<b>Office of the Deputy Director, Crime Research</b>					
1.	Deputy Director, Crime Research	2	1	0	1
2.	Assistant Office Administrator/Senior	8/7	1	0	1
3.	Office Assistant/Senior	10/9	1	0	1

S/No.	Designation	NCRC Grade	Approved Establishment	In-Post	Variance
	<b>Sub-total</b>		<b>3</b>		
<b><i>Organized Crime Research Department</i></b>					
1.	Assistant Director, Organized Crime Research	3	1	1	0
2.	Principal Research Officer	4	3	1	2
3.	Research Officer /Senior	6/5	12	3	9
	<b>Sub-total</b>		<b>16</b>		
<b><i>Conventional and Emerging Crimes Research Department</i></b>					
1.	Assistant Director, Conventional and Emerging Crimes Research	3	1	1	0
2.	Principal Research Officer	4	3	0	3
3.	Research Officer/ Senior	6/5	12	0	12
	<b>Sub-total</b>		<b>16</b>		
<b><i>Monitoring and Evaluation Research Department</i></b>					
1.	Assistant Director, Evaluation Research	3	1	0	1
2.	Principal Research Officer	4	3	0	3
3.	Research Officer/ Senior	6/5	13	0	13
	<b>Sub-total</b>		<b>17</b>		
<b><i>Research Information Management Directorate</i></b>					
<b><i>Office of the Deputy Director, Research Information Management</i></b>					
1.	Deputy Director, Research Information Management	2	1	0	1
2.	Assistant office Administrator/ Senior	8/7	1	0	1
3.	Office Assistant/Senior	10/9	1	0	1
	<b>Sub-total</b>		<b>3</b>		
<b><i>Information Management Department</i></b>					
1.	Assistant Director, Information Management	3	1	0	1
2.	Principal Research Officer	4	2	0	2

S/No.	Designation	NCRC Grade	Approved Establishment	In-Post	Variance
3.	Principal Knowledge Management Officer	4	1	0	1
4.	Research Officer/ Senior	6/5	6	0	1
5.	Knowledge Management Officer/ Senior	6/5	1	0	1
6.	Librarian/Senior	6/5	1	0	1
7.	Library Assistant/Senior	8/7	1	0	1
	<b>Sub-total</b>		<b>13</b>		
<b><i>Advocacy and Outreach Department</i></b>					
	Assistant Director, Advocacy and Outreach	3	1	0	1
	Principal Research Officer	4	3	0	3
	Research Officer/Senior	6/5	14	0	14
	<b>Sub-total</b>		<b>18</b>		
<b><i>Planning and Strategy Department</i></b>					
1.	Assistant Director, Planning & Strategy	3	1	0	1
2.	Principal Planning Officer	4	2	0	2
3.	Planning Officer/Senior	6/5			
	<b>Sub-total</b>		<b>3</b>		
<b><i>Corporate Services Directorate</i></b>					
<b><i>Office of the Director, Corporate Services</i></b>					
1.	Deputy Director, Corporate Services	2	1	0	1
2.	Assistant Office Administrator/Senior	8/7	1	0	1
3.	Office Assistant/Senior	10/9	1	0	1
	<b>Sub-total</b>		<b>3</b>		
<b><i>Human Resource Management &amp; Administration Department</i></b>					
1.	Assistant Director, Human Resource Management & Administration	3	1	0	1
2.	Principal Human Resource Management Officer	4	1	0	1

S/No.	Designation	NCRC Grade	Approved Establishment	In-Post	Variance
3.	Human Resource Management Officer/Senior	6/5	2	2	0
4.	Office Assistant/Senior	10/9	2	1	1
<b>Administration</b>					
5.	Principal Administration Officer	4	1	0	1
6.	Administration Officer /Senior	6/5			
7.	Administration Assistant /Senior	8/7	1	1	0
8.	Driver/Senior	9/8	4	2	2
<b>Records Management</b>					
9.	Records Management Officer/Senior	6/5	1	0	1
10.	Records Management Assistant/Senior	8/7	1	0	1
<b>Sub-total</b>			<b>14</b>		
<b><i>Finance and Accounts Department</i></b>					
1.	Assistant Director, Finance & Accounts	3	1	0	1
2.	Principal Accountant	4	2	0	1
3.	Accountant/Senior	6/5	2	2	0
<b>Sub-total</b>			<b>5</b>		
<b><i>ICT Department</i></b>					
1.	Assistant Director, Information Communication Technology	3	1	0	1
2.	Principal ICT Officer	4			
3.	Information Communication Technology Officer/Senior	6/5	2	2	0
4.	Information Communication Technology Assistant /Senior	8/7	2	0	2
<b>Sub-total</b>			<b>5</b>		
<b><i>Corporate Communications Department</i></b>					

S/No.	Designation	NCRC Grade	Approved Establishment	In-Post	Variance
1.	Assistant Director, Corporate Communication	3	1	0	1
2.	Principal Corporate Communication Officer	4			
3.	Corporate communication Officer/Senior	6/5	1	1	0
4.	Customer Care Assistant/Senior	8/7	2	0	2
	<b>Sub-total</b>		<b>4</b>		
<b><i>Supply Chain Management Department</i></b>					
1.	Assistant Director, Supply Chain Management	3	1	0	1
2.	Principal Supply Chain Management Officer	4			
3.	Supply Chain Management Officer/Senior	6/5	2	1	1
4.	Supply Chain Management Assistant/Senior	8/7	1	1	0
	<b>Sub-total</b>		<b>4</b>		
<b><i>Internal Audit and Risk Assurance Directorate</i></b>					
1.	Deputy Director, Internal Audit and Risk Assurance	2	1	0	1
2.	Assistant Director, Internal Audit and Risk Assurance	3			
3.	Principal Internal Auditor	4	2		
4.	Internal Auditor/Senior	6/5		1	1
	<b>Sub-total</b>		<b>3</b>	<b>22</b>	<b>112</b>
	<b>Technical Staff</b>		94 (70.1%)	6	88
	<b>Support Services Staff</b>		40 (29.9%)	16	24
	<b>TOTAL</b>		<b>134 (100.0%)</b>	<b>22</b>	<b>112</b>

#### 4.2.2. Human Resource/Capital Management and Development Strategies

Human Capital Management is important in making the Centre realize its Strategic objectives. Currently the Centre has a staff in-post of 22 representing 16.4% of the total

establishment. The key Human Resource Management and Development Strategies during the planning period include the following:

1. Recruit 45 members of staff representing 40.1% of staff variance to address this human resource gap;
2. Undertake skill gap analysis, training needs assessment, and conduct training to enhance skills development and career growth;
3. Continuously provide attachment and internship opportunities to enhance capacity and knowledge sharing;
4. Conducting employee satisfaction surveys to measure satisfaction levels on the services offered by the Centre;
5. Undertake and implement performance appraisal and put in place strategies to enhance staff productivity;
6. Develop and implement staff welfare programs including Mortgage and Car Loan Scheme to enhance staff motivation and productivity;
7. Implement the career management guidelines to ensure timely career progression for staff; and,
8. In order to ensure institutional continuity, the Centre will develop and implement a Succession Management Policy.

### 4.3. Financial Resources

#### 4.3.1. Financial Resources Requirements

The projected financial resource requirement for the Strategic Plan period is KSh 3,251.56 Million against a projected allocation of KSh 1,138.74 Million.

Table 4.3-1 summarizes the resource requirements for Centre’s Strategic Plan. The requirements will be financed through GOK grants, Appropriation -In -Aid and funds from Development Partners.

**Table 4.3- 1 Financial resource requirements**

Key Result Area	Projected Resource Requirements (KSh. Mn)					
	2023/24	2024/25	2025/26	2026/27	2027/28	Total
<b>KRA 1:</b> Strategic crime research and information management	123.64	136	189	220.5	252	<b>921.14</b>
<b>KRA 2:</b> Sustainable institutional growth, adaptability and visibility and visibility	129.01	137.66	718.21	169.06	150.16	<b>1304.1</b>
<b>KRA 3:</b> Digitization and Automation of Centre’s Services	2.5	19	7	2	2	<b>32.5</b>
<b>KRA 4:</b> Strategic collaboration, partnership and networking	2.5	2.5	2.5	2.5	2.5	<b>12.5</b>



Key Result Area	Projected Resource Requirements (KSh. Mn)					
	2023/24	2024/25	2025/26	2026/27	2027/28	Total
Other budget items (P.E Cost)	87.83	117.83	147.83	177.83	200.0	<b>731.32</b>
Other budget items (Operational Cost)	40.0	45.0	50.0	55.0	60.0	<b>250.0</b>
<b>Total</b>	<b>385.48</b>	<b>457.99</b>	<b>1114.54</b>	<b>626.89</b>	<b>666.66</b>	<b>3251.56</b>

### 4.3.2. Resource Gaps

The resource requirements for the Plan period and the estimated allocations is matched to the estimated resource gaps in Table 4.3-2 below.

**Table 4.3- 2 Resource Gaps**

FY	Requirement (Ksh. Million)	Estimated Resource Allocations (Ksh. Million)	Variance (Ksh. Million)
2023/24	385.48	211.99	173.49
2024/25	457.99	218.87	239.12
2025/26	1,114.54	226.08	888.46
2026/27	626.89	235.90	390.99
2027/28	666.66	245.90	420.76
<b>Total</b>	<b>3,251.56</b>	<b>1,138.74</b>	<b>2,112.82</b>

### 4.3.3. Resource Mobilization Strategies

The Centre will enhance resource mobilization efforts with the aim of diversifying its resource base and embracing innovative means of raising funds. This will be pursued through the following strategies;

- i. Negotiate for additional funding through the Medium-Term Expenditure Framework (MTEF) process;
- ii. Review and implement resource mobilization strategy;
- iii. Expand the network, partnerships, and collaborations among development partners;
- iv. Engage relevant Parliamentary committee;
- v. Leverage ICT to enhance efficiency and reduce costs; and
- vi. Commercialize some of the Centre's research products and services.

#### **4.3.4. Resource Management**

In order to ensure prudent and efficient utilization of the available resources, the Centre will implement the following measures;

- i. Undertaking proper planning and strict adherence to the budget;
- ii. Ensure strict compliance with the guidelines stipulated in the Government financial regulations, Public Finance Management Act 2012, Public Procurement and Asset Disposal Act (2015) and the Public Procurement and Asset Disposal Regulations (2020), Public Audit Act 2015, NCRC Act No. 4 of 1997, Development Partners' guidelines pertaining to utilization of resources;
- iii. Ensure strict adherence to approved work plans, procurement plans and cash flow projections to ensure funds are allocated to and utilized on planned priority programs and projects;
- iv. Ensure proper maintenance of the Centre's Assets; and
- v. Leverage ICT platforms in conducting meetings and enhance the use of electronic means of communication such as emails to reduce reliance on paper-based communication and dissemination of research materials.

#### **4.4. Business Process Re-Engineering**

In order to ensure efficiency and effectiveness in service delivery, the Centre will develop innovative and creative strategies during the Plan period. In this respect, the Centre has put in place strategies on digitalization of data collection process and dissemination of research findings and recommendation in crime management, with the use of info-graphics among others. In addition, the Centre will upgrade its mobile phone crime reporting application and create awareness to members of public on use of the mobile phone crimes reporting application.

#### **4.5. Risk Analysis and Mitigation Measures**

From the strategic objectives, the Centre identified critical risks that may hinder the realization of the Strategic Plan. The risks have been prioritized according to the likelihood of occurrence and expected impact. Further, actions for mitigation have been suggested and monitoring and reporting of those risks have been allocated to specific responsible persons of the Centre.

An analysis of risks shows the following:

- (i) On financial resources: risks of inadequate budget and rationalization of exchequer budget have a medium likelihood of occurrence but with a high impact when they occur. However, the overall risk level is medium. Risks of inadequate internal control/internal checks have a medium likelihood of occurrence, high impact and medium overall risk level.

(ii) On research exposures: data security risks have high likelihood of occurrence, high impact and high overall risk level.

(iii) On ICT Exposures: technological risks have high likelihood of occurrence, high impact and high overall risk level.

(iv) On Human resource Exposure: risk of inadequate staff has a high likelihood of occurrence, high impact and high overall risk level; and staff turnover risk has a medium likelihood of occurrence, high impact and medium overall risk level.

Table 4.5-1 below provides categorization of risks and their description, likelihood of occurrence, mitigation measure and risk owner (a person or Centre's entity responsible for managing threats and vulnerabilities).

**Table 4.5- 1 Risk Analysis and Mitigation Measures**

<b>Risk Class/ Category</b>	<b>Risk and Description</b>	<b>Likelihood (L/H/M)</b>	<b>Impact (L/H/M)</b>	<b>Overall Risk Level (L/H/M)</b>	<b>Mitigation Measure (s)</b>	<b>Risk Owner</b>
Financial resources risk	<ul style="list-style-type: none"> <li>Inadequate Budget</li> <li>Rationalization of exchequer budget.</li> </ul>	M	H	M	<ul style="list-style-type: none"> <li>Engage the National Treasury for increased budget allocation</li> <li>Reprioritization of programmes, and review of plans</li> <li>Review and implementation resource mobilization strategy</li> <li>Engage development partners</li> <li>Lobby relevant Parliamentary committee</li> <li>Commercialize products and services</li> </ul>	CEO/Director /Finance Department
	<ul style="list-style-type: none"> <li>Inadequate Internal Control/Internal Checks</li> </ul>	M	H	M	<ul style="list-style-type: none"> <li>Recruitment of additional Finance/Accounts staff</li> <li>Strengthening internal control systems</li> </ul>	<ul style="list-style-type: none"> <li>CEO/Director</li> <li>/Finance</li> <li>Department</li> </ul>
Research exposures	<ul style="list-style-type: none"> <li>Data Security</li> </ul>	H	H	H	<ul style="list-style-type: none"> <li>Automation of Research Process</li> <li>Installation of data security system</li> <li>Capacity building on risks</li> </ul>	CEO/ Research Directorate/ ICT
ICT Exposures	<ul style="list-style-type: none"> <li>Technological Risks</li> </ul>	H	H	H	<ul style="list-style-type: none"> <li>Develop and adhere to ICT Policy</li> <li>Capacity building on risks</li> </ul>	CEO/ICT
Human resource Exposure	<ul style="list-style-type: none"> <li>Inadequate staff</li> </ul>	H	H	H	<ul style="list-style-type: none"> <li>Rationalization and optimization of existing staff</li> <li>Recruitment of additional staff</li> </ul>	CEO/HR
	<ul style="list-style-type: none"> <li>Staff turnover</li> </ul>	M	H	M	<ul style="list-style-type: none"> <li>Proactive development and implementation of a succession management plan</li> <li>Implementation of staff retention strategies/incentives</li> </ul>	CEO/HR

# CHAPTER FIVE: MONITORING, EVALUATION AND LEARNING

## Introduction

This Chapter details the Monitoring, Evaluation, and Learning Framework (MELF) of the NCRC Strategic Plan 2023-2027. It presents a robust framework for monitoring, evaluating and reporting on progress towards achievement of planned strategies, activities and outputs. In addition, a monitoring and evaluation framework, showing the progress matrix for expected outcomes in the mid-term and end-term. The two frameworks are annexed I, and II, respectively. The Chapter also provides the linkage between the Plan and annual Performance Contracting. The monitoring, evaluation and learning of the Strategic Plan will be implemented at all levels of the institution. Specifically, the Monitoring and Evaluation Committee will carry out continuous assessment of implementation of this Plan and prepare periodic reports for the management and the Governing Council as appropriate.

### 5.1. Monitoring

For successful implementation of planned activities in this Strategic Plan, an effective Monitoring framework is vital. Monitoring the implementation of the Plan will involve collecting and analyzing data relating to the various indicators. The information will be useful in identifying challenges on implementation and thus facilitate informed decision making including making necessary adjustments, deploying corrective measures, and scheduling of targets in response to implementation realities.

To seamlessly undertake monitoring, this Plan has put in place key monitoring tools which include quarterly, bi-annual and annual performance reporting tools. The implementation and reporting of the progress shall be based on the Centre's annual work-plan, and individual staff work plans. The targets for each period will clearly be identified and agreed with the actors at the beginning of each financial year. Progress for each activity shall be measured against specific output targets and reporting undertaken as appropriate.

### 5.2. Evaluation

**Mid- Term Review:** - The Centre will conduct a mid-term review of the Strategic Plan in the third year of implementation to examine the progress towards achieving the set targets. The Outcome Performance Matrix (Annex II) will be utilized to map out mid-term achievements against the baseline indicators. The findings of the mid-term review shall guide the Centre in making appropriate adjustments and re-scheduling of targets for the remaining period of the Plan.

**End Term Review and evaluation:** - An end-term review of the Plan will be undertaken at the end of the final year of implementation to determine the level of achievement of strategic

objectives, lessons learnt, and challenges encountered. The exercise will also involve an evaluation to measure the impact of the strategies implemented in the Plan period. The evaluation will establish the relevance, effectiveness, efficiency and impact of the strategies.

In order to enhance objectivity, the Centre will incorporate external reviewers in the mid-term and end term reviews of the Plan. The findings of the reviews and evaluation will inform development of the next Strategic Planning Cycle.

### **5.3. Learning**

The Centre will document and disseminate important lessons learnt at every stage during implementation of this Strategic Plan. Specifically, the periodic reports, including mid-term and end-term review reports are expected to build on the knowledge and responses relating to the Centre's core mandate based on the experiences from the implementation of the Plan.

### **5.4. Reporting**

The reporting framework for this Plan shall be guided by the Centre's organizational structure and shall involve all Directorates and departments and anchored on the set performance targets and indicators drawn from this Plan. The Planning and Strategy Department shall play the coordinating role in generating quarterly, bi-annual and annual reports.

The Governing Council shall provide the overall leadership in implementation of targets and reporting of progress while the Chief Executive Officer is expected to ensure effective management of the day-to-day operations of the Plan. All reports relating to this Plan shall be submitted to the top management, the Governing Council, and the Ministry in accordance with established reporting requirements for review and decision-making.

### **5.5. Linkage between Strategic Plan and Performance Contracting**

The performance contracting framework forms the basis for realization of the Strategic Plan targets and shall be drawn from annual targets of the Plan. The Centre's work plan and the individual staff work plans will constitute the basis for individual and collective commitment towards the progressive realization of the set Plan targets. In this regard, the implementation matrix is an integral tool with which the Performance Contracting process and the appraisal system shall be embedded for effective implementation.

## **Annexes**

Annex I, constitutes the basis for monitoring of the implementation of the Plan. The framework outlines the strategic objectives, strategies, key activities, the expected output, and output indicators. It also integrates the specific outputs into five-year targets mapped to

definite budgets and places reporting and implementation responsibilities of each target to specific departments.

Annex II forms the basis for measurement of achievement of set objectives by utilizing the outcome performance matrix. The outcomes are mapped to respective indicators for the mid-term and end term targets, with baseline status for each indicator.

### Annex 1. Implementation Matrix

Key Result Area	Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Million)					Responsibility
							2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26	2026/27	2027/28	
<b>KRA-1 Strategic Crime Research and Information Management</b>	<b>1.1 To Undertake 29 thematic crime researches</b>	<b>1.1.1</b> Carry out research on contemporary and evolving crime trends.	Prepare research proposals, collate, collect and analyze data	Crime Research Report	No. of reports	21	3	3	4	5	6	75	75	100	125	150	Crime Research Directorate
		<b>1.1.2</b> Carry out evaluative research on the impact, efficacy and adequacy of the programmes implemented by the agencies responsible for the administration of criminal	Prepare research proposals, collate, collect and analyze data	Evaluative Research Report	No. of reports	8	1	1	2	2	2	25	25	50	50	50	Crime Research Directorate



Key Result Area	Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Million)					Responsibility
							2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26	2026/27	2027/28	
		justice.															
	1.2 To undertake timely publication, dissemination and communication of research reports	1.2.1 Publish, communicate and disseminate crime research reports	Publish, communicate and disseminate 29 crime research reports	Published, communicated and disseminated research report	No. of reports	29	4	4	6	7	8	23.6	25.96	38.94	45.43	51.92	Research Information Management Directorate/ Corporate Affairs
			Acquire copyrights certificate for 29 crime research reports	Copyrighted research reports	No. of Copyright certificates	29	4	4	6	7	8	0.04	0.04	0.06	0.07	0.08	Research Information Management Directorate
		1.2.2 Operationalize a Resource Centre	Operationalize NCRC Resource Centre	Operational Resource Centre	No. of operational Resource Centres	1	-	1	-	-	-	-	10	-	-	-	Research Information Management Directorate

Key Result Area	Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Million)					Responsibility
							2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26	2026/27	2027/28	
<b>KRA 2: Institutional Growth Adaptability and Visibility</b>	2.1. To strengthen and sustain good cooperate governance	2.1.1 Undertake capacity building of the Governing Council (GC)	Train the Council on Corporate governance, assurance and Compliance	Trained Governing Council	No. of GC training report	10	2	2	2	2	2	8	8	21	8	8	Director/C EO/CS
			Identify, develop and /or review Policies	Approved Policies.	No. of policies developed and/or reviewed	15	3	3	3	3	3	8.1	8.1	8.1	8.1	8.1	
	2.2 To strengthen human resource capacity	2.1.2 Develop and review policies and legislations	Revise the NCRC Bill 2023	NCRC Bill 2023	No. of Bills	1	1	-	-	-	-	2.5	-	-	-	-	Director/C EO/CS/Legal
			Schedule Governing Council's meetings	Governing Council meetings	No. of GC meetings	140	28	28	28	28	28	6.1	6.1	6.1	6.1	6.1	Director/C EO/CS/Legal
			Carry out GC Evaluation	GC evaluation report	No. of GC Evaluation Reports	5	1	1	1	1	1	0.1	0.1	0.1	0.1	0.1	Director/C EO/Legal/CS

Key Result Area	Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Million)					Responsibility	
							2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26	2026/27	2027/28		
			Undertake risk-based internal audits	Risk-based internal audits	No. of audit reports	20	4	4	4	4	4	0.1	0.1	0.1	0.1	0.1	Internal Audit	
			Develop an asset management plan	Asset management plan	No. of Asset management Plans	1	1	-	-	-	-	3	-	-	-	-	Finance & Accounts	
		<b>2.2.1</b>	Develop and revise Human Resource policy instruments	Human Resource policy instruments developed and/or reviewed	No. of Human Resource policy instruments developed and/or reviewed	15	3	3	3	3	3	8.1	8.1	8.1	8.1	8.1	HR	
		<b>2.2.2</b>	Recruit staff	Staff recruited	No. of staff recruited	45	8	10	10	10	7	3	3	3	3	3	HR	
			Build the capacity of staff for effective execution of NCRC mandate	Undertake staff performance appraisal	Performance appraisal reports	No. of individual staff appraisal reports	247	30	40	50	60	67	-	-	-	-	-	HR
			Implement the internship and attachment programme	Interns and Attachees engaged	No. of interns engaged	70	14	14	14	14	14	14	-	-	-	-	-	HR
					No. of attaches engaged	180	36	36	36	36	36	36	36	-	-	-	-	-

Key Result Area	Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Million)					Responsibility
							2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26	2026/27	2027/28	
			Conduct customer satisfaction surveys	Customer satisfaction surveys conducted	No. of customer satisfaction survey reports	2	1	-	-	-	1	3.5	-	-	-	3.5	HR
			Undertake skill gap analysis	Skill Gap analysis report	No. of skills gap analysis reports	1	1	-	-	-	-	2.5	-	-	-	-	HR
			Train staff on functional areas	Staff trained	No. of staff trained	67	30	40	50	60	67	6	10	12	14	16	HR
			Develop staff mortgage and car loan scheme regulations and guidelines	Mortgage and car loan Scheme regulations and guidelines	No. of scheme regulations and guidelines developed	2	-	-	2	-	-	-	-	6	-	-	HR
			Operationalize staff mortgage and car loan scheme	Mortgage and car loan Schemes	No. of schemes Operationalized	2	-	-	2	-	-	-	-	547	-	-	HR
			Implement NCRC Medical Scheme	GC and Staff placed under NCRC Medical Scheme	No. of GC members and staff beneficiaries of Medical Scheme	72	35	45	55	65	72	15	20	25	30	35	HR
	2.3 To Enhance financial	2.3.1 Implement the	Review and operationalize resource	Reviewed resource mobilization	No. of reviewed resource	3	1	-	1	-	1	3	-	3	-	3	Director/CEO/Resource

Key Result Area	Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Million)					Responsibility	
							2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26	2026/27	2027/28		
	resources for effective implementation of NCRC mandate	resource mobilization strategy	mobilization strategy	strategy	mobilization strategies												Mobilization Technical Committee	
		<b>2.3.2</b> Mobilize more funding from GoK	Bid for enhanced allocation in the Medium-Term Expenditure Framework	Enhanced budgetary allocation	Amount of funds allocated in KSh	2112.82	173.49	239.12	888.46	390.99	420.76	1.1	1.1	1.1	1.1	1.1	Director/CEO/Resource Mobilization Technical Committee	
		<b>2.3.3</b> Diversify funding sources and leverage collaborations and partnerships	Identify and engage additional funding sources	Additional funding sources	No. of additional sources	5	1	1	1	1	1	1	0.6	0.6	0.6	0.6	0.6	Director/CEO/Resource Mobilization Technical Committee
				Additional funding in Million KSh.	Amount of additional funding in Million KSh.	150	30	30	30	30	30	30	5	5	5	5	5	Director/CEO/Resource Mobilization Technical Committee
<b>2.3.4</b> Generate internal revenue	Undertake cost-benefit analysis on Appropriation In Aid (AIA) generation	Cost-benefit analysis report on generation of AIA	No. of Cost-benefit analysis reports	1	-	1	-	-	-	-	1.5	1.5	-	-	-	Director/CEO/Planning Dept		

Key Result Area	Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Million)					Responsibility
							2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26	2026/27	2027/28	
			Generate Appropriation In Aid (AIA) from the Centre's publications and consultancies	Appropriation In Aid raised	Amount of Appropriation In Aid raised in Million KSh	2.7	-	-	0.9	0.9	0.9	-	-	0.45	0.45	0.45	RMC
	2.4 To modernize NCRC's tangible and technological assets	2.4.1. Upgrade NCRC's assets	Acquire additional office space	Additional office space acquired	Additional office space in Sq Ft.	3,400	-	-	-	3,400	-	6.46	6.46	6.46	6.46	6.46	Supply Chain Management
Acquire additional vehicles			Additional vehicles acquired	No. of motor vehicles acquired	10	-	3	3	3	1	-	27	31.05	35.7	9	Supply Chain Management	
Acquire assorted ICT equipment			Assorted ICT equipment acquired	No. of ICT equipment's acquired	464	127	70	70	127	70	10.1	1	1.2	13	1.5	ICT/Supply Chain Management	
Acquire and install ICT security systems			ICT security system acquired and installed	No. of ICT security systems	3	1	-	1	1	-	0.6	-	1	0.5	-	ICT/Supply Chain Management	
				Annual ICT Licence Subscriptions	No of ICT Licences Renewed	20	4	4	4	4	4	1	1	1	1	1	ICT/Supply Chain Management
	2.5 To undertake business process reengineering	2.5.1 Adapt business process re-	Disseminate crime research findings in infographic	Research reports converted into infographics	No. of Research Reports converted into	29	4	4	6	7	8	0.15	0.15	0.15	0.15	0.15	Corporate Affairs

Key Result Area	Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Million)					Responsibility
							2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26	2026/27	2027/28	
	ng	engineering systems and processes.	format		infographics												
			Upgrade Mobile phone Crime Reporting Application	Upgraded Mobile Phone Crime Reporting Application	No. of upgraded Applications	1	-	1	-	-	-	-	2	-	-	-	Crime Research Directorate/ICT
	2.6 To enhance the visibility of NCRC	2.6.1 Undertake communication and corporate branding	Review NCRC Communication Policy	Reviewed NCRC Communication Policy	No. of Reviews	2	1	-	-	-	1	3	-	-	-	3	Director/CEO/Corporate Affairs
Develop NCRC Communication Strategy			Corporate Communication Strategy	No of strategies	1	-	1	-	-	-	-	3	-	-	-	-	Director/CEO/Corporate Affairs
Undertake Visibility Baseline Survey			Visibility Baseline Survey report	No. of Visibility Baseline Survey reports	3	1	-	1	-	1	2.5	-	2.5	-	2.5		
Develop and implement a Corporate Social Responsibility Policy			Corporate Social Responsibility Policy	No. of Policies	1	1	-	-	-	-	3	-	-	-	-	-	Director/CEO/Corporate Affairs
Undertake Corporate Social Responsibility			Corporate Social Responsibility events	No. of events	5	1	1	1	1	1	3	3.45	4	4.6	5.2	Director/CEO/Corporate affairs	

Key Result Area	Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Million)					Responsibility
							2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26	2026/27	2027/28	
			Prepare and distribute branded Information Education Communication (IEC) materials	Branded IEC materials	Types of IEC materials branded and distributed	5	5	5	5	5	5	1.0	1.0	1.0	1.0	1.0	Corporate Affairs
			Undertake mass media engagements on NCRC activities	Mass media engagement	No. of mass media engagements	65	13	13	13	13	13	4	4	4	4	4	Director/CEO/Corporate Affairs
			Expand social media outreach	Social media followers	No. of additional followers	7500	1500	1500	1500	1500	1500	2.9	2.9	2.9	2.9	2.9	Corporate Affairs
			Undertake Stakeholder engagements	Stakeholder engagements	No. of stakeholder engagements	29	4	4	6	7	8	1	1	1.2	1.4	1.6	Corporate Affairs
			Implement Young Researchers Programme	Young professionals engaged	No. of Young professionals engaged	1200	240	240	240	240	240	1.0	1.0	1.0	1.0	1.0	RIMD/Corporate Affairs
			Participate in exhibitions and	Exhibitions and open days	No. of participati	20	4	4	4	4	4	12	12	12	12	12	Corporate affairs



Key Result Area	Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Million)					Responsibility
							2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26	2026/27	2027/28	
			open days	participated in	ons												
			Re-engineer the NCRC website	100% Re-engineered website	% Level of Re-engineering	100%	20%	-	60%	80%	100%	0.1	-	2.1	0.7	0.7	Director/CEO/ICT/CRD/Corporate Affairs/RIMD
<b>KRA-3</b> <b>Digitalization of the Centre's processes</b>	3.1 To enhance digitalization of processes	3.1.1 Digitalize the Centre's processes and services	Identify manual processes and services to be digitalize	Digitalized processes	No. of processes digitalized	4	-	3	1	-	-	-	12	5	-	-	ICT/SCM
			Revise Centre's Process Manual	Revised Centre's Process Manual	No. of revised Centre's Process Manuals	1	1	-	-	-	-	0.5	-	-	-	-	
		3.1.2 Apply Information Technology in all research processes	Develop and configure digital data collection, analysis and management systems	Configured Digital data collection, analysis and management systems	No. of configured data collection, analysis and management systems	1	-	1	-	-	-	-	5	-	-	-	Director/CEO/Crime research Directorate/ICT/SCM
			Train research staff on digital data collection, analysis and management systems	Trained research staff	No. of research staff trained	47	10	10	10	10	7	-	-	-	-	-	Crime research Directorate/ICT

Key Result Area	Strategic Objective	Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 years	Target					Budget (Million)					Responsibility
							2023/24	2024/25	2025/26	2026/27	2027/28	2023/24	2024/25	2025/26	2026/27	2027/28	
			Maintain and update the Centre's ICT systems	Maintained and updated systems	No. of service level agreements on system maintenance	25	5	5	5	5	5	2	2	2	2	2	ICT/SCM
<b>KRA-4 Strategic Collaboration, Partnership and Networking</b>	4.1 To strengthen mutual collaboration, partnership and networks	4.1.1 Build and sustain a network of collaborations and partnerships	Expand the network of collaborators and partners	Additional collaborators and partners	No. of additional collaborators and partnership	25	5	5	5	5	5	2	2	2	2	2	Director/CEO/Corporate Affairs
			Engage collaborators and partners	Memorandum of Understanding (MOU)/Agreements signed on crime research and institutional capacity.	No. of MOUs	10	2	2	2	2	2	2	0.5	0.5	0.5	0.5	0.5
												257.65	295.16	916.71	394.06	406.66	

## Annex II. Outcome Performance Matrix

Key Result Area	Outcome	Key Performance Indicators	Baseline		Target	
			Value	Year	Mid-Term Period Target	End of Plan Period Target
<b>KRA-1 Strategic Crime Research and Information Management</b>	<b>1.1</b> Increased crime research outputs	No. of researches undertaken	4	2021/2022	14	29
	<b>1.2</b> Enhanced timeliness in publication, dissemination and communication of research reports	% of research reports timely published, disseminated and communicated	50	2021/2022	100	100
<b>KRA-2 Sustainable Institutional Growth, Adaptability and Visibility</b>	<b>2.1</b> strengthened corporate governance and assurance	% Corporate score for the board evaluation	94.45	2021/2022	100	100
	<b>2.2</b> strengthened human resource capacity	% of staff trained	100	2021/2022	100	100
		Vacancies filled as % of approved establishment	16.4	2022/2023	37.3	50
	<b>2.3</b> Enhanced financial resources for effective implementation of NCRC mandate	Additional Resources mobilized as a % of total requirement	0	2022/2023	60	57
	<b>2.4</b> Enhanced modernization of NCRC's tangible and technological assets	% Level of assets modernization	42	2022/2023	67	100
	<b>2.5</b> Enhanced dissemination of research reports through infographics	% of crime reports disseminated through infographics	12	2022/2023	48.2	100
	<b>2.6</b> Enhanced visibility of NCRC	Visibility score	Baseline survey			

Key Result Area	Outcome	Key Performance Indicators	Baseline		Target	
			Value	Year	Mid-Term Period Target	End of Plan Period Target
<b>KRA-3</b> <b>Digitalization of the Centre's processes</b>	3.1 Enhanced digitalization of Centre's processes	% Level of digitalization	33.2	2022/23	100	-
		% Level of Application of ICT in research processes	15	2022/23	60	100
<b>KRA-4</b> <b>Strategic Collaboration, Partnership and Networking</b>	4.1 Strengthened mutual collaboration, partnerships and networks	No. of additional collaborators and partnership	11	2022/2023	15	25