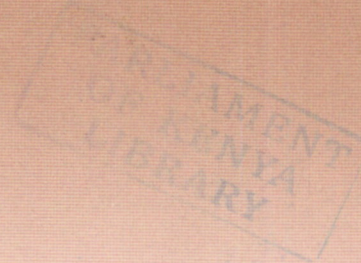




CRIMINAL INVESTIGATION DEPARTMENT



Anti-Corruption Police Unit

**ANNUAL REPORT
2002**

Towards Zero Tolerance for Corruption



ACPU is housed at Integrity Centre, NAIROBI

Contact Address

Anti-Corruption Police Unit
Integrity Centre
Milimani/Valley Rd. Junction
P.O. Box 61130, 00200
NAIROBI, Kenya

Tel: 310722, 2718812, 2717318, 2719553/5

Fax: 2719757

E-mail: acpu@integrity.go.ke

Contents



	Page
Members of the Advisory Committee	2
ACPU Management Team	3
Message from Advisory Committee Chairman	4
Head of ACPU's Review of the Year	6
Introduction	8
Crime Intelligence Section	10
Investigation and Police Administration	11
Preventive Services Section	13
Research, Information and Public Education Section	16
Finance and Administration Section	21
ACPU Inter-Sectional Programmes and Activities	24
Relationship with Other Organisations and Agencies	25
Conclusion	26
Functional Organisation Structure	27
Action Plans	28 - 44





THE CHAIRMAN AND MEMBERS OF THE ADVISORY COMMITTEE



Tom D. Owuor, M.B.S., O.G.W
CHAIRMAN



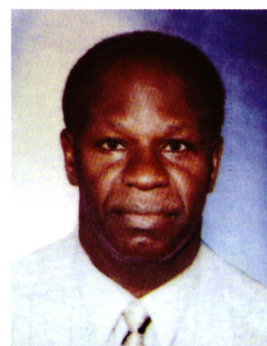
Francis K. Sang
Director, CID



Fatuma Sichale



Amos M. Kimunya



John B. Kariuki



Dr. Kenneth Kiplagat



Shantilal R. Shah



Murtaza Jaffer

ACPU MANAGEMENT TEAM



Swaleh Slim Khalil, MBS
Head, ACPU



Daniel T. Ndungu
Head, Investigation &
Police Administration



G.M. Muketha,
Head, Research, Information
& Public Education



Late Dr. John Orora
until his death
Head, Preventive Services



John F. Mwachai
Head, Crime Intelligence



Alphonse Bulinda
Head, Finance & Administration



MESSAGE FROM THE ADVISORY COMMITTEE CHAIRMAN

The Anti-Corruption Police Unit (ACPU) is pleased to release its first annual report, highlighting activities that took place during the period from October 2001 – December 2002.

The Unit inherited from the defunct Kenya Anti-Corruption Authority (KACA) 132 case files. Since then it has opened 288 additional case files on corruption cases, thereby making a total of 420 case files by 31st December, 2002.

Besides investigation, ACPU in conjunction with the Directorate of Personnel Management (DPM), has in the period under review, been able to launch the Public Service Integrity Programme (PSIP) together with the Public Service Integrity Programme Sourcebook. Under this programme, 858 Integrity Assurance Officers, selected from various Ministries, Departments, Parastatals and Local Authorities have already been trained, and eight (8) provincial anti-corruption sensitisation seminars for senior government officers carried out. Ministerial, departmental, provincial and district corruption prevention committees have also been formed or are in the process of being formed.

The Unit also carried out Systems Examinations in a number of public institutions, including the Traffic Department of the Kenya Police; the Ministries of Lands and Settlement, Roads and Housing; and Nairobi City Council. The Systems Examinations are aimed at discovering loopholes, weaknesses and opportunities which may encourage corruption to thrive and to recommend remedial action. The Anti-Corruption Police Unit is also co-ordinating the final stages of the preparation and implementation of the National Anti-Corruption Plan (NACP). The plan brings together stakeholders from all sectors of our society into the war against corruption. Once this plan is launched in the coming few months, the war against corruption will have moved to new frontiers, encompassing both the public and private sectors.

I feel greatly honoured to have served first as Chairman of the KACA Advisory Board and, later

on, as the Chairman of ACPU Advisory Committee. From 1999 onwards both the Advisory Board and Advisory Committee worked closely with both KACA and ACPU in laying down a strong foundation in the fight against corruption in Kenya. This is confirmed by the fact that more people have been charged before court with corruption during this period than at any other time during the country's history. Despite the dissolution of KACA by a controversial High Court ruling, the war against corruption never waned. This was as a result of a strong institutional base and operational programmes inherited from KACA and undertaken by this Unit in its investigative, preventive and public education functions.

We share His Excellency President Mwai Kibaki's sentiment in his statement that fighting corruption must start from the top. The President's stand on this matter underscores the importance of political will in the successful fight against corruption. Given the pervasive nature of corruption throughout our society, it is necessary for the fight against corruption to concentrate on preventing future incidences of corruption as the country maps out a strategy for dealing with past misdeeds. This is because to stop the leakage we need to close the taps and than to clean the leakage.

The Advisory Committee is gratified by the recent publication of The Constitution of Kenya (Amendment) Bill, 2003; The Anti-Corruption and Economic Crimes Bill, 2003; and the Public Officers' Ethics Bill, 2003. By establishing an Independent Commission with security of tenure for the Director and his Assistants the new commission will be able to effectively combat corruption in all segments of our society. It is my hope that provision will be made for the new commission to co-ordinate its activities with the Police and other law enforcement agencies so as to take advantage of the already existing institutional networks, capacities, and expertise of these bodies in crime prevention.

I take this opportunity to thank all members of the Advisory Committee for the support which



they have accorded to me during a difficult period of the Unit's existence. I would also wish to congratulate the Head of the Unit, Mr. Swaleh Slim Khalil and his entire staff for the excellent service they are rendering to the country in the fight against corruption. My thanks also go to the Commissioner of Police, Mr. Philemon A. Abongo and the Director of C.I.D, Mr. Francis Sang, for the support which they accorded both the Advisory Committee and the Unit.

I am persuaded that the legacy and institutional expertise which ACPU will pass over to the proposed commission in fighting corruption will form a strong foundation upon which future initiatives can be based.

In placing the war against corruption at the top of his Government's agenda, His Excellency The President has given a clarion call to all Kenyans to individually and collectively join the fight against corruption. We therefore owe it to ourselves as Kenyans to vigorously fight corruption wherever we are.

*Tom D. Owuor, MBS, OGW
Chairman
Advisory Committee*



HEAD OF ACPU'S REVIEW OF THE YEAR

Establishment of the Unit

The Anti-Corruption Police Unit (ACPU) was established in September 2001 through a presidential directive following the voting out in parliament of a Bill which sought to entrench the Kenya Anti-Corruption Authority (KACA) in the constitution. Following the formation of the Unit, the KACA Advisory Board chaired by Mr. Tom Owour continued to serve as an Advisory Committee to the Unit.

I was appointed Head of ACPU in September, 2001. My initial task was to identify suitable staff to retain from the KACA team, followed by acquisition of new staff to be deployed from the public service to help keep activities and programmes going during the interim period. This arrangement enabled the Unit to have a highly skilled and multi-disciplinary staff.

Following this reorganization, it became imperative not only that I change the organizational structure, but also quickly carry out a re-orientation of the staff to facilitate smooth and effective operationalization of the Unit.

This Report seeks to capture the salient events and processes during the period October 2001 to 31st December, 2002. It is intended that future annual reporting will correspond to and be coextensive with the financial year, i.e from July to June.

Finance and Accounts

During the year under review, allocation to the Unit was as follows:

- 2001/2002 Financial Year - Kshs. 340,578,485
- 2002/2003 Financial Year - Kshs. 341,390,450

Of the allocations indicated, 40% caters for personal emoluments and related items, while 60% caters for operations and maintenance costs.

Strategic Plan

The Anti-Corruption Police Unit became operational in November, 2001 and undertook to continue with the activities of the former KACA as mandated. The Unit then developed and is implementing a Strategic Plan for the period 2002-2004. This plan outlines a three-pronged approach of enforcement, prevention and public education in fighting corruption.

Enforcement

During the period under review, the Report Centre of Crime Intelligence Section received and analyzed 2,507 cases while surveillance work continued throughout this period. The Investigation Section of the Unit has investigated a number of cases some of which have been completed and submitted for prosecution, while others are still being investigated.

Preventive Services

The Preventive Services Section has carried out examination assignments at the Traffic Department of the Kenya Police, Ministry of Lands, the City Council of Nairobi and the Ministry Roads and Public Works' weighbridges. These examinations are geared towards identifying weaknesses, loopholes, avenues and opportunities for corruption with the aim of sealing them. The Section also did spot checks on various departments, besides carrying out Corruption Risk Assessments and giving advisory briefs and lectures.

Research, Information and Public Education

This section has carried out corruption perception surveys, whose findings indicate that most Kenyans are willing to fight corruption and are optimistic that corruption can be reduced. Public education initiatives are aimed at influencing Kenyans to evolve attitudes hostile to corrupt practices. The Public Service Integrity Programme was launched on 10th May, 2002 and 858 Integrity Assurance Officers from organizations



within the public service have been trained and are implementing the programme. In addition, a number of anti-corruption sensitisation seminars have been held during the year. Plans are underway to launch the National Anti-Corruption Plan, the Private and Civil Sector Integrity Programme and the Education for National Integrity Programme.

Finally, ACPU jointly with the Directorate of Procurement and the Directorate of Internal Audit carried out an election monitoring exercise throughout the country with the aim of enhancing integrity in the General Elections 2002. A separate reporting of this activity is being made for the relevant authorities.

Capacity Building

The current staff of ACPU is 158. As a policy, each member of staff of ACPU is expected to undergo some training equivalent to at least 5% of his work time per year, as and when work schedule permits. In the past year a number of staff have undergone training in various courses to enhance their productivity, while others attended various conferences, workshops and other fora for increased exposure.

Achievements

The implementation of the Public Service Integrity Programme (PSIP) and the nomination and training of Integrity Assurance Officers (IAOs) from most Ministries, Departments and Local authorities and parastatals has been a major achievement for the Unit. The various examinations carried out on various government ministries and departments, and proactive support to enhance integrity during the just concluded General Elections (2002) are other areas of success. We are also proud of the conclusion of investigations in a good number of matters now under prosecution. In addition,

the unit also developed an operations manual and enhanced its management systems. It has also developed and adopted several work policies and reviewed the management structure for Investigation Section to enhance performance.

Way Forward

ACPU continues to devote itself in promoting the attainment of a society with Zero Tolerance for Corruption. The establishment of a Commission or Authority to undertake this responsibility and the enactment of laws that can enable such a Commission to carry out its mandate to fight corruption in Kenya fully and effectively is awaited with great expectation in the anti-corruption fraternity. To this end, the Government's statements of commitment to fight against corruption as a matter of top priority are very encouraging. I call upon all our colleagues and partners to join with other Kenyans to support the government's efforts and take a firm stand to fight corruption whenever, and however it manifests itself. With the participation of every Kenyan, the war against corruption will be won soon.

We look forward to the day, soon, when we Kenyans will refer to rampant corruption as a thing of the past.

**SWALEH SLIM KHALIL, MBS
HEAD, ANTI-CORRUPTION POLICE UNIT**

SAY NO TO CORRUPTION!



INTRODUCTION

The fight against corruption is part of a major undertaking that seeks to liberate the people of Kenya from the deepening poverty levels and resultant suffering. Indeed, the government has committed itself to alleviate the increasing poverty wherein approximately 52% of the Kenyan population is assessed to be living below the poverty line. Corruption, on its part, has been hurting the poor most because it induces lack of essential services and retardation or even negation of social and economic development. This situation has also over time greatly undermined democracy in our country.

This report provides an update on the Anti-Corruption Police Unit's (ACPU) programmes and activities since its inception in October 2001 up to the year ending December 2002. It also gives a preview of the Unit's forthcoming programmes and activities. All ACPU programmes and activities are based on the Unit's Strategic Plan for the period 2002-2004.

ESTABLISHMENT OF ACPU

The Anti Corruption Police Unit was established following a Presidential directive on 13th September 2001 after the voting out by Parliament of the Constitutional Amendment Bill that sought to entrench the Kenya Anti-Corruption Authority in the constitution. The formation of the Unit is based on the Police Act (CAP 84), and it operates under the Department of Criminal Investigation. The purpose of setting up ACPU was to ensure that the government's commitment to achieving zero tolerance for corruption is fully implemented in all its aspects, and that the work began by the Kenya Anti-Corruption Authority in investigations, public education, research and preventive prescription continues.

MANDATE AND FUNCTIONS

The mandate of ACPU embraces the following functions:

- Investigate corruption and corruption related cases and take necessary steps as prescribed by law,

- Take necessary measures for prevention of corruption in the public and private sectors,
- Advise the government, parastatal organizations and other public bodies on ways and means of preventing corruption,
- Create public awareness on the causes and effects of corruption, and
- Enlist and facilitate participation of members of the public, other agencies and stakeholders in fighting corruption.

LEGAL FRAMEWORK

Within the current legal framework, ACPU enforces its mandate through The Prevention of Corruption Act, The Police Act, The Criminal Procedure Code, The Penal Code, The Evidence Act, and other related laws.

VISION

The Vision of ACPU is:

“Together with other stakeholders, achieve zero tolerance for corruption and sustain high integrity throughout the Kenyan Society”.

MISSION

ACPU's mission is:

- a) To serve as a model by achieving and sustaining excellence in all operations.
- b) To prevent, detect, deter and reduce corruption.
- c) To empower the public, through education, to take action against corruption.
- d) To promote good governance in all organizations and advise on elimination of opportunities for corruption.



ACPU's STRATEGIC OBJECTIVES

These can be summarized as follows:

- To spearhead and coordinate the preparation and implementation of a national anti-corruption strategic plan.
- To identify weaknesses, loopholes, avenues and opportunities for corruption in organizations, making recommendations on how to seal them and promote and enhance good corporate governance and integrity in public and private organizations.
- In partnership with other stakeholders, to create public awareness on causes and effects of corruption and cultivate public support in preventing and fighting corruption.
- To ensure that all corruption cases are properly and speedily investigated with a high degree of integrity and effectiveness.
- To develop collective strategies in the fight against corruption in liaison with other organizations and agencies.

CORE VALUES

ACPU staff are guided by the following core values in fulfilling its mandate, pursuing its objectives and while interacting with members of the public and amongst themselves. They have committed themselves to:

- Advance the public interest at all times.
- Act ethically and with integrity at all times.
- Be fair, impartial and accountable in conducting all ACPU business.
- Setting and maintaining high operations standards.

- Being tenacious and professional in pursuing their mission.
- Ensuring respect for each other and working collaboratively.
- Being sensitive, discerning and adaptive to changes in their environment.
- Being and making ACPU a model of excellence.
- Respecting and upholding all the rights of the individual at all times.

ORGANISATIONAL STRUCTURE

ACPU is headed by a Senior Deputy Commissioner of Police and falls under the ambit of the Criminal Investigation Department. The Unit is divided into five sections (departments) namely: Finance and Administration; Investigation and Police Administration; Preventive Services; Research, Information and Public Education; and Crime Intelligence. ACPU staff is drawn from both the police force, other public service bodies, and the private sector. They are of various professional backgrounds, e.g. education, communication, law, management, finance, engineering and investigation.



CRIME INTELLIGENCE SECTION

1. Functions

- To receive, evaluate and analyse complaints and/or information
- To classify and distribute analysed information as intelligence report(s)
- To carry out surveillance/covert activities
- To manage data, store and generate relevant reports
- To manage the information technology facilities of the Unit

2. Statistics

- a) The total number of complaints and information received by the Unit from 1st October 2001 to 31st December 2002 is **2,507**. All these complaints have been evaluated, analysed and assigned as follows:

	Nature Of Case and Action Taken	Number
1	Cases assigned to ACPU for investigation	254
2	Referred to other investigative agencies	909
3	Referred to relevant Public Service organizations	439
4	Complainants advised to seek civil remedy	340
5	Referred to complainants for more details	18
6	Referred to Advocates Complaints Commission	16
7	Referred to NGO Council	2
8	No Further Action Necessary	529
	TOTAL	2507

- b) Cases detected by Surveillance Sub-Section during the period under review were as follows:
- i) **1** case is pending in court
 - ii) **4** cases recommended by the Report Assessment and Classification Committee (RACC) for investigation by the Unit
 - iii) **2** cases forwarded to the Provincial Criminal Investigation Officer, Nairobi Area for investigation
 - iv) **6** cases are still awaiting RACC recommendation

3. Constraints

The following constraints hampered the section's performance:

- i) Lack of computer networking within the Unit
- ii) Limited refresher courses for staff
- iii) Lack of equipment especially for communication and surveillance
- iv) Limited number of drivers and officers with police driving permits
- v) Inadequate personnel
- vi) Inadequate office space
- vii) Lack of field offices resulting in delayed receipt and processing of complaints



1. Introduction

Investigation and Police Administration Section is one of the five sections of the Anti-Corruption Police Unit (ACPU). It is charged with the task of executing the enforcement mandate of ACPU, which is investigation of all corruption and corruption-related offences and taking necessary steps as prescribed by law. The section comprises a multidisciplinary team of Police officers, Lawyers, Auditors, Accountants, Engineers, Quantity Surveyors, Valuers, Tax Experts, Communication Specialists and Systems Analysts.

Investigation and Police Administration Section is divided into three sub-sections each headed by an officer in-charge. The sub-sections are;

- (i) Investigation
- (ii) Crime Reading
- (iii) Security and Police Administration

2. Functions of Investigations and Police Administration.

The role of the section is to:

- deter and detect corruption
- investigate all corruption and corruption-related offences as prescribed by law
- inquire into and investigate the extent of liability of any person/officer in loss of public fund and assets
- ensure security of ACPU's property and personnel
- establish a good mechanism with other investigative agencies for ensuring proper investigation of all corruption cases
- obtain, process and present evidence for purposes of prosecution
- collect exhibits and ensure their proper custody and disposal
- arrest/apprehend and charge suspects
- bond witnesses to appear and give evidence in court

- facilitate witness attendance in pre-trials
- gather, update and store statistical data on all cases
- compile inquiry files and submit the same to the Attorney General for advice and consent to prosecute
- audit completed case files and writing of legal briefs
- carry out legal research on issues that are pertinent to the operations of the unit

3. Cases

All the **132** cases handled by the defunct KACA were taken over by ACPU. The number of ex- KACA files together with those opened by ACPU is **420** (**132** ex- KACA and **288** by ACPU). Their status as at 31st December 2002 is as follows:

- (a) Files referred to other investigative agencies - **6**
- (b) Files closed for lack of evidence - **23**
- (c) Files referred to other organizations for administrative action - **5**
- (d) Cases taken to court - **62**
- (e) Cases pending under investigation - **182**
- (f) Files with the Attorney-General for advice and/or consent to prosecute - **10**

4. Section's Initiatives

(a) Investigative Inter-Agency Committee

The Investigation Section is a key functional area of the Unit. To enhance ACPU's capacity in the fight against corruption, the Section has been mandated to enter into a relationship with other bodies carrying out similar functions. For that reason, the Section spearheaded the formation of an Investigative Inter-Agency Committee.

The committee draws representatives from ACPU, Criminal Investigation



Department (CID) Headquarters, Controller and Auditor-General, Auditor-General (Corporations), Banking Fraud Investigation Department (BFID); National Security Intelligence Service (NSIS); and the Immigration Department.

(b) Lectures

Officers from the Investigation Section have presented papers in various seminars on matters touching on investigation and the law. These include:

- (i) Fraud Investigation - Kenya Institute of Administration
- (ii) Advocates' Complaints Commission Workshop for Mount Kenya Law Society of Kenya Branch, Nyeri, June 20-21, 2002
- (iii) Enforcement of Anti-Corruption Laws in Kenya: Kenya Institute of Administration
- (iv) Prevention of Frauds - Institute of Public Accountants

(c) Reports

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

- (i) Legal briefs on the legality of tape-recorded evidence for the Criminal Investigation Department.
- (ii) Pseudo-political gangs and their impact on security in Kenya, for the Criminal Investigation Department.

(d) Operations Manual

During the year, the section prepared an Operations Manual, which will be used as a guide on matters to do with investigation.

5. Constraints

The section experienced some problems in its operation, as follows:

- (i) Some Public officers have been reluctant to release documents to investigators, and honouring appointments for statement recording.
- (ii) Inadequate investigative skills for the officers from the diverse backgrounds deployed as investigators.
- (iii) Delays in receipt of advice/or consent from the Attorney-General.
- (iv) Insufficient facilities for Investigators such as computers, and office space.
- (v) Shortage of Investigators to match the volume of workload.

PREVENTIVE SERVICES SECTION



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

1. Functions

1. To promote good corporate governance in public sector organizations.
2. To promote professional ethics and integrity in public sector organizations.
3. To advise the private sector on good corporate governance and integrity.
4. To develop best practice concepts and materials.
5. To promote formulation of and compliance with standards and regulations in public organisations.

2. Programmes and Activities

a. Preparation of Code of Ethics for ALGAK and Councillors

The Section provided consultancy and technical support towards the

preparation of a Code of Ethics and Regulations for the Association of Local Government Authorities of Kenya (ALGAK) and a Handbook for Councillors.

b. Examinations accomplished

- i. **The Traffic Police:** The Traffic Police examination report was presented to the Commissioner of Police for appropriate action, on 3rd September 2002. It received wide and positive media coverage.
- ii. **Ministry of Lands and Settlement:** The examination report is ready for submission, dissemination and implementation.
- iii. **Nairobi City Council:** The examination is ready for submission, dissemination and implementation.
- iv. **The Weighbridges (Ministry of Roads and Public Works):** The examination of the functioning of



Commissioner of Police, Mr. Philemon Abongo, receiving the ACPU Traffic Police Report from the Director, Criminal Investigation Department, Mr. Francis Sang.



weighbridges is ready for submission, and dissemination to all stakeholders.

c. Corruption Risk Assessment

The section carried out a corruption risk assessment on Kiamokama tea factory in Kisii district.

d. Development of Internal Systems for ACPU and the Police Force

ACPU appreciates that while trying to facilitate and guide other organizations on ways and means of fighting corruption and enhancing integrity, there is need for it to develop itself as well as the mainstream police force so that they can be role model institutions. Consequently, ACPU has come up with some programmes to help it achieve those goals. These are:

i. Planning and Performance Evaluation Guidelines

The Preventive Services Section recently coordinated an internal workshop on Planning and Evaluation of ACPU operations. Guidelines based on recommendations of the

workshop were prepared. The Management and Consultative Committee (MCC) has considered and approved the guidelines for implementation.

ii. Best Practice Guidelines

Best practice guidelines and brochures have been developed in the following areas:

- Customer Service
- Basic Values and Principles for Public Administration
- Organizational Integrity
- Formulating a Code of Conduct

iii. Leadership and Management Course for ACPU & Mainstream CID Officers

In July 2002, the Section organised a seminar on Leadership and Management for a number of Senior ACPU and mainstream CID officers.

iv. Advisory Briefs

The Preventive Services Section has given Advisory Briefs to:

- a) Police officers at the Police Training College, Kiganjo



A Traffic Police Officer is made to open his bag by ACPU officers during an examination exercise.



- b) Ministry of Roads and Public Works Senior Staff on Work Ethics and Integrity
- c) Ministry of Home Affairs, Heritage & Sports officers
- d) Department of Social Services staff
- e) Office of the President-Provincial Administration & Internal Security - clerical staff from various departments on Work Performance Sensitisation
- f) Traffic Police Officers at the Traffic Police Training School, Ngong.

e. Lectures

Preventive Services officers have made presentations in a number of fora. Some of the papers presented were:

- i. Organizational Culture and Ethics; Corruption Risk Assessment and Corruption Prevention Plans, during the PSIP Training of Facilitators Seminar, Mombasa, July 2002
- ii. Preventing Corruption in the Work Place, during the PSIP Training of Facilitators Seminar, Mombasa, July 2002, and
- iii. Presentations during a workshop organised by the Kenya Tea Development Agency (KTDA) for 300 directors of various tea factories, 17th - 27th September 2002.

3. Pending Planned Activities

a. Good Governance Seminars

The Preventive Services Section and Research, Information and Public Education Section jointly planned to hold 8 good governance seminars and workshops for Chief Executives, Directors and Senior Management staff of the following organizations:

- Parastatals
- Public universities

- Local Authorities
- COTU-affiliated trade unions
- Professional organizations, and
- Co-operative societies (SACCOs)

These seminars were put on hold following the involvement of majority of staff during the months of November and December in the exercise on enhancement of integrity in the General Elections 2002. These workshops and seminars have been rescheduled for 2003.

b. Examination Assignments

Examination instruments for Kenyatta National Hospital, Ministry of Health and National Hospital Insurance Fund (NHIF) and Kenya Tea Development Agency (KTDA), have already been prepared. The examination exercise will start as soon as possible.

4. Observations and Constraints

Preventive Services activities are organized on the basis of three sectors namely: social services; economic management; and infrastructure and environment. During this period, the section could not operate within the three sectors as planned due to shortage of staff. Two members of staff left the section during the year while some of the current staff members joined the section in the middle of the year. This generally caused a lapse in implementing the planned activities. However, the section was able to undertake the activities and programmes outlined above which translates to approximately above 70 per cent achievement in accomplishment of the planned activities. Members of staff in the section were also involved in various committees and taskforces in the Unit which took part of their time.

The biggest blow to the Section (and to ACPU) came on the last day of the year when the Section Head Dr. J. H. O. Orora passed away suddenly on 31st December 2002.



1. Functions

- To provide education on causes, evils, consequences of corruption and the benefits of corruption prevention
- To carry out research on corruption perception and diagnostic surveys/analysis
- To enlist the support of stakeholders in the fight against corruption
- To develop and maintain an active stakeholders network and database
- To inform the public of ACPU's programmes and activities
- To develop and implement with other stakeholders joint sectoral or multi-sectoral anti-corruption programmes.

2. Programmes and Activities

The Research, Information and Public Education (RIPE) Section has implemented and is in the process of implementing a number of key programmes aimed at informing and educating the public on the problem of corruption in Kenya.

a) Programmes and Activities Implemented

i) ACPU Staff Induction

The Section organised an induction programme for all staff of ACPU. The members of staff who came from the

former Kenya Anti-Corruption Authority (KACA), the Police Department and other public service organisations are of various professions, experience and work backgrounds. It was therefore necessary to harmonise their perceptions on corruption and on the anti-corruption war and to sensitize them to be effective change agents.

ii) The Annual Corruption Perception Survey

This is a study that will be replicated annually and is designed to offer a better management tool that guarantees reliable and regular data about corruption in Kenya. The study, which has gone through its first phase, offers reliable and sustained information flow that helps to identify new areas of intervention and formulation of better strategies in the fight against corruption. The findings have been and will be instrumental in informing ACPU's planning and programming not only public education and preventive strategies, but also in all other areas of internal operations and external collaboration with stakeholders. It will also be used to assess and evaluate the quality and general effectiveness of anti-corruption efforts in Kenya.



The Director of Criminal Investigation Mr. Francis Sang, presents certificates to participants during ACPU Staff Induction Course held at KCCT, Mbagathi.

iii) The Public Service Integrity Programme (PSIP)

The Section spearheaded and co-ordinated the preparation of the Public Service Integrity Programme (PSIP) in conjunction with the Directorate of Personnel Management (DPM) - Office of the President. The Head of the Public Service formally launched the programme on 10th May 2002. The participants during the special one-day seminar for the launch were mainly Permanent Secretaries, Heads of Parastatals and Local Authorities. The PSIP Sourcebook for corruption prevention, the main tool for the programme, was discussed and launched on the same day.



Dr. Sally Kosgei the Head of Public Service delivering the Keynote speech during the Launch of the Public Service Integrity Programme at The Kenya School of Monetary Studies, Ruaraka.

The Public Service Integrity Programme (PSIP) is designed to restore professionalism, efficiency, transparency and accountability within the public service and to help individuals and organizations work out strategies to prevent and fight corruption.

The programme has a Steering Committee composed of officers from both DPM and ACPU. It also has a secretariat composed of officers from key ministries. The Secretariat operates from ACPU offices (Integrity Centre) and was initially designed to have 10 members, but so far only 6 have been availed on a part-time basis.

Under the programme, Corruption Prevention Committees (CPCs) have been formed to co-ordinate corruption prevention strategies at the headquarters of Government Ministries, Parastatals, Local Authorities and at Departmental, Provincial and District levels.

Already many CPCs have been established in various ministries, provinces, districts and Local Authorities. The Nairobi City Council has already established one. Mombasa City Council is launching its CPC in January 2003. Plans are underway to establish more CPCs in the major operational areas/departments of the large ministries. Within the ministries, parastatals and local authorities, there will be Integrity Assurance Officers (IAOs) who will be in charge of corruption prevention within their respective institutions.

From 15th - 26th July 2002, ACPU in collaboration with DPM conducted a PSIP training of facilitators' workshop in Mombasa. A total of 28 facilitators were trained. RIPE co-ordinated, facilitated, provided resource persons and offered secretariat services to the two-week course.

As a follow up to the Mombasa workshop, the Section organised a one-week workshop, from 25th - 30th August 2002, for the training of the first batch of 34 Integrity Assurance Officers (IAOs), at the Agriculture Resources Centre, Egerton University, Njoro. This was a pilot training programme for the facilitators who had been trained in Mombasa to sharpen their skills. Participants were drawn from ministries, parastatals, the City Councils of Nairobi, Mombasa and Kisumu.

By December 2002, the section had coordinated the training of 858 Integrity Assurance Officers out of the targeted 990.

Lastly, the printing of additional PSIP Source Books has been done and the Government Printer has been authorized to print and make copies available to Government institutions, members of the public and stakeholders who may wish to buy the same from the Government Printer Bookshop.

iv) Public Relations Activities

- i) Produced an ACPU Newsletter the **Integrity Update**. This is the first in-house publication of the Unit.
- ii) Coordinated the purchase of a public address system, a camcorder TV camera and an edit master. The camera and editing machine will be used to record and prepare broadcast quality programmes and documentaries for the Unit's public education programmes.
- iii) Organised TV and Radio talk shows to sensitize members of the public on the need to have a concerted effort to fight corruption. In some of these shows the Head/ACPU has enlightened the public on the role of ACPU and the individual's role in the fight against corruption.

v) Lectures/Presentations

During this period, RIPE has received several invitations to give talks and these include:

- i) The National Cultural Officers' seminar organized by the Department of Culture and Social Services - April 2002
- ii) Presentation to the Catholic Relief Services staff workshop - July 2002
- iii) Presentation to the members of WE CAN DO IT, an NGO in Nairobi - August 2002
- iv) Presentation to *Matatu* Welfare Society members at Nairobi, Kisumu, Mombasa Nakuru and Eldoret - August, September, October and November respectively
- v) Facilitation and co-ordination of the Directorate of Civil Aviation Workshop, Mombasa - August 2002
- vi) Presentation on Corruption Prevention Measures to the Ministry of Tourism and Information Workshop for the Ministerial Advisory Committee, Garden Hotel, Machakos - June 2002



Participants during the PSIP Training of Facilitators Workshop in Mombasa.



- vii) Presentation on Corruption Prevention Measures to the Ministry of Tourism and Information Workshop for the Ministerial Training Committee, Garden Hotel, Machakos - June 2002.
- viii) Presentation on Code of Conduct as it relates to PSIP, during the Children Officers' Workshop at the Moi International Sports Centre, Nairobi - June 2002.
- ix) Presentation to Traffic Enforcement Officers from Coast Province – August 2002
- x) Corruption and Human Rights. A presentation made to Trainers of Government Training Institutions – September 2002
- xi) Presentation to newly appointed District Commissioners, at the Kenya Institute of Administration – October 2002
- xii) Presented the following topics during PSIP workshops, October to December 2002:
 - The Concept of Corruption
 - Corruption Risk Assessment and Management
 - Development of a Corruption Prevention Plan
 - Organizational Culture and Ethical Behaviour
 - Code of Conduct – Development and Implementation
 - Personnel Management
 - Financial and Materials Management
 - Project Planning and Management
- xiii) Presentation to Tourism Officers at Kunste Hotel, Nakuru – November 2002
- xiv) Presentation to Central Province Station Commanders' Seminar' – November 2002

NB:
Section Head RIPE and an officer from the Attorney-General's office represented Kenya

during the drafting of the African Union Convention on Preventing and Combating Corruption.

b) Programmes to be implemented in 2003

i) The National Anti-Corruption Plan

RIPE is co-ordinating and offering Secretariat services for programmes, events and activities leading to the launch and implementation of the National Anti-Corruption Plan (NACP). Already, three committees have been set up to prepare for the launch slated for early 2003, viz: The Publicity, Symposium/Launch, and Finance Committees.

RIPE has also been networking and building coalition and partnerships for purposes of launching and implementing NACP. This has led to increasing support from the Public and Private sectors. Consequently, the membership of NACP Steering Committee has been expanded to include representatives from universities, religious sector and NGOs. There is still room to review this membership to enhance ownership as we prepare for the launch.

The Plan document is ready for printing and only awaiting the foreword to be signed.



Mr. Tom Owuor, Chairman of ACPU Advisory Committee consults with Mr. T. Ndungu, Late Dr. J. Orora and Mr. J. Mwachai during a consultative meeting on the National Anti-Corruption Plan.



ii) Phase Two of PSIP

In the first half of 2003, the Integrity Assurance Officers training will continue for the remaining organisations and for replacement. Another key activity will be the follow up of all IAOs and their organisations to ensure that action has been effectively taken. This will be in the form of support consultation, tactical intervention, presentations and monitoring and evaluations.

d) Programmes and Activities in progress

- i) Preparation of an Integrity Programme for Education and Training Sector, referred to as: Education for National Integrity Programme. During the writing of the new Primary and Secondary school curriculum, whose implementation started in January 2003, officers from RIPE were able to discuss with curriculum developers and subject panellists, a number of integrity/anti-

corruption issues that were suitable for integration into the curriculum.

- ii) Preparation of Private Sector, Civil and Religious Sector Integrity Programme.
- iii) Establishment of an Ethics Development Centre.

3. Constraints and Observations

Shortage of personnel, inadequate equipment, and sluggish pace of collaborating partners slowed the implementation of various segments of the various programmes. However, by going flat out, the skeleton staff were able to achieve all-round above average productivity – way above expectations.

With expected better resources and improved staff strength this year, the set targets may be comfortably realized. This may pave way for bringing forward the setting up of field offices and launching a vigorous out-reach campaign in the districts.

FINANCE AND ADMINISTRATION SECTION



1. Functions

- Personnel
- Accounts
- Procurement
- General Office Administration

2. Status Report

a) Staff Establishment

Section	In-Post (Staff Strength)	Approved Establishment 2002/2003	Total Vacancies
Investigation and Police Administration	57	84	27
Crime Intelligence	22	37	15
Research, Information & Public Education	12	13	1
Preventive Services	7	10	3
Finance & Administration	59	68	9
TOTAL	158	212	55

b) Transport

From KACA, ACPU got 24 Vehicles, 1 motorcycle. Thereafter, the Unit ordered 38 vehicles, all of which have already been delivered and registered. In total ACPU has a fleet of 62 vehicles and 1 motorcycle.

c) Other Activities

i) Management and Job Analysis Consultants from DPM:

A job analysis exercise was conducted and the report has yet to be submitted to ACPU.

ii) Review of ACPU staff establishment

Due to increased workload, it is imperative that a review of the establishment be carried out with a view to increasing the staff. In this regard, a workload analysis was carried out by DPM and a report on the exercise is awaiting approval for implementation.

iii) Management Tools, Processes and Strategies

ACPU has developed a toolkit on Planning and Performance Evaluation. This document proposes modalities for planning and evaluating operations, inputs and outputs of ACPU. It also provides guiding principles for the development of operations manuals and performance standards for all sections of the Unit.

All sections have developed performance standards i.e. Operations Manuals which are currently in use.



iv) Training and courses

Some ACPU staff have attended the following courses:

	Course	No. of Staff	Venue
1	Computer training (in-house)	80	Integrity Centre
2	Security & Control measures in Computerised information systems	3	Kenya School of Monetary Studies (KSMS), Nairobi
3	Computer application for records management	2	Kenya Institute of Administration (KIA)
4	Management Development programme for Executive Assistants, Basic course	7	ESAMI, MSA
5	Management Development programme for Executive Assistants, Advanced course	2	ESAMI, MSA
6	Managing the Training Function	1	ESAMI, MSA
7	Clerical Proficiency course	1	Nyayo House
8	Quality Customer Service Management	1	ESAMI, Nairobi
9	Senior Leadership and Management Course for ACPU senior staff	27	AFCTraining Institute, Nairobi
10	Physical fitness and self defence training.	All staff	CID Training School
11	Supervisory Skills Development Course	1	KIA
12	Public Expenditure Control and Management	1	KIA
13	<i>Corruption and Anti-Corruption</i> course: 26 August–13 Sept. 2002.	1	The Australian National University-National Centre for Development Studies, Australia
14	Prevention Detection and Analysis of Corporate Fraud System and Procedures	2	Kampala, Uganda
15	Effective Security Control	1	KSMS
16	Senior Management Course	1	KIA
17	Intelligence Analytical Training	1	Leone, France
18	Conference on Policing: Ethics and Corruption	2	Brussels, Belgium
19	Police Ethics and Public Corruption	4	KCCT, Nairobi



d) Constraints

(i) Human Resource Establishment

The Unit has a maximum staff establishment of 212 with a current staff strength of 158. Since its establishment, programme activities that require additional staff have been developed. This is as a result of the public's awareness of ACPU's activities who have increasingly demanded more services from the unit.

Arising from the above, a deliberate effort to review the staff establishment to meet current and future activities has been made. The Directorate of Personnel Management (DPM), has already conducted a workload analysis to determine the levels of workload vis- - vis the human resource requirements. The report will be out soon for implementation.

(ii) Payroll Administration

The Unit was formed under the Criminal Investigation Department, which falls under the Office of the Permanent Secretary/Provincial Administration and Internal Security who is the Accounting and Authorised officer. Therefore, the payroll administration is done from the Permanent Secretary's office. However, due to the large number of departments falling under the Office of the President, ACPU has experienced some difficulties in its payroll services. It is proposed to de-link the Unit from payment by the ministry so that it can operate its own payroll. The running of such a payroll however, will require a few additional staff.

(iii) Operational Facilities

- **Transport**

The Unit has adequate transport facilities for current needs. However,

with the expected growth and expansion of programme activities, additional specialized vehicles of various categories will be required to support these activities.

- **Office Accommodation**

The Unit is housed at Integrity Centre. Due to the nature of its activities and operations it is important that the Unit exclusively occupy this building. Currently the building is shared with one other tenant organization.

It is therefore important that the Unit be allowed to purchase the building to exclusively own and occupy it.

(iv) Training

To enhance work performance in the fight against corruption, staff training has been a major component of human resource development. Since its inception, the Unit has facilitated various training programmes for its staff to equip them with the necessary tools to fight corruption. However, efforts to adequately train our staff have been hampered by inadequate funding. It is important that adequate training funds be allocated to the Unit to facilitate the running of ACPU's training programmes.



ACPUP INTER-SECTIONAL PROGRAMMES AND ACTIVITIES

All ACPUP Sections have collaborated in a number of anti-corruption programmes and activities, such as:

1. ACPUP Strategic Plan

All sections of the Unit participated in the formulation and drafting of the ACPUP's Strategic Plan, (2002-2004) which is currently under implementation.

2. Provincial Anti-Corruption Sensitisation Seminars - April-June 2002

All the sections of the Unit facilitated these anti-corruption seminars conducted throughout the 8 provinces of the Republic. The last seminar in the series was conducted in Garissa on 19th June, 2002.

A report of the issues that emerged in all the seminars was prepared and has been circulated to all Provincial Commissioners and ministries.

3. Public Sector Integrity Programme (PSIP)

ACPUP Sections, especially RIPE and Preventive Services, have collaborated in providing the necessary logistical support for the implementation of the Public Service Integrity Programme.

4. Quick Advisory Briefs

The Preventive and RIPE Sections offered Quick Advisory Briefs to the following officers at Mombasa in August, 2002: OCPDs, OCSs, Provincial Traffic Enforcement Officers (PTEOs) and Traffic Base Commanders (TBOs) in various parts of the country.

5. Anti-Corruption Sensitisation seminars

One day Anti-Corruption Sensitization Seminars were carried out by RIPE, Preventive Services and Crime Intelligence as follow:

- Mombasa City Council - 29th July 2002

- Kenya Ports Authority - 31st July 2002
- Nairobi City Council - 23rd October 2002



Mr. Brown Ondego, the Managing Director of KPA receives a set of PSIP Sourcebooks from Mr. G. Muketha, Section Head, RIPE during a one-day sensitisation seminar held at Bandari College, Mombasa.

6. Radio Programmes

The Head, ACPUP, Section Heads and other officers, have participated in a number of Radio Talk shows (i.e. Nation FM and KBC) focussing on matters of public interest and also on ACPUP programmes, activities and corruption. Some of those programmes are:

- ACPUP Officers: **Effects of Corruption and What ACPUP is Doing to Combat It** in KBC Radio Listeners' Forum - 29th October 2002.
- Head, ACPUP: **What is Corruption and What ACPUP is Doing to Combat It** in KBC National Service *Maoni Yetu* programme - 4th November, 2002.
- Section Head, Preventive Services: **Examination Report on the Traffic Police Department**, Nation FM Radio and Transparency International (Kenya Chapter) programme, September 2002.



7. Reservoir of Information on Corruption

Owing to its material and human resources, and the mandate bestowed upon it, ACPU now operates as a reservoir of information on the Kenya's efforts to fight corruption. Consequently, on a number of occasions, ACPU has been called upon to furnish relevant information to government Ministries and/or Departments in order to respond to queries from foreign governments or missions, international organizations/institutions (e.g. IMF, World Bank, the AGOA Secretariat, other government ministries/departments, Parliament, Private Sector, etc).

8. Enhancing Integrity in the 2002 General Elections

Through the participation of all Sections, ACPU prepared a strategy for monitoring and combating corruption during the 2002 General Elections that were conducted on 27th December 2002.

The Strategy sought to take preventive and remedial action against perpetration of corruption and corrupt practices during the election. Having considered the Electoral Commission of Kenya Reports on the 1992 and 1997 General elections, ACPU focused on the following:

- Allegations or incidents of bribery before and during the elections
- Recruitment of personnel to conduct the elections
- Procurement of goods and services, before, during and after the elections
- Financial Administration
- Abuse of office and resources

A detailed report will be released to the relevant stakeholders by February 2002.

9. Preparation of Commentaries on

- The Risk Advisory Group (TRAG) Report
- The Corruption Control Bill, 2002
- The Public Service (Code of Ethics and Conduct) Bill, 2002

10. Welfare

Prepared a proposal for the establishment of ACPU Welfare Society & Fund. This has already been discussed and approved by the Management and Consultative Committee.

11. Physical Fitness

In the quest to have an active staff, the Unit has organized physical fitness and self defence training sessions for all its staff. These sessions are held three times weekly at the CID Training School, South B.



ACPU Staff during a physical fitness training session.



RELATIONSHIP WITH OTHER ORGANIZATIONS & AGENCIES

1. Criminal Investigation Department

Since ACPU started its operations in October 2001, it has continued to enjoy good support and rapport from the Criminal Investigation Department (CID). The Unit is most grateful to the Director, Mr. F.K.A. Sang', who has been offering wide-ranging support to enable the Unit discharge its mandate. He has also been most helpful in the provision of technical skills and personnel to the Unit.

2. Office of the Attorney-General

The Office of the Attorney General has proved to be an indispensable partner in the fight against corruption. The Attorney General has made a policy decision that all matters investigated by ACPU shall be handled by highly experienced State Counsels/Public Prosecutors.

However, owing to inadequate personnel capacity, the Director of Public Prosecutions (DPP) has made a proposal to the effect that micro-corruption cases may in future be prosecuted by experienced police prosecutors and not State Counsels. ACPU is agree-

able to the proposal and has pledged to offer technical support to such prosecutors. The proposal will be presented to the Attorney General for consideration.

Besides prosecuting cases investigated by ACPU, the Attorney General and the DPP have always been ready to offer legal advice to ACPU on any technical legal issues.

3. Other Government Departments

ACPU has also enjoyed fruitful co-operation from other government departments, such as the Directorate of Personnel Management, local authorities and parastatals.

4. The Civil Society

ACPU has benefited immensely from its interaction with key stakeholders in the civil society, such as religious organizations, NGOs, the media and also individuals. Through that, we have been able to appreciate the extent of the problem of corruption, consider the solutions other people have to offer and realign our programmes in order to conform to the desires and needs of the people of Kenya.

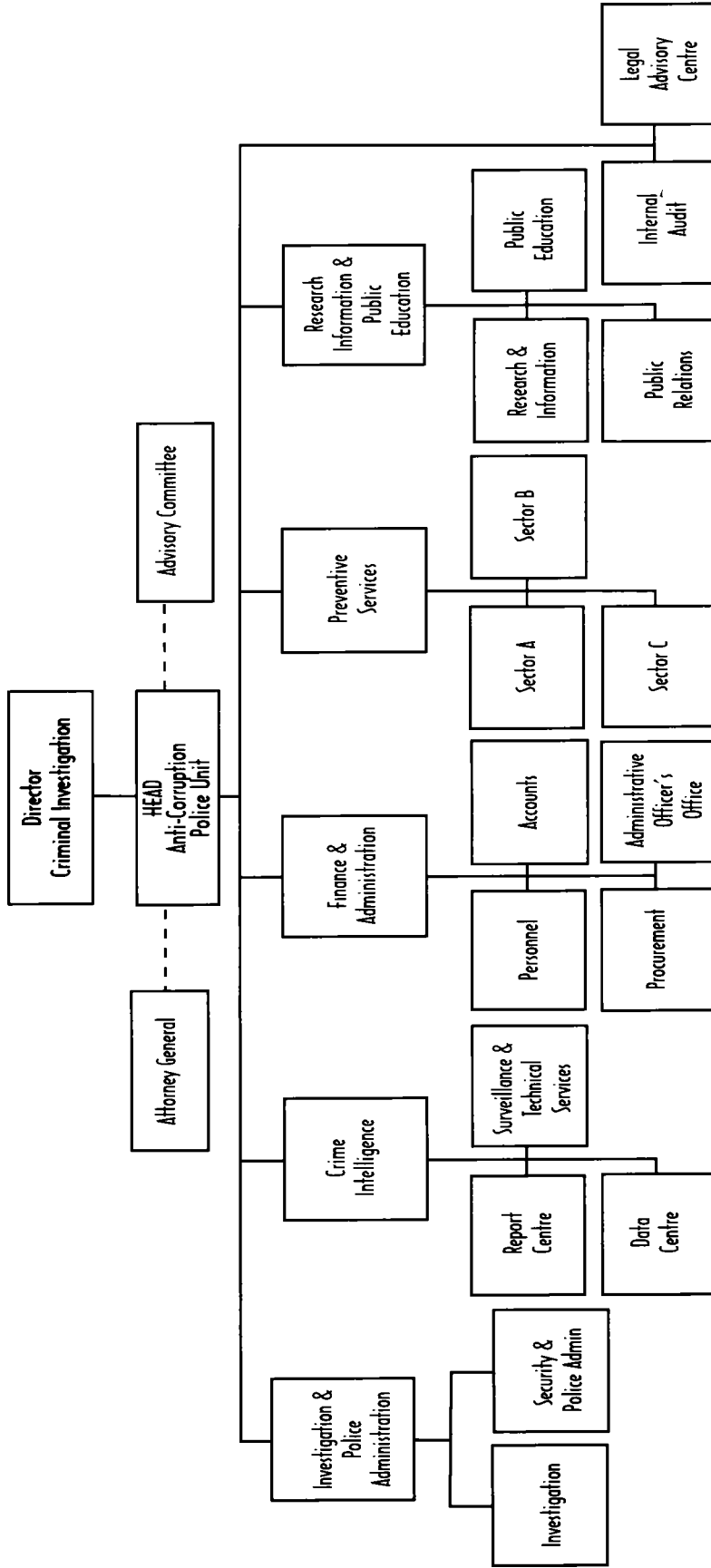


CONCLUSION

ACPU staff are fully determined to implement the current or revised Strategic Plan within the mandate conferred to it under the Laws of Kenya so that the vision of achieving a society with zero tolerance for corruption may be realised soon for the good of all Kenyans.

We are encouraged by the government's resolve to fight corruption. This is a clear indication that government will provide the right environment, goodwill, and will empower Kenyans and institution to be keen and effective participants in the war against corruption. This war is winnable; faster than sceptics and pessimists of yesteryears predicted.

FUNCTIONAL ORGANISATION STRUCTURE



ACTION PLANS

1. INVESTIGATION SECTION

OBJECTIVE	PROGRAMME / ACTIVITY	TIME FRAME	PERFORMANCE INDICATORS	RESPONSIBILITY
1. To enhance the capacity of the Investigation Section	a) Granting of police powers to staff as per Police Act (Cap 84)	End by Nov2001	Powers granted	Head of ACPU
	b) Establishment of Data Centre equipped with a management information system (MIS)	In place	Data centre operational	Section Head - Crime Intelligence
	c) Establishment of Surveillance and Technical Services Section with communications and security equipment	In place	Technical services section operational	Section Head - Crime Intelligence
2. To receive and defer mine cases to be investigated by ACPU	a) Take over all cases investigated by the former Kenya Anti-Corruption Authority	End by 30 th Oct 2001	All cases already taken over	Head of ACPU
	b) Formation of a Report Assessment & Classification Committee (RACC) within ACPU to deliberate on all reports received	In place	Committee in place and operational	Section Head - Investigations & Police Administration

OBJECTIVE	PROGRAMME / ACTIVITY	TIME FRAME	PERFORMANCE INDICATORS	RESPONSIBILITY
3. To establish an agreed overall mechanism / approach with other relevant investigative agencies for ensuring proper investigation of all corruption cases	a) Identify additional relevant investigative agencies	In progress End by Jan 2002	Number of agencies identified	Section Head - Crime Intelligence
	b) Enlist the support of additional investigative agencies through the formation of an Inter-Agency Investigation Committee	Start Jan 2002 Continuous	Committee in place	Section Head - Crime Intelligence
	c) Establish modalities of investigating corruption cases reported country-wide	In progress End by Jan 2002	Modalities in place	Section Head - Investigations & Police Administration
4. To ensure high standards of investigating corruption cases.	a) Establish field offices	Start Oct 2002 End by Dec 2004	Number of field offices operational	Section Head - Investigations & Police Administration
	a) Conduct swift, in-depth investigation on corruption cases	In progress Continuous	i) Number of cases completed ii) Time taken to complete investigations	Section Head - Investigations & Police Administration
	b) Expeditiously determine and prepare cases for prosecution	In progress Continuous	Number of cases forwarded for prosecution	Section Head - Investigations & Police Administration

2. RESEARCH, INFORMATION AND PUBLIC EDUCATION SECTION

OBJECTIVE	PROGRAMME / ACTIVITY	TIME FRAME	PERFORMANCE INDICATORS	RESPONSIBILITY
1. To spearhead and co-ordinate the preparation and implementation of a National Anti-Corruption Plan.	a) Preparation of the Plan document for printing	End by Dec 2001	Printed Plan document	Section Head - Research, Information & Public Education (RIPE)
	b) Establish steering committee and coordinating secretariat	End by Jan 2002	Steering committee and coordinating secretariat operational	Section Head - RIPE
	c) Hold a stakeholders symposium and launch the National Anti-Corruption Plan	Apr 2002	i) Symposium held and Plan launched ii) Number of participants	Head of ACPU
	d) Form consultancy teams of experts	Start Oct 2002 End by Dec 2004	Number of field offices operational	Section Head - RIPE
	e) Assist sectoral stakeholders to develop own programs	Start May 2002 Continuous	i) Number of organizations assisted. ii) Number of programs developed.	Section Head - RIPE
	f) Monitoring and evaluation of programs	Start August 2002	Monitoring and evaluation reports to steering committee	Section Head - RIPE
	g) Hold an annual Anti-Corruption Forum	Apr 2003	Number of participating organizations	Head of ACPU

OBJECTIVE	PROGRAMME / ACTIVITY	TIME FRAME	PERFORMANCE INDICATORS	RESPONSIBILITY
2. To prepare annual assessments of corruption perception and performance of anti-corruption programmes.	a) Report findings of the corruption perception survey concluded in July 2001	Analysis in progress End Dec 2001	Publication of report	Section Head - RIPE
	b) Annual corruption perception survey	Start Feb 2002 End Apr 2002	Survey report ready	Section Head - RIPE
	c) Conduct other relevant research and surveys	Start May 2002 Continuous	i) Symposium held and Plan launched ii) Number of participants	Section Head - RIPE
	d) To assess the impact of ACPU programs and those of other agencies	Start Feb 2003 Continuous Activity	Impact assessment reports	Section Head - RIPE
	e) Provide pre-implementation situation assessment for all programmes and projects including referral cases and recommendations from other Sections of ACPU	Continuous	Completed assessment reports	Section Head - RIPE

OBJECTIVE	PROGRAMME / ACTIVITY	TIME FRAME	PERFORMANCE INDICATORS	RESPONSIBILITY
3. To spearhead and coordinate Public Sector Integrity Programme.	a) Printing of Sourcebook	Jan 2002	Printed sourcebook	Section Head - RIPE
	b) Establishment of a coordinating secretariat	Jan 2002	Coordinating secretariat established and operational.	Section Head - RIPE
	c) Regrouping and retraining a core team of facilitators	Feb 2002	Facilitators trained and ready.	Section Head - RIPE
	d) Launch of programme	Mar 2002	Programme launched	Head of ACPU
	e) Training of Integrity Assurance Officers in organizations	Start Apr 2002 Continuous	i) Number of trained resident facilitators ii) Number of organizations involved.	Section Head - RIPE & Coordinating Secretariat
	f) Establishment of Corruption Prevention Committees	Start May 2002 Continuous	i) Number of committees established. ii) Number of liaison officers appointed	Head of ACPU & Section Head - RIPE
	g) Provide technical support to programmes	Start May 2002 Continuous	Technical support provided	Section Head - RIPE
	h) Monitor and evaluate impact of the programme	Start Mar 2003	Impact assessment report	Section Head - RIPE

OBJECTIVE	PROGRAMME / ACTIVITY	TIME FRAME	PERFORMANCE INDICATORS	RESPONSIBILITY
4. To spearhead and coordinate integrity programmes for the Education / Training Institutions Sector.	a) Development of programme together with stakeholders	Start Jan 2002 End Dec 2002	Programme document produced	Section Head - RIPE
	b) Establishment of Secretariat and Technical Committees	Feb 2002	Secretariat and committees established and operational.	Section Head - RIPE
	c) Launch of programme	Dec 2002	Programme launched	Head of ACPU
	d) Coordinate the formation of overseer committees.	Start Jan 2003	Committees in place and operational	Head of ACPU
	e) Provide technical support for the formulation of training modules/elements.	Start Mar 2003 Continuous	Technical support provided.	Section Head - RIPE, Secretariat & Technical Committee
	f) Incorporate anti-corruption training modules/elements into syllabi.	Start Mar 2003 Continuous	Number of syllabi with anti-corruption elements/modules incorporated.	Section Head - RIPE, Secretariat & Technical Committee
	g) Monitor and evaluate impact of the programme	Start Mar 2003 Continuous	Impact assessment report	Section Head - RIPE

OBJECTIVE	PROGRAMME / ACTIVITY	TIME FRAME	PERFORMANCE INDICATORS	RESPONSIBILITY
5. To spearhead and coordinate integrity programmes for the Private and other Sectors	a) Establishment of an operational coordinating secretariat	Start Jan 2002 End by Dec 2002	Coordinating secretariat in place and operational	Section Head - RIPE
	b) Development of programme and printing of sourcebook	Start Jan 2002 End by Dec 2002	Sourcebook printed and disseminated	Section Head - RIPE
	c) Identify and train a core team of facilitators	Start Jan 2002 End by Dec 2002	Facilitators trained	Section Head - RIPE & Coordinating Secretariat
	d) Launch of programme	Feb 2003	Programme launched	Head of ACPU
	e) Training of Integrity Assurance Officers in organizations	Start Mar 2003 Continuous	i) Resident facilitators trained ii) Organizations participating	Section Head - RIPE & Coordinating Secretariat
	f) Establishment of Corruption Prevention Committees	April 2003 Continuous	i) Number of Integrity Promotion Committees in place ii) Number of Anti-Corruption Liaison Officers appointed	Head of ACPU & Section Head - RIPE
	g) Provide technical support to programmes	April 2003 Continuous	Technical support provided	Section Head - RIPE & Coordinating Secretariat
	h) Monitor and evaluate impact of the programme	Mar 2004 Monitoring continuous	Impact assessment report	Section Head - RIPE

OBJECTIVE	PROGRAMME / ACTIVITY	TIME FRAME	PERFORMANCE INDICATORS	RESPONSIBILITY
6. To spearhead and coordinate the establishments and operations of an Ethics Development Centre.	a) Establish a steering committee and secretariat	Jan 2002	Steering committee and secretariat in place and operational	Head of ACPU & Section Head - RIPE
	b) Development of proposal	Start Jan 2002 End by Dec 2002	Ethics Centre proposal ready for adoption	Head of ACPU & Section Head - RIPE
	c) Coordinate implementation of activities	Start Jan 2002 Continuous	i) Management board in place ii) Facilities in place	Head of ACPU & Section Head - RIPE
	d) Commission the Ethics Centre	Jan 2004	Centre commissioned	Head of ACPU & Steering Committee
	e) Inaugurate Centre activities	Jan 2004	Number of participant organizations supporting the programme	Steering Committee & Section Head - RIPE
	f) Monitor and evaluate impact of Centre resources, programmes and activities	Jan 2005 Monitoring continuous Assessment annual	Impact assessment report	Section Head - RIPE & Secretariat

3 PREVENTIVE SERVICE SECTION

OBJECTIVE	PROGRAMME / ACTIVITY	TIME FRAME	PERFORMANCE INDICATORS	RESPONSIBILITY
<p>1. To identify and profile corruption prone functional areas in public sector organizations.</p>	<p>Review relevant documents and compile an index of most prone functional areas.</p>	<p>In progress Continuous</p>	<p>Index in place Survey report ready</p>	<p>Section Head - Preventive Services</p>
<p>2. To identify weak nesses, loopholes, avenues, and opportunities for corruption in public sector organizations.</p>	<p>a) Carry out examinations on systems, policies, procedures and practices in corruption prone functional areas of public sector ministries, departments and parastatals.</p>	<p>In progress Continuous</p>	<p>i) Examination report. ii) Extent of functional coverage. iii) Extent of Sectoral coverage. iv) Extent of geographical coverage</p>	<p>Section Head - Preventive Services</p>
	<p>b) Present examination findings and recommendations to the management and governing bodies.</p>	<p>Start Dec 2001 Continuous Activity</p>	<p>Reports presented</p>	<p>Section Head - Preventive Services</p>
	<p>c) Provide technical support to examined ministries, departments or organizations on how to implement recommendations and advice.</p>	<p>Start Dec 2001 Continuous Activity</p>	<p>Technical support reports</p>	<p>Section Head - Preventive Services</p>
	<p>d) Monitor and evaluate implementation of recommendations by examined ministries, departments or organizations.</p>	<p>Start Dec 2001 Continuous</p>	<p>Monitoring and evaluation reports</p>	<p>Section Head - Preventive Services</p>

OBJECTIVE	PROGRAMME / ACTIVITY	TIME FRAME	PERFORMANCE INDICATORS	RESPONSIBILITY
3. To intervene and pre-empt on-going and potential corruption practices / activities.	a) Carry out corruption risk assessments (CRA) on most corruption prone functional areas of public sector ministries, departments or organizations	Start Dec 2001 Continuous	i) CRA reports. ii) Extent of functional coverage iii) Extent of Sectoral coverage iv) Extent of geographical coverage	Section Head - Preventive Services
	b) Provide technical support to assessed ministries, departments or organizations on how to implement the recommendations and advice	Start Dec 2001 Continuous Activity	Technical support reports	Section Head - Preventive Services
	c) Provide technical support to examined ministries, departments or organizations on how to implement recommendations and advice	Start Dec 2001 Continuous Activity	Implementation monitoring and evaluation reports	Section Head - Preventive Services

OBJECTIVE	PROGRAMME / ACTIVITY	TIME FRAME	PERFORMANCE INDICATORS	RESPONSIBILITY
<p>4. To ensure that public sector organizations promote, practise and maintain transparency and accountability.</p>	<p>a) Carry out compliance surprise checks/audits on critical impact areas</p>	<p>Start Nov 2001 Continuous</p>	<p>i) Compliance checks / audit reports ii) Extent of Sectoral coverage iii) Extent of geographical coverage.</p>	<p>Section Head - Preventive Services</p>
	<p>b) Provide technical support to checked/audited ministries, departments or organizations on how to promote, practise and maintain transparency and accountability</p>	<p>Start Jan 2002 Continuous</p>	<p>Technical support reports.</p>	<p>Section Head - Preventive Services</p>
	<p>c) Monitor and evaluate implementation of recommendations</p>	<p>Start Mar 2002 Continuous</p>	<p>Implementation monitoring and evaluation reports.</p>	<p>Section Head - Preventive Services</p>
<p>5. To enhance good governance and management practices in public sector organizations.</p>	<p>a) Prepare and print best practices guidelines</p>	<p>Start July 2002 Continuous</p>	<p>i) Guidelines printed. ii) Extent of functional coverage iii) Extent of sectoral coverage</p>	<p>Section Head - Preventive Services</p>
	<p>b) Disseminate best practices materials</p>	<p>Start July 2002</p>	<p>i) Materials disseminated ii) Extent of sectoral coverage. iii) Extent of geographical coverage.</p>	<p>Section Head - Preventive Services</p>

OBJECTIVE	PROGRAMME / ACTIVITY	TIME FRAME	PERFORMANCE INDICATORS	RESPONSIBILITY
	c) Provide good governance advisory briefs/talks to ministries, departments and organizations	In progress Continuous	i) Briefs / talks provided ii) Extent of functional coverage iii) Extent of sectoral coverage iv) Extent of geographical coverage	Section Head - Preventive Services
	d) Monitor and evaluate adoption/ implementation of advisory briefs/talks	Start Jan 2002 Continuous	Monitoring and evaluation reports	Section Head - Preventive Services
	c) Monitor and evaluate adoption/ implementation of best practices guidelines	Start Oct 2003 Continuous	Monitoring and evaluation reports	Section Head - Preventive Services
6. To promote integrity in public and private sector organizations	a) Participate in integrity promotion initiatives of various organizations	In progress Continuous	i) Extent of ACPU representation ii) Status reports	Section Head - Preventive Services
	b) Provide technical support in integrity promotion programmes	In progress Continuous	i) Technical support reports ii) Status reports.	Section Head - Preventive Services

4 ADMINISTRATIVE AND SUPPORT SERVICES

OBJECTIVE	PROGRAMME / ACTIVITY	TIME FRAME	PERFORMANCE INDICATORS	RESPONSIBILITY
1. To coordinate and ensure a comprehensive and timely planning for ACPU	a) Establishment of Planning, Finance and Procurement Committee.	November 2001	Committee established and operational	Head of ACPU
	b) To plan and procure adequate funds to support the operations of the Unit	November 2001 Continuous	Planning reports Funds allocated	Section Head - Finance & Administration (F & A)
	c) Prepare Forward Budgets (Medium Term Expenditure Framework)	December 2001 Continuous	Consolidated budget prepared and submitted to OP	Section Head - F & A
	d) Receive budget submission from Section Heads for consolidation	Start Dec 2001 Continuous	Systems in place and operational	Section Head - F & A
	e) Consolidated and moderate sectional work plans	April 2002 Annual	Consolidated and moderated work plans	Section Head - F & A
	f) Development and implementation of financial systems	December 2001 Continuous	Sectional estimates prepared	Section Head - F & A
	g) Provide technical support for budget preparation and implementation of financial systems	In progress Continuous	Technical support provided	Section Head - F & A
	h) Follow up for expeditious exchequer release at Treasury	Weekly bidding and follow up	Exchequer allocation and release	Section Head - F & A

OBJECTIVE	PROGRAMME / ACTIVITY	TIME FRAME	PERFORMANCE INDICATORS	RESPONSIBILITY
2. To equip the Unit with adequate technology to enhance the operational capacities.	i) Identify areas, programmes and activities which can be funded externally	In progress and continuous	Areas, programmes and activities identified	Head of ACPU
	j) Prepare funding proposals	In progress and continuous	Proposals prepared and submitted	All Section Heads
	k) Sourcing of external funds	In progress and continuous	Funding agreements made	Head of ACPU
	a) To identify capacity needs	In progress and continuous	Report on needs submitted	Section Head - F & A and each Section Heads
	b) Consolidated and moderate sectional work plans	In progress and continuous	Consolidated and moderated work plans	Section Head - F & A
	c) Undertake market surveys of manufacturers and suppliers	In progress and continuous	List of manufacturers and suppliers prepared	Section Head - F & A
	d) Acquire relevant equipment	In progress Continuous	Procurement process complete and equipment in place	Section Head - F & A
	e) Maintenance and service contracts	In progress Continuous	Contracts executed	Section Head - F & A
	f) Control, monitor and optimise use of technologies	In progress Continuous	Equipment in place and serviceable	Section Head - F & A and each Section Heads

OBJECTIVE	PROGRAMME / ACTIVITY	TIME FRAME	PERFORMANCE INDICATORS	RESPONSIBILITY
3. To acquire develop and continuously enhance competencies and capacity of the human resource	a) Carry out Training Needs Assessment (TNA)	In progress Annually	TNA Report	Section Head - F & A and each Section Head
	b) Develop and source training programmes locally and abroad	February 2000 Continuous	i) Having programmes identified ii) Training programmed developed	Section Head - Finance & Administration (F & A) Section Head - F & A
	c) Carry out / conduct internal training programmes, seminars, workshops	In progress Continuous	i) Number of training programmes conducted ii) Training programmes reports	Section Head - F & A
	d) External Training (out of country) programmes, seminars/ workshops	In progress Continuous	i) Number of participants in external programmes ii) Training reports on courses	Section Head - Finance & Administration (F & A)
	e) Performance evaluation	Annual	Appraisal Report	Head of ACPU and each Section Head
	f) Capacity building for longterm development of staff	Continuous	Training Master Plan	Head of ACPU

OBJECTIVE	PROGRAMME / ACTIVITY	TIME FRAME	PERFORMANCE INDICATORS	RESPONSIBILITY
	g) Technical skills training	February 2002 Continuous	i) Number of staff trained. ii) Training Reports iii) Number of technical/ Functional areas	Section Head - F & A and each Section Head
	h) Training of Trainers (TOT) for in-house capacity enhancement	March 2002 Continuous	i) Number of staff trained ii) Number of TOT/ workshops held iii) Coverage of Technical areas	Section Head - F & A
	i) Seek attachment and exchange programmes with other Anti-Corruption Agencies	March 2002 Continuous	i) Number of attachment/ exchange programmes ii) Reports from exchange programmes and attachments	Head of ACPU
	i) Maintain professionalism of staff through enrolment in professional associations	March 2002 Annually	Annual Subscription paid for staff	Section Head - F & A

OBJECTIVE	PROGRAMME / ACTIVITY	TIME FRAME	PERFORMANCE INDICATORS	RESPONSIBILITY
4. To enhance staff motivation, productivity and integrity	a) Lobby for improved terms and conditions of service for staff	September 2001 Continuous	i) Enhanced morale ii) Increased productivity iii) Reduced turnover iv) Reduced indiscipline v) Attraction of staff	Head of ACPU
	b) Development and implementation of staff welfare programmes	In progress Continuous	Number of welfare programmes and activities in place.	Head of ACPU
	c) Set, implement and sustain quality standards	December 2001 Continuous	Number of integrity programmes developed and implemented	Head of ACPU
	d) Set, implement and sustain quality standards	January 2002 Continuous	i) Number of specific function standards ii) Units of production	Head of ACPU
5. To ensure that allocated resources are properly utilized	a) Carry out regularly various audits and inspections	January 2002 Continuous	i) Audit Reports. ii) Inspection Reports. iii) Performance Evaluation Reports.	Head of ACPU
	b) Establish and sustain management controls and guidelines	In progress Continuous	i) Controls specified. ii) Manuals/codes printed and issued.	Head of ACPU
	b) Control, monitor and optimise use of funds	In progress Continuous	Regular Audit reports to Head of ACPU	Internal Auditor

**Anti-Corruption Police Unit
Integrity Centre
Milimani/Valley Rd. Junction
P.O. Box 61130, 00200
NAIROBI, Kenya**