

# **KICK CORRUPTION OUT OF KIGEZI**

## **KI.C.K**

### **STRATEGIC PLAN 2006 - 2010**

**“A CORRUPTION-FREE SOCIETY”**

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**History**

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1.1	07-12-2005	Changes in structure and added framework	Arjan de Bont
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## 1 Preamble

*WE, the civil society of Kigezi*

*AWARE that we represent the demand side of services that are rendered and offered by Government, together with its local and foreign partners*

*SERIOUSLY PERTURBED BY AND CONCERNED ABOUT rampant corrupt tendencies of the duty bearers, an abhorrent practice that erodes efficiency and effectiveness of the services meant to benefit the communities who constitute the poor hence denying them of their constitutional economic, political and social rights*

*WELL AWARE that corruption is no mean task that must be tackled with maximum determination and absolute resolute*

*IN AGREEMENT that unity of purpose and action is stronger and louder than single or isolated approaches*

*DESIROUS of emancipating the people of Kigezi from the bonds of corruption by using the mighty voices and interventions of the united forces of civil society*

*NOTING that civil society organizations at district level have taken serious and practical steps of working together as networks and fora*

*DO HEREBY RESOLVE that the formed KICK Corruption out of Kigezi (KICK) of district civil society networks adopts this plan as its strategy to disorganize and ultimately uproot the corruption monster from Kigezi.*

## 2 Introduction

In the first half of 2004, 7 delegates per district representing the civil society umbrella networks of Ntungamo, Mbarara, Kabale, Kisoro, Kanungu and Rukungiri converged in the Mbarara Municipality to formulate a strategic plan for the KICK Corruption out of Kigezi (KICK) in formation. This meeting was convened by the arrangement of the KICK formation task force, facilitated by Anti Corruption Coalition Uganda and was guided by a hired consultant.

The resultant document was a logical framework summarizing the programs, goals, activities and the envisaged outputs.

During its first KICK Annual General Meeting held in December 2004, the logical framework was approved and adopted to be their working document and the elected Executive Committee was mandated with the task of compiling a strategic plan, with the approved logical framework as its nucleus.

After a year it was concluded that the strategic plan was not fully applicable anymore in the environment. It was decided that the strategic plan would be adopted, with technical assistance from VSO, to reflect the changed circumstances as well as make the proposed actions and processes more concrete. Among other changes, this resulted in a name change to KICK Corruption out of Kigezi (KICK).

This document is the resultant strategic plan which, as earlier agreed, shall remain subject to constant revision in response to new developments as well as expert and technical advice.

### 2.1 Purpose of this document

This document describes the strategic plan for the KICK Corruption out of Kigezi (KICK) for the years 2006-2010. The purpose of this document is to guide the actions of KICK and consists of the following elements:

- To define the vision and objectives for KICK for 2006-2010
- To analyze the environment in which KICK will operate
- To define programs which will lead to realizing the set objectives

### 3 Vision and mission

#### 3.1 Vision

A corruption-free society.

#### 3.2 Mission

Facilitating the empowerment of communities in order to make them act independently, participating in anti-corruption society processes and advocate for their own interests.

#### 3.3 Goals

The following qualitative and quantitative goals are defined for this strategic period

Goal	Measure	Score
Raise awareness among people regarding their rights	Percentage of the people in the member areas that know their rights	75%
Raise awareness among people on how to act when corruption is detected	Percentage of the people in the member areas that know how to act when corruption is detected	80%
Provide structures to actively prevent and fight corruption	Evaluated on a 1-5 scale by the General assembly	4 out of 5
Decrease the extent and impact of corruption	Percentage decrease in amount of money involved in corruption in member areas	25%

## 4 Analyses

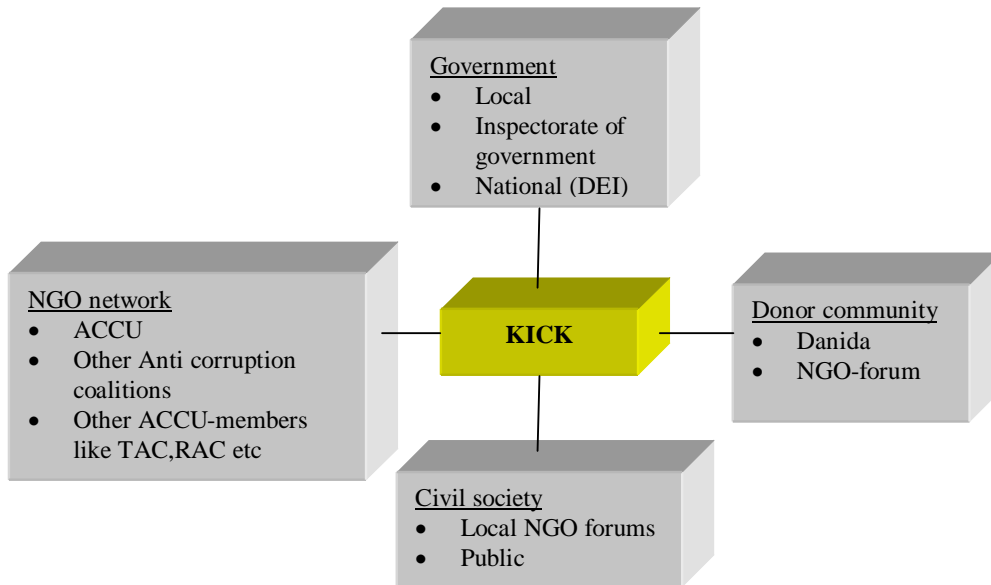
In order to define programs with a maximum impact, an analysis will be made of the environment in which KICK will operate. This analysis will help to identify possible partners and will prevent overlapping activities. This will lead to an effective and efficient use of limited resources.

Two analyses are made:

- Environmental analysis, where all the stakeholders will be identified, including their possible impact on KICK activities.
- SWOT analysis, which shows the current strength and weaknesses and possible opportunities and threats for the success of KICK

### 4.1 Environmental/Stakeholder analysis

The following stakeholders are identified in the figure below based on the Porter-diamond.



Per group of stakeholders the relationship and possible impact on KICK will be described.

#### Government

##### Local

- Relationship:
  - Local government has the goal of delivering service against its plans and therefore fights corruption to diminish disturbances in the process.
  - Secondly, local government is owner of public resources/information and therefore must be held accountable.

- Possible impact:
  - A good relationship with local government gives KICK the opportunity to have easier access to information.
  - Secondly it may help KICK to provide evidence in corruption cases.
  - Thirdly, it can increase the impact of KICK on the ground.

#### National

- Relationship:
  - Eradication of corruption is a key element in the government program and forms part of the PEAP.
  - National government is responsible for legislation and policies and thus provides a framework in which KICK will operate.
- Possible impact:
  - Government support may increase impact on the ground
  - Secondly, legislation and policies can be used to make fighting corruption more effective. For example, implementation of the whistleblower-act.

#### **Inspectorate of government**

- Relationship
  - The IGG is instated by the government in the fight against corruption. In that capacity they have legal enforcement power.
  - The IGG makes use of professionals with corruption fighting skills.
- Possible impact
  - The mandates of the IGG and KICK are complementary: IGG can help by taking action on identified cases of corruption by civil society. KICK can help IGG to identify potential corruption and provide evidence.
  - The IGG is willing to partner with KICK in order to transfer skills and knowledge to make KICK more effective and functional in its programs.

#### **Donor community**

##### Danida

- Relationship:
  - Danida is the basketfund holder for international donors in the fight against corruption.
  - Danida is positioned at national level and therefore has advocacy capabilities
  - Danida is reformulating its funding strategy in order to involve civil society to a greater extent in its corruption fighting programs.
  - Danida employs professionals with knowledge about corruption
- Possible impact:
  - The relationship between donor community and KICK opens chances of funding.
  - Partnership with Danida gives KICK credibility and this helps KICK to establish it self as a strong entity.

#### NGO-forum

##### Relationship:

- NGO forum is the umbrella organization for national NGO's in Uganda
- It is nationally mandated to work with civil society organizations in the country
- It is an internationally recognized forum and therefore highly linked with donor community.

##### Possible impact:

- Possible linkage of KICK with other member organizations of the forum
- Through the NGO forum the findings of KICK can be consolidated with other organizations (thus amplified) and relayed to government
- The NGO forum facilitates its members in organizational development. This helps KICK to strengthen its organization.

#### Civil Society

##### District NGO forums

- Relationship:
  - NGO forums have got strong voice at national and local level and have got high resource mobilization capacity
  - Government and donor community have given the district NGO-forums the first priority in the fight of corruption.
- Possible impact:
  - Easy access to data on corruption cases.
  - Easy mobilization of resources.

#### Public

- Relationship:
  - The public is the primary victim of corruption.
  - The opinion of the public towards corruption is two-folded: they are tired of corruption but regard culprits as successful.
  - Non-education and non-income makes the public vulnerable towards corruption
- Possible impact:
  - The public is the target beneficiary
  - KICK will be held accountable by the public for its actions
  - The success of KICK programs depends on cooperation of public

#### NGO Network

##### Anti corruption coalitions

- Relationship:
  - Other regional networks have same goals, comparable environments and comparable organization structures.
  - Some organizations have more experiences in corruption fighting, others are just founded.
- Possible impact:
  - Having a similar background and same goals facilitates duplication of approach and sharing of best practices
  - Cooperation can create bigger impact and minimizes on resource duplication.

- Cooperation gives a bigger voice on national level to advocate for coalition needs

Other ACCU members

- Relationship:
  - Experience and skills in diverse areas in corruption fighting (research, coalition building, capacity building, public information, monitoring)
  - Got very well trained people that can transform ideas into functional and who mostly believes in principles of common sense.
  - Access to networks both at national and international level.
  - Areas of expertise are complementary with the focus areas of KICK
- Possible impact
  - Access to data, skills and knowledge (building) needed to raise effectiveness
  - KICK can provide grassroots experiences to national level

ACCU

- Relationship:
  - Cooperation of corruption fighting organizations
  - Specialized in capacity and coalition building
  - Fund holder for capacity building programs and information exchange programs
  - Regarded by Directorate of Ethics and Integrity as spokesman for anti-corruption organizations
- Possible impact:
  - Provides framework for KICK to operate
  - Gives guidance to KICK programs
  - Facilitates skills, experience and knowledge sharing
  - Amplifies the messages of KICK at a national level and advocates for joint interests

## 4.2 SWOT analysis

In the table below the Strength-Weaknesses-Opportunities and Threats are shown as perceive by the organization. This analysis and the derived conclusions will be input for the set-up of the program, organization and next steps.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>○ All Kigezi district CSO networks that formed KICK are functional and active. This means that contacts with grassroots and mobilization capabilities are present</li> <li>○ The members have the same sense of direction and agree about the purpose of KICK.</li> <li>○ KICK strategic plan outlines an agreed direction of operating.</li> <li>○ KICK has a constitutionally and democratically elected Executive Committee which is committed to perform its constitutional duties.</li> <li>○ KICK is member to ACCU (Anti Corruption Coalition Uganda) together with other regional anti corruption coalitions, although the relationship is currently not very vibrant</li> <li>○ Capacity building is in progress by VSO volunteer and VSO has the intention of a long-term relationship.</li> <li>○ Good relationship between DANIDA and KICK</li> <li>○ An internal structure with volunteers is present.</li> <li>○ Good relationship with local government</li> <li>○ KICK is regarded as a non-government, non-religion, non-partisan organization.</li> <li>○ Operational skills like accounting and presenting are present.</li> </ul>	<ul style="list-style-type: none"> <li>○ KICK is a freshly formed coalition yet to have real practical experience in anticorruption activities.</li> <li>○ District CSO networks have no sources of funds of their own and only hope to depend on externally solicited grants from national or international sources. They therefore have no implementation control over their conceived anticorruption programs, neither has KICK any funds to support district networks.</li> <li>○ Not all the leaders of KICK member CSO networks are focused on or committed to fighting corruption as a priority.</li> <li>○ Most member organizations to the district CSO networks are focused on service delivery and may not easily orientate to anticorruption as their priority objective.</li> <li>○ KICK does not have strong relationships with NGO's fighting corruption on a national level.</li> <li>○ KICK has not strong relationships with the IGG on regional level.</li> <li>○ No (strategic) planning capabilities.</li> <li>○ No experience in program-management to implement programs effectively.</li> <li>○ Lack of knowledge about anti-corruption policies, law, best practices.</li> <li>○ Lack of advocacy skills.</li> <li>○ Lack of possibilities of communication, due to the non-connection of some of the districts to the internet-network, the distance by road between the districts and cost of telephones.</li> <li>○ No trained monitors or anti corruption ambassadors present in districts.</li> </ul>

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>○ Many organizations fight corruption. Most of them have experience and specific skills.</li> <li>○ Society and religion classify corruption as a sin which people are morally obliged to avoid or stop.</li> <li>○ Civil society hates corruption and can be mobilized to fight against it.</li> <li>○ The Uganda government is signatory to the Continuo agreement which recognizes the role of civil society, on behalf of the demand side, to be the watchdog of services rendered by governments.</li> <li>○ The CSO networks have, of all the corruption fighting organizations, the best contacts with civil society on grassroots level.</li> <li>○ The Uganda government millennium development goals (MDG) policy prioritizes poverty eradication as its action plan. Corruption is acknowledged as a major cause of poverty. Fight against corruption is hence a government priority as a matter of policy.</li> <li>○ Presence of VSO-volunteers can help to build capacity and relations.</li> <li>○ Good relationship with Danida may provide long term funding.</li> <li>○ New support strategy (in which regional CSO's are regarded as crucial) by Danida may facilitate relations and exchange knowledge and skills with other organizations.</li> <li>○ Implementation of whistleblower act in which the reporter is entitled to 10% of the retrieved money.</li> <li>○ Penetration of internet, this will facilitate communication, information gathering, relationship building, exchange of information.</li> </ul>	<ul style="list-style-type: none"> <li>○ ACCU does not perform its role as a facilitator of information exchange and a provider of a collaboration framework.</li> <li>○ A common argument is that "it is impossible to fight corruption" as a genuine observation, a misconception or a threat of discouragement.</li> <li>○ Community still exalts, adores and even holds in high esteem all wealthy individuals regardless of how that wealth was acquired including that acquired through corruption. Corruption is sometimes not regarded as a crime that hinders development.</li> <li>○ Implementation of the whistleblower act may take another few years, so protection of reporters is a problem</li> <li>○ There are quotable instances where government commitment to the anticorruption struggle is questionable.</li> <li>○ Stalling poverty levels make people vulnerable to corruption, hence maintaining the level of corruption.</li> <li>○ Losing employees after they have been trained, because of a better paid job elsewhere.</li> <li>○ Competition among NGO/CSO's fighting corruption to access funds, hence hindering collaboration and exchange of skills and knowledge.</li> <li>○ Only volunteers are involved in KICK. They cannot to be expected to give KICK always highest priority.</li> </ul>

Based on the environmental and SWOT analysis the following conclusions are derived:

### **Finance**

Situation:

- The financial resources of the member organizations are inadequate to fully support KICK. This makes KICK dependant on external support, which may not be a reliable source.
- Although the whistleblower-act may provide some financial possibilities, this law is not yet implemented and cannot be relied upon.

Complication:

- Lack of financial resources will direct impact the effectiveness of KICK, because money is needed to implement programs and to follow-up on activities.

Approach:

- KICK will strive for a long-term-relationship with external partners. Danida is the most important party in this regard, as holder of the basket fund for the anti-corruption program.
- Danida has already expressed interest in collaboration.
- Other organizations may be targeted for support on specific areas, mostly in the form of services-free-of-charge. Examples can be training, communication tools/materials, etc.

### **Capacity building**

Situation:

KICK was established in order to fight corruption. In internal structure is present and the operational model has been determined.

Complication:

There are skills lacking to make the approach of KICK effective.

1. Internal skills:
  - a. Organizational: The main skills lacking are (strategic) planning skills, advocating skills and program-management skills. These skills are necessary at secretariat level in order to coordinate all the activities efficiently.
  - b. Technical: Knowledge and skills are lacking regarding laws, policies and international best practices.
2. External skills: Monitoring and evaluation skills and message distribution skills. These skills are also necessary at grassroots level, for local people will be the main channel for implementing the programs of KICK.

Approach:

KICK strives for partnership with external partners to fill these gaps:

- VSO is targeted for building long-term-capacity in strategic planning, program management and organizational development capacity.
- ACCU and UDN will be targeted for technical skills (understanding laws and policies) as well as experience sharing
- The IGG is targeted to help train monitors and the secretariat in monitoring and evaluating.
- IATM is targeted to train dance groups in sensitizing people
- Other Regional coalitions will be targeted to share best practices.

### **Communication**

#### Situation:

- In order to be effective as an organization it is imperative to communicate and align activities.

#### Complication:

- Currently, the communication between district net works is ineffective. This hinders information sharing and alignment of activities.
- This is caused by:
  - Unavailability of an internet-network work which has not yet penetrated in districts of Kanungu, Kisoro and some parts of Rukungiri.
  - Cost of telephone communication.
  - Unreliability of postal services.
  - Public transport means are poor or not available. Private transport means are not available.
  - Unavailability of KICK owned computers.
  - Unavailability of power in Kanungu which means that a computer cannot be used, unless there is a generator.

#### Approach:

- Set up and improve on resource center at secretariat
- Application for funds to acquire computers and to install internet when and where possible.
- Application for funds in order to facilitate communication by phone. Installing of a KICK telephone landline.

## 5 Programs

Based on the conclusions of the performed analyses (the stakeholder analysis and the SWOTI analysis), three programs have been designed in order to achieve community empowerment as mentioned in the 3<sup>rd</sup> chapter.

Per program, the objective of the program is stated and the main activities and the initial approach in executing the activities.

Detailed activities planning are included in the operational plan

### 5.1 Research

Objective:

- Measure performance of KICK programs
- Direct/adapt our strategies/ activities

Activities and approach:

Activity	Approach
Culture Survey	Partner with TI, for needed skills
Factual research (Baseline) regarding extend and impact of corruption	
Knowledge exchange	<ul style="list-style-type: none"> <li>• Set up of resource centre</li> <li>• Improve on communication and use of IT</li> </ul>

Remarks:

- Research should not make up more than 20% of the time.

### 5.2 Public information

Objective:

- Relay messages in order to raise awareness
- Educate/Sensitize people, therefore preventing corruption.

Activities and approach:

Activity	Approach
Public dialogue (presentations)	<ul style="list-style-type: none"> <li>• Schools</li> <li>• CSO's</li> <li>• Use of multimedia</li> </ul>
Drama	<ul style="list-style-type: none"> <li>• Partner with IATM to train drama groups</li> </ul>
Broad communication	<ul style="list-style-type: none"> <li>• Brochures for local people</li> <li>• Articles in newspapers</li> <li>• Marketing materials</li> <li>• Radio talk shows</li> </ul>

Remarks:

- Public information has been the most important program that KICK must under take to raise public awareness and this takes 45% of the time.

### 5.3 Poverty monitoring

Objective:

- Fighting the misuse of government resources by monitoring outcomes against plan
- Report outcomes to the relevant parties

Activities and approach:

Activity	Approach
Monitor use of government (PAF) resources	<ul style="list-style-type: none"> <li>• Build structures</li> <li>• Train people by partnering with IGG</li> </ul>
Report cases	<ul style="list-style-type: none"> <li>• Setting up corruption desk</li> <li>• Build structure with IGG</li> </ul>

Remarks:

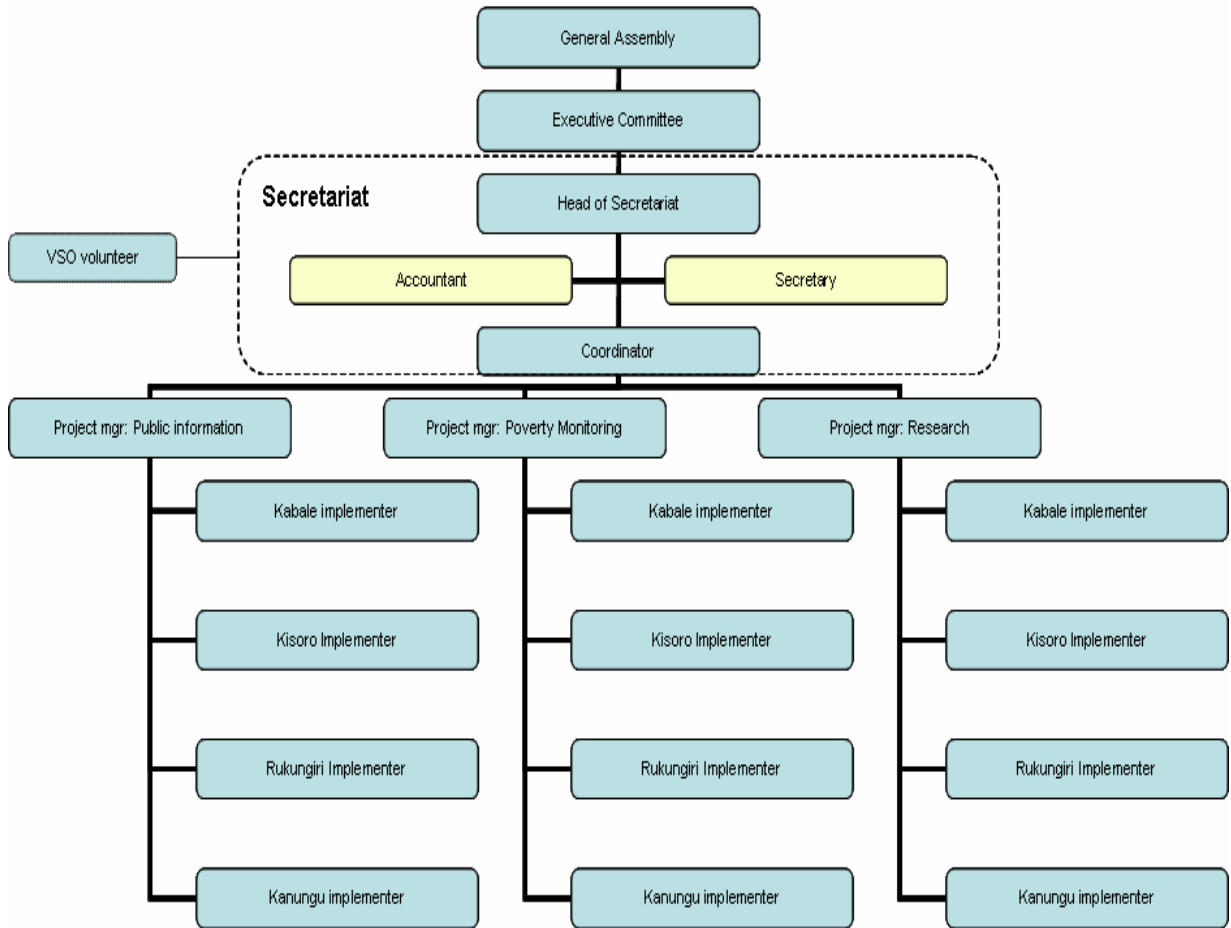
- Poverty monitoring is among the core goals that KICK is focusing on and therefore will take 35% of the time.

The programs will form the basis for the operational plan that will be delivered at the start of each calendar year. The operational plan outlines the short term (one year) activities aimed at realizing the stated goals.

## 6 Organization set up

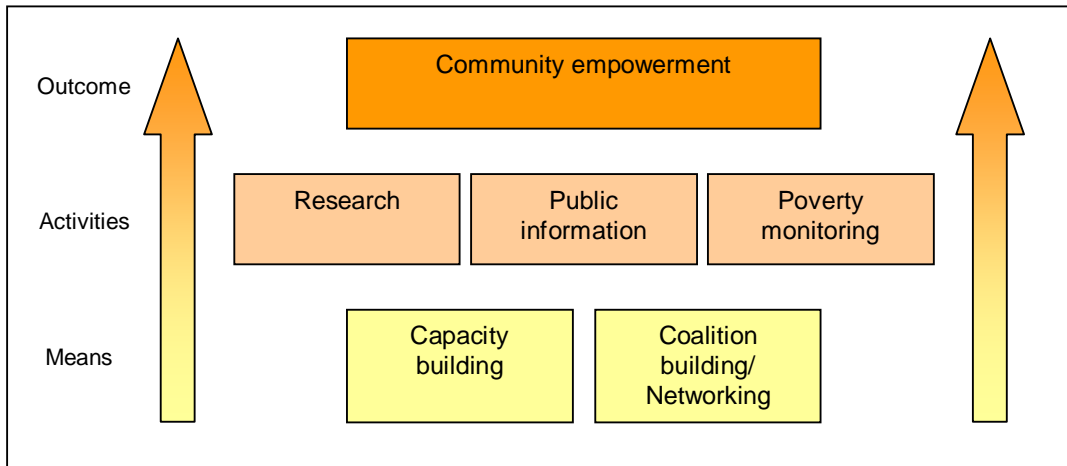
### 6.1 Organogram

To achieve maximum effectiveness and appreciate the constitution of KICK, the following organogram has been defined.



## 7 Operational model

Based on the stated overall goals, the programs to achieve these goals and the approach towards these programs, an operational model can be set up. This model shows in a single diagram what the purpose of KICK is and how this will be achieved.



We use the following definitions for the terms used in this operational model.

- **Community Empowerment:** Make a community independent, participative in society processes and able to advocate and act on their own interest,
- **Research:** Determine, based on information, what the opinion is among the population regarding corruption (culture). As well as the frequency of corruption and its impact on society. Finally it entails (continuous) assessment of the methods used, relevant parties, and policies for fighting corruption
- **Public information:** Communicating a message with the objective to make the public aware about corruption and methods to deal with corruption.
- **Poverty Monitoring.** Checking plan against outcomes, reporting findings
- **Capacity Building:** Transferring skills/knowledge to reach a specific and relevant objective, either your own objective or the objective of the party where-to the skills/knowledge is transferred.
  - Within the KICK organization examples are strategic and operational planning, project management and reporting.
  - External examples are monitoring & reporting and knowledge about people's rights.
- **Coalition building/ Networking:** building relationships in order to increase effectiveness and efficiency and avoid duplication of resources. The aim is to partner with more mature organizations in order to acquire necessary skills, knowledge and access to other networks.

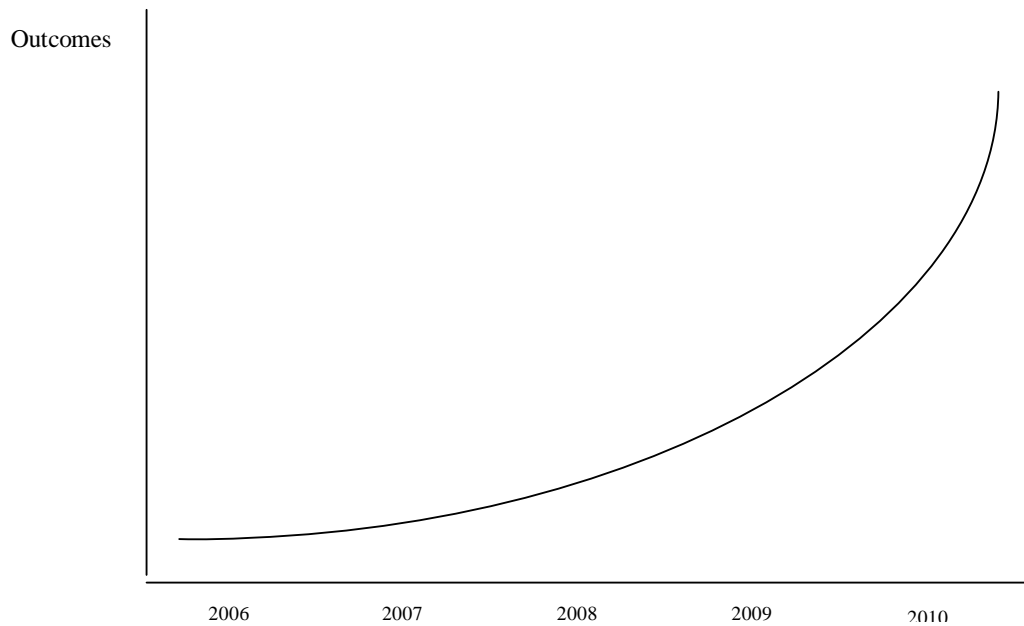
## 8 High level planning

### 8.1 Approach

In this high level planning the focus areas for the years 2006-2010 are plotted. This appreciates the learning curve of KICK and is consistent with the “Think big, start small, scale fast” approach.

This approach means that the first period KICK will be focused on building structures and capacity to try different approaches towards implementation of the three programs. Gradually, the focus will shift from laying a foundation towards increasing outcomes, routine operations, and increasing effectiveness of internal operations.

This is depicted in the figure below.



**8.2 Development Milestones**

For each year specific (development) goals are set. Our strategic goals for 2010 are stated in the first chapter and the operational goals per year are discussed in the operational plan for consecutive years.

Year	Development Goals
1	<ul style="list-style-type: none"> <li>• Build strategic capacity of organization</li> <li>• Build vision, strategy and sense of direction</li> <li>• Build partnerships</li> <li>• Build community structures</li> <li>• Run pilot in one sub-county per district</li> </ul>
2	<ul style="list-style-type: none"> <li>• Build program management capacity</li> <li>• Set up own office and infrastructure</li> <li>• Evaluate pilots and start programs in 40% of the districts</li> <li>• Deepen partnerships</li> </ul>
3	<ul style="list-style-type: none"> <li>• Increase role of secretariat and change role from executive committee towards a board of supervision.</li> <li>• Increase specialization in the programs. (Not one implementer for all programs)</li> <li>• Start programs in 100% of the districts</li> <li>• Build content related skills</li> </ul>
4	<ul style="list-style-type: none"> <li>• Innovate on approaches</li> </ul>
5	<ul style="list-style-type: none"> <li>• Strategic review</li> </ul>

Detailed workplans will be part of the operational plan of each year.

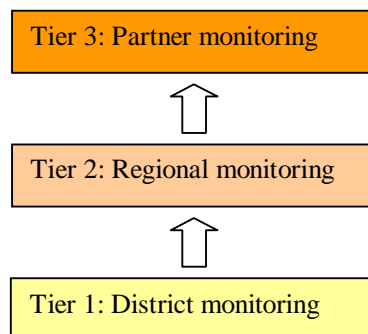
## 9 Monitoring and evaluation process

In conjunction with the strategic planning process, it is deemed important to establish a sustainable monitoring plan to assure the process, which in its nature spans a considerable time frame and continues without interruption.

In order to do this, it is resolved that in addition to the approved strategic plan itself, the KICK Executive Committee and the General Assembly also authorize formation of a three-tier system of monitoring for the purpose of instituting an effective process to monitor, evaluate and recommend modifications where necessary to ensure that the plan is carried out according to the wishes of the Executive Committee and the General Assembly.

The three tiers of the monitoring process shall be as follows:

- Tier 1 – Monitoring at district level  
The implementers will report to the coordinator as member of the secretariat on a periodical basis progress against the operational plan (for example once per month). This will be done according to a predefined format to ensure coherence and make sure that the reports are comparable. Included is a list issues with proposed solutions and an outlook for the next period.
- Tier 2 – Monitoring at regional level  
The coordinator is responsible for consolidating the report into a single overall progress report. This is done according to a predefined format. This report will be send periodical (for example every quarter) to the Executive committee.  
Besides the periodical report, a report will be set up when an exception on operation occurs (reporting by exception). In these reports the issue will be explained and possible approaches suggested. The executive committee will take a decision based on the options presented.
- Tier 3 – Development partner level  
Development partners who are stakeholders (especially those with financial stakes) shall institute monitoring and evaluation processes and deploy teams as they may deem fit in accordance with the relevant provisions of the agreements, memoranda of understanding or such other binding documents that they will have signed.  
This will be under the responsibility of the executive member in charge of partnerships-relations.



In the context of the mission stated above, the monitoring and evaluation process:  
**WILL:**

- a) Cause meetings on regular basis at their levels which, in any case shall culminate into joint Executive and Management meetings not less than once in a quarter of the year to review the progress of the strategic plan.
- b) Provide reports to the KICK Executive Committee following each monitoring session detailing the findings of the undertaken monitoring process.
- c) Submit any recommendations for modifications to the Secretariat and Executive Committee.
- d) Initiate a process for an annual review and updating of the strategic plan.

**IS AUTHORIZED TO:**

- a) Require reports and presentations by the responsible parties designated in the strategic plan.
- b) Develop and submit plan modifications, to the appropriate body, based on the findings of the monitoring process
- c) Carry out other activities as may be prescribed by the Executive Committee or General Assembly.

The above statement can be translated into the following process:

<b>Tier</b>	<b>Who reports?</b>	<b>When?</b>	<b>What?</b>	<b>To whom?</b>	<b>How?</b>	<b>Who approves?</b>
1	Implementer	Monthly	Progress, outlook and issues	Coordinator	Pre-defined format	Coordinator
2	Coordinator	Quarterly	Progress, outlook and issues	Executive committee	Pre-defined format	Executive member responsible for programs
2	Coordinator	N.A	Major issues	Executive committee	Pre-defined format	Chairman executive committee
3	Executive member for partnerships	To be defined	Progress, outlook	Relevant partners	To be defined	N.A.

## **Appendix 1: Assumptions, pre-conditions, dependencies**

### **A. Assumptions**

- Enough funding is present to implement programs
- Partners are willing to cooperate
- Partnerships are long-term
- Loss of volunteers with knowledge and skills will be bridged by documentation and back-up volunteers.
- Community members will not be paid for services
- Stakeholders are committed.

### **B. Pre-conditions**

- There is an office, address and registration
- Internal structure is present
- Communities are willing to cooperate
- Corruption is regarded as a hindrance and possible to stop.

### **C. Dependencies**

- KICK depends on the willingness of the local government to cooperate.
- KICK depends on national government for effective legislation.
- KICK depends on partners to transfer skills and knowledge.
- KICK depend on external actors for funding.
- IGG depends on KICK for reporting cases, providing evidence and sensitizing people.
- Partners on national level depend on KICK for implementation and exchanging data/information.
- Communities depend on KICK for providing anti-corruption structures.

## Appendix 2: Risks

In the table below, the following risks for the operations of KICK are identified and mitigations are suggested.

Nr.	Risk	Mitigation
1	Volunteers will be attracted by other organizations after they have been trained, thus leaving a knowledge/skill gap	<ul style="list-style-type: none"> <li>• Try and arrange allowances</li> <li>• Document knowledge</li> <li>• Make sure, back ups are present</li> </ul>
2	Funding will be withdrawn	<ul style="list-style-type: none"> <li>• Maintain good donor relationship</li> <li>• Operate in a professional way</li> </ul>
3	Volunteers may be regarded as a threat by culprits	<ul style="list-style-type: none"> <li>• Maintain good relationship with partners</li> <li>• Act as a group instead of a single person</li> </ul>
4	Capacity to implement programs is not present	<ul style="list-style-type: none"> <li>• Build relationship with capable partners</li> <li>• Attract experienced people</li> </ul>
5	Not enough communication within organization due to distance and lack of communication tools	<ul style="list-style-type: none"> <li>• Include communication in operational budget</li> <li>• Connect to internet as soon as possible</li> <li>• Advocate with Danida for Communication program</li> </ul>
6	Competition between different anti-corruption organizations, which results in lower effectiveness	<ul style="list-style-type: none"> <li>• Maintain good relations and underline the importance of a common purpose</li> </ul>
7	Through funding KICK will attract a lot of people looking for work without the proper skills and knowledge	<ul style="list-style-type: none"> <li>• Set up recruiting process and criteria</li> <li>• Set up job profiles</li> <li>• Set up company values</li> </ul>