

ANNUAL REPORT 2003

Tuangamize Ufisadi



KACC is housed at Integrity Centre, NAIROBI

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THE CHAIRMAN AND MEMBERS OF THE ADVISORY BOARD

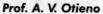


Ahmednassir Abdullahi Chairman



Prof. Miriam Were







Francis Atwoli



Anna Muchungu



Allan N. Ngugi



Mariamu El- Maawy



Richard Ndungu Boro

KACC MANAGEMENT TEAM





Gideon Mutua SS, OGW Ag. Director, KACC



John F. Mwachai OGW Head, Crime Intelligence



G M Muketha Head, Research, Information and Public Education



P M Muinde
Head, Investigation and
Police Administration
(Replaced Christopher Opondo)
in November 2003



Eng. Nathaniel N. Gekonge Head, Preventive Services



Alphonse Bulinda Head, Finance and Administration

INTRODUCTION



This report covers the calendar year 2003. The Director, Kenya Anti-Corruption Commission will cause another report covering the financial year 2003 - 2004 to be produced as required by the Anti-Corruption and Economic Crimes Act, 2003, Section 15

1. Preamble

The year dawned with a fresh anticorruption atmosphere, especially with the coming into power of a government that clearly stated that tackling corruption was a top priority for them.

For Kenya Anti-Corruption Commission (KACC), the year was mainly a period of transition between two entities - The Anti-Corruption Police Unit (ACPU) and The Kenya Anti-Corruption Commission (KACC). However, ACPU / KACC relentlessly continued involvement in the war against corruption with vigour and determination throughout the year. This report therefore covers programmes and activities relating to both ACPU and KACC.

2. Management Structure of Former ACPU

- ACPU Advisory Committee
- Head, Anti-Corruption Police Unit
- Management and Consultative Committee (MCC) comprising heads of the five constitutive sections:
 - Investigations
 - Crime Intelligence
 - Research, Information and Public Education (RIPE)
 - Preventive Services
 - Finance and Administration

3. Establishment of the Kenya Anti-Corruption Commission

KACC was established on 2nd May, 2003 after the Anti-Corruption and Economic Crimes Act, 2003 was

enacted and gazetted. It replaced the Anti-Corruption Police Unit (ACPU) which had earlier replaced the defunct Kenya Anti-Corruption Authority (KACA) in September 2001.

4. The Kenya Anti-Corruption Advisory Board (KACAB)

Section 16(1) of The Anti-Corruption and Economic Crimes Act establishes the Kenya Anti-Corruption Advisory Board (KACAB). The Board is an unincorporated body consisting of thirteen members, twelve of whom are nominated by professional organizations, and the Director of the Commission who is the Secretary to the Board.

5. The Director and Assistant Directors of the Kenya Anti-Corruption Commission

Section 8 of the Act creates the position of a Director who shall be the Chief Executive Officer of the Commission and shall be responsible for its direction and management. The Commission shall have up to four Assistant Directors to assist the Director in the execution of its functions.

6. Transition from the Anti-Corruption Police Unit to KACC

According to the Anti-Corruption and Economic Crimes Act, 2003, all operations of the Anti-Corruption Police Unit including all ongoing investigations were transferred to the Commission. The transfer also involved assets of ACPU, including files and documents associated with ongoing or past operations of the Unit.



7. Functions of KACC

The functions of the Commission as stated in Section 7 of the Anti-Corruption and Economic Crimes Act 2003 (slightly paraphrased) include the following:

- (a) To investigate any matter or conduct constituting corruption or economic crime;
- (b) To assist any law enforcement agency of Kenya in the investigation of corruption or economic crime;
- (c) To advise and assist any person at their request, on ways in which the person may eliminate corrupt practices;
- (d) To examine the practices and procedures of public bodies in order to facilitate the discovery of corrupt practices and to secure the revision of methods of work or procedures that may be conducive to corrupt practices;

- (e) To advise heads of public bodies on ways and means of preventing corruption;
- (f) To educate the public on the dangers of corruption and economic crime and to enlist and foster public support in combating corruption and economic crime;
- (g) To investigate the extent of liability for the loss of, or damage to, any public property and institute civil proceedings against any person for the recovery of such property or for compensation.

ALL CORRUPTION COMMISSION

MESSAGE FROM THE CHAIRMAN, ADVISORY BOARD

Following the enactment of the Anti-Corruption and Economic Crimes Act (No 3 of 2003), the Kenya Anti-Corruption Commission (KACC) was established on 2nd May 2003.

Until the enactment of the Act and the formation of KACC, all past attempts to stem the tide of corruption were a series of false starts. Dating back to the preindependence days when The Prevention of Corruption Act (Cap 65), was passed in 1956, efforts to fight corruption have always met serious setbacks. Famous among such pitfalls is the high court ruling in December 2000 that declared the Kenya Anti- Corruption Authority (KACA) unconstitutional, rendering it inoperational.

It is against such a background that current initiatives by the government to carry out a multipronged assault on corruption in the various sectors of Kenyan society become welcome and praiseworthy. The action by the Judiciary to clear itself of corruption is a big leap forward, for there can be no success for prosecution of corruption and economic crimes, without assured integrity of the bench.

Similarly, the pledge by His Excellency the President Mwai Kibaki to personally lead the war against corruption from the front is encouraging. It means that those in the senior echelons of his government who may want to succumb to the temptation to steal from the public will have no place to hide.

To strengthen the institutional framework which spearheads the war against corruption, Section 16(1) of the Anti-Corruption and Economic Crimes Act,

2003 established the Kenya Anti-Corruption Advisory Board (KACAB). The mandate of the Board is to advise the KACC generally on the exercise of its powers and the performance of its functions under the Act.

The nominees to the Kenya Anti-Corruption Advisory Board were approved by Parliament on 30th July 2003. Subsequently vide the Kenya Gazette published on 15th August 2003, under Notice No. 5543 dated 11th August 2003, in exercise of the powers conferred by the Act, the President appointed the following persons to the Kenya Anti-Corruption Advisory Board for a period of five years with effect from 11th July 2003:

- Mr. Ahmednassir Maalim Abdullahi representing the Law Society of Kenya (LSK)
- Mr. Richard Ndungu Boro of the Institute of Certified Public Accountants of Kenya (ICPAK)
- Ms Fatuma Sichale of the Federation of Kenya Women Lawyers (FIDA)
- 4. **Mr. Allan Njoroge Ngugi** of the Kenya Association of Manufacturers (KAM)
- 5. Mrs. Shennaz Nazrali Sumar of the Federation of Kenya Employers (FKE)
- 6. **Mr. K.K.Bett** of the Kenya Bankers Association (KBA)
- 7. **Mr. Francis Atwoli** of Central Organization of Trade Unions (COTU)
- 8. **Mrs. Anna Muchungu** of the Association of Professional Societies of East Africa (APSEA)
- Ms. Mariamu El-Maawy of the Architectural Association of Kenya (AAK)



- Prof. A.V.Otieno of the Institution of Engineers of Kenya (IEK)
- 11. **Prof. Miriam Were** of the Kenya Medical Association (KMA)
- 12. The Joint Forum of Religious Organizations is yet to nominate its representative
- The Director of the Kenya Anti-Corruption Commission is also a member of the Advisory Board where he also doubles up as its Secretary.

Subsequently, the Advisory Board met and began the process of recruiting the Director and four Assistant Directors to run the Kenya Anti-Corruption Commission. During the year under review, high profile investigations and prosecutions took place. More importantly, however, the battle lines in the war against corruption were drawn and it is my conviction that year 2004 will see more successes in this war than ever before.

May we all join hands and help eradicate corruption and create a society that is absolutely intolerant to corruption.

AHMEDNASSIR MAALIM ABDULLAHI CHAIRMAN,

KENYA ANTI-CORRUPTION ADVISORY BOARD

REVIEW OF THE YEAR BY THE AG. DIRECTOR, (KACC)

The following is an overview of the Kenya Anti-Corruption Commission's key events, programmes, activities and challenges in fighting corruption during the year 2003. Some of them were a continuation of programmes and activities started by KACC's predecessor, the Anti-Corruption Police Unit (ACPU) which ceased to be on 2nd May 2003 when the Kenya Anti-Corruption Commission was established by law.

1. Change in the Management of ACPU in the Early Part of 2003

In February, 2003, a number of changes were effected by the government on the management of ACPU. On 12 February, 2003, I was appointed the Head of ACPU to replace Mr. Swaleh Slim Khalil, who was in turn appointed Senior Deputy Secretary, Office of the Vice President and Ministry of Home Affairs. Mr. Daniel T. Ndung'u, the then Deputy Head, ACPU and Section Head, Investigation Section, was appointed the Director of Criminal Investigation Department (CID). I took over officially on 25th February, 2003.

We continue to salute Mr. Slim and Mr. Ndung'u for the work they did when they worked for ACPU. We are confident that they are continuing the anti-corruption fire as gallant anti-corruption crusaders in their new working environments.

2. Transition from ACPU to Kenya Anti-Corruption Commission

With the coming into force of The Anti-Corruption and Economic Crimes Act on 2nd May, 2003, I became "the temporary Director" of the Kenya AntiCorruption Commission and "all ongoing operations" and "assets" of ACPU were transferred to KACC. In the meantime, it was also decided administratively that the staff of ACPU remain in-post pending the formal constitution of the Commission.

Throughout the year, KACC generally operated as per the ACPU organizational structure. However, inspite of the cloud of uncertainty that persistently hung over Integrity Centre concerning the future of the ex-ACPU staff, they continued the anticorruption work with zeal and enthusiasm, fighting corruption through the ACPU Strategic Plan and a three pronged anti-corruption approach - Enforcement, Prevention and Public Education.

3. Enforcement

During the year 2003, enforcement was undertaken by the Crime Intelligence and Investigation Sections. KACC received a total of 3,392 complaints. At the same time, overt and covert surveillance work continued throughout the year. Of those complaints filed with ACPU/KACC, 303 were taken up for investigations by KACC for they were found to fall within KACC's legal mandate.

With the expanded mandate of KACC, plans were made to start civil litigation and assets recovery but these did not succeed owing to technical hitches.

4. Preventive Services

The Section carried out examination assignments and held Good Corporate Governance Seminars for many public service organizations.



5. Research, Information and Public Education (RIPE)

The Section produced anti-corruption materials, undertook research and held various anti-corruption seminars and training within the following RIPE Programmes.

- (i) The Public Service Integrity Programme (PSIP)
- (ii) Education for National Integrity Programme (ENI)
- (iii) Training, Research, Advocacy and Governance Programme (TRAG)

6. Staff Capacity

By the time of its transition to KACC in May, 2003, ACPU had a staff capacity of 165 in-post against an approved establishment of 212.

Though there was need for additional staff, the nature of the new legal framework necessitated the freeze on engagement of more staff to await the formalization of KACC.

7. Challenges Faced

Throughout the year 2003, ACPU/KACC faced a number of challenges. Some of those challenges were: shortage of staff, especially investigators; reluctance by some public officers to release documents to ACPU/KACC investigators; inadequate advanced investigative skills in technical matters, such as reconstruction of computer data; insufficient essential facilities such as computers and surveillance equipment; and lack of adequate office space and field/regional offices. I hope that the next administration will address those challenges so that KACC may fight corruption more efficiently and effectively.

8. Appreciation

I am very grateful to all the government organs, and especially the Office of the President, the Ministry of Justice and Constitutional Affairs, the Department of Governance and Ethics and the Office of the Attorney General. Their support provided an atmosphere conducive to anti-corruption work.

I also extend my appreciation to the United Nations Development Programme (UNDP) and the Danish Development Agency (DANIDA) for funding our Training, Research, Advocacy and Governance (TRAG) programme.

Many thanks to the Chairman of the Kenya Anti-Corruption Commission Advisory Board Mr. Ahmednassir Abdullahi and other members of the Board. I also thank Mr. Tom Owuor, the Chairman, of the ACPU Advisory Committee together with members of his committee: Mr. Francis K. Sang, Ms. Fatuma Sichale, Mr. Amos M. Kimunya, Mr. John B. Kariuki, Dr. Kenneth Kiplagat, Mr. Shantilal R. Shah and Mr. Murtaza Jaffer.

Finally, I thank the ACPU/KACC staff for their relentless determination to fight corruption, inspite of the many challenges they encountered.

I hope that our efforts and those of our benefactors and stakeholders will bear bountiful fruit so that we will, sooner rather than later, create a Kenya that truly cherishes zero-tolerance for corruption.

GIDEON M. MUTUA, SS, OGW AG. DIRECTOR, KENYA ANTI-CORRUPTION COMMISSION

NO STANDARD WOLLDAND

CRIME INTELLIGENCE SECTION

Responsibilities

This section receives complaints and/ or information either directly from the public, through letters, telephone/fax, media, parliamentary reports, surveillance or other law enforcement agencies. This information is then classified, analysed and distributed as intelligence reports with recommendations for appropriate action. The section also has the responsibility of managing the database on all cases reported to the Commission.

Statistics

As shown in the table below, the number of corruption or corruption related reports made to KACC rose from 2507 in the year 2002 to 3392 in the year 2003. This can be seen as a demonstration of an increased level of anti-corruption awareness and a desire to see corruption dealt with. The scenario can be attributed to the atmosphere created by the new government's stand and onslaught against corruption: an onslaught whose momentum KACC would wish to see maintained at the highest pitch.

Summary of Number of Complaints Month by Month (2003)

												Total
229	277	226	375	249	273	411	394	332	323	163	140	3392

 $The table \, below \, shows \, how the \, various \, reports \, were \, evaluated, \, analysed \, and \, assigned.$

	Nature of Cases and Action Taken	Year-2002	Year-2003
1.	Cases assigned to KACC for investigation	254	303
2.	Referred to other investigative agencies	909	1332
3.	Referred to relevant Public Service organizations	439	890
4.	Complainants advised to seek civil remedy	340	413
5.	Referred to complainants for more details	18	20
6.	Referred to Advocates Complaints Commission	16	51
7.	Referred to NGO Council	2	0
8.	Nofurther action necessary	529	371
9.	Anti-Corruption & Integrity Committee of Judiciary	-	12
	TOTAL	2507	3392

Needs

The Section's performance would improve if the following were provided:

- (a) Morestaff
- (b) More equipment e.g. for communication and surveillance
- (c) Field offices, to facilitate a faster process of receiving and processing complaints.
- (d) More office space
- (e) More refresher courses for staff

INVESTIGATION SECTION



Functions of the Section

This Investigation Section is charged with the responsibility of investigating corruption and economic crimes in accordance with the Anti-Corruption and Economic Crimes Act, 2003 and any other relevant statutes.

The functions of the Section are derived from the functions of the Commission as spelt out in Section 7 of the Anti-Corruption and Economic Crimes Act, 2003. These can be summarized as:

- (a) Investigation of corruption and economic crime cases and;
- (b) Assets recovery

Section's Personnel

This Section comprises of a multi disciplinary team of officers from varying professional backgrounds. This is necessary because the Commission is required to unravel diverse and sometimes complex corruption and financial crime cases. The table below indicates the current staff level and their professional backgrounds.

Current Staff in Section				
22	Career Detectives			
2	Engineers			
2	Surveyors			
2	Auditors			
1	Accounts			
1	Computer Analyst			
1	Valuer			
31	Total			

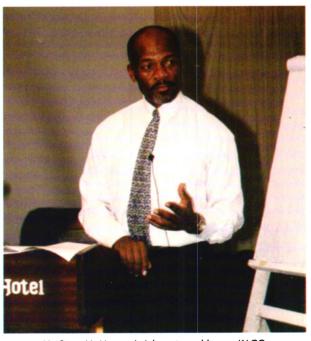
Legal Advisory Centre



A group of KACC legal officers and investigators in a workshop.

The legal officers help in investigations and crime reading.

The Legal Advisory Centre operated as a part of the Investigations Section. The role of the Legal Advisory Centre is to assist the Commission in perusal of inquiry files (also known as Crime Reading), and to establish the extent of a person's liability for loss of, or damage to, any public property. They also coordinate the preparation and gazetting of the quarterly reports stipulated under Sections 15 and 36 of the Anti Corruption and Economic Crimes Act.



Mr. Steve M. Mwenesi, Advocate, addresses KACC legal officers and investigators during the workshop above.



Security

The Investigation Section provides security to Integrity Centre and other premises occupied by KACC staff. They do so in conjunction with Private Guards where these are provided. In addition, the Section provides security to KACC VIPs, operations, witnesses and members of staff where necessary.

Summary of Statistics as at 31st December, 2003

KACA Cases

IVACA	Cuscs		
Year	No. of Files	Cumulative No.	
	Opened	of Files	
1999	53	53	
2000	114	167	

ACPU Cases

ACPU	Cases	
Year	No. of Files	Cumulative No.
	Opened	of Files
2001	3	170
2002	129	299
2003	40	339

KACC Cases

IVACC	Cuscs						
Year	No. of Files Opened	Cumulative No. of Files					
2003	58	397					

Status of Cases Investigated by the Section as at 31st December 2003

All the **167** inquiry files opened by the defunct KACA were taken over by ACPU. During its tenure, ACPU opened **172** inquiry files. KACC had opened **58** inquiry files. The status of all these **397** files as on **31**st December **2003** was as follows:

7 files were partially investigated but later on were referred to other investigative agencies.

28 cases were closed for lack of any incriminating evidence.

33 cases were forwarded to the respective organizations for administrative action.

3 cases were consolidated with others of same particulars.

1 case was stopped by orders of prohibition. 94 cases were taken to court with the following outcome:

- In 4 cases, 8 suspects were acquitted,
- In 6 cases, 7 suspects were convicted,
- In 29 cases, 47 suspects were discharged,
- In **4** cases, **11** suspects were discharged under nolle prosequi,
- In 1 case, 3 suspects obtained prohibition orders,
- For the remaining **50** cases, hearing was in progress.
- 204 cases were still under investigation.

The remaining **27** were with the Attorney General, of which **16** were awaiting his sanction to prosecute and **11** were seeking his legal advice.

The total number of suspects arraigned was **191**.

Section Initiatives

(a) Investigative Inter-Agency Committee

To enhance its capacity in the fight against corruption, the ACPU mandated the Investigations Section to enter into a relationship with other bodies carrying out similar functions. For that reason, the Section spearheaded the revival of the Investigative Inter-Agency Committee that was initiated during KACA time.

The committee consists of representatives from KACC, Criminal Investigation Department (CID) Headquarters, Controller and Auditor-



General, (Corporations), Banking Fraud Investigation Department (BFID), National Security Intelligence Service (NSIS) and the Immigration Department.

(b) Lectures

Officers from the Investigation Section presented papers in various seminars on matters touching on investigation and the law, such as:

- Seminar on Fraud and Corruption, Feb. 2003.
- Fraud and Corruption, KPMG Seminar, Feb. 2003.
- Certificate Course in Governance, Ethics, Anti-Corruption and Economic Crimes at Egerton University.

(c) Reports

Officers from the section were engaged in research on matters of public interest and prepared papers on:

- The Constitution of Kenya (Amendment) Bill, 2003
- The Anti-Corruption and Economic Crimes Bill, 2003
- The Public Officer Ethics Bill, 2003
- Other government policy documents on corruption and related matters.

The reports were subsequently submitted to relevant bodies for consideration and/or appropriate action.

Achievements of the Section

(a) Several high profile corruption cases were investigated, finalized and suspects arraigned before court. Such cases include those touching on the following parastatals, which saw their Chief Executives arraigned in court on varying charges.

- Kenyatta National Hospital
- Pyrethrum Board of Kenya
- Kenya Tourist Development Corporation
- National Hospital Insurance Fund
- National Social Security Fund
- Kenya Sugar Authority
- Kenya Post Office Savings Bank
- Kenya Revenue Authority

(Although suspects were arraigned in court in respect of the said cases, the cases are yet to take off due to constitutional applications made by the defence.)

- (b) A good number of cases touching on the Nairobi City Council were also concluded and suspects taken to court. In one of the cases, an Ex Mayor was convicted and fined Kshs.200,000/=.
- (c) In another matter, a Resident Magistrate was also arrested and arraigned before court on corruption charges.
- (d) At the Kenya Power & Lighting Company, several complaints were also investigated and finalized. This led to a sizeable number of suspects being arraigned in court.
- (e) Many bribery cases were investigated by the section and many suspects arraigned in court on corruption charges.

(Most bribery cases taken to court were however withdrawn under Section 87(a) or discharged under Section 89 (5) of the Criminal Procedure Code due to legal technicalities occasioned by the repeal of the Prevention of Corruption Act Cap 65 Laws of Kenya.)



(f) With regard to Assets Recovery, not much has been done. However, the Commission is in the process of preparing its officers with the requisite skills to undertake asset recovery investigations.

Constraints

The following are some of the constraints faced by investigators in 2003.

- a) Problems related to recovery of documents and securing appointments for interviews with relevant witnesses. At times relevant documents and witnesses were not traceable at all. This greatly slowed down investigations.
- b) Inadequacy of investigative skills on the part of the investigators.

- c) At times it was observed that complainants lost interest on matters reported after suspects were arrested. They at times failed to record statements and if they did they evaded appearing in court.
- d) The greatest constraint faced throughout the year however, was shortage of skilled investigators. The 31 investigators at the disposal of the Commission were too few to meet public expectations in respect of investigation of corruption complaints.
- e) Delays in prosecution of cases were also experienced. Such delays led to witnesses not having enthusiasm to appear in court.

PREVENTIVE SERVICES SECTION



Introduction

The Preventive Services Section is charged with the responsibility of promoting good corporate governance practices in all organisations in order to prevent corruption. Preventive activities therefore focus on reforming policies, procedures and practices in organisations with a view to sealing corruption loopholes and enhancing integrity in their management.

Functions

Preventive Services Section is expected to:

- (a) promote good corporate governance in public sector organizations
- (b) promote professional ethics and integrity in public sector organizations.
- (c) advise the private sector on good corporate governance and integrity.
- (d) develop best practice concepts and materials.
- (e) promote formulation of, and compliance with, standards and regulations in public sector organisations.

Achievements and Experiences

(a) Examination Assignments

- i. Completed and Disseminated Examination Assignments
 - Kenyatta National Hospital: Carried out between 27th January and 13th February 2003 and report forwarded to the Director, Kenyatta National Hospital, on 9th June 2003.

Departments of Public Trustee and Registrar General:

Carried out between 5th June and 18th July 2003 and report forwarded to Permanent Secretary, Ministry of Justice and Constitutional Affairs, on 27th October 2003.

- Department of Immigration: Carried out between 11th August and 17th September, 2003 and report forwarded to the Department.
- Kenya Roads Board:
 Carried out between 11th
 October and 27th November 2003 and report presented on 19th December 2003.

ii. Ongoing Examination Assignment

Kenya Bureau of Standards: Commenced on 15th December 2003.

- iii. Examination Assignments Ready for Commencement (Instruments already prepared by 31st December, 2003).
 - Ministry of Labour: Directorate of Industrial Training
 - Ministry of Health
 - National Hospital Insurance Fund (NHIF)
 - Kenya Tea Development Authority (KTDA) factories

(b) Good Governance Seminars

The Preventive Services Section carried out a series of twelve (12) workshops on good governance for Chief Executives, Directors and Senior Management staff drawn from parastatals, public universities, local authorities, COTU affiliated trade unions, professional organizations and Co-operative Societies (SACCOS)



The seminars were carried out between the months of April and June 2003 and reached 413 participants.

(c) Dissemination of Best Practice Guidelines

Best practice guidelines were disseminated to various institutions during good corporate governance workshops and during examinations. The guidelines address the following areas:

- Customer Service
- Basic Values and Principles for Public Administration
- Organizational Integrity
- Formulating a Code of Conduct
- Gifts and Benefits Policy and Conflicts of Interest
- Declaration of Assets and Liabilities

(d) Group Training

Officers in the Preventive Services Section underwent training at the British Council on two critical areas, namely: Leadership and Team Building, and Report writing. This was found necessary as most of the work of the Section is done in teams and reports are always prepared as part of the assignments.

(e) Advisory Briefs

The Section has given advisory briefs to:

- a) Directors of Kenya Tea Development Agency on Preventing Corruption in the Work place
- b) Office of the Vice president and Ministry of Home Affairs: Department of Immigration
- c) Office of the President: Nairobi Chiefs and their assistants on Prevention of Corruption in the Workplace.

Encouragement to Organizations.

Preventive Services encourages organizations to fight corruption and improve themselves by acting upon the findings of the examination assignments, and to make good use of the ideas learnt from the advisory briefs and good governance seminars.



KACC officers during a Good Governance Seminar held for Chief Executives and Senior Management staff from public organizations

RESEARCH, INFORMATION AND PUBLIC EDUCATION



Functions

One of KACC's functions according to the Anti-Corruption and Economic Crimes Act 2003 is to educate the public on the dangers of corruption and economic crimes and to enlist and foster public support in combating corruption and economic crime.

The Research, Information and Public Education (RIPE) is the section that discharges this responsibility.

Some of RIPE's specific functions include:-

- a) influencing peoples attitudes against corruption through providing education on the causes, consequences of corruption, and the benefits of preventing it;
- conducting research on corruption in order to identify areas of intervention and to formulate better strategies in the prevention of corruption;
- c) enlisting the support of the public and other stakeholders in the fight against corruption;
- d) informing the public on the Commission's roles and activities
- e) developing and maintaining an active stakeholders' database for networking and
- f) developing and disseminating anticorruption materials

Programmes under RIPE

During the period under review, the Research, Information and Public Education Section carried out its mandate in the prevention of corruption by engaging in a number of activities under various programmes.

The Public Service Integrity Programme (PSIP)

General Aims, Scope and Strategies of PSIP

- The Public Service Integrity Programme aims at restoring transparency, accountability and integrity in the Public Service.
- It is currently under implementation in all Public Service organizations. The Programme targets (i) the individual's mind/heart and (ii) the systems in the work place.
- Its major interest is in reaching out to all public servants and preventing corruption through persuasion (education) and containment (prevention). Where this fails, investigators take over in enforcement of the law against corruption.

Re-launch of the Programme



Mr. P. Njau PS/Director DPM (right), Hon. Chris Murungaru Minister, Provincial Administration and National Security (centre) and Mr. Dave Mwangi, PS Provincial Administration and National Secutiry (left) during the re-launch of PSIP on 29/4/03 Mr. Njau launched the programme on behalf of Amb. F. Muthaura Head of Public Service & Secretary to the Cabinet

The Public Service Integrity Programme was first launched on 2nd May, 2002. It was relaunched on 29th April, 2003 by the Permanent Secretary / Secretary to the Cabinet and Head of Pubic Service, Ambassador Francis Muthaura. During the re-launch, Permanent Secretaries and Heads of Parastatals were sensitised on anti-



corruption. This gave the programme a new impetus. The visible effect of this seminar was renewed vigour to engage in corruption prevention in many public service organizations.

Training of Integrity Assurance Officers

All ministries, departments, parastatals and Local Authorities are required to have their own trained Integrity Assurance Officers (IAOs) whose main role is to spearhead the implementation of corruption prevention efforts in their organizations under the Public Service Integrity Programme. By the end of 2003, the Programme had already trained a total of 1,700 IAOs.



Integrity Assurance Officers during a PSIP training session in ARC Njoro

Other PSIP Activities

The following are some of the activities that were undertaken in 2003:

- (a) The PSIP Sourcebook for Corruption Prevention was revised to include a simplified version of corruption as described in the Anti-Corruption and Economic Crimes Act 2003; to specify the Expected Results of PSIP Implementation and to include the PSIP Implementation Notes.
- (b) The extract on "How to Fight Corruption" was published in the local dailies and RIPE has continued to disseminate the leaflet during seminars.

- (c) Sensitisation seminars were held for all ministries, departments and parastatals.
- (d) Discussions were held with CPCs in all provinces except North Eastern Province.
- (e) Anti-corruption seminars were held for some Local Authorities e.g. Municipal Councils of Malindi, Embu, Nyeri, Nakuru, Kericho, Kakamega, and Kisumu City Council.

Positive Reports Related to PSIP Implementation

Many ministries, parastatals and local authorities set up and launched their Corruption Prevention Committees (CPCs), and many set up corruption reporting desks or offices.



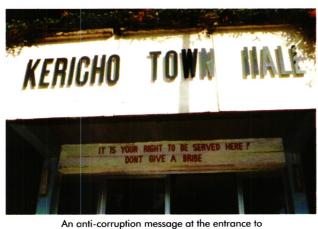
Prof. Ezra Maritim VC Egerton University giving a speech during the launch of their Corruption Prevention Committee in Feb 2003 Front Row (centre) Mr. Swaleh Slim Khalil former Head, ACPU

Although the gains may not be clearly visible, there were reports (often from very independent players) of modest improvements in service delivery in various public service organizations that had vigorously implemented PSIP. Examples include:

(a) Kenya Revenue Authority (KRA):
Among other things, they carried out their Corruption Risk Assessment and streamlined their procedures to reduce the length of time taken to procure some services, which resulted in increased revenue collection.



(b) Kericho Municipal Council: which showed signs of transformation. The Council enthusiastically embraced PSIP, streamlined its own staff matters and developed own internal Code of Conduct.



Kericho Town Hall.
Such messages can discourage some would be offenders.

- (c) Kisumu City Council: In 2003, the Council dismissed all officers who were wrongly recruited in 2002.
- (d) Nairobi City Council: Although there were still many problems, there were reports of improvement in many service areas.
- (e) Kenya Ports Authority (KPA):
 They have set up 35 Corruption
 Prevention Committees (CPCs) in
 different operational areas; have
 improved their clearance and other
 procedures to make it harder for
 corruption to occur and have
 instituted regular consultative
 meetings with stakeholders. As a
 result, they report gains, e. g. 30%
 savings on procurement in 2003.

(f) Some Ministries e.g.

 Trade and Industry:- They have shown innovation by developing their own anti-corruption IEC materials.

- Lands:- Placed Anti-Corruption Posters and Policy pronouncements in ministry offices There were some reports of improved service delivery in the ministry.
- Public Works and Housing:- Held their own staff meetings, made anticorruption policy pronouncements and reviewed processes to cut down costs.



Hon. Raila Odinga Minister for Roads and Public Works (second right) joins PSIP Implementation seminar participants from his ministry in singing the KACC anti-corruption song Tuangamize Ufisadi.

 Environment and National Resources: - Forest guards identified corruption prone areas in their areas of operation.

KACC continues to encourage all CPCs to create a corruption hostile environment in each organization so as to bring about a public service culture based on personal and organizational integrity.

Some Organizational Problems Noted by KACC through PSIP

- Local Authorities have a problem of continuity. Key people are never in Councils long enough to do much.
- Lack of internal dialogue and consultation in many organizations.
 As a result, most people do not really know why their organizations exist.
 The Programme suggests that all government organizations be required to hold regular meetings.



Corruption or Corruption Related Problems Identified by PSIP Seminar Participants

During the PSIP Implementation Seminars, participating ministries departments, and local authorities (consisting mainly of managers and other senior staff) did a critical analysis of procedures and processes in their organizations and areas of operation. Some of the commonest problems identified by the organizations are as follows:

- (a) Lack of supervision by management leading to negligence, incompetence and indiscipline;
- (b) Lack of Codes of Conduct and, where they exist, they are neither enforced nor updated. Furthermore, staff are not conversant with them;
- (c) Most organizations rarely meet or never hold meetings together as management and staff. For instance, almost all Local Authorities had not met together as Councillors, Management and staff for 20-30 years;
- (d) Some Local Authorities' finances had not been audited for 30 years;
- (e) Apathy by employees due to negative organizational culture that has encouraged wastage and lack of productivity;
- (f) Wrong recruitment, wrong promotions and training which leads to incompetence and poor performance;
- (g) Lack of disciplinary measures on errant officers;
- (h) Impunity that has not been put in check;
- (i) Flouting of policies and procedures such as procurement and tendering;
- (j) Accepting substandard goods;
- (k) False claims;
- Political patronage, favouritism and nepotism;
- (m) Lack of standard setting and target setting;
- (n) Dealing with criminal cases as disciplinary or administrative issues;

- (o) Too much power vested in individuals leading to abuse of office;
- (p) Officers overstaying in one station;
- (q) Lack of planning-not even routine planning. People just report to work without any agenda; and
- (r) Classifying many things as 'Secret', therefore denying management action on certain issues.

Solutions Suggested by PSIP Implementation Seminar Participants

The participants came up with possible solutions to the problems they had identified. They realized that over 90% of the problems could be solved through enhanced supervision; developing, updating and enforcing Codes of Conduct and ensuring that the staff understand the Code contents including the penalties expected; regular meetings; and periodic transfer of staff among other solutions. The participants also recognized that most of the problems require no financial outlay and could be implemented immediately.

It also came out clearly that fighting corruption is a management responsibility and management must start setting standards if the healing of institutions is to be achieved.

PSIP encourages all the organizations to use the findings to do their own house cleaning in order to fight corruption and improve service delivery.

Recommendations/Future Plans

- (a). Any organizations that may not have set up CPCs should do so immediately and make the CPCs fully operational. The time to fight corruption is now!
- (b). In the year 2004, technical support will be provided to ministries, departments and parastatals so that IAOs are given the assistance they require.



- (c) There is need to hold seminars for individual professional groups within the public service in order to strengthen PSIP.
- (d) There are plans to evaluate the programme.

PSIP Steering Committee

Towards the end of the year the PSIP Steering Committee was expanded to include Cabinet Office, Provincial Administration and National Security, Ministries of Finance, Education, Local Government, Justice and Constitutional Affairs and Health. The representatives from these ministries will join officers from the DPM and KACC in the PSIP Coordination.



The late Simon Motogwa, (standing) together with Mr. Aggrey Mudinyu, PC Rift Valley during the opening of an IAO seminar.
Mr. Motogwa was, until his death, a member of the PSIP Steering
Committee and the main PSIP Coordinator at the Directorate of
Personnel Management (DPM)

PSIP National Policy Committee

The year 2004 may see the constitution of a PSIP National Policy Committee to give highest level policy direction to the programme, as suggested by the Steering Committee.

Education for National Integrity Programme (ENI)

Dealing with corruption in the education sector is an essential part of the overall anticorruption efforts. That is why the Kenya Anti-Corruption Commission has developed the Education for National Integrity Programme that hopes to instil and enhance integrity and anti-corruption attitudes and behaviour in learners, teachers and stakeholders in the education and training sector.

The Commission does this in recognition of the fact that almost every member of the Kenyan population can find a place somewhere within the education sector-as a learner, teacher or stakeholder. Furthermore, considering that a substantial percentage of the active players in this sector are young learners who, hopefully, are not yet tainted with corruption, the programme can in a sense help to "immunize" them against corruption and thereby "rescue" them. This is one way in which KACC hopes to bring about the kind of Kenyan society that it works towards: a society that will not practise or tolerate any form of corruption.

Aims

ENI hopes to:

- (a) make relevant anti-corruption information available for the education sector through print and electronic media.
- (b) empower all stakeholders to prevent and fight corruption, to act with integrity at all times and to become change agents in society.
- (c) build teachers' capacity to include, integrate and infuse anti-corruption messages in their teaching programmes.

Strategies

- (a) Providing useful and relevant (sector based) print and electronic anticorruption materials.
- (b) Anti-corruption sensitisation and training.



Achievements so far

- (a) Inclusion of some integrity/anticorruption related elements in the national primary and secondary school curriculum that is being implemented as from January, 2003. This was achieved through collaboration with the Ministry of Education, Science and Technology through the Kenya Institute of Education.
- (b) Preparation of material for anticorruption booklets as follows:
 - Suggested School Activities
 (Meant to help teachers pass anticorruption/integrity messages to learners through various class or school based activities).
 - Integrity/Anti-Corruption Messages for Schools (meant forpupils).
 - Integrity/Anti-Corruption Messages for School Heads and School Managers.

Seminars

(a) Stakeholders meeting (Stakeholders were sensitised on anti-corruption and challenged to get involved in anti-corruption efforts).



Prof. Karega Mutahi PS, Ministry of Education Science and Technology addresses educational stakeholders during a seminar held at The Kenya Institute of Education

(b) Seminars for personnel in the Publishing Sector - CEOs, Editors and Authors of secondary and primary school textbooks. (To discuss how anti-corruption integrity messages can be incorporated into school textbooks).

Public Relations

The Communications and Public relations officers have the responsibility of informing, educating and influencing members of the general public on the mandate, programmes and activities of KACC and other anti-corruption initiatives. Their activities support other Commission initiatives in the fight against corruption through promotion of behaviour change and anti-corruption advocacy at local and nationallevels.

The Public Relations strategy entails using various media channels and IEC materials to gain attention, win good will, build partnerships and promote a consistent corporate message on anti-corruption. Traditional media is also utilised through the use of song, drama and poetry in order to take anti-corruption messages to the grass roots level.

The following were some of the Public Relations activities in the year 2003

- (a) Organizing TV and Radio talk shows to sensitise members of the public on the importance of having a concerted effort to fight corruption.
- (b) Organising successful anticorruption clinics and activities to sensitise Kenyans on the fight against corruption. The activities were part of the Commission's



participation during the 40th Anniversary Celebrations in December. The activities were carried out in all the eight provincial headquarters, -in Nyanza, Western, Rift Valley, Nairobi, Central, Eastern, North Eastern and Coast provinces. The week long activities included anti-corruption clinics, songs and drama.



A choir sings the KACC anti-corruption song during the 40th Anniversary Celebrations in December 2003

The KACC anti-corruption song was given a good back-up by KBC Radio which played the song after every news broadcast and in all their regional vernacular stations. Citizen TV too highlighted the song.

- (c) Producing the 2003 calendar with well thought out information on the war against corruption. The Commission received a good amount of positive feedback from members of the public. This has made the Commission to consider increasing the number of calendars produced in future to meet the high demands.
- (d) Regularly briefed the media on high profile cases the Commission was investigating.

- (e) Prepared a logo for the Commission with a new slogan. (We are in the process of registering the logo with the Registrar of College of Arms).
- (f) Liaising with media houses on coverage of KACC activities.

Training, Research, Advocacy and Governance Programme (TRAG)

Introduction

Early in the year, the Commission realized that with the new laws and the existing institutional arrangements, all our agencies and institutions lacked preparedness and capacity to meet the new challenges.

In response to this, a course was mounted to address the current gaps in governance and the implementation of the new anti-corruption laws.

The course was undertaken under the Training, Research, Advocacy and Governance Programme.

The first phase of the training programme targeted the Civil Service, Local Authorities and parastatals. For the mainstream civil service, the priority was mainly to benefit those public officers involved in investigation, prosecution, prevention of corruption and co-ordination or management of governance initiatives. Majority of the organizations targeted responded positively, apart from Judiciary who, due to unforeseen circumstances, could not participate in the training. In total, 95 participants were trained out of the expected 120.



The TRAG Objectives

The overall objective of this programme (TRAG) is to provide practice-oriented training to meet the capacity building requirement for combating corruption effectively within the expanded limits of the new laws and to carry out research activities to build on the existing knowledge on corruption in Kenya.

To achieve the above stated objective, KACC and Egerton University together developed courses to provide quality training that would ensure comprehensiveness, practicality and relevance in handling corruption matters.

In addition, carrying out research on corruption issues formed an important component of partnership.

Training Programme Components

The Certificate Course programme was divided into five components namely: -

- (a) Investigation
- (b) Prosecution
- (c) Research
- (d) Governance and Ethics
- (e) Contemporary Issues



Mr. Phillip Murgor, Director of Public Prosecutions giving the key note address during the launch of the TRAG Certificate programme on 14/9/03

Future Plans

The next training under this programme will provide Certificate courses and Diploma courses and eventually open up to include participants from all other sectors and countries in the region. The long term plan is to mount specialized courses in areas such as investigations at Higher /Advanced Diploma, and Under graduate & Post graduate programmes.

Achievements

The following were the achievements in the year 2003

- (a) Memorandum of Understanding (MOU) draft was developed. The MOU is ready to be signed by Egerton University and KACC.
- (b) A Curriculum Document was produced by a well represented group of experts at a Workshop in April 2003.
- (c) Suitable facilitators were identified.
- (d) A brochure containing course details was produced and disseminated to various organizations. This was for the purpose of marketing and advertising the programme.
- (e) A sensitization seminar was held for the facilitators to acquaint them with governance and corruption issues in preparation for teaching the certificate course.
- (f) The Programme was launched on 14th of September, 2003 in a ceremony attended by various stakeholders.
- (g) As one aspect of the partnership programme, KACC and Egerton University jointly carried out the Annual Corruption Perception Survey in November/December, 2003.



(h) An external consultant was engaged to review the programme targeting the participants, the employers and facilitators.



A group of officers from various organizations graduating after successfully completing the TRAG Certificate programme

External Support

It is noteworthy to acknowledge the contribution to the success of the programme by our development partners United Nations Development Programme (UNDP) and DANIDA who provided part of the funds to run the programme. In addition to this, a good number of parastatals sponsored their own staff. Egerton University's cooperation and willingness to host the programme enabled the programmetotake off promptly.



Hon. Robinson Githae Ass. Minister Justice and Constitutional Affairs presents a certificate to a participant during a graduation ceremony at Egerton University.

Extreme left, the late Dr. T. Kuria - Dean, Faculty of Arts and Social Sciences who, until his death, was the main TRAG coordinator at Egerton University.

Lessons Learnt During Implementation Period

- (a) Partnership with Egerton University has contributed to the success of the programme. The partnership clearly indicated the gains and savings obtainable from maximum utilization of resources through working in teams and partnerships.
- (b) Due to the closure of universities following the lecturers' strike, the venue for the last training session had to be relocated. This successfully took place at the Kenya Institute of Education, Nairobi. This was an indication that the programme can be successfully implemented both in Egerton and Nairobi.

Constraints

The implementation of the training programme faced logistical difficulties with lecturers having to shuttle between Nairobi and Nakuru. There are plans to improve this in 2004.

Planned Programmes

- (a) There is a plan to engage in regular advocacy and governance activities targeting the Private Sector, the Police Force, Kenya Prisons, Administration Police and National Youth Service.
- (b) A detailed programme that seeks to promote anti-corruption initiatives in the private sector, civil society and religious organizations has been formulated. The efforts will compliment other anti-corruption initiatives that are being implemented under the Public Service Integrity Programme (PSIP).
- (c) Plans are underway to set up an Ethics Development Centre (EDC) which will greatly help in addressing the various ethical issues that confront private sector organizations. Anti-corruption initiatives and in particular training will be also undertaken at the Ethics Development Centre. Efforts are currently underway to identify suitable premises for the Centre.

TATALON CORRUPTION COMMITTEE SO N

FINANCE AND ADMINISTRATION SECTION

Introduction

Finance and Administration takes care of the following:-

- (a) Personnel
- (b) Accounts
- (c) Procurement and Supplies
- (d) General Office Administration

Specific Functions

- (a) To provide efficient and effective human resource management. This includes staff training and development, staff emoluments and general personnel administration.
- (b) To ensure efficient management of financial resources, which includes budgeting, sourcing of exchequer issues and maintaining of proper accounting records and systems.
- (c) To procure all goods and services for the Commission in accordance with the existing procurement and supplies procedures.

- (d) To provide general office management, which includes office accommodation, facilitation of telecommunication and transport services.
- (e) The Internal Auditor carries out sound and independent appraisal of all activities within the Commission as a service to the management.

Budget Allocation

In the calendar year 2003, ACPU/KACC was allocated funds as follows;

Financial Year

- 2002/2003 Ksh.326,355,339.00
- 2003/2004 Ksh.359,873,687.00

In 2002/03 financial year, 37.6% of the total allocation catered for personnel and related costs and 62.4% for operations and maintenance, while in 2003/2004 financial year, 34.0% is expected to cater for personnel and related costs and 66.0% for operations and maintenance.

Staff Establishment (ACPU)

Section	In-Post/Staff Strength	Approved Establishment	Variation
Investigation & Police Administration	57	84	24
CrimeIntelligence	22	37	15
RIPE	12	13	1
Preventive Services	6	10	4
Finance and Administration	68	68	-
TOTAL	165	212	47

The changes in the organisation from KACA to ACPU to KACC has affected the recruitment since the organisation has been more or less in a continuous transition. This has made it impossible to carry out a steady recruitment plan.



Training and Courses

Officers attended various courses as part of KACC capacity building efforts. Details are shown in the table below.

	Programme Title	Institution	No. Of Officers Trained
1	Management Development Programme for Executive	ESAMI	
	Assistants (Basic)	Mombasa	3
2.	Management Development Programme for	ESAMI	
	Administrative Officer	Mombasa	1
3.	Proactive Management	ESAMI,	
		Mombasa	2
4.	Design and Implementation of Performance	ESAMI	
	Management Systems.	Arusha	- 1
5.	Report Writing and Team Building	British	2 ×
		Council	7
6.	Training of Trainers	KIE	1
7.	Prevention of Fraud and Forgeries	KSMS	4
8.	Security 2003	Sarit Centre	2
9.	Seven (7) Habits of Highly	KPMG	1
	Effective People		
10	Effective Management Communication	KIA	1
11.	Supervisory Skills Management Course	KIA	2
12.	Workforce Optimization	Marcus Evans	
		Botswana	2
13.	Receptionist Skills Seminar	British	
		Council	2
14.	Advanced Computer Programme for	ESAMI,	
	Executive Assistants	Arusha	1
15.	Records Management	ESAMI,	
		Arusha	2
16.	Customer Care	British	
		Council	2
17.	Proficiency Course for Clerical Officers	PSCK	2
18	Government Integrity Seminar	ILI (Uganda)	1
19.	Computer Applications for	KIA	1
	Office Management		
20.	MA on Development, Administration and	Manchester	
	Management	University	1
21	Post Graduate Diploma in Corruption Studies	Hong Kong	1
22	Fraud Prevention & Control	Johannesburg	3
23	Fraud Prevention & Control	Cape Town	2
24	Corruption Prevention and Deterrence	Johannesburg	2
25	Corruption and Procurement Fraud	Pretoria	
	·	South Africa	3
		Total No.	50



Transport

From ACPU, KACC took over a fleet of 62 motor vehicles and one motorcycle. However there is still need to purchase additional vehicles for field activities.

Other Activities

- A job analysis exercise was conducted by the Directorate of Personnel Management but a report on the same has not been released.
- A review of the staff establishment was carried out due to increased work load and it was established that a total 128 additional posts are required in the Commission.

Constraints

(a) Human Resource Establishment

As already mentioned, the transition has affected the KACC Recruitment Plan. Hence, the Commission has operated under very limited resource capacity. The ever increasing work-load has been overwhelming. As a result, some officers were not able to fully utilize their leave entitlements.

(b) Payroll Administration

The payroll of the Commission is still administered by the Office of the President. For control and efficient management of the payroll, it should be delinked from the mainstream civil service.

(c) Office Accommodation

- The Commission is housed at Integrity Centre. This is a rented and shared accommodation which could compromise security.
- The building has been advertised for sale and hence KACC future tenancy remains uncertain.
- With the proposed increase of staff, the present office space will not be adequate.

KACCINTER-SECTIONAL ACTIVITIES



Some of the activities at the Commission involve collaboration by all the various sections within the Commission. This approach has enabled the Commission to draw expertise and strength from staff from the different sections in carrying out some specific anti-corruption programmes effectively. These programmes include:

1. 2002 General Elections Report

Officers from different sections prepared a report on the Task Team set up to Monitor, Investigate and Prevent Corruption during the 2002 General Elections.

The report was presented to the Electoral Commission of Kenya (ECK), all Members of Parliament senior government officers and other key stake holders.

2. Training, Research, Advocacy and Governance (TRAG)

The programme is a collaborative effort of the various sections at the Commission together with Egerton University. Staff of the Commission participated in the design of the training programme, in the training itself and in coordinating various aspects of the programme activities.

3. PSIP Implementation Seminars

The Research, Information and Public Education Section carried out PSIP Implementation seminars for Ministries, departments, parastatals and Local Authorities. The Crime Intelligence section played a significant role in the seminars by handling the subject of Reporting Suspected Corruption.

4. RIPE Planning Workshop

From 12th to 17th August 2003, the Heads of Preventive Services, Legal Advisory Centre, Crime Intelligence, Investigations and Finance and Administration joined the Research, Information and Public Education Section in drawing up a long-term comprehensive programmes plan of activities for RIPE.

5. Anti-Corruption Clinics and activities



A drama group performs a KACC anti-corruption play "The Store" during the 40th Anniversary Celebration in December 2003

During the celebrations to mark the 40th Independence Anniversary, the Commission formed multi-disciplinary teams drawn from all the sections to participate in anti-corruption programmes in all the provinces. Between 4th and 12th December, 2003, the teams conducted anti-corruption clinics that provided information on the role of the Commission in preventing and fighting corruption. The opportunity was also used to promote a positive culture of reporting corruption. The teams also worked with local artists through drama and song to create awareness on the need to fight corruption.

ANALOGO FINES

LINKAGES WITH OTHER ORGANIZATIONS/AGENCIES

1. Criminal Investigation Department (CID)

From its inception up to the time it was replaced with KACC, ACPU enjoyed support from its mother Department, the Criminal Investigation Department (CID) and its Director.

With the enactment of The Anti-Corruption and Economic Crimes Act, No. 3 of 2003, the Criminal Investigations Department is required to render assistance to KACC in the realm of corruption and economic crimes investigations.

With this arrangement, KACC has been referring a number of complaints/reports to the CID for appropriate action, especially on crime falling outside the scope of the Anti-Corruption and Economic Crimes Act.

2. Office of the Attorney-General

The Office of the Attorney General is an essential partner in the fight against corruption. With the establishment of KACC, consultations have been held between KACC and the Attorney General and the Director of Public Prosections (DPP) over technical hitches touching on the implementation of The Anti-Corruption and Economic Crimes Act, 2003.

4. Ministry of Justice and Constitutional Affairs and the Permanent Secretary, Governance & Ethics

From January, 2003, ACPU and later KACC had a close working relationship with the Ministry of Justice and Constitutional Affairs and also with the Permanent Secretary, Office of Governance and Ethics, in relation to the implementation of some government programmes and policies inthe fight against corruption.



Mr. John Githongo PS Governance and Ethics receving a T-shirt emphasizing Service with Integrity from Mr. G M Muketha Head, Research, Information and Public Education, KACC

5. Other Government Departments

Besides the government departments mentioned above, ACPU/KACC enjoyed fruitful co-operation from other government departments, such as the Directorate of Personnel Management, ministries, local authorities and some parastatals.

For example, whenever KACC made the request, most public service organizations released the ACPU/KACC trained facilitators for the IAO training workshops.

6. The Civil Society

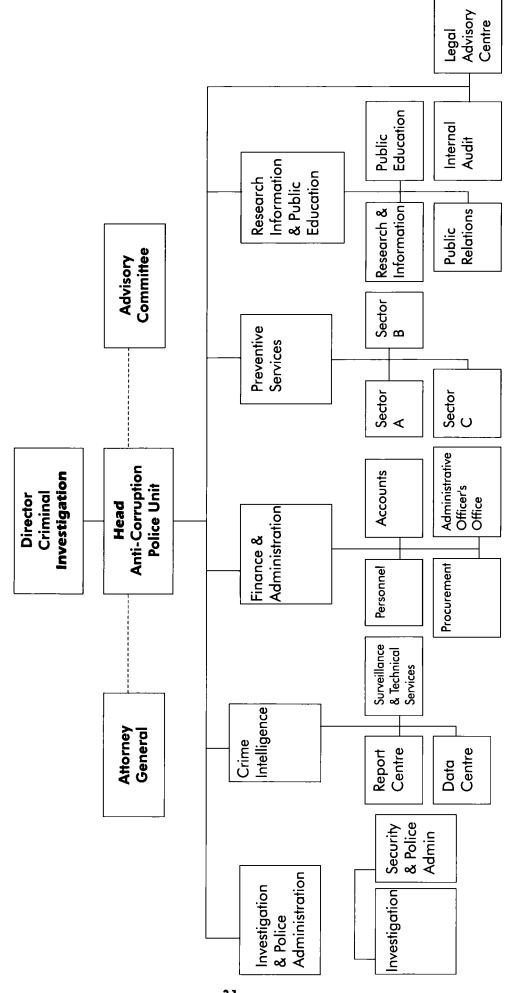
ACPU/KACC benefited immensely from its interaction with key stakeholders in the civil society, such as religious organizations, NGOs, the media and individuals.

7. Development partners

In carrying out its programmes, the Commission has benefited and continued to gain support from some development partners. These include:

- UNDP and DANIDA who provided funding to TRAG.
- Konrad Adeuner Organization, who gave assistance to Legal Advisory Services.

ORGANIZATIONAL STRUCTURE (ACPU)





TUANGAMIZE UFISADI

Kenya yangu, naipenda Nachukia ufisadi Waharibu nchi yetu Tuangamize ufisadi

Kenya yangu ngao yangu Naupinga ufisadi Hongo mbali, rushwa mbali Tuangamize ufisadi

Ndugu yangu mwananchi Tudumishe maadili Tufanyapo kazi zetu Tuangamize ufisadi

Tuna nia, na sababu Na uwezo, nazo mbinu Tuungane sisi sote Tuangamize ufisadi