

**Analysis of Factors Influencing Implementation of Anticorruption Strategies by Ethics  
and Anti-Corruption Commission in Kenya**

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for the Requirements of the Conferment of Degree of Master's in Business  
Administration (Strategic Management) of Kenya Methodist University**

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## DECLARATION AND RECOMMENDATION

### Declaration

This thesis is my original work and has not been presented for award of a degree or any other award in any other university.

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Signature \_\_\_\_\_ Date \_\_\_\_\_

### Recommendation

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## **DEDICATION**

I dedicate this study to my wife Anne Shelmith and my children Keith Emmanuel, Tahira Hillard and Joe Amani.

## **ACKNOWLEDGEMENT**

I am grateful to God for granting me health and strength to accomplish this task. I feel indebted to Kenya Methodist University for granting me the opportunity to study master in business administration. Special gratitude goes to my supervisors, Dr. Nancy Rintari, PhD and Prof. Paul Gichohi, PhD for the continued support in guiding me through this study. My sincere appreciation to all my lecturers in Kenya Methodist University, Department of Business Administration. Gratitude goes to National Commission for Science, Technology and Innovation for providing me with a research permit allowing me to conduct the study. Similarly, appreciation goes to the Ethics and Anti-Corruption Commission for allowing me to collect data from their organization. This study would not have been possible without the 85 employees of Ethics and Anti-Corruption Commission who were the respondents in this study. To my colleagues at work and my family for their encouragement and support in my studies, thank you.

## ABSTRACT

Corruption has had major worldwide monetary, social and political repercussions, resulting to drained economies and breakdown of administrative and operational frameworks, dwindling public trust, bringing about scorn for the standard of law, mutilating the allotment of assets, and subverting rivalry in the commercial center. This study was set out to analyze factors influencing implementation of anticorruption strategies at Ethics and Anti-Corruption Commission. It was conducted in EACC headquarters at integrity centre in Nairobi. The objectives of the study were: to determine the relationship of financial factors, human capital, managerial competencies and implementation of anticorruption strategies. This study was guided by two theories namely: the Noble's strategic implementation model and the white collar crime theories. This study used a case study exploration design. Employees of Ethics and Anti-Corruption Commission in key departments were targeted. A sample of 85 was used. Stratified random sampling was used. The questionnaire was self-administered. The validity and reliability of the instrument were confirmed by pre-testing. SPSS was used to evaluate the data using descriptive statistics and regression analysis. It was discovered throughout the research that anti-corruption measures were being implemented ineffectively. The analysis revealed that the EACC's inability to adopt anti-corruption tactics was due to a lack of resources. There was lack of integrity at EACC. Results showed that EACC had a good institutional framework a fair stakeholder support in the implementation of anti-corruption strategies. All the independent variables were significant. Regression analysis showed that stakeholder support was the most affecting variable. The study concluded that there is inadequate resource allocation, lack of integrity and insufficient stakeholder support are responsible for poor implementation of anti-corruption strategies at EACC. The study recommended that national assembly of Kenya should allocate more financial resources to EACC to enhance the capacity of the agency. The study also recommended that the agency should align its framework with the latest recommendations of The International Organization Convention on Corruption. EACC should also adopt a stakeholder engagement plan to enable greater public participation and civil society engagement in fighting corruption.

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## **ABBREVIATION AND ACRONYMS**

<b>ACAS</b>	Anti-Corruption Authorities
<b>ACECA</b>	Anti-Corruption and Economics Crimes Act
<b>AG</b>	Attorney General
<b>AUCPCC</b>	African Union Convention on Preventing and Combating Corruption
<b>COE</b>	Council of Europe
<b>COSP</b>	Conference of State Parties
<b>CPI</b>	Corruption Perception Index
<b>DPP</b>	Department of Public Prosecutions
<b>EACC</b>	Ethics and Anti-Corruption Commission
<b>EITI</b>	Extractive Industries Transparency Initiative
<b>GDP</b>	Gross Domestic Product
<b>GJLOS</b>	Governance, Justice, Law and Order Sector
<b>GoK</b>	Government of Kenya
<b>IRM</b>	The Independent Reporting Mechanism
<b>KACC</b>	Kenya Anti-Corruption Commission

<b>LIA</b>	Leadership and Integrity Act
<b>MDGs</b>	Millennium Development Goals
<b>NACCSC</b>	National Anti-Corruption Campaign Steering Committee
<b>NGO</b>	Non-governmental Organizations
<b>OECD</b>	Organization for Economic Cooperation and Development
<b>PACI</b>	Partnering Against Corruption Initiative
<b>POCAMLA</b>	Proceeds of Crime and Anti-Money Laundering
<b>POEA</b>	Public Officer Ethics Act
<b>PPDA</b>	Procurement and Disposal Act
<b>TI-K</b>	Transparency International-Kenya
<b>UN</b>	United Nations
<b>UNCAC</b>	United Nations Convention against Corruption
<b>UNGC</b>	United Nations Global Compact
<b>WBI</b>	World Bank Institute

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background to the Study**

Corruption has been defined by various writers from the perspective of administration and financial science as the misuse of office for individual gains, by those endowed with official responsibilities (Otusanya et al., 2017). It is depicted from various perspectives along with the maltreatment of office for individual gains, pay off, coercion, extortion and theft among various gross unfortunate behavior of people that are depended with office responsibilities. Corruption in its various forms is injurious and detrimental to economic growth and has been identified as the main Achilles heel of developing countries (Damoah et al., 2018). Governments around the world have therefore adopted various strategies to enhance the fight against corruption. In Kenya, the main institution tasked with this purpose is the Ethics and Anti-Corruption Commission (EACC). This study to examine factors influencing implementation of anti-corruption strategies at the Ethics and Anti-Corruption Commission.

##### **1.1.1 Global Perspective**

Oleinik (2016) opines that corruption is essentially seen as inappropriate or unlawful methods of pay off. The brief definition used by the Duerrenberger and Warning (2018) includes the maltreatment of circumstance for individual increase. Adam and Fazekas (2018) also depicted Corruption on the grounds of abuse of spot for individual benefit or bit of leeway or demonstrations of commission and oversight in work prompting misfortune or disservice to the office and individual increase to you or the other individual identified with

you. Corruption has had major worldwide financial, social and political repercussions, which inside the future, cause drained economies and breakdown of administering and working frameworks. It disintegrates open trust in political organizations and results in hatred for the standard of law, mutilates the designation of assets and sabotages rivalry inside the commercial center. It additionally contains a staggering impact on venture, development and advancement (Gani, 2021).

The level of corruption can be measured in several ways. The essential strategy is by gathering data from significant interested parties, inside the style of reviews from people in authorities. This then tallies the amount and recurrence of degenerate cases seen by the people themselves (Zouaoui et al., 2017). A significant model is that the CPI (Corruption Perception Index) of Transparency International which contemplates the overall population area in light of the fact that the premise of estimating corruption, along these lines includes government workers, legislators, public officers (Baumann, 2020). Various information sources include questions with respect to control manhandle and think about the payoff of public officers, extortion in regards to resources, and various causes which question the viability of anticorruption measures (Duerrenberger & Warning, 2018)).

No country in the world is immune from corruption. The United Nations (2018) estimated that corruption costs the global economy approximately 2.6 trillion US dollars which translates to about 5 percent of the global gross domestic product. Across the world, more than two-thirds of countries and territories score below 50 on the corruption perception index, with an average score of 43. Since 2012, only 22 countries have significantly



improved their scores, while 21 have declined significantly (Transparency International, 2020).

Corrupt financing in the developing world undermines legislation and opens up policies to strong financial lobbying (World Bank, 2020). Many US legislatures, for instance, are troubled by corruption in the United States. There are common ethical loopholes and open legislation, toothless compliance and opaque procurement procedures. Transparency International (2020) report highlighted corruption vulnerabilities in some of Britain's key sectors and institutions.

The challenge of China's economic and social change has openly been recognized as an emerging challenge. China has always dropped below the world average in the CPI. China has scored 41 out of 100 points on the 2019 Corruption Perceptions Index (Transparency International, 2020). Elsewhere, India has the highest overall bribery rate (39 percent), and people who have personal ties (46 percent) have the second and third highest rate of individuals who have 36 percent and 32 percent respectively, following India, Indonesia and China (Global Corruption Barometer, 2020).

### **1.1.2 Regional Perspective**

From a regional point of view, African Anti-Corruption Commissions are frequently pull disregarded for being inadequate and a misuse of assets (Khemani et al., 2016). The International Community and African Countries, explicitly, have indicated a developing perspective in handling the matter of Corruption inside the previous decade. Assortment of universal, territorial, sub provincial and national instruments are conceived to war the

hazard. Numerous African nations have likewise settled national Anti-Corruption Institutions trying to handle the issue. Some of the institutions such as the African Union Convention on Preventing and Combating Corruption (AUCPCC), the United Nations Association Convention Against Corruption (UNCAC) (Doshi & Ranganathan, 2019). According to Warf (2019), there was the Southern Africa Development Community (SADC) and the Economic Community for West African States (ECOWAS) and subsequently the topographical locale Community conventions are tests of this. Notwithstanding of these endeavors and measures, the spread of corruption has been un-yielding and has stayed a genuine snag to the fulfillment of the mainland's improvement objectives.

Chan et al. (2017) contend that corruption offenses are boundless and represent a hazard to reasonable rivalry, political procedures, open methods and along these lines the effective portion of financials and assets. This is also in regard to financial issues that happen in both the private and public offices. Corruption wrongdoings are regularly difficult to identify and determine which make to a significant number of unreported and undetected cases. In Africa, the state is regularly the chief power inside the economy and in such conditions it's been contended that political office turns into the most course to private riches (Knutson et al., 2017). In any case, the encounters of African anti-corruption commissions are differed and that they frequently draw in analysis for being incapable and a misuse of assets (Khemani et al., 2016).

Some of the world's most corrupt nations are Africa, where anti-corruption laws appear to be weakened by undemocratic regimes (Transparency International, 2020). Money is being used in the country to win votes, consolidate power and advance personal interests. African

and World's most corrupt countries are Somalia, South Sudan, Sudan, Guinea Bissau and Equatorial Guinea in the 2019 CPI survey. The African countries that have experienced the biggest declines are Congo (19), Liberia (28), Madagascar (24) and Malawi (31). Africa's largest economy, Nigeria, ranks 146th on the ranking with a score of 26. With a score of 44, South Africa ranks just above the global average. Kenya's neighbors Uganda and Tanzania scored 28 and 36 points respectively to be positions 137 and 99 respectively. On a positive note, Seychelles, Botswana, Cabo Verde, Rwanda, Namibia and Mauritius were among the transparent nations in the world according to the report (Transparency International, 2020).

### **1.1.3 Local Perspective**

The Kenyan government has sought after Anti-Corruption programs since the mid-1970s. However, the negligence has persevered and at times escalated, proposing that the current techniques at EACC including therapeutic measures and study haven't been essentially successful (Hope, 2018). Assortment of enactments are in situ to check corruption but then, corruption still remains a test to Kenya's financial turn of events. Transparency International, the World Bank and also the International monetary fund utilize an ordinary meaning of corruption in light of the fact that the maltreatment of billet for personal aggrandizements. Moreover, the World Bank (2020) distinguishes corruption on the grounds that it is the main noteworthy obstruction of monetary and social improvement since it subverts the standard of law and debilitates the institutional establishments on which reasonable advancement depends.

Additionally, Transparency International (2020) expresses that corruption harms each and every individual who relies upon the honesty of people in a very situation of power. The Civil Law Convention on Corruption (article 2) Council of Europe describes debasement as referencing, offering, giving or enduring, truly or by suggestion, a result or the other unnecessary great position or prospect thereof, which bends the correct execution of any commitment or direct expected of the recipient of the result, the excessive favored position or the chance thereof. Conversely, Taaliu (2017) distinguishes corruption as a gathering that includes a trade between two gatherings that has an effect on the portion of assets either promptly or inside the future; and includes the use or maltreatment of open or aggregate obligation regarding individual closures. Moreover, Burbidge (2016) states: corruption as an enemy of social conduct presenting ill-advised advantages in opposition to legitimate and ordinary standards and which subverts the specialists' ability to make sure that the government assistance is equal to all.

Khalid and Thompson (2019) clarify corruption on the grounds of the additional charges or pay-offs that must be paid by business people in order to work a government official business. Corruption has had a heading on numerous different bodies and foundations. Two of the most significant bodies tormented by corruption are the government and public institutions. No nation can manage the cost of the social, political or monetary costs that corruption involves. It disintegrates open trust in political establishments and winds up in disdain for the standard of law; delineating the portion of assets (Ozşahin & Uçler, 2017).

#### **1.1.4 Anticorruption Strategies**

Ulain and Hussain (2020) suggests a two-dimensional technique pointed toward expanding the upsides of being straightforward and furthermore the expenses of being degenerate, a savvy mix of remuneration and discipline on the grounds of the impetus of changes. These incorporate; paying government employees well, making straightforwardness and receptiveness in government spending cutting system, supplanting backward and mutilating sponsorships with focused money moves, and building up universal shows and conveying brilliant innovation. The United Nations Convention against Corruption (UNCAC) might be a multilateral show haggled by part conditions of the United Nations. It is the essential worldwide legitimately restricting global anti-corruption instrument. In its Articles, UNCAC necessitates that States Parties actualize a few anti-corruption estimates which have a control on their laws, organizations and practices. These measures target forestalling corruption, condemning certain behaviors, fortifying law of countries authorization and legal participation, giving viable lawful instruments to resource recuperation, specialized help and information trade, and components for usage of the Convention, including the Conference of the States Parties to the world association Convention against Corruption (COSP) (Muthukrishna et al., 2017).

Once enrolled, community workers ought to be limited by sets of principles, necessities for money related and different exposures, and fitting disciplinary measures (Taylor, 2018). Straightforwardness and responsibility inside the administration of open accounts should even be advanced, and explicit prerequisites are built up for the counteraction of corruption inside the especially basic zones of the overall population segment, similar to the legal

executive and open acquirement. Forestalling Corruption additionally requires an endeavor from all citizenry on the loose. Consequently, UNCAC approaches nations to push effectively the association of common society, and to support open familiarity with corruption and what will be done about it. the needs made for the overall population part additionally apply to the private segment since it also is anticipated to embrace straightforward methods and sets of accepted rules (Jancsics, 2019).

The Commonwealth Africa Anti-Corruption Center (CAACC) was propelled on the 25th February 2013 in Gaborone as an organization between the Commonwealth Secretariat, the govt. of Botswana, which is that the host nation; and Heads of against corruption offices of the 19 Commonwealth African Countries with an order to, attempt study , preparing and limit building and information sharing (Truntsevsky, 2018). All pointed toward tending to the Corruption threat in region countries. Kenya has set up the Ethics and Anti-Corruption Commission (EACC) a legal body under the Ethics and Anti-Corruption Act, No. 22 of 2011. EACC's mandate comprises Investigations, Asset Recovery, Prevention - Systems Review and Study of frameworks of open bodies, Advisory administrations, Public Education, preparing and Awareness, Promotion of Integrity and Ethics and in the end, Mediation, Conciliation and Negotiation (Onyango, 2020).

### **1.1.5 Implementation of Anti-Corruption Strategies**

The execution of anti-corruption strategies requires a respectable approach system. Anti-corruption arrangements run from one anti-corruption technique to a gathering of measures to showcase straightforwardness and responsibility (Muthukrishna et al., 2017). Fourteen nations in Asia-Pacific have drafted an anti-corruption technique record. In South Asia, most

nations have against Corruption techniques. In geographic area, nations like Indonesia, Malaysia, Thailand, and Vietnam have embraced anti-corruption strategies. Most nations drafted their methodology during 2007–2010, after the passage into power of the UNCAC. Just two nations, Mongolia and Pakistan, had drafted anti-corruption techniques as right on time as 2002 (Singh, 2016).

A few nations like Bhutan, Mongolia, Thailand, and Indonesia are on the way towards renewing their anti-corruption techniques (Pei, 2018). In the Pacific area, anti-corruption techniques have been conspicuous. Papua is that the main nation that has received such a procedure. Despite the fact that they are lagging behind in their anti-corruption initiatives, a few nations in Asia-Pacific like Australia, China and Bangladesh have anti-corruption activity plan in place. On the other hand, some nations in the Pacific, have been opposed to an anti-corruption system (Taylor, 2018).

As opposed to anti-corruption strategies, such integrity measures can be verifiable on the grounds that they're implanted into more extensive administration or legal change programs (Muthukrishna et al., 2017). Experience shows that anti-corruption techniques are simpler to execute after they are consolidated into more extensive national improvement activities. This mix into national improvement plans has demonstrated a productive gratitude to energize cross-office participation from the earliest starting point and keep away from storehouse approaches in advancing human turn of events (Pei, 2018). In Malaysia, anti-corruption is one among the key national outcomes territories sought after through the gov't. Change Program, which plans to contribute in making the nation a high income country according to the Vision 2020. Fruitful measures to oblige usage of difficulties of anti-

corruption techniques require utilization of a sensible way to deal with execution (Hope, 2017).

### **1.1.6 Ethics and Anti-Corruption Commission in Kenya**

EACC helps out its capacities through seven primary systems, to be specific implementation, state funded training, preventive administrations, resource allocation and recuperation, screening, research and multi-organization approach (EACC, 2020). Anti-Corruption Commission (EACC) has consistently anticipated a solid and speedy study of financial violations and untrustworthy practices. According to Onyango (2020), the moment the corrupt individuals realize that it might just as well as take decades before prosecution is effected, the incentive to steal becomes escalated.

Data acquired from the EACC's yearly reports shows noteworthy accomplishment inside the implementation of Anti-corruption strategies systems. For instance, the report shows that on resource recoveries, a total of Kshs. 10,048,095,110.19 of benefits have been followed and recovered (EACC, 2020). The resource recovery suits pending in court are: 412 common suits pending in courts for the recovery of wrongfully procured resources adding up to roughly Kshs. 3 billion. Some incorporate the combination of 24 investment properties at Woodley Estate. Global Preservations and Recoveries, through collaboration with nations like UK, USA and Switzerland the Commission has followed resources which are at different phases of recovery. There has been an ascent in objections got and raised for study and interruption of corruption systems, sparing the country over Kshs. 3.9 billion in expected losses.



Regardless of the abovementioned, EACC remains to be evaluated on its effectiveness in the war against corruption in Kenya. The anticorruption body is confronting trouble times in achieving its expressed order. This has been driven by changing components including resource allocation, integrity, institutional framework and stakeholder support (Mwaniki, 2017). This situation necessitates a study to be carried out on the factors affecting implementation of anti-corruption strategies by ethics and anticorruption commission in Kenya, with the end goal of giving successful measure to the war against corruption and also fill the gaps in the related literature.

## **1.2 Statement of the Problem**

Corruption has an incapacitating and destructive impact on progress, reliability and improvement of the continent (Taylor, 2018). In cognizance of this fact, the government of Kenya has created various policies and institutions to fight corruption. One of the most important tools is the Constitution of Kenya which strives, for example, to improve political rights and democratic freedoms, to limit executive authority, to increase statutory control and the independence of the judiciary (Onyango, 2020). The administration has developed metrics of corruption eradication and commissioned the Ethics and Anti-Corruption Commission (EACC) to track and measure its implementation. EACC uses various strategies ranging from legal, institutional through to financial (Kichwen, 2017).

Despite the adoption of anti-corruption best practices in many nations, corruption levels remain high (Baez-Camargo & Passas, 2017). Despite the development of legal, institutional, and other mechanisms to combat corruption, corruption remains in developing nations. Despite there being a wide range of initiatives and varying strategies to fight

corruption as highlighted in the foregoing discussion, corruption in Kenya remains pervasive and endemic. Kenya is the 137<sup>th</sup> least corrupt nation out of 180 countries, according to the 2019 Corruption Perceptions Index (CPI) reported by Transparency International (2020). In the survey, Kenya had a CPI score of 28 out of 100 which is below the global average score of 43 and the Sub-Saharan average score of 32. In another survey conducted by the Heritage Foundation (2020), Kenya has ranked 132 globally on rapid inflation, administrative performance and heavy tax burdens, behind its Eastern Africa peers in the new World Economic Freedom Index. An increasing corruption rate can be blamed on inadequate anti-corruption efforts. Institutional deficiencies, inadequate compensation packages for government workers, and a lack of openness and accountability in public institutions are all cited by Kichwen (2017) as important contributors to Kenya's corruption.

Despite the fact that studies like Khemani et al. (2016), Kichwen (2017), Hope (2019), Mutangili (2019) and Onyango (2020) were based on issues relating anti-corruption; they have not satisfactorily tended to the execution of anti-corruption strategies at the EACC itself. Consequently, the need to investigate the variables affecting the usage of those strategies. This current study aimed to fill the gap by analyzing the factors affecting implementation of anti-corruption strategies by ethics and anticorruption commission in Kenya, from the perspective of resource allocation, integrity, institutional framework and stakeholder support.

### **1.3 General Objective**

To examine factors influencing implementation of anti-corruption strategies at the Ethics and Anti-Corruption Commission.

## **1.4 Objectives of the Study**

The specific objectives were:

- i. To determine the effect of resource allocation on implementation of anti-corruption strategies at EACC in Kenya.
- ii. To determine the effect of integrity on implementation of anti-corruption strategies at EACC in Kenya.
- iii. To assess the effect of institutional framework on implementation of anti-corruption strategies at EACC at EACC in Kenya.
- iv. To examine the effect of stakeholder support on implementation of anti-corruption strategies at EACC at EACC in Kenya.

## **1.5 Research Hypothesis**

The study was guided by the following hypothesis:

- Ho<sub>1</sub> Resource allocation has no significant relationship on implementation of anti-corruption strategies at EACC in Kenya.
- Ho<sub>2</sub> Integrity has no significant relationship on implementation of anti-corruption strategies at EACC in Kenya.
- Ho<sub>3</sub> Institutional framework has no significant relationship on implementation of anti-corruption strategies at EACC in Kenya.
- Ho<sub>4</sub> Stakeholder's support to EACC has no significant relationship on implementation of anti-corruption strategies at EACC in Kenya.

## **1.6 Significance of the Study**

Acts of corruption subvert advancement and adds to destitution, particularly when resources meant for public advancement or improved livelihood are botched or misappropriated by public officers, who are assumed to be the custodians of the same. While information and exploration gives an account of individuals' recognitions on acts of corruption level exist, no study has been carried out that embrace to survey the hindrances of the anti-corruption agency, EACC, in its fight against corruption in Kenya.

The results of this are important to strategy producers. The information will be essential to the approach producers accused of detailing strategies for battling Acts of corruption in Kenya. The findings of the current study are indispensable to the government in that it'll give an assessment of the war against Corruption in Kenya and along these lines help the arrangement creators and consequently the overseeing body detail better techniques or improve the current ones.

As for the counter Corruption office in Kenya, the EACC will get insights from the study. The investigation won't just give data on the counter Corruption methodologies that are embraced and furthermore the degree to which they need added to the decrease in degenerate exercises openly workplaces in Kenya, yet will give imperative data concerning methods for improving the procedures. The provided indispensable data which may be acclimated train the counter join officials while in transit to pander to Acts of corruption in Kenya.

Majority of existing studies focus on causes and avenues of corruption. The current study provides new knowledge on strategies adopted, effectiveness of said strategies and challenges faced by the strategies. Other sub-Saharan African nations will additionally find the study of great importance. By inspecting the counter Corruption systems in Kenya, the investigation will give data which can demonstrate essential to different nations in Africa which likewise are attempting to battle Acts of corruption. The strategy creators and hostile to Acts of corruption organizations of other African states can draw correlation between the information gave by this investigation in regards to the reasons for Corruption and along these lines the alleviation methodologies with a point of improving things in their nations. The provided data in regards to which systems are effective and which of them haven't and naturally, give different nations in geographic area wrestling with the indistinguishable bad habit.

### **1.7 Scope of the Study**

The purpose of this study was to examine factors influencing implementation of anti-corruption strategies at the Ethics and Anti-Corruption Commission. The study sought to establish how resource allocation, integrity, institutional framework and stakeholder support implementation of anti-corruption strategies. The study only considered EACC and did not involve other agencies involved in the fighting corruption such as the police and the judiciary. The study was conducted at EACC. EACC employees were the respondents in the study. The study was conducted between 2019 and 2021.

## **1.8 Limitations of the Study**

The main limitation in this study was in its descriptive nature. Since the study adopted a descriptive survey design, the study could only establish association but not causation between the multiple independent variables and implementation of anti-corruption strategies at EACC. Another limitation of this study was that only EACC employees were involved in this study. Other stakeholders involved in implementing anti-corruption strategies did not participate and therefore should be considered for future studies.

## **1.9 Assumptions of the Study**

It was assumed that the respondents would be honest and would give right data which the picked respondents would control the predetermined data openly. The study expected that the more extensive methodology embraced on how Corruption is being handled internationally and in this manner the techniques in situ locally will help recognize a study gap. This may legitimize the necessity to break down variables impacting execution of Anti-Acts of corruption procedures from the point of resource allocation, integrity, institutional framework and consequently the stakeholder support.

## 1.10 Definitions of Significant Terms

<b>Corruption</b>	Abuse of endowed force for personal aggrandizement. It is categorized as petty, grand and political depending on the measures of money lost and in this way the part where it happens (Taylor, 2018).
<b>Anti-corruption strategies</b>	Policies developed by governments to mainstream and prioritize measures and reforms to fight corruption in a given national context (TI, 2013).
<b>Integrity</b>	The capabilities of being straightforward and having solid good standards. Conduct that is described by trustworthiness, decency and value (Gardiner et al., 2017).
<b>Institutional Frame Work</b>	The major structure of something or an assortment of thoughts or realities that help a very much coordinated and bound together way to deal with issues (North, 2018).
<b>Resource Allocation</b>	The strategy for doling out and overseeing resources in an exceedingly way that bolsters an association's key objectives, (Okafor et al., 2020).
<b>Stakeholder Support</b>	Willingness of the invested individuals in a company to travel along with the strategies and basic systems built up inside the association (Rose-Ackerman & Hunt, 2015).

**Strategy**

A road map or a plan of activity or an arrangement intended to accomplish a noteworthy or generally point (Cândido & Santos, 2019).



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter gives reviews of some studies on implementation of anti-corruption strategies done recently and initial information to critique the prevailing works. The literacy review demonstrated the gaps in existing knowledge of factors influencing implementation of anti-corruption strategies which enabled the researcher demonstrate and familiarize himself with the subject. Review of literature also showed the continuity and the contribution of each of the previous studies towards understanding the research problem under study and explain the relation between each piece and the other that is being discussed. The literature review is organized as per research objectives. The chapter however starts by discussing relevant theories that informed this study.

#### **2.2 Theoretical Framework**

This section contains review of relevant theories in informing the theoretical background of the research material. The theories reviewed are: the noble's strategic implementation model, and also the white collar crime theories.

##### **2.2.1 Noble's Strategic Implementation Model**

The strategic implementation model was developed by Chris Noble (Asil, 2019). The model entails barriers to effective implementation of strategic plans. The actual separations obstructing the required, cross-practical cooperation inside the association structure actual

boundaries. Turf obstructions are the contrary side of this coin, speaking to the varying interests of the particular units (Jahaveri et al., 2018). Interpretive hindrances are shaped by the different ways various units decipher and grasp the technique. Correspondence obstructions need no clarification. Character boundaries mirror the saved attributes of key work force, further as between various gatherings inside the association's order. Another significant obstruction is that of grouped objectives in the midst of the association and its units (Bodi et al., 2020). Respectable viewpoint, consequently, is that of the association as comprising of different units and utilitarian gatherings with various attributes. The model conveys an eagerness to beat the boundaries between the substance and cycle standards. It consolidates the severe division among usage and plan with ideas from measure orientated writing (Trotsenko et al., 2018).

Aberg's degrees of translation give some sense to the understanding cycle however neglect to totally address the unpredictability of the interrelations between understandings, reception and order (El-Toukhy, 2021). There appear to be, notwithstanding, a few interconnections among translation and appropriation. On the off chance that one cares the three degrees of translation introduced by Aberg, one notes that the elements basic to reception would give off an impression of being fundamental to the indicative and representative degrees of understanding moreover (Shujahat et al., 2017).

Individual qualities play an undertaking inside the indicative layer of understanding while authoritative qualities play an errand inside the representative, relational layer of translation (Asil, 2019). It would be judicious, hence to not discuss translation and acknowledgment as isolated cycles (El-Toukhy, 2021). It'd appear to be that the basic and fundamental

measurements can go about as solid vital messages themselves much of the time, which imply that if the basic and foundational properties aren't coordinated with correspondence rehearses (legitimately influencing the existence universes of the hierarchical individuals), one is confronted with clashes inside the social measurement in like manner (Shujahat et al., 2017).

This theory fits very well with the study's third objective which sought to assess how institutional framework affected implementation of anti-corruption strategies at EACC at EACC in Kenya. Trotsenko et al. (2018) claim that attempts are being gradually made to harmonize legal systems by domestic governments, IGOs, and INGOs to foster international judicial cooperation. In several countries in the region, the lack of checks and balance and a diminished division of powers impact state institutions' independence and accountability. (Transparency International, 2018). Although most constitutions in the area maintain a division of powers, in practice, the branch of executive office also has significant control over legislative and judicial bodies (Transparency International, 2020). According to a 2016 Transparency International poll, the institutions which people identified most regularly were the courts and police while government ministers, tax authorities and parliamentarians were seen as the most dishonest classes of people (Transparency International, 2016).

The methods to fight corruption identify a collection of goals for avoiding and fighting corruption. They typically provide action plans and processes for executing and tracking (Otusanya et al., 2017). However, the lack of enforcement and oversight of anti-corruption policies has raised concerns about their efficacy in practice. Noble's Strategic Implementation Model supports this study in that majority of strategies fail at the

implementation stage. However, this theory has limitations that necessitates another theory to guide the study. Shujahat et al. (2017) called the minimalist paradigm and offered Noble a very linear vision of the execution of the policy two critiques. The first was the specific linearity, which even in the perception of a single entity is not a terribly rational view. The second issue was the dilemma of who the communicator is and who the recipient is in different phases. This research however was supported by another hypothesis - theory of crime with white collars.

### **2.2.2 White Collar Crime Theories**

This theory is credited to the work of Edwin H. Sutherland (Gottschalk, 2020). Sutherland has described white colored crime as "crime committed in the course of his career by an individual of integrity and high social standing. Crime requires non-violence which covers governmental deception, medical fraud, mortgage fraud, securities fraud and money laundering. White-collar crime is characterized as unlawful or exploitative acts that disregard trustee obligation or magnanimous trust, submitted by a private or an organization ordinarily throughout authentic word related movement, by people of high or good social status for private or authoritative addition (Craig, 2019).

A standard middle class wrongdoing hypothesis is relative deprivation (Chan & Gibbs, 2019). It attests that if a citizen or a pack that needs how to understand their needs, contrasts themselves and other people who can without much of a stretch satisfy these necessities, they become baffled. This constructs hatred that may end in wrongdoing. This counters scholars diminishing deviancy to singular volition (Severson et al., 2019). Since it recommends that examination between bunches end in sentiments of imbalance, it derives

that the gatherings are different. This shortcoming is appeared by intra-class middle class violations. Different suspicions incorporate the idea that these correlations lead to antagonism and wrongdoing is inferable from one causal variable (Rorie, 2019).

A traditional clarification for wrongdoing is that the devilish viewpoint, which holds that wrongdoing results from wicked impacts (Jordanoska, 2018). Middle class crooks may guarantee their activities were an aftereffects of surrendering to allurements or ownership by fiendish powers. Biogenic points of view approach middle class wrongdoing through the investigation of natural variables. Lack of healthy sustenance, insanity and transformative examples are referred to as potential connects to criminal acts (Smith, 2017). Mental methodologies depict middle class wrongdoing as psychopathologies whereby the person's oblivious winds up in character deviation. The primary objective is on character issues. Sociogenic hypotheses play a gander at the job the individual plays and their impact on society. In this way, accentuation is on the miniature level viewpoints. The prompt social climate is accused for wrongdoing in the public eye, for instance, destitution (Gottschalk, 2020).

Middle class wrongdoing is in no way, shape or form an undetectable issue confronting our general public; be that as it may, a considerable lot of us aren't alert to the degree to which it harms our general public (Gottschalk & Gunnesdal, 2018).. The undeniable reality is that millions are experiencing the voracity and debasement of middle class lawbreakers, and many don't appreciate it. Craig (2019) article inside the diary of criminal equity expressed that, although monetary misfortunes from middle class wrongdoing actually surpass those of road wrongdoing, the criminal equity framework has customarily centered around the last

mentioned. Past examination recommended that residents are bound to help correctional authorizations for road wrongdoers than middle class guilty parties (Jordanoska, 2018). Maybe it is dread of road wrongdoing that drives residents to seek after more extreme disciplines for those hoodlums who are more obvious in the city than individuals who sit in comfortable office seats. It's likewise conceivable that a nonappearance of instruction about middle class wrongdoing has kept populace from seeing the total harm that middle class wrongdoing is responsible for (Severson et al., 2019).

Normally what criminal equity understudies are encouraged will in general objective that they may never separate from the very much beaten way in order to decide different territories of crime (Chan & Gibbs, 2019). At long last, numerous requirement experts, especially individuals who serve in an incredibly nearby level limit, aren't prepared inside the acknowledgment of and don't have the devices to effectively indict many middle class hoodlums from the privileged societies. The intriguing thing about middle class wrongdoing is that the meaning of this crime incorporates a few types of violations carried out by those in lower classes including administration fakes, which may be all the more handily recognized and arraigned by nearby police (Smith, 2017). As customers, the overall population may accidentally be exploited by different enterprises through value fixing tricks, perilous items which are delivered into the market, and different other false and exploitative practices. At the point when the expenses of basic things ascend in markets over the state, it ought to be because of ascent of cost of creation or another authentic reason, or it ought to be a direct result of value fixing organized between various huge organizations. The meaning of middle class wrongdoing doesn't direct that the culprit must be of high social

standing or possibly well off, just that they're carrying out this wrongdoing from a hold of trust inside the course of managing their responsibility (Payne, 2016).

Hence, violations, for example, administration fakes (auto fix extortion, home fix misrepresentation), bank extortion (carried out by branch representatives), and lower-level forging (by sales reps) are viewed as sorts of middle class wrongdoing (Jordanoska, 2018). These middle class offenses are undeniably bound to be identified and thusly the guilty party arraigned than other more significant level offenses where the wrongdoing is questionable and in this manner the wrongdoer very much safeguarded (Reiman & Leighton, 2015). In addition to the fact that high level heads regularly have generously compensated legitimate protection groups to encourage them in the clear, yet they need the assets to prevent the overall population from having a full comprehension of what they truly did. One zone of solid control is that the media where the tales might be told in an extremely great way. The media will infrequently ever distribute a tale about such exploitative strategic approaches since it's in enormous part constrained by enterprises who support it. Organization, that in certain spots major global enterprises own media stations and sources (Gottschalk & Gunnesdal, 2018).

This theory relates to the second objective of the study which sought determine how integrity affects implementation of anti-corruption strategies at EACC in Kenya. Pundits set that there is steady impedance on the cycles and organizations that bear the obligations of controlling debasement in the country (Chan & Gibbs, 2019). Organizational, that is least conceivable political intervention in recruitment of authorities, roles and decision-making are core elements of an anti-corruption organization's independence; the organizational

importance of no interference by third parties or executives; financial elements that relate to a government's impossibility of impeding and restricting its work Partisan intervention is taking various shapes in the functioning of bureaucratic institutions. (Torrens, 2016).

The significant analysis of Sutherland's white wrongdoing hypothesis connect with the exactly testability. The idea of definitions great of wrongdoing is enigmatically and not unequivocally made sense of (Gottschalk, 2016). However, this theory is relevant to this study as corruption is a white-collar crime. Understanding the characteristics of white collar crime is important in implementing strategies against corruption. This theory is therefore important in this study that seeks to examine factors influencing implementation of anti-corruption strategies at the Ethics and Anti-Corruption Commission.

## **2.3 Empirical Review**

### **2.3.1 Implementation of Anti-Corruption Strategies**

A strategy could be a huge scope, future arranged arrangement for collaborating with the serious climate to acknowledge organization destinations (Salihu & Jafari, 2020). It is the organization's course of action. While it doesn't detail all future advancement of assets, it gives the structure to administrative choices. A technique mirrors an organization's familiarity with how, where and when it ought to contend and for what purposes it ought to contend (Ledeneva et al., 2017). The accomplishment of a technique relies upon doing numerous things well and incorporating them. On the off chance that there's no fit among exercises, there's no particular methodology and little maintainability. The organization's exercises remember its compelling communication with the climate for this these exercises are equipped towards serving outside climate (Onyango, 2018).



Anti-Corruption Strategies characterize a bunch of need destinations to forestall and battle debasement. They additionally generally incorporate activity plans with execution and observing instruments (Min, 2019). There is currently expanding acknowledgment that enemy of debasement approaches and enactment are desperately needed at the public and worldwide level. Genuine endeavors to battle defilement are as yet in their early stages in many nations, and solid data about the nature and degree of homegrown and transnational debasement is hard to acquire (Hrechaniuk, 2019). Successful anticorruption procedures are custom fitted to the social climate in which debasement happens.

From the ground up, Khan et al. (2019) uncovered anti-corruption tactics that are both effective and sustainable. Identifying the features of the corruption that is stifling certain development results is part of this process. – The authors were able to examine the development impact and implementation feasibility of particular anticorruption tactics by drawing on theories of rents and rent seeking and theories of political settlements. It is argued that traditional anti-corruption measures such as openness, accountability, and enforcement are not sufficient in typical developing-country environments. Anti-corruption efforts can only have a strong impact if they can persuade at least some influential groups to support the enforcement of certain laws in countries where rule infractions are rampant. Effective anti-corruption initiatives fall into four main categories.

Because of the achievement of the Hong Kong model in battling debasement, numerous nations followed Hong Kong's model in setting up a committed enemy of defilement organization. Notwithstanding, numerous such offices have not been compelling and consequently there are questions concerning whether the Hong Kong model can be

effectively applied to different nations (Min, 2019). Desta (2019) arranges hostile to defilement procedures into four: Economic/Market Reforms, Administrative/Bureaucratic Reforms, Accountability/Transparency Enhancing Reforms, and Political Accountability Enhancing Reforms. Salihu and Jafari (2020) sorts methodologies in an alternate way. As per the creator, some are authoritative, (for example, the selection of political financing or resource exposure laws), other procedural, (for example, the presentation of check card installments in open offices presented to dyadic defilement), underlying, (for example, the presentation of rivalry rules in a given area of action) or even institutional, (for example, the formation of specific enemy of debasement bodies).

As indicated by Badet et al. (2016) there are numerous components regarding why the battle against debasement isn't yielding the normal outcomes. These incorporate, yet are not restricted to: the absence of open government where authorities are not responsible to residents; the industrious global personal stakes and rivalry over characteristic assets, yet over beneficial market access in arising economies in the district; the dark and wasteful public money the board frameworks; the developing and poisonous impacts of capital flight and illegal monetary surges; the shortcoming of lawful authorization of existing guidelines to battle defilement; and the general absence of freedom of the legal authorities in the locale. Moreover, there is additionally the nonappearance of political will and interest. This normally shows itself as obstruction (straightforwardly or in a roundabout way) in crafted by hostile to debasement organizations, particular indictment (ordinarily of political opponents, as well as individuals from the resistance or past governments), and poor budgetary help.

Hrechaniuk (2019) led a study to outline the current proof on adequacy of various enemy of debasement changes, and recognizes critical proof holes. The proof was solid for just two kinds of mediations: public monetary administration (PFM) changes and preeminent review organizations (SAIs). For PFM, the proof by and large demonstrated positive outcomes, though the adequacy was blended for SAIs. No solid proof demonstrates that any of the intercessions sought after have been insufficient, however there is reasonable proof that enemy of debasement specialists, common help changes and the utilization of defilement contingency in guide designation choices when all is said in done have not been powerful. The purpose of takeoff is that this investigation focused on just two kinds of procedures; monetary administration changes and preeminent review foundations. The current zeroed in on asset allotment, uprightness, institutional structure and partner uphold on the usage of against debasement techniques

Utilizing the idea driven methodology, Inuwa and Ononiwu (2020) looked into 91 examinations deliberately to comprehend the patterns of government hostile to debasement procedures. From the combined investigations, the creators recognized three prevailing subjects of against defilement techniques and their related ideas. Moreover, they additionally recognized one measurement that catches data innovation (IT) as a vehicle that improves degenerate practices in the public area. The distinguished topics included customary, mechanical, straightforwardness, and responsibility against defilement procedures. This investigation neglected to survey the execution of against debasement systems. The current inspected factors affecting execution of against defilement systems at the Ethics and Anti-Corruption Commission.

Corruption in three developing nations has been successfully combated, according to a research. Result shows that these emerging nations have significantly improved their standings. There was a lot of discussion on how to execute anti-corruption in a way that was both effective and efficient, as well as how to work with other sectors of society (Mphendu & Holtzhausen, 2016).

Maragia (2020) study examined corruption in the sub-Saharan African region (SAA) with a concentration on two countries: Kenya and Somalia. The objective was to obtain insight on the state of corruption in the two countries, the anti-corruption strategies present and their efficacy. Findings presented from the study revealed corruption in the two countries is influenced by economic factors, individual factors, social norms, and values in society. The study also revealed that the fight against the corruption vice in both countries has not been won despite the efforts that have been made. Failure of anti-corruption strategies has resulted from the lack of political will and participation from all stakeholders, and flaws in design and implementation. The gap here is that this study did not assess the implementation of anti-corruption strategies. The current examined factors influencing implementation of anti-corruption strategies at the Ethics and Anti-Corruption Commission.

A study by Injene (2016) sought to determine challenges encountered during the implementation of the strategies by EACC. The examination reasoned that EACC has confronted different difficulties in the usage of UNCAC methodologies has yet evolved systems to conquer these difficulties. The examination further inferred that the association of EACC in the National Steering Committee on the survey of UNCAC and to have the secretariat, means that the responsibility of EACC to the execution of UNCAC. The

investigation likewise infers that EACC disguise of the show as reflected in the structure of its directorates. EACC directorates are organized in a way that mirror the UNCAC sections specifically Prevention, Legal and Asset Recovery (Criminalisation and Law Enforcement), Investigation and Asset recuperation. The examination additionally presumed that the commissions systems for the period 2013-2018, are guided by UNCAC procedures and the execution of the show is basic in the battle against debasement. Despite the fact that this examination surveyed the usage of the methodologies by EACC, the creators did not consider factors influencing the execution of the procedures by EACC.

### **2.3.2 Resources Allocation and Implementation of Anti-Corruption Strategies**

Resource allocation is the assignment and management mechanism that promotes the strategic priorities of an organization. Okafor et al. (2020) indicates that the battle against corruption needs massive financial and human resources, especially in the communities in which it has become endemic. ACAs need ample financial capital to conduct their duties taking fiscal resources, the scale of the population and the area of land into account. ACAs also have the right to prompt, scheduled, reliable and sufficient tools to build incremental capability and strengthen the activities of the ACA and to fulfill the mission of the ACA (Zhang et al., 2019).

According to Neverova et al. (2016), there is little investigation into corruption prosecutions, which require specialized technologies and testimony in law courts, owing to a shortage of adequate funding by anti-corruption organizations. UN (2018) notes that an unnecessarily optimistic policy, with broad goals which are not feasible provided the capital and capability of the country and which may lead towards a sense of discontent and designation among

people, is overlooked or discarded as unpractical. Songwe (2018) indicates that Africa has recently adopted two very important transformational agendas the 2030 Agenda, which seeks to leave no one behind, and Agenda 2063, at the global and regional levels, respectively. Effective execution of these agendas requires considerable financial capital, the bulk of which need to be mobilized from the continent.

To better understand the impact of an anti-corruption policy implemented in 2003, Dávid-Barrett and Fazekas (2020) analyzed data points from World Bank-funded development aid auctions over 12 years in more than 100 developing countries. As a result of limited competitiveness, corruption is less likely to occur as a result of this change, according to the authors' estimates (the share of single bidding falls from 22 percent to 18 percent. In addition, the researchers found that purchasers switch to non-treated less competitive process types (whose share increased from 7% to 10%) and exploit them more aggressively, counteracting the favorable direct impacts of evasive techniques (single bidding goes from 61 percent to 81 percent). A more flexible and successful anti-corruption approach may be informed by data analytics, as shown by the study's findings. Even more broadly, they stressed the need of addressing the core causes of corruption and fostering a culture of integrity rather than relying just on technological measures.

Man-Wai (2016) found that in most degenerate nations where the ACA isn't believed to be successful, it as a rule experiences absence of assets. Such ACAs' financial plans are constantly beneath 0.01% of the public spending plan. Hong Kong's enemy of debasement financial plan is 0.38% of the public authority spending plan, which is now satisfactory and such little rate is unmistakably reasonable by most governments. Likewise, the investigation

found that some ACAs initiate their activity rashly before they have adequately experienced and proficient staff. Subsequently their insufficiency was profoundly uncovered and the underlying public greeting was supplanted by open pessimism. However, this study was conducted in Hong Kong. The current study provided evidence for how resource allocation affect the implementation of anti-corruption strategies at EACC in Kenya.

A review directed by UNDP (2017) of 12 ACAs from Africa indicated that these offices need limits in practically all key zones: abilities to execute public enemy of debasement systems; abilities to viably examine the defilement cases (case the executives, procedural principles for proof administration, coordination and guidance during examinations, treatment of witnesses, interviews, data assortment, electronic observation and secret activity); seizure, freezing and seizure (following/recognizing of resources, utilization of legal inspectors, gathering monetary information and so forth); prosecutorial limits (prosecutorial methodologies and strategies, getting ready and treatment of witnesses, utilization of specialists and so on); and collaboration with public and worldwide specialists and associations. However, EACC was not one of the ACAs in this study. The current study therefore determined how resource allocation affect the implementation of anti-corruption strategies at EACC in Kenya.

Mikail et al. (2017) studied challenges in combating corruption in Nigeria. Paucity of funds was identified as one of the major hindrances. The sources introduced that the significant test has to do with financing. They need more cash to complete their exercises. They further contended that the significant test is the issue of deficient financing of the offices. This is associated with the decreasing fuel incomes. There is likewise the issue of subsidizing. This

alternately influences the said organizations with deficient coordination, lack of labor and the absence of preparing and re-preparing for limit working to help the assurance of their staff. However, this study was conducted in Nigeria which has adopted different anti-corruption framework and strategies compared to Kenya. The current study provided evidence for how resource allocation affect the implementation of anti-corruption strategies at EACC in Kenya.

In Kenya, a study by Injene (2016) showed that there were minimal financial and human capital in some of the difficulties the EACC faced in adopting the UNCAC strategies. The point of departure here is that at the time of this study, EACC was only 1 year old. The current study was conducted after EACC had been in operation for 6 years.

### **2.3.3 Integrity and Implementation of Anti-Corruption Strategies**

Integrity is the consistency of being faithfully followed by strict ethical values. Corruption of society is approached in a manner that respects individual and social dignity. All has a role to play, by personal dignity and ethical judgments, in avoiding corruption (UNODC, 2019). Huberts (2018) suggests that while many different tools and institutions can be developed, a key starting point is the importance and priority of the honesty and anti-corruption crisis. Krajewska and Makowski (2017) indicates that significant tensions may emerge in the integrity structure of a nation when anti-corruption policy undermines the basic principles, the norms and in particular human and civil rights under which the democratic state functions.



Anders (2019) review of African ACAs considered their freedom to be an important shield against political interference. Presidents of the Board, as named by the Attorney General, and – crucially – removed by the President, are also allowed to engage in inquiries of the anti-corruption organizations. In Malawi for instance, very few ACB directorate members completed a full term, and those who were either unnecessarily fired drew outrage from the president or were dismissed by the election of a new president. This underlines the political importance of the anti-corruption institutions regarding their separation from the rest of the government. Kenya was not part of this survey, which creates a knowledge gap which was filled by the current study.

A study by Dumisa and Amao (2016) questioned the potential role Ubuntu should play in the South Africa anti-corruption process and discovered the need for its adequate institutional revitalization to supplement its "agency" capacity. The authors find that while public servants are expected to preserve Ubuntu principles in government, the fact that government circles lack obligations and transparency do not guarantee compliance with such high ethical expectations. However, this study was conducted in South Africa which has adopted different anti-corruption framework and strategies compared to Kenya. The current study provided evidence for how integrity affects the implementation of anti-corruption strategies at EACC in Kenya.

A study by Adetiba (2016) results revealed how neo-patrimonialism paves the way for political intervention in the running of state bureaucracy. This means that not only will corruption prosper, it would also have a detrimental effect on the efforts of institutions such as the Guardian of Public Works to deal with the issue. As one of the respondents noted it is

one way political players intervene with their work to refuse these organizations access to the money needed, as is the case with the Public Safety Authority, which adversely impacts their efforts to fix the issue. A study by Chetty and Pillay (2017) studied the independence and reasons for their organizational victories and difficulties of anti-corruption organizations are tried to dissect. In compliance with the results, the freedom of certain entities from political influence was one of the main ingredients and a foundation for progress, and in this regard the South African body has stronger ground than its Indian equivalent. Nevertheless, the two experiments in South Africa have taken on a distinct structure and tactics for anti-corruption from Kenya. The current study provided evidence for how integrity affects the implementation of anti-corruption strategies at EACC in Kenya.

Kinuthia (2018) noted that there have been groups of individuals critical of the Commission for not being zealous enough with the fight against corruption. The identical people eventual stood out because the strongest defenders of the suspects investigated and charged in court, stating that one of our own is being targeted! Key among the scandals including; ‘The Goldenberg Affair’, ‘The Anglo Leasing Scandal’, ‘Goldenberg Affair’, ‘Triton’ ‘Free Primary Education’, The National Youth Service Saga involving Kshs. 1.9 billion’ Chicken gate’, ‘Eurobond’, ‘NHIF Saga’, ‘5 billion Afya House Scandal’, Kshs. 200 million Youth Enterprise Development Fund’, ‘grabbing of a 134 acre piece of land in Karen by top government leaders and’ the import of Mexican Maize’ et cetera. This study did not show how integrity affects implementation of anti-corruption strategies. The current study therefore determined how integrity affect implementation of anti-corruption strategies at EACC in Kenya.

### **2.3.4 Institutional Framework and Implementation of Anti-Corruption Strategies**

North (2018) defines institutional framework to be the structure of rules, legislation, procedures and actors with their functions and expectations that shape socio-economic behavior and actions. The identification of corruption as a growth challenge with impacts on human society as a whole has contributed to global attempts to deal with this issue. There are numerous intertwined elements in the legislative, policy and structural structures. For a strategy to be developed and adopted, it includes an administrative setting. The law includes the requisite legislative and financial tools to meet the political goals. The institutions have the technological and human resources necessary to carry out related programs and programmes. Consistent with Qazi et al. (2017) via multilateral anti-corruption negotiations and conventions, the international community joined forces to fight corruption. The idea was to pile up regimes to combat the vice by formalizing promises from the Presidency to enforce the universal values against corruption.

Among the global legitimate structures for battling defilement is that The International Organization Convention on Corruption (UNCAC). Per Qazi et al. (2017), UNCAC acknowledges that the battle against defilement requests a deliberate exertion on a few fronts. Multilateral concurrences on debasement address certain enemy of defilement fronts including, one; authorization inside which it perceives that unprejudiced investigatory, prosecutorial additionally as legal authority is vital to the indictment of public debasement. The second issue that these arrangements address is that of public area avoidance. Onyango (2018) clarify that public area avoidance urges governments to require an enormous scope of activities to forestall defilement. Ledeneva et al. (2017) these activities are; the upkeep of

exclusive requirements of direct of public authorities, the assurance of informants, the interest that public authorities pronounce individual abundance and thusly the foundation of straightforward monetary administration framework and public obtainment. Others incorporate the formation of powerful foundations; and creation methodology for responsibility inside the govt. and furthermore permitting public to get to government data (Transparency International, 2018).

An investigation by Chetty and Pillay (2017) tried to analyze the freedom of against debasement offices and the purposes behind their operational triumphs and difficulties. The discoveries indicated that enemy of defilement organizations got themselves pretty much inside an institutional enemy of debasement system that in various manners, experiences an absence of coordination, covering and clashing commands between foundations tending to defilement. In India, key establishments frequently come up short on the staff and assets to satisfy their command enough, and they battle to shield themselves from political obstruction without preventive exercises. A future examination attempt can pinpoint the requirement for various authoritative revisions which would serve to upgrade the organizations' autonomy, however will improve their situating in the two nations. However, this study was conducted in India which has adopted different anti-corruption framework and strategies compared to Kenya. The current study provided evidence for how integrity affects the implementation of anti-corruption strategies at EACC in Kenya.

Manyaka and Nkuna (2016) study into challenges and opportunities in corruption in South Africa found that there are problems such as weakened enforcement of laws and monitoring mechanisms; a lack of political will; the lack of political deployment and meritocratic

processes, while the public service has a sound regulatory structure and policies to counter corruption, create an incentive for dishonest, deceptive and/or corrupt acts to expand. This study was however conducted on government instead of an anti-corruption agency. The current study was conducted at EACC.

Pillay (2017) conducted a study to examine and analyze the likenesses, contrasts, accomplishments, disappointments and difficulties as far as commands, proficiency adequacy, and assets assignment in enemy of defilement organizations in South Africa and Brazil. The absence of collaboration, coordination and participation in the two cases is established on the truth that there is the nonappearance of a solitary organizing body that plans, plans and executes the key and strategic objectives in the battle against debasement. This reality, and regardless of the way that arrangement in the two cases ensures autonomy, the presence of political and additionally regulatory impedance is a significant snag. Operational shortcomings, and inside debasement by the authority and majority, mark execution and assets, and are not kidding obstacles in the battle against defilement. Therefore, incorporated arranging is missing. Kenya was not included in this study which provided a knowledge gap. The current study therefore assessed how institutional framework affect implementation of anti-corruption strategies at EACC at EACC in Kenya.

Mikail et al. (2017) studied challenges in combating corruption in Nigeria. Lack of autonomy of the anti-graft agencies was identified as a challenge. The witnesses singularly reacted that the public authority ought to likewise give those organizations a free hand (self-governance) to play out their obligations adequately. The fundamental test is political obstruction in their exercises. The offices ought to be permitted to complete their obligations

autonomously. They are not as autonomous as they ought to be currently. They further called attention to that the tops of the counter join offices are delegated by the President. They are consistently hesitant to step on the toes of the President. Except if their arrangements are finished by the National Assembly, these procedures would not be as viable true to form. Truth be told, the sources fought that the organizations are not self-sufficient and subsequently occupy them from doing their obligations successfully and sensibly. However, this study was conducted in Nigeria which has adopted different anti-corruption framework and strategies compared to Kenya. The current study provided evidence for how integrity affects the implementation of anti-corruption strategies at EACC in Kenya.

Afrimap (2016) established that while in Kenya, Uganda and Tanzania there seem to be sound regulatory mechanisms to combat corruption, executives and parliamentarians in the respective countries tend to make concerted attempts to restrict or defeat the ability of counter-corruption bodies to do their job. This is expressed in amendments to certain legislation and failures to do so, as well as in bullies and budget restraints. Injene's research (2016) aimed at defining the problems faced when the EACC Approach was applied. The point of departure here is that at the time of this study, EACC was only 1 year old. The current study was conducted after EACC had been in operation for 6 years.

### **2.3.5 Stakeholders Support and Implementation of Anti-Corruption Strategies**

A stakeholder is defined as an interested party. They are persons or groups with different attitudes, levels of interest and support that have an influence on the work of an organization (Montigny, 2020). Stakeholder management is the process of managing the expectations and

the requirements of these stakeholders. In the context of this study, a stakeholder should be understood as any person or organization that can affect, be affected, or perceive itself either affected by acts of corruption or conversely by the program designed to prevent it.

At least certain elements of the mechanism are determined by the specific agencies and persons responsible for the drafting of the anti-corruption policy and political considerations and resource constraints (Transparency International, 2019). According to Eme et al. (2017), corruption provides stakeholders with at least three kinds of threats. The first problem is the government's lack of political will to resolve the issue. Corruption cannot be tackled alone by technocratic or bureaucratic approaches, nor can it only be treated as another problem of regulation of the market or mismanagement. Corruption involves political solutions that donors can only control to a very small degree.

Transparency International (2019) indicates that a very much financed and autonomous enemy of debasement organization or commission can be a solid weapon in the battle against defilement. They need uphold, be that as it may, from both the public authority, legal executive and law authorization on the off chance that they are to manage their responsibilities. Against defilement commissions regularly work intimately with other state bodies, for example, law implementation organizations, incomparable review foundations, services and generally have the obligation of the coordination of hostile to debasement endeavors. The common society remains as a significant partner and a vital participant in the battle against debasement. Common society associations are one of the Anti-debasement backing bunches that help in raising public mindfulness and providing details regarding defilement.

By using theories from the stakeholder perspective, Etxeberria and Odriozola (2018) analyzed how corporate sustainability reports and other forms of communication might influence how stakeholders perceive a company's stance on social issues like corruption. Data from the 70 top European corporations was used in a regression study to discover that disclosure positively correlated with social reputation in the anti-corruption field. It fills a void in the literature by demonstrating that this worldwide and crucial societal issue has not yet been scientifically investigated.

Eliasson (2016) examined how much the participatory planning activities in Albania have improved social responsibility in the Albanian social orders, just as what factors that have influenced this effect and how. The examination was completed as a contextual analysis in Albania where nine diverse participatory planning activities were analyzed through directing semi-organized meetings with the associations executing these undertakings, just as one master association that has assisted different associations with improving their insight on the apparatus and one public authority from a region engaged with one of the activities. The examination of this theory found that the Albanian participatory planning activities have prevailing to do minor enhancements for social responsibility through reinforcing the voice of the residents and the authorization instrument, while formal answerability actually is low and contrarily influences the supportability of these upgrades. It was additionally discovered that seventeen variables from five unique classifications have influenced the capacity of the activities to improve social responsibility – some more than others. This study was however limited to participatory budgeting initiatives. The current study focused on all forms of corruption.



Monteduro et al. (2020) study was conducted to evaluate 343 Italian administrations' anti-corruption plans to examine how the corruption threats mechanism would relate to various groups of stakeholders (employees, regulatory bodies, users/citizens associations). They find that the presence of foreign and internal stakeholders may have a positive impact on the size of the execution of public organizations' corruption risk management programs. However, this study was conducted in Italy which has adopted different anti-corruption framework and strategies compared to Kenya. The current study provided evidence for how integrity affects the implementation of anti-corruption strategies at EACC in Kenya.

Gattoni (2016) intended to conduct an overview of the openness and engagement policy between four Latin American countries: Argentina, Brazil, Uruguay and Chile. This was aimed at illuminating the effect of anti-corruption initiatives in the country and the degree to which their aims have been achieved by propaganda regarding anti-corruption and promotion of citizenship participation. The findings revealed that the four countries studied took part in the international consensus on fighting bribery and also took part in the main international agreements and processes of follow-up. Kenya was not part of this survey, which creates a knowledge gap which was filled by the current study.

Villanueva (2020) paper addressed the predictive potential of the environment for civilian society, law accountability and compliance predictability and public policy strictness and impartiality of political corruption. The findings revealed that, while civil society and its composition are major determinants of the degree of political corruption, additional variation is the product from the 4-phase hierarchical multiple regression. The implementation of law accountability and predictability in the regression model of

regulation, rigor and impartiality between public policy and civil society. However, this study did not test whether civil society engagement resulted in better implementation of anti-corruption strategies. The current study examined how stakeholder support affect implementation of anti-corruption strategies at EACC at EACC in Kenya.

In a similar study, Kim and Lee (2017) analyzed the interaction between political involvement and the openness appraisal in the municipal government in South Korea by the participants in separate systems of public participation. Citizens' interest in initiatives of civic engagement has shockingly not been correlated substantially with expectations of official accountability. In comparison, public engagement in online programmes, with evaluation of government accountability, had a slightly negative correlation. However, people who have invested in offline engagement initiatives during the policy agenda process have shown a more positive appraisal of local government accountability. However, this study was conducted in South Korea which has adopted different anti-corruption framework and strategies compared to Kenya. The current study provided evidence for how integrity affects the implementation of anti-corruption strategies at EACC in Kenya.

In Neshkova and Kalesnikaite (2019) study, the impact of corruption on public involvement in local government were examined—measured by both awareness and practice. The authors checked the withdrawal findings for the involvement in the local administration using statistics from the American Barometer Study of the Emerging Democracies in Latin America. The findings indicate that the desire of people to engage in municipal government is good for them, not for their understanding of corruption. The knowledge gap here is that

this study was conducted in a local government while the current study focused on anti-corruption agency.

In Kenya, a study by Orina et al. (2018) study looked to set up the impact of administration on debasement levels in the Public Service in Kenya. One of the examination goals was to: survey the impact of partner support on defilement levels in the Public Service. The investigation in this way affirms the theory that there is a genuinely huge impact of partner cooperation on debasement levels in the public help in Kenya. In particular, a positive expansion in partner support prompts a reduction in debasement levels in the public help. This impact was decidedly directed by the administrative system. It was consequently discovered that a 0.886 debasement decrease would be represented by unit upgrade of partner investment after control. This is upheld in writing by discoveries of past investigations. The investigation presumes that partner support ought to be upgraded in the public assistance close by other debasement level indicators. However, this study was conducted in in the Public Service in Kenya. The current study sought evidence of the same at EACC.

## **2.4 Summary of Literature**

This chapter gives a review on the literature on factors influencing implementation of anti-corruption strategies in Kenya. Two theories that form the muse of this study, Nobles Strategic Implementation and White Collar Crime Theory are clearly discussed. The link between the independent variables (inadequacy of resources allocated, politicization of problems with integrity and ethics, institutional framework and stakeholders have also been expressed) and their influence on implementation of anti-corruption strategies in Kenya

has also been explained. The following chapter explains the methodology that informed this study. While studies are implemented on the challenges of strategy implementation; few studies have discussed the Ethics Anti-Corruption Commission.

## **2.5 Gaps in Literature**

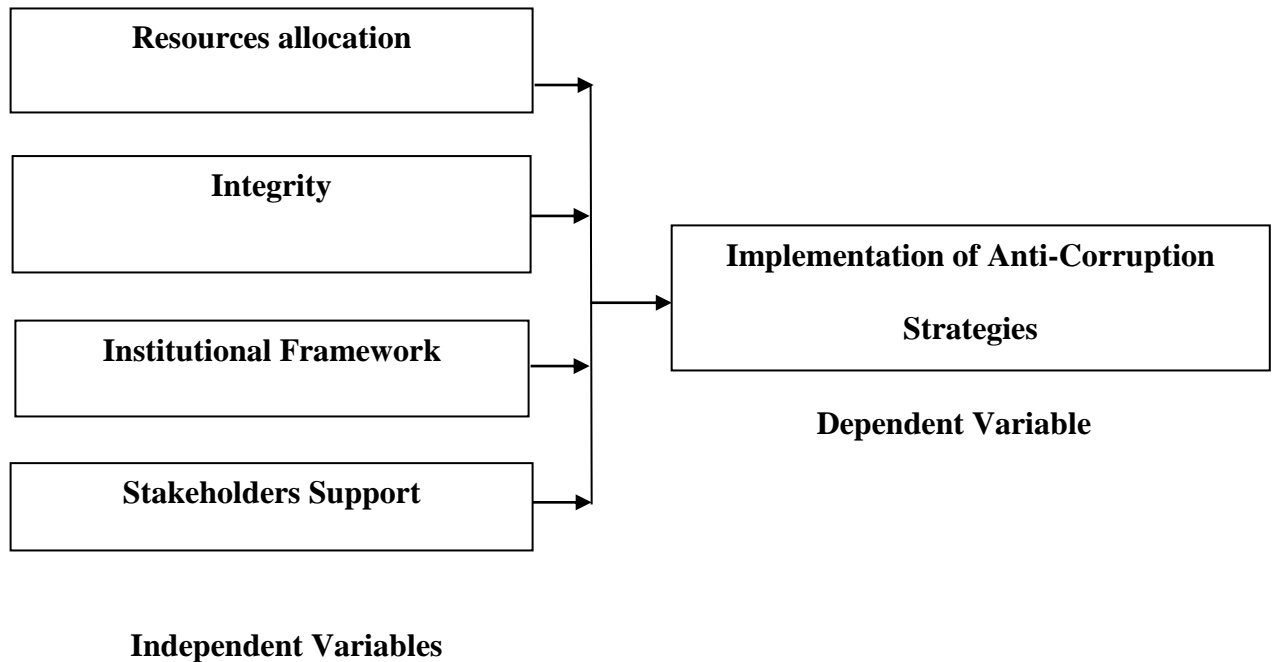
This research aims to fill the void in relevant literature by discussing the factors affecting implementation of Anti-Corruption strategies. The study of the literature shows that there exists a place between knowing corruption and fighting corruption. There's also inadequate information on the connection between the anti-corruption strategies that are implemented and also the efficacy of those strategies. In addition, previous studies in Kenya have established only three forms of corruption: small and bureaucratic corruption, broad corruption and political corruption, which do not recognize the private sector corruption. The study also fails to discuss the deep corruption in Kenya. Furthermore, though in Kenya there are several methods and mechanisms for institutional and legal counter-corruption, an effective study does not exist as to whether these strategies have affected the corruption patterns in Kenya. Indeed, literature analyzes indicate that scholars have been unable to investigate the success and effect of these anti-corruption techniques.

## **2.6 Conceptual framework**

The conceptual frame work in figure 2.1 shows the connection between the independent variables and therefore the variable. Additionally, it relates these variables to the intervening variables.

**Figure 2.1**

*Conceptual Framework*



The purpose of this study was to examine factors influencing implementation of anti-corruption strategies at the Ethics and Anti-Corruption Commission. In this study, four independent variables namely resource allocation, integrity, institutional framework and stakeholder support were conceptualized to influence the independent variable which is implementation of anti-corruption strategies. Resource allocation was measured by two parameters namely, human and financial resources. Integrity was measured by four indicators namely political interference, cultural factors, moral values and ethical behavior. Institutional framework was denoted by three indicators namely EACC structures and empowerment, Operational structures and systems and Implementation of punitive measures. To measure stakeholder support, public participation and institutional linkages

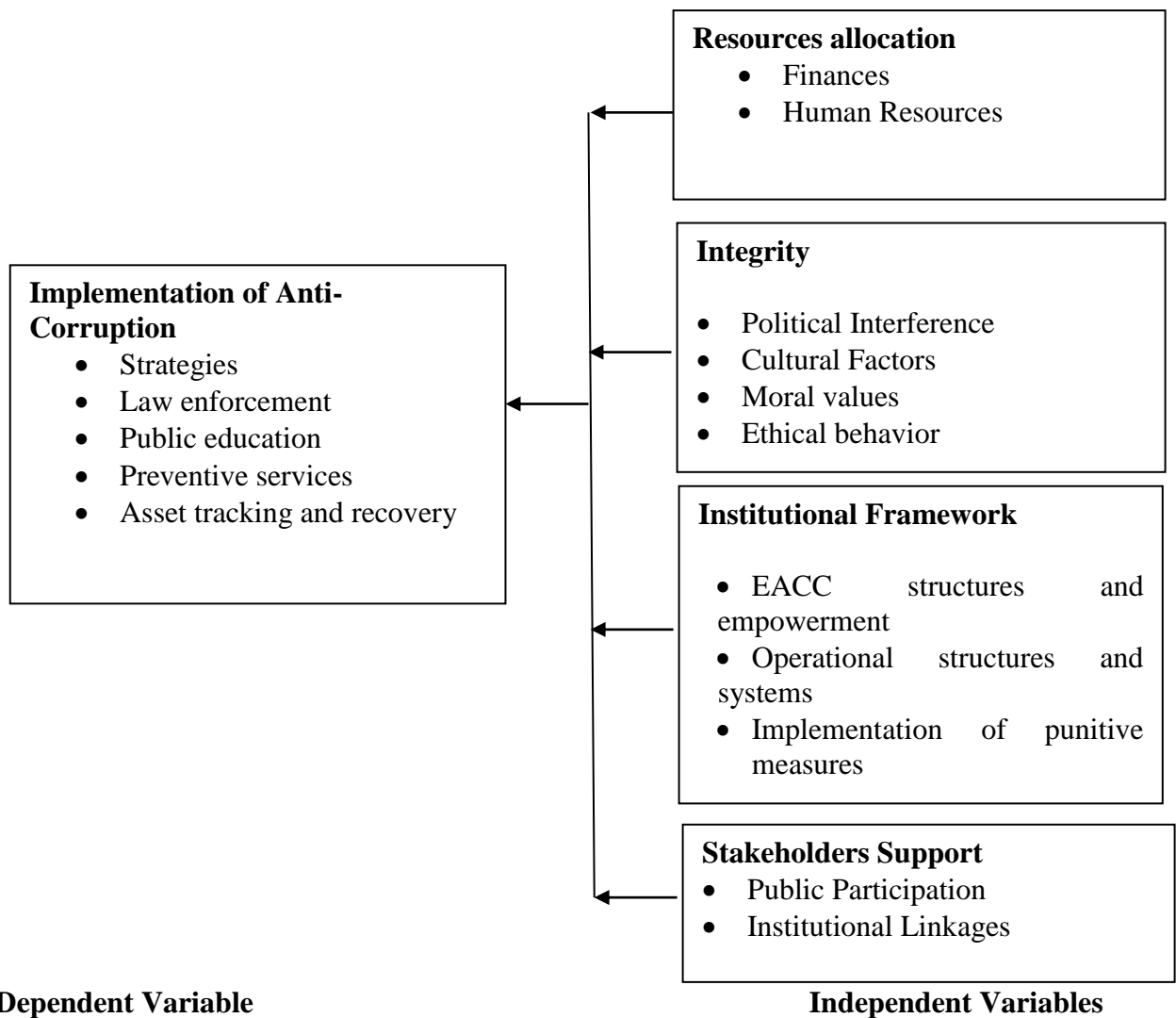
were used as indicators. Results of the study showed that resource allocation, integrity, stakeholder and institutional framework were all significant. Out of the four, stake holder support had the largest influence followed by institutional framework.

## 2.7 Operational Framework

Figure 2.2 shows the operational framework. In addition to displaying the variables in the study, the indicators of each variable are shown

**Figure 2.2**

*Operational Framework*



## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This section depicts the research methodology that was employed to carry out the study. It centers on the study methodology, target population, sampling technique and sample size, research instrument employed, instrument reliability and validity and data analysis techniques.

#### **3.2 Location of the Study**

The study was conducted at EACC headquarters in Nairobi, Kenya. The Commission on Ethics and Anti-Corruption (EACC) is a public authority formed pursuant to Section 3(1). The Commission shall be composed of a President and four other members named according to the Constitution according to Section 4 of the EACC Act. The Commission's mandate is to fight against and discourage wrongdoing through compliance, proactive steps, preparation and development of honesty and ethical principles and best practices. In the light of the Commission's authority, the Commission shall have the power to raise consciousness and make precautionary action against illegal and fraudulent activities. The commission is also required to conduct inquiries on its own initiative or on a personal complaint and to mediate, conciliate and negotiate (EACC, 2020).



### **3.3 Research Design**

Abutabenjeh and Jaradat (2018) explained the research design as the arrangement or the outline of the study and includes the strategies that the specialist applies in inferring the vital data. The examining strategy, the inspecting technique just as the testing size and the technique for information study are essential piece of an exploration plan. This study used a case study exploration plan. The decision of this structure is advocated by the way that clear exploration has three primary purposes, "portray, clarify and approve results". Further, Snyder (2019) clarify that a clear study configuration is urgent in inspecting social factors that worry human people.

### **3.3 Target Population**

A population means the total of occasions, people or items that do have a shared characteristic of highlights and, which the specialist is keen on examining. Target population as indicated by Zangirolami-Raimundo et al. (2018) alludes to the whole gathering of people or articles to which a specialist is keen on summing up the ends. The objective population of this study was 105 workers of the Ethics and Anti-Corruption Commission, from the studies and Asset Tracing Directorate as they are answerable for study and Legal Services and Asset Recovery who make suggestions to the DPP for the arraignment of people engaged with corruption. The Directorate of Preventive Services who are liable for conducting government funded training, and finance and Administration were not involved in this study as they are not straightforwardly engaged with Study.

### 3.4 Sampling Technique and Sample Size

Sampling implies choosing a given number of subjects from a characterized population as illustrative of that population (Nayak & Singh, 2021). Stratified random sampling was utilized to choose the study test where the seven directorates and a class of the heads of office framed the layers. This is fundamental in light of the fact that the sampling method gives the participants in the study an equal chance of being chosen for the study. This kind of sampling has more measurable accuracy than simple random sampling. The strata include: operations, forensic investigation, finance and planning, intelligence production and legal services and asset recovery, preventive, education, ethics and leadership departments. The likelihood of determination of every respondent was corresponding to their population; offices with bigger populations had a relatively more noteworthy possibility of being remembered for the example. Simple random sampling was utilized to pick staff inside the department to fill the questionnaires.

Sample size determination was done utilizing an equation suggested by Kumar (2018)

$$n = \frac{N}{1 + N(e)^2}$$

Where: n= Sample size,

N= Population size

e= Level of Precision At 95% degree of certainty and P=5

$$n = \frac{105}{1 + 105(0.05)^2}$$

$$n = 85$$

**Table 0.1**

*Sampling Frame*

<b>Department</b>	<b>Population Size</b>	<b>Sample Size</b>
Operations Department	15	14
Investigation Department	24	13
Intelligence Production Department	11	10
Preventive Services Department	12	11
Education Department	18	17
Ethics and Leadership Department	12	8
Legal Services and Asset Recovery	9	8
Heads of Department	4	4
<b>Total</b>	<b>105</b>	<b>85</b>

A random number generator (RNG) was used to sample respondents per department. This was done by making a numbered list of all employees per department and then using a random number generator to pick the sample. For instance, in the intelligence production department, a list of all 11 employees was made in Microsoft Excel. Then, using the random function, 10 were generated which were the respondents in the study.

### **3.5 Research Instruments**

The data for this study was gathered utilizing a structured questionnaire. The questionnaire had open and closed inquiries for the staff. The principle bit of leeway of close ended questionnaire is that they are simpler to break down since they are in a quick usable structure. They are likewise simple to regulate on the grounds that everything is trailed by an elective answer and subsequently is practical and efficient. The questionnaire was utilized to gather information on the four autonomous factors and the needy variable, which were operationalized for the study. It was defined into Likert reaction items that were assessed on

a five point ordinal scale going from the least score "1" strongly disagree (SD) to the most elevated score "5" representing strongly agree (SA). For study of Likert reactions, the study utilized a 5-point equidistance scale (Abutabenjeh & Jaradat, 2018).

On the grounds of these results, the study made a from the perspective of the Likert scale mean of above 3.2 to show that the respondents gave normal (announced as nonpartisan in the Likert choice) as the degree of the looked for thing. Each factor under scrutiny was researched utilizing Likert things that were amassed into a composite Likert scale, to deliver a quantitative proportion of the variable in a span scale. This methodology was created by Zangirolami-Raimundo et al. (2018) who suggested the utilization such collected score for innovative information study systems. The underlying phases of information study included encoding of questionnaire reactions and passage in an exceed expectations spreadsheet for cleaning.

### **3.5.1 Pretesting**

A pretest was conducted prior to collection of data. According to Snyder (2019), pretesting in survey analysis is a very critical step. It is a necessary step towards reducing all forms of mistakes in the survey study. It leads to substantially improving data quality. The pretest was conducted in EACC among 9 employees in Nyeri which is 10% of the main sample as recommended by Kumar (2018).

### **3.5.2 Validity of Instruments**

Validity of an instrument is an indicator of how it estimates what it should gauge (Kumar, 2018). Construct and content validity were the two types of validity used tin the study.

Content validity shows the degree to which the objects on a checklist reflect the whole domain which the test is supposed to evaluate. In the other hand, in construct validity, the measurements used, mostly surveys, assess the idea or theory they calculate (Penniston et al., 2020).

This study utilized mixed methods to triangulate information sources in order to check the legitimacy of one instrument against another. Perceiving that all instruments have restrictions and predispositions are characteristic in any single instruments, this study utilized triangulation of information assortment instruments as a methods for looking for assembly of cross subjective and quantitative techniques. Triangulation additionally helped in blending various kinds of information from various classifications of respondents. The reactions from one technique created or educate the other strategy. Validity of the instruments and the study all in all was additionally fortified by gathering both quantitative and subjective information simultaneously (Mohajan, 2017).

### **3.5.3 Reliability of Instruments**

Reliability is an extent of how much a review instrument yields unsurprising results or data after a few preliminaries. Mohajan (2017) suggests unwavering quality as the consistency of assessment; the more strong an instrument is, the more solid the action. Dependability is influenced by arbitrary mistake. As arbitrary mistake constructs, unwavering quality decreases. Unpredictable slip-up is the deviation from a real assessment in view of factors that poor person feasibly been kept an eye on by the researcher (Rose & Johnson, 2020).

Pretest data was used to establish reliability. Data collected in the pretest was subjected to scale analysis using Statistical Package for Social Sciences (SPSS). Cronbach's alphas was used to gauge internal consistency of the instrument. According to Nayak and Singh (2021), Cronbach's alpha is an internal consistency metric, that is to say how closely connected a group is. It is considered to be a measure of scale reliability. Mohajan (2017) indicate that a reliability coefficient of .70 or higher is considered "acceptable" in most social science research situations. Therefore, in this study, a coefficient of 0.7 and above will be accepted.

### **3.6 Data Collection Procedure**

The research authority was secure by the National Council for Science and Technology and Innovation and the respective authorities in the EACC after approval of the University's research proposal prior to proceeding to the data collection field. The instruments were administered on appointment with EACC employees through a personal visit. The surveys were collected within a reasonable time period. It then analyzes the collected data. According to Creswell (2011), the only way to generate self-reporting on the opinions, attitudes, beliefs, and values, was a self-managed questionnaire.

### **3.7 Data Analysis Techniques**

The thesis used inferential as well as descriptive statistics for parametric analysis. The inferential tests used Pearson R correlation to determine the ties between the major variables in analysis and their existence. The results were focused on the use of central (mean, mode and median), frequency, proportion, standard deviations, and variance in definition statistics. The ties between  $r = .5$  and above were considered strong, moderate when  $r$  between 0.3

and 0.49, weak when r was below 0.29; and there was no association between 0. The knowledge in the form of tables that constituted a significant part of the research report was presented until analyzed. The p-value was used to test hypothesis. Where p values were less than 0.05 there was a significant relationship and the hypothesis was rejected.

The study adopted a stepwise regression analysis of the relationship between the dependent and the independent variables. Stepwise procedure was helpful in controlling for multicollinearity. The empirical analysis was based on the standard regression formula:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_n X_n + \epsilon$$

Where Y = implementation of anticorruption strategies (dependent variable)

$B_0$  = Constant term or intercept

$X_1$  = the first predictor variable,

$X_2$  = Second predictor variable,

$X_{n=n^{th}}$  predictor variable,

$\beta_1$  = the first predictor variable,

$\beta_2$  = the coefficient the second predictor variable,

$\beta_n$  = the coefficient of the  $n^{th}$  predictor variable

Diagnostic tests were conducted prior to regression analysis. Diagnostics for regression models are instruments which evaluate the conformity of a model to its assumptions and

investigate if the model does not well reflect a single observation or group of observations; (Hickey et al., 2019). In this study, the following assumptions were tested: normality, multicollinearity, linearity, homoscedasticity and autocorrelation. Content was used to interpret qualitative results and the findings were presented through narration. The interview responses were classified based on the themes and trends of the respondents. These data were used to draw conclusions. Results of quality data analysis in narrative format have been presented.

### **3.8 Ethical Considerations**

In this review, many ethical considerations were considered. The university and National Science, Technology and Innovation Commission (NACOSTI) were used to obtain research permission and a research license. Personally, the researchers gave the respondents the questionnaires. Informed consent was obtained from respondents to participate in the research by describing the intent of the study in order to ensure confidentiality of the information provided. In the questionnaire, interviewees were asked not to indicate their names. The participants were informed that information collected was confidential enough for the investigator and the supervisor. The researcher ensured that there was non-fabrication of data, and that there was acknowledgement of all works cited.



## CHAPTER FOUR

### RESULTS AND DISCUSSION

#### 4.1 Introduction

This section presents the results acquired from respondents working in Ethics and Anti-Corruption Commission. Both clear and inferential insights were performed to accomplish the study goals. The information was examined utilizing Statistical Package for Social Sciences (SPSS) version 20 and deciphered by the study addresses which were summed up into recurrence tables. ANOVA was computed to test the fitness of the model. The section gives the data analysis and presentation of the findings of the study.

#### 4.2 Reliability Results

Cronbach's alphas was used to test reliability of the questionnaire. The results are presented in Table 4.1.

**Table 0.1**

*Reliability Results*

Variable	Number of items	Cronbach alpha coefficient ( $\alpha$ )
Resource Allocation	2	0.83
Integrity	6	0.78
Stakeholder Support	1	0.98
Institutional Frame Work	1	0.99
Implementation	8	0.75
Average	18	0.866

Results in Table 4.1 show that all the items in the questionnaire had a Cronbach coefficient of 0.7 and above. These results therefore show that the instrument had a high level of internal consistency and therefore gave reliable results.

### 4.3 Response Rate

A sum of eighty five (85) questionnaires were distributed to the chosen respondents working with the EACC. All the eighty five questionnaires were appropriately filled by the respondents and returned for analysis. This data is appeared in Table 4.2.

**Table 0.2**

*Response Rate*

<b>Response</b>	<b>No. of questionnaires</b>	<b>Percentage</b>
Returned	85	100%
Not returned	0	0%
<b>Total</b>	<b>85</b>	<b>100%</b>

From Table 4.2, all the eighty five questionnaires conveyed were filled by the respondents. This gave 100% reaction rate which was utilized for information study. This pace of reaction might be clarified by the way that the reached people were anxious to dispel any confusion air on the elements affecting execution of anticorruption systems by morals and anti-corruption commission in Kenya and particularly so as a result of the positions held by the respondents, which implied that they couldn't fear exploitation in the wake of reacting to the inquiries. Besides, the specialist had shown that the study would be utilized for scholarly purposes only and that the outcomes would be treated with high secrecy.

#### 4.4 Descriptive Analysis

In this section, appropriate properties of the study factors are given. Results pertinent to demographic characteristics of respondents, implementation of Anti-corruption strategies in EACC according to resource allocation, integrity, institutional framework and stakeholder support have been introduced.

##### 4.4.1 Implementation of Anti-corruption Strategies

The study attempted to undertake the assessment of respondents on implementation of Anti-corruption strategies at EACC. The respondents were henceforth inquired as to whether they concurred that important partners have done what's needed to guarantee implementation of Anti-corruption strategies techniques at EACC. This inquiry was significant in light of the fact that it concentrated on the principle object of the study. The consequences of the results are as appeared in Table 4.3.

**Table 0.3**

*Implementation of Anti-corruption Strategies*

<b>Position</b>	<b>Population</b>	<b>Percentage</b>
Totally Agree	30	35.3%
Agree	25	29.4%
Indifferent	20	23.5%
Disagree	10	11.8%
Totally Disagree	85	100%
<b>Total</b>	<b>30</b>	<b>35.3%</b>

From Table 4.3, it is clear that 35.3% of the respondents completely concurred that applicable partners have done what's necessary to guarantee implementation of Anti-

corruption strategies systems at EACC, 29.4% concurred, 23.5% were impassive while 11.8% oppose this idea.

This implies dominant part of the respondents concurred that that important partners have done what's needed to guarantee implementation of Anti-corruption strategies at EACC. This results contrast with Min (2019) that explained that the accomplishment of a technique relies upon doing numerous things well and coordinating them. In the event that there is no fit among exercises, there is no unmistakable methodology and little maintainability. The organization's exercises remember its compelling collaboration with nature for that these exercises are outfitted towards serving outside condition. The study also contrasts with Desta (2019) who found no direct proof of the inefficiency of any action, but it is clear that, in the decisions relating to the assignment of assistance generally, anti-corruption departments, government reforms and the use of corruption are not successful.

The respondents were additionally approached to rate a few proclamations with respect to impact of the variables on implementation of Anti-corruption strategies techniques by EACC. The results of the study are as shown on Table 4.4.

**Table 0.4 Factors affecting Implementation of Anti-corruption Strategies**

*Factors affecting Implementation of Anti-corruption Strategies*

<b>Statements</b>	5	4	3	2	1	Mean	S.D
Review EACC procedures	33	24	14	9	5	4.08	.882
Various legislation to strengthen compliance	32	25	15	10	3	3.71	.984
Having regular meetings with various stakeholders	28	25	20	10	2	3.24	.948
Establishment of Complaints Bureau	23	28	18	12	4	2.78	1.004
Code of Ethics for all EACC officers	22	27	22	9	5	3.21	9.35
Raising public awareness	24	26	19	12	4	2.28	1.137
Declaration and monitoring EACC officers assets	26	25	17	12	5	3.11	1.034

In Table 4.4 are subtleties of the proportions of implementation of Anti-corruption strategies techniques condition under various key proclamations acquired from the respondents. Respondents appeared to concur that there are enactments to fortify consistence as reflected by the mean estimation of 3.7 which is tending towards the most extreme purpose of 5. The outcomes as reflected in Table 4.5 show a mean of 2.78. This is beneath the mean normal, inferring that respondents differ with respect to the announcement in regards to foundation of grievances department. Therefore, a more noteworthy standard deviation figure of 1.004 raises concerns with respect to the credit authority. The figure of standard deviation further uncovers that the respondents had changed assessment about grievance department and this could likewise imply that other than differing about objection agency, they could likewise be in conflict with the kind of strategies and methods gave by the executives. The study found that the respondents concur that there is survey of EACC methodology set up with a mean estimation of 4.08 which seems, by all accounts, to be near the limit of 5. Respondents

appeared to concur that there are enactments to fortify consistence as reflected by the mean estimation of 3.7 which is tending towards the most extreme purpose of 5.

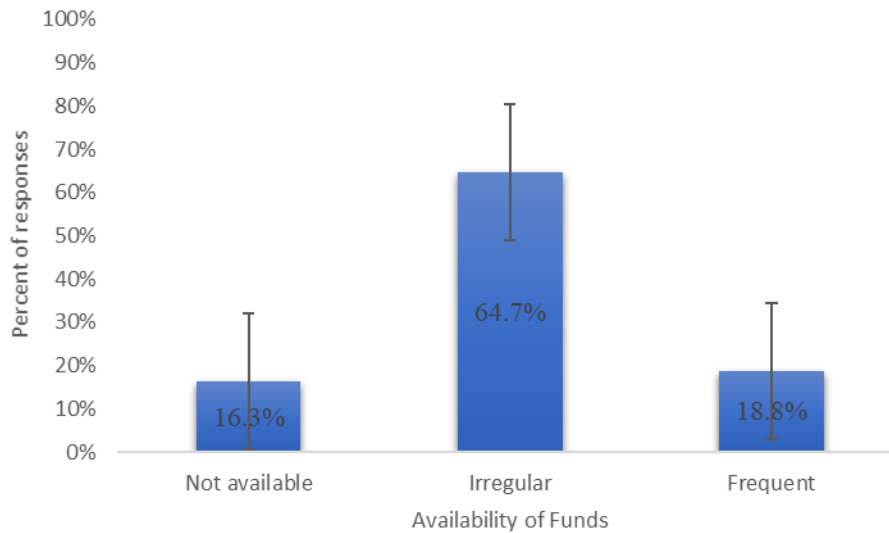
These findings therefore shows that implementation of anti-corruption strategies was hampered by various factors. The result is in agreement with Badet et al. (2016) that there are various reasons that do not offer the desired results in combating corruption. Maragia (2020) also found that corruption in is influenced by economic factors, individual factors, social norms, and values in society. The finding is also in agreement with Injene (2016) study which concluded that in executing UNCAC's strategies, the EACC has faced numerous challenges, but has developed strategies to resolve them.

#### **4.4.2 Resource Allocation**

The study tried to discover the impacts of asset portion on execution of against corruption procedures. Respondents in the study were asked the source of funding in EACC. All 100% respondents indicated that their funding came from the government.

**Figure 4.1**

*Availability of Funds for Implementation of Anticorruption Strategies*



As shown in Figure 4.1, majority (64.7%) of the respondents indicated that the funds were irregularly available for implementation of anticorruption strategies. The study enquired on the perspectives on the respondents on whether they concurred that asset designation influences execution of anti-corruption strategies. The results of the study are appeared in Table 4.5.

**Table 0.5***Effects of Resource allocation Policy*

Ratings	Frequency	Percentage
Very Strongly Disagreed	5	5.8
Strongly disagreed	7	8.2
Disagreed	9	10.5
Agreed	17	20.2
Strongly agreed	47	55.3
Total	85	100.0

From Table 4.5, it is evident that 55.3% of the respondents emphatically concurred that asset designation influences usage of anticorruption techniques. 20.2% concurred, 10.5% dissented, 8.2% unequivocally differ while 5.8 % firmly oppose this idea. This results are in accordance with prior perception by Kinuthia (2018) that if the nation is to have significant accomplishments in the war against Corruption, it must be prepared to make the correct interest in the war. EACC is among the offices handling wastages and recuperation of advantages and if underfunded, its center exercises are seriously constrained. It ought to in this manner be furnished with extra human and capital assets to improve its ability and viability in attempted its command and furthermore spread its wings to the Counties. Mikail et al. (2017) also found that ACAS do not have enough money to carry out their activities. In addition, Injene (2016) study found that the restricted financial and human capital included some of the obstacles posed by EACC in adopting UNCAC strategies.

The study further tried to discover the assessment of respondents on utilization of assets at EACC. The respondents were subsequently inquired as to whether they concurred that the



assets got are very much used at EACC. The after effects of the results are as appeared in Table 4.6.

**Table 0.6**

*Use of funds at EACC*

<b>Position</b>	<b>Population</b>	<b>Percentage</b>
Totally Agree	30	35.3%
Agree	25	29.4%
Indifferent	20	23.5%
Disagree	10	11.8%
Totally Disagree	0	0%
<b>Total</b>	<b>85</b>	<b>100%</b>

From Table 4.6, it is apparent that 35.3% of the respondents completely concurred that that the assets gave are all around used at EACC, 29.4% concurred, 23.5% were impassive while 11.8% oppose this idea. This implies larger part of the respondents concurred that that the assets gave are all around used at EACC. In line with Okafor et al. (2020) findings it was reported that battling corruption takes tremendous financial and human capital, especially in communities where it has become endemic. Neverova et al. (2016) have concluded that there is little study into corruption trials that need sophisticated technologies for testimony in law courts owing to a shortage of funding on the part the anti-corruption organizations. The finding is also consistent with Man-Wai (2016) who has argued that the ACA typically suffer from a lack of funding in most corrupt countries where it is not seen to be successful.

The respondents were asked about the nature of human resources in EACC

**Table 0.7**

*Human Resources*

<b>Statement</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Undecided</b>	<b>Disagree</b>	<b>Strongly disagree</b>
There are enough staff members to handle anticorruption cases	1.2	2.4	10.6	47.1	38.8
The staff are well motivated	0.0	0.0	9.4	25.9	64.7
The staff are trained on anticorruption issues	0.0	1.2	5.9	35.3	57.6

Majority (85.9%) disagreed that there were enough staff members to handle anticorruption cases. The vast majority (90.6%) disagreed that the staff were well motivated. Similarly, the vast majority (92.9%) disagreed that the staff are trained on anticorruption issues. These findings therefore show poor human resource management at EACC. In particular, there was a shortage of staff, poor motivation and lack of training. The researcher probed further to find out if they thought human resources affect the implementation of anticorruption strategies at EACC

**Table 0.8***Effect of Human Resources Affected Implementation of Anticorruption Strategies*

Response	Frequency	Percent
Not Affecting	3	3.5
Moderately Affecting	8	9.4
Affecting	9	10.6
Highly Affecting	26	30.6
Very Highly Affecting	39	45.9
Total	85	100.0

The vast majority (87.1%) of respondents indicated that human resources affected the implementation of anticorruption strategies at EACC with slightly below half (45.9%) indicating that it was very highly affecting. The researcher sought to find out if the people in various departments possessed the appropriate skills required for the job.

**Table 0.9***Human Resource Skillset*

Response	Frequency	Percent
Not Skilled	7	8.2
Moderately Skilled	23	27.1
Skilled	39	45.9
Highly Skilled	10	11.8
Very Highly Skilled	6	7.1
Total	85	100.0
Not Skilled	7	8.2
Moderately Skilled	23	27.1

As shown in Table 49, 45.9% respondents in the study indicated that the people in various departments were skilled while 27.1% indicated that they were moderately skilled. The researcher probed further to find out whether the in service courses provided for personal career development were relevant.

**Table 0.10**

*Relevance of in Service Courses*

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Not Relevant	23	27.1
Moderately Relevant	33	38.8
Relevant	14	16.5
Highly Relevant	9	10.6
Very Highly Relevant	6	7.1
<b>Total</b>	<b>85</b>	<b>100.0</b>

As shown in Table 4.101, 38.8% indicated that whether the in service courses provided for personal career development were moderately relevant while 27.1% felt that they were not relevant.

**4.4.3 Integrity**

The study attempted to determine the impact of integrity and moral conduct on the execution of anti-corruption techniques at the morals and anti-corruption commission. The researcher assessed the nature of transparency and accountability at EACC. Results are presented in Table 4.11

**Table 0.11***Transparency and Accountability at EACC*

	Strongly Agree	Agree	Uncertain	Disagree	Strongly Disagree
Transparency	60.0	35.3	35.3	0.0	0.0
Accountability	64.7	27.1	27.1	7.1	1.2
Honesty	78.8	11.8	11.8	3.5	0.0
Professionalism	54.1	32.9	32.9	2.4	0.0
Accountability	64.7	27.1	27.1	7.1	1.2

Majority (95.3%) agreed that transparency affects the implementation of anticorruption strategies at EACC. Similarly, 91.8% agreed that affects the implementation of anticorruption strategies at EACC. The results also show that 90.6% and 87.1% agreed that affects the implementation of anticorruption strategies at EACC respectively. Respondents were also required to demonstrate their degrees of concurrence with different issues identifying with Integrity. Table 4.12 shows the results of the study.

**Table 0.12***Criteria Used By Leaders in Deploying Officers*

<b>Statements</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>Mean</b>	<b>Standard Deviation</b>
Ethnic Affiliation	32	25	15	10	3	3.24	.948
Experience	23	28	18	12	4	2.78	1.004
Education Qualification	29	24	14	13	5	3.21	9.35
Meritocracy	38	22	12	10	3	2.28	1.137
Family Networking	31	25	15	9	5	3.11	1.034

In Table 4.12 are subtleties levels of concurrence with different issues identifying with honesty and moral conduct acquired from the respondents. The study found that the

respondents concur that there is ethnic connection is utilized as a methods for conveying officials with a mean estimation of 3.24 which gives off an impression of being near the limit of 5. Respondents appeared to concur that experience is utilized as a methods for sending officials as reflected by the mean estimation of 2.78 which is tending ceaselessly from the greatest purpose of 5. The outcomes as reflected in Table 4.12 show a mean of 2.28. This is beneath the mean normal, suggesting that respondents differ with respect to the announcement viewing meritocracy as a methods for sending officials. The consequences of the review as uncovered by Table 4.12 propose that the respondents are of the supposition that family organizing is utilized in arrangement of officials.

These findings demonstrate a lack of integrity at EACC. This coincides with Dumisa and Amao's finding (2016) that while public staff are being motivated to follow Ubuntu's principles of government, the lack of openness and openness in public circles does not guarantee that high moral expectations are followed. Anders (2019) found that their neutrality did not prove sufficient to shield them from political interference. Kinuthia (2018) also noted that there have been groups of individuals critical of the Commission for not being zealous enough with the fight against corruption. Respondents in the study were asked to suggest ways through which cultural change can be effected in order to successfully implement Anti-corruption strategies at EACC. Majority of the respondents indicated training. Some of their responses are captured below

*"Employees need training on cultural change"*

*"Employees should be trained on how to get along with other employees"*

*"Employees should be involved in team building activities."*

Further the respondents were approached to demonstrate the level to which Integrity influenced execution of Anti-corruption strategies at EACC. The aftereffects of the results are as appeared on Table 4.13.

**Table 0.13**

*Integrity Factors Affecting Implementation of the Anticorruption Strategies*

Integrity aspect	Response	Frequency	Percent
Political interference	Not Affecting	2	2.4
	Moderately Affecting	7	8.2
	Affecting	19	22.4
	Highly Affecting	25	29.4
	Very Highly Affecting	32	37.6
Cultural Factors	Not Affecting	59	69.4
	Moderately Affecting	12	14.1
	Affecting	7	8.2
	Highly Affecting	5	5.9
	Very Highly Affecting	2	2.4
Moral values	Not Affecting	10	11.8
	Moderately Affecting	13	15.3
	Affecting	41	48.2
	Highly Affecting	12	14.1
	Very Highly Affecting	9	10.6
Ethical Behavior	Not Affecting	5	5.9
	Moderately Affecting	29	34.1
	Affecting	33	38.8
	Highly Affecting	12	14.1
	Very Highly Affecting	6	7.1

Results in Table 4.13 show that majority (97.6%) of the respondents agreed that political interference affected the implementation of the anticorruption strategies at EACC with 37.6% of respondents indicating that the effect was very high. However, results show that majority (69.4%) indicated that cultural factors were not affecting implementation of the anticorruption strategies at EACC. Moral value affected implementation of the anticorruption strategies at EACC according to majority (88.2%) of the respondents with 48.2% indicating that it was affecting. Ethical behavior was also found to be affecting implementation of the anticorruption strategies at EACC according to the vast majority (94.1%) of respondents. This implies integrity profoundly influences the usage of anticorruption procedures at EACC. These results agree with Krajewska and Makowski (2017) who affirms that there is no Country that is totally liberated from Corruption and, that the most ideal approach to war it here in Kenya isn't changing the laws and Governments, however common Kenyans need to stand up and state that's the last straw. This joined with the social issues where the general public appears to extol and grasp the degenerate and from a similar network, represents a danger to successful war against unite. Corruption is fundamental and we should not expect a paradise sent organization to end it. The outcome is different from the findings of Chetty and Pillay (2017) one of the main ingredients and the basis for success was the freedom of these organizations from political intervention.

#### **4.4.4 Institutional Frame Work**

The study further tried to discover the impacts of institutional framework on the usage of anticorruption methodologies at EACC. Table 4.14 shows the results of the study.



**Table 0.14***EACC Institutional Framework*

	<b>Strongly agree</b>	<b>Agree</b>	<b>Uncertain</b>	<b>Disagree</b>	<b>Strongly disagree</b>
The organization has well formulated organization anti-corruption policies	42.4	27.1	5.9	14.1	10.6
All the stakeholders of the organization understands the anti-corruption policies	14.1	11.8	10.6	48.2	15.3
The organization anti-corruption policies are well displayed in strategic places in the organization	34.1	45.9	7.1	11.8	1.2
The organization has well developed plans of activities against anticorruption	44.7	25.9	0.0	17.6	11.8
The organization uses well-structured planning mechanism on anticorruption	57.6	17.6	4.7	11.8	8.2
The organization adheres to its plan of activities	65.9	23.5	0.0	5.9	0.0
The organization base its decisions and actions on formulated anti-corruption policies	57.6	35.3	3.5	1.2	2.4
The organization adheres to its formulated anticorruption policies	71.8	12.9	4.7	5.9	4.7

Majority (69.4%) of the respondents agreed that the organization has a well formulated organization anti-corruption policies. However, 63.5% disagreed that all the stakeholders of the organization understands the anti-corruption policies. Majority (80%) agreed that the organization anti-corruption policies are well displayed in strategic places in the

organization. Majority (70.6%) also agreed that the organization anti-corruption policies are well displayed in strategic places in the organization. Results in Table 4.14 show that 75.3% agreed that the organization uses well-structured planning mechanism on anticorruption. The vast majority (89.4%) agreed that the organization adheres to its plan of activities. Similarly, 92.9% agreed that the organization base its decisions and actions on formulated anti-corruption policies. In addition, 84.7% agreed that the organization base its decisions and actions on formulated anti-corruption policies. Respondents in the study were asked to indicate how government policy affect implementation of anticorruption strategies at EACC. Majority of respondents indicated that government policy while well intentioned acted as a barrier in the implementation of anticorruption strategies. The responses are captured below

*" Government policies are too bureaucratic"*

*"Some government policies are unrealistic and impracticable"*

*"Government polices are made without consultation of EACC employees"*

*"Various government policies hinder EACC employees from executing their mandate fully"*

The researcher probed further to find out the effect of institutional framework and implementation of anticorruption strategies.

**Table 0.15***Effect of EACC Institutional Frame Work on Implementation of Anticorruption Strategies*

<b>Statement on resources</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Uncertain</b>	<b>Disagree</b>	<b>Strongly disagree</b>
Operational Structures and Systems	68.2	23.5	3.5	2.4	2.4
Implementation of Punitive Measures	57.6	24.7	2.4	10.6	4.7

The vast majority (91.8%) agreed that operational structures and systems affect implementation of anticorruption strategies. Similarly, 82.4% agreed that implementation of punitive measures affect implementation of anticorruption strategies. This implies institutional framework profoundly influences implementation of Anti-corruption strategies. This is in accordance with studies by Chetty and Pillay (2017) has shown that anti-corruption agencies are, in many respects, lacking cohesion, duplication and overlapping mandates within anti-corruption organizations. In addition, they are part of a variety of institutions. Qazi et al. (2017) too, has found that attempts to harmonize regulatory structures by national governments, IGOs and INGOs to promote international judicial collaboration have been gradually under way. However, there is a lack of a single coordinating body which prepares, designs and executes strategic and tactical imperatives for combating corruption, which is different from those of Pillay (2017). The findings were also in contrast to Afrimap (2016) which revealed that, while in Kenya, Uganda and Tanzania there are sound legislative mechanisms for combating corruptions, the politicians and parliamentarians of each country tend to actively work to curb or defeat the ability of anti-corruption agencies to do their job.

#### 4.4.5 Stakeholder Support

The study further attempted to determine the impacts of Stakeholder support on the usage of anticorruption strategies at EACC. Table 4.16 shows the results of the study.

**Table 0.16**

*Nature of Stakeholder support at EACC*

<b>Statement</b>	<b>Strongly agree</b>	<b>Agree</b>	<b>Undecided</b>	<b>Agree</b>	<b>Strongly disagree</b>
The authorities encourage support of anticorruption strategies	3.5	2.4	7.1	22.4	64.7
There is group discussion done among the stakeholders	14.1	22.4	11.8	34.1	17.6
There are forums organized for stakeholders on issues of corruption	29.4	23.5	0.0	16.5	30.6
Public participation is encourage issues of corruption	14.1	10.6	4.7	54.1	16.5
There is open monitoring and evaluation of the anticorruption strategy implementation by stakeholders	10.6	15.3	7.1	45.9	21.2

Majority (87.1%) disagreed that the authorities encourage support of anticorruption strategies. Slightly above half (51.8%) also disagreed that there is group discussion done among the stakeholders. Results in Table 4.16 show that 52.9% agreed that there are forums organized for stakeholders on issues of corruption. Majority (70.6%) disagreed that public participation is encourage issues of corruption. Majority (67.1%) also disagreed that there is open monitoring and evaluation of the anticorruption strategy implementation by stakeholders. Respondents in the study were asked to indicate how the stakeholders support

can be used to improve anticorruption strategy implementation. Majority of the respondents indicated that stakeholders should be more supportive.

*"All stakeholders should have more regular meetings"*

*"Stakeholders ought to listen to EACC employees more"*

*" Stakeholders ought to provide training to employees"*

The researcher also sought to find out how stakeholder support affects implementation of anticorruption strategies.

**Table 0.17**

*Effects of Stakeholder Support*

<b>Ratings</b>	<b>Frequency</b>	<b>Percentage</b>
Not Affecting	4	8.9
Moderately Affecting	4	8.9
Affecting	7	15.6
Highly Affecting	24	26.7
Very highly affecting	36	40.0
<b>Total</b>	<b>85</b>	<b>100.0</b>

From the outcomes in Table 4.17, it is demonstrative that 40% of respondents were in feeling that Stakeholder support has incredible effect on execution of anticorruption methodologies at EACC. 26% and 15.6 % of respondents were of sentiment that stakeholder support has moderate and least effect on execution of anticorruption methodologies at EACC separately, while 8.9% were in conclusion that its effect is immaterial and another (8.9%) were demonstrated that it had no impact. This implies lion's share of the respondents

were of the inclination that Stakeholder support profoundly influences execution of Anti-Corruption.

The results are in accordance with perception made by Montigny (2020) that effective war against corruption can't be pursued without the association and backing of all parts of society, while Gattoni (2016) contend that the expansion of majority rules system levels in states have for quite a while been viewed as the most noteworthy instrument for battling Corruption from a interested parties bolster activity, however as he contends, that it isn't the real vote based system level in an express that is the most huge for the residents' prosperity, yet rather it is the Corruption level that is the most critical. Results are consistent with Transparency International findings (2019) which suggest that a well-financed and autonomous body or committee to combat corruption can be an effective tool. However, both political, judicial and law enforcement assistance is required if they are to perform their duties. Monteduro et al. (2020) have observed that external and internal stakeholders' interest would positively impact the reach of adoption by public institutions of corruption risk management schemes.

#### **4.5 Regression Analysis**

Regression analysis was utilized to set up the connection between execution of Anti-Corruption and the components that influences factors.

### 4.5.1 Diagnostic Tests

Diagnostic tests namely normality, multicollinearity, linearity, homoscedasticity and autocorrelation were conducted to ensure that the data meets the requirements and assumptions of regression analysis.

#### 4.5.1.1 Test for Normality

Skewness and Kurtosis were used to test for normality.

**Table 0.18**

*Skewness and Kurtosis of Data*

<b>Variable</b>	<b>Skewness</b>	<b>Kurtosis</b>
Resource allocation	1.201	0.546
Integrity and ethical behavior	0.661	0.186
Stakeholder support	0.601	0.427
Institutional Frame Work	1.207	1.334

Results in Table 4.18 show that all the values of skewness and kurtosis were within the -1.5 and 1.5 range. According to Mishra (2019), the values for asymmetry and kurtosis between -2 and +2 are considered acceptable in order to prove normal univariate distribution. This shows that the data in the study met the normality assumption and was therefore fit for regression analysis.

#### 4.5.1.2 Test for Multicollineriaty

In this multicollinearity can also be detected with the help of tolerance and its reciprocal, called variance inflation factor (VIF).

**Table 0.19**

*Tolerance and VIF Values*

<b>Variable</b>	<b>Tolerance</b>	<b>VIF</b>
Resource allocation	0.679	1.441
Integrity and ethical behavior	0.518	1.883
Stakeholder support	0.750	1.306
Institutional Frame Work	0.650	1.271

The findings in Table 4.19 show that there is no multicollinearity since all the resistance values are above 0.02 and the all VIF values are somewhere in the range of 1 and 10. As per O'Brien (2017), tiny resilience values (<0.10) demonstrate that an indicator is repetitive and a variable whose VIF values is more prominent than 10 might justify further examination.



#### 4.5.1.3 Test for Linearity

ANOVA test was conducted to check for linearity in the data. The findings are presented in Table 4.20.

**Table 0.20**

##### *F-Test Results*

Variable	F	Sig. (P-Value)
Resource allocation	16.353	0.003
Integrity and ethical behavior	12.734	0.048
Stakeholder support	11.787	0.012
Institutional Frame Work	11.583	0.011

Findings in Table 4.20 show that the p-values for the 4 variables are all below the critical value (0.05). We can therefore conclude that there is a linear relationship in addition to the linear component.

#### 4.5.1.4 Homoscedasticity

Homoscedasticity was tested by conducting the Levene's test of equality of error variances.

**Table 0.21**

##### *Levene's test of Equality of Error Variances*

F	df1	df2	Sig. (P-value)
1536	20	199	0.507

Findings in Table 4.21 show that the P-value 0.507 is greater than the critical value (0.05) indicating that the variances are not significantly different. There is therefore no significant difference from an equality of variance across the various conditions of the model of the study. The assumption of homoscedasticity is therefore satisfied and the data is fit for regression analysis.

#### **4.5.1.5 Autocorrelation**

To check for autocorrelation, the study conducted Durbin Watson test in SPSS.

**Table 0.22**

*Durbin Watson*

Durbin-Watson
1.980

Table 4.22 shows that the Durbin-Watson  $d = 1.980$ . According to Field (2017), a value between the two critical values of  $1.5 < d < 2.5$  indicates lack of autocorrelation. We can therefore conclude that there is no first order linear auto-correlation in our multiple linear regression data and the requirement of lack of autocorrelation is satisfied.

#### **4.5.2 Model Summary of Factors Influencing Implementation of Anti-Corruption Strategies**

Table 4.23 shows the model summary of the regression output.

**Table 0.23**

*Model Summary of Factors Influencing Implementation of Anti-Corruption Strategies*

<b>R</b>	<b>R<sup>2</sup></b>	<b>Adjusted R<sup>2</sup></b>	<b>Std. Error of the Estimate</b>
0.854	0.692	0.571	0.070132

a. Predictors: (Constant), Resource allocation, Integrity and ethical behavior, Stakeholder support, and institutional framework,

b. Dependent Variable: Implementation of Anti-Corruption

The outcomes indicated a connection esteem (R<sup>2</sup>) of 0.692 which portrays that there is a decent direct reliance of implementation of Anti-corruption strategies on resource allocation, integrity and moral conduct, Stakeholder support and institutional framework. Further, the regression results show that the integrity of fit for the regression between free factors and usage of against Corruption procedures is agreeable. A R squared of 0.692 shows that 69.2% of the differences in execution of Anti-Corruption are clarified by the changes in the free factors. This likewise suggests 30.8% of the fluctuations in execution of Anti-Corruption can't be clarified by the autonomous factors and is really ascribed to factors excluded from the model.

The findings therefore show that resource allocation, integrity and moral conduct, Stakeholder support and institutional framework combined have an effect on implementation of anti-corruption strategies. This is consistent with Badet et al. (2016) there are multiple factors as to why the fight against corruption is not yielding the expected results. Findings presented by Maragia (2020) also revealed corruption is influenced by economic factors, individual factors, social norms, and values in society. The study also

revealed that the fight against the corruption vice in both countries has not been won despite the efforts that have been made. But Hope (2017) found no strong evidence that any intervention tried has been ineffective, but there is fair evidence that anti-corruption authorities, public service reforms and the use of corruption conditionality in assistance distribution choices generally have not been effective..

#### **4.5.3 Analysis of Variances for Factors Influencing Implementation of Anti-Corruption Strategies**

Study of differences delivered relationship, coefficient of assurance and study of change (ANOVA). Connection looked to show the idea of connection among needy and autonomous factors and coefficient of assurance indicated the quality of the relationship. Study of fluctuation was done to show whether there is a critical mean distinction among needy and autonomous factors. The ANOVA was directed at 95% certainty level.

**Table 0.24**

*Analysis of Variance of Factors Influencing Implementation of Anti-Corruption Strategies*

	Sum of Squares	Df	Mean Square	f	sig
Regression	5.243	3	2.367	4.896	.045(a)
Residual	16.501	12	.536		
Total	21.744	15			

a. Predictors: (Constant), Resource allocation, Integrity and ethical behavior, Stakeholder support, institutional framework

b. Dependent Variable: Implementation of Anti-Corruption Strategies.

ANOVA measurements show that the general model was noteworthy. This was upheld by a F measurement of 4.896 and a p estimation of 0.045. The detailed likelihood was less than the customary likelihood of 0.05 (5%) criticalness level. The ANOVA results infer that the autonomous factors are acceptable joint indicators of EACC execution of against corruption techniques. The ANOVA results additionally show that anticipating implementation of Anti-corruption strategies through free factor yields preferred outcomes over foreseeing through the mean.

#### **4.5.4 Table of Coefficients of Factors Influencing Implementation of Anti-Corruption Strategies**

Table 4.25 presents the regression model coefficients as determined utilizing SPSS program.

**Table 0.25**

*Table of Coefficients of Factors Influencing Implementation of Anti-Corruption Strategies*

Implementation of Anti-Corruption	Coefficient	Std error	T	P >  t	Sig
Constant	.037	.110		.339	.007
Resource allocation	.021	.182	.018	.006	.009
Integrity and ethical behavior	.112	.187	.109	.597	.006
Stakeholder support	.622	.189	.542	3.296	.002
Institutional Frame Work	.182	.141	.231	1.296	.002

Results in Table 4.25 show that resource allocation was significant ( $p=0.009$ ). The first hypothesis therefore rejected and the study concludes that resource allocation affects the implementation of anti-corruption strategies at EACC in Kenya. The beta value indicates that a unit change in resource allocation results in a 0.021 change in implementation of anti-

corruption strategies. This result therefore shows that resource allocation is important in enhancing implementation of anti-corruption strategies. In line with Okafor et al. (2020) findings it was reported that battling corruption takes tremendous financial and human capital, especially in communities where it has become endemic. Neverova et al. (2016) have concluded that there is little study into corruption trials that need sophisticated technologies for testimony in law courts owing to a shortage of funding on the part the anti-corruption organizations. The finding is also consistent with Man-Wai (2016) who has argued that the ACA typically suffer from a lack of funding in most corrupt countries where it is not seen to be successful.

Integrity and ethical behaviour ( $p=0.006$ ) was also significant. The second hypothesis is therefore rejected and the study concludes that integrity affects implementation of anti-corruption strategies at EACC in Kenya. The beta value indicates that a unit change in integrity results in a 0.112 change in implementation of anti-corruption strategies. This result therefore shows that integrity is crucial in implementation of anti-corruption strategies. This finding agrees with Huberts (2018) namely the relevance and priority of the entire honesty and anti-corruption problem, even though various instruments are available and multiple institutions are established. This is consistent with Dumisa's and Amao's (2016) observations that while government staff are expected to preserve the principles of Ubuntu for governance, the government circles' absence of accountability and openness does not guarantee that high morality standards are upheld. Anders (2019) found that their neutrality did not prove sufficient to shield them from political interference.

Stakeholder support was also significant ( $p=0.002$ ) in the study. The third null hypothesis is therefore rejected and the study concludes that institutional framework affects implementation of anti-corruption strategies at EACC in Kenya. The beta value indicated that a unit change in stakeholder support results in 0.622 change in implementation of anti-corruption strategies at EACC in Kenya. This result shows that stakeholder support is important in implementation of anti-corruption strategies. The result supports Transparency International (2019)'s opinion that an autonomous, well-financed anti-corruption authority or committee is a powerful tool in fighting corruption. However, both political, judicial and law enforcement assistance is required if they are to perform their duties. Anti-corruption commissions also collaborate closely with other national authorities, such as law enforcement departments, supreme audit bodies, ministries and typically coordinate anti-corruption efforts. Monteduro et al. (2020) have also argued that external and internal stakeholders will have a positive effect on the level of corruption risk implementation.

Institutional framework was also significant ( $p=0.182$ ) in the study. The fourth hypothesis is therefore rejected and the study conclude that Stakeholder's support to EACC does affect implementation of anti-corruption strategies at EACC in Kenya. The beta values show that a unit change in stakeholder support results in 0.182 a change in implementation of anti-corruption strategies. This finding shows that institutional framework is important for successful implementation of anti-corruption strategies. This is in accordance with studies by Chetty and Pillay (2017) and has shown that anti-corruption agencies are, in many respects, lacking cohesion, duplication and overlapping mandates within anti-corruption organizations. In addition, they are part of a variety of institutions. Hope (2017) too, has

found that attempts to harmonize regulatory structures by national governments, IGOs and INGOs to promote international judicial collaboration have been gradually under way.

However, there is a lack of a single coordinating body which prepares, designs and executes strategic and tactical imperatives for combating corruption, which is different from those of Pillay (2017). Afrimap (2016) also finds that while in Kenya, Uganda and Tanzania there are sound legislative mechanisms for tackling corruption, concerted attempts by administrators and parliamentarians in the respective Member States are apparently pursued to restrict or defeat the capacities of anti-corruption agencies in doing their job.

#### **4.5.5 New Model of Factors Influencing Implementation of Anti-Corruption Strategies**

To set up the connection between the autonomous factors and implementation of Anti-corruption strategies in Kenya, a various regression study was led. The regression model was as per the following:

$$Y = 0.037 + 0.021 X_1 + 0.112 X_2 + 0.622 X_3 + 0.182 X_4 + e$$

Where: Y=Implementation of Anti-Corruption, X<sub>1</sub> = Resource allocation, X<sub>2</sub> =Integrity and moral conduct, X<sub>3</sub> =Stakeholder support, X<sub>4</sub> = Institutional Frame Work and e =Error term

The new model shows that without resource allocation, integrity, institutional framework and stakeholder support, implementation of anti-corruption strategies would be 0.037. The beta values shows the relative strength of each of the variables. All the beta values in the study are positive which indicates that each of the variables enhance implementation of anti-corruption strategies in one way or another. Stakeholder support has the biggest beta value



(0.622) which implies that a unit change in stakeholder support produces a 0.0622 change in implementation of anti-corruption strategies in one way or another.

This suggests that the most crucial factor in implementing anti-corruption programs is the backing of stakeholders. The results are comparable to those of Transparency International (2019) which suggests that a well-financed and independent anti-corruption body or commission may be a significant weapon in the battle against corruption. The government, judiciary, and law enforcement must support them in order for them to carry out their duties effectively. Corruption risk management systems are more likely to be implemented if external and internal stakeholders are included, according to Monteduro et al. (2020).

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

The study involved the application of anti-corruption strategies. The main objective was to determine the effect of implementation of Anti-corruption strategies on at EACC. The section describes the summary of significant results, the conclusions of the study, recommendations and features of the zone that require further research.

#### **5.2 Summary of the Findings**

The purpose of this study was to examine factors influencing implementation of anti-corruption strategies at the ethics and anti-corruption commission. The study found that there was poor implementation of anti-corruption strategies. A total of 85 EACC employees participated in the study. The following is a summary of the main findings of the study.

The first objective of the study sought to determine how resource allocation affect the implementation of anti-corruption strategies at EACC in Kenya. The study found that EACC had inadequate resource allocation that hampered implementation of anti-corruption strategies. The study found that the agency was underfunded and this limited its ability to procure required resources such as enough employees. Regression analysis showed that resource allocation was significant.

The second objective of the study sought to determine how integrity affects implementation of anti-corruption strategies at EACC in Kenya. The study found that there was lack of

integrity at EACC. Specifically, the study found that there was tribalism and nepotism within the ranks of the agency. Regression analysis showed that integrity was significant.

The third objective assessed how institutional framework affects implementation of anti-corruption strategies at EACC at EACC in Kenya. The study found that EACC had a weak institutional framework. The framework lacked some key aspects recommended by The International Organization Convention on Corruption. This could be attributed to inadequate resource allocation. Regression analysis showed that institutional framework was significant.

The fourth objective of the study examined how stakeholder support affects implementation of anti-corruption strategies at EACC at EACC in Kenya. The study showed that there was a low stakeholder support in the implementation of anti-corruption strategies. Institutions and people who would help in the fight against corruption were not involved in decision making. Regression analysis showed that stakeholder support was significant. Regression analysis also showed that stakeholder support

### **5.3 Conclusions**

The study concludes that inadequate resource allocation affects the implementation of anti-corruption strategies at EACC in Kenya. Specifically, resource allocation builds the implementation of Anti-corruption strategies at EACC. The EACC is among the offices handling wastages and recuperation of advantages and if underfunded, its center exercises are seriously restricted. Due to the underfunding, the institution had low human resources and human resources capacity.

The study concludes that lack of integrity at EACC affects implementation of anti-corruption strategies in Kenya. Specifically the lack of integrity limits the implementation of anti-corruption strategies at EACC. The study found that internal processes such as recruitment and deployment of employees at EACC lack integrity, which negatively affects implementation of anti-corruption strategies

The study concludes that a weak EACC institutional framework affects implementation of anti-corruption strategies at EACC at EACC in Kenya. The study finds that EACC has a good institutional framework based on United Nations Convention against Corruption recommendations. However, given limited resource allocation and stakeholder support, the framework has not produced desired results.

The study also concludes that the lack of stakeholder support affects implementation of anti-corruption strategies at EACC at EACC in Kenya. Specifically, the lack of stakeholder support negatively affects implementation of anti-corruption strategies. There was limited public engagement and involvement of civil society and this hampered implementation of anti-corruption strategies

#### **5.4 Recommendations**

The national assembly of Kenya should allocate more financial resources to EACC to enhance the capacity of the agency. This will enable the institution hire enough manpower to enforce its mandate. Adequate resources will also enable procurement of latest ICT systems that are used in auditing and surveillance.

Leadership of EACC should seek to cultivate a culture of integrity internally at the agency such as fair and reasonable hiring and deployment of employees. Tribalism and nepotism in the institution should be fought hard to ensure integrity within the organisation. The leadership should also come up with strategies and a service charter against which they can evaluate themselves.

EACC should review the framework used to fight corruption, as the country has not improved on the corruption perception index. The agency should align its framework with the latest recommendations of The International Organization Convention on Corruption.

EACC should also adopt a stakeholder engagement plan to enable greater public participation and civil society engagement in fighting corruption. The agency should conduct public education campaigns to teach the public on how they can get involved in avoiding and fighting corruption.

## **5.5 Suggestions for Further Studies**

The study on factors affecting implementation of anticorruption strategies is not exhaustive; hence there is suggestion to carry out other studies in line with:

- i. Government's role in the Implementation of Anti-Corruption techniques at the Ethics and Anti-Corruption Commission
- ii. Effect of Economic Conditions on Implementation of Anti-corruption Strategies at EACC.
- iii. A comparative study among different countries in implementation of against corruption procedures.

- iv. A similar study involving employees from other branches of EACC across the country.
- v. A similar study involving other stakeholders such as the public and their representatives should be conducted.

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## APPENDICES

### Appendix I: Questionnaires for EACC Employees

#### INSTRUCTIONS

Please answer these questions to the best of your knowledge and ability. Also do not indicate your names on the questionnaire. Information provided will be kept confidential and strictly used for the purpose of this research only.

**Tick the most appropriate answer in the spaces provided below.**

#### SECTION A: IMPLEMENTATION OF ANTICORRUPTION STRATEGIES

1. Do you agree that that relevant stakeholders have done enough to ensure implementation of Anti-corruption strategies at EACC.

- i. Strongly disagree [ ]
- ii. Disagree [ ]
- iii. Not sure [ ]
- iv. Agree [ ]
- v. Strongly Agree [ ]

2. The table below relates the factor of implementation of anticorruption strategies, tick according to your level of agreement. (Please indicate by using 1-Strongly agree (SA), 2-Agree (A), 3- Undecided (UD), 4- Disagree (D), 5- Strongly disagree (SD))

Do you agree that the following factors Influence Implementation of Anti-corruption Strategies

<b>Statements</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
Review EACC procedures					
Various legislation to strengthen compliance					
Having regular meetings with various stakeholders					
Establishment of Complaints Bureau					
Code of Ethics for all EACC officers					
Raising public awareness					
Declaration and monitoring EACC officers assets					

## **SECTION B : ALLOCATED RESOURCES**

### **i. Financial Resources**

This section aims at assessing the effect of allocated resources on implementation of anti-corruption strategies. Kindly tick appropriately

3. What is the source of funding in the EACC?

- a) National Government [  ]
- b) Funding [  ]
- c) Well wishers [  ]

4. How often are funds available for implementation of anticorruption strategies?

- a) Not available [  ]
- b) Irregular. [  ]
- c) Frequent [  ]

**ii. Human Resources**

5. The table below shows effect of human resources on implementation of anticorruption strategies, tick according to your level of agreement. (Please indicate by using 1-Strongly disagree (SA), 2-Disagree (A), 3- Undecided (UD), 4- Agree (D), 5- Strongly Agree (SD))

S. No	Statement	Strongly disagree	Disagree	Undecided	Agree	Strongly Agree
1.	There are enough staff members to handle anticorruption cases					
2	The staff are well motivated					
3.	The staff are trained on anticorruption issues					

6. Do you think human resource affect the implementation of anticorruption strategies at EACC?

- a) Not Affecting [    ]
- b) Moderately Affecting [    ]
- c) Affecting [    ]
- d) Highly Affecting [    ]
- e) Very Highly Affecting [    ]

7. Do you think the people in various departments possess the appropriate skills required for the job?

a) Not Skilled [ ]

b) Moderately Skilled [ ]

c) Skilled [ ]

d) Highly Skilled [ ]

e) Very Highly Skilled [ ]

8. Are the in service courses provided for personal career development relevant?

a) Not Relevant [ ]

b) Moderately Relevant [ ]

c) Relevant [ ]

d) Highly Relevant [ ]

e) Very Highly Relevant [ ]

## **SECTION C: INTEGRITY**

### **i. Political Interference**

9. How would you rate the effect of political interference on successful implementation of the anticorruption strategies at EACC

a) Not Affecting [ ]

b) Moderately Affecting [ ]

c) Affecting [ ]

- d) Highly Affecting [ ]
- e) Very Highly Affecting [ ]

10. Do you agree that the following factors have affected the implementation of anticorruption strategies at EACC

<b>Factor</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
Transparency					
Accountability					
Honesty					
Professionalism					

**ii. Cultural Factors**

11. How would you rate the effect of cultural values on implementation of the anticorruption strategies at EACC

- a) Not Affecting [ ]
- b) Moderately Affecting [ ]
- c) Affecting [ ]
- d) Highly Affecting [ ]
- e) Very Highly Affecting [ ]

**Moral Values**

12. How would you rate the effect of moral values on implementation of the anticorruption strategies at EACC

- a) Not Affecting [    ]
- b) Moderately Affecting [    ]
- c) Affecting [    ]
- d) Highly Affecting [    ]
- e) Very Highly Affecting [    ]

**iii. Ethical Behavior**

13. How would you rate the effect of ethical behavior on implementation of the anticorruption strategies at EACC

- a) Not Affecting [    ]
- b) Moderately Affecting [    ]
- c) Affecting [    ]
- d) Highly Affecting [    ]
- e) Very Highly Affecting [    ]

**SECTION D: INSTITUTIONAL FRAMEWORK**

**I. Empowerment of EACC**

14. To what extent do you agree with the following factors of institutional framework in your organization affect implementation of anticorruption strategies Please select the appropriate response for the following questions using the following rating scale.

- a. Strongly disagree [1]
- b. Disagree [2]
- c. Not sure [3]
- d. Agree [4]
- e. Strongly Agree [5]

Statement on resources	1	2	3	4	5
Operational Structures and Systems					
Implementation of Punitive Measures					

**SECTION IV: STAKEHOLDER PARTICIPATION**

**i. Public Participation**

15. The table below shows stakeholders support affects the implementation of anticorruption strategies, Please tick according to your level of agreement. Please indicate by using 1-Strongly disagree(SA), 2-disagree(A), 3- Undecided(UD), 4-disagree(D), 5- Strongly disagree(SA)

Kindly tick appropriately about the extent to which you agree on the following points

S. No	Statement	Strongly disagree	Disagree	Undecided	Agree	Strongly Agree
1.	The authorities encourage support of anticorruption strategies					
2.	There is group discussion done among the stakeholders					
3.	There are forums organized					



	for stakeholders on issues of corruption					
4.	Public participation is encourage issues of corruption					
5.	There is open monitoring and evaluation of the anticorruption strategy implementation by stakeholders					

**ii. Institutional Linkages**

16. To what extent do you agree with the following statements on institutional framework in your organization.? Please select the appropriate response for the following questions using the following rating scale.

Strongly Disagree [1]

Disagree [2]

Not sure [3]

Agree [4]

Strongly Agree [5]

<b>Application of institutional framework</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
The organization has well formulated organization anti-corruption policies					
All the stakeholders of the organization understands the anti-corruption policies					
The organization anti-corruption policies are well displayed in strategic places in the organization					
The organization has well developed plans of activities against anticorruption					
The organization uses well-structured planning					

mechanism on anticorruption					
The organization adheres to its plan of activities					
The organization base its decisions and actions on formulated anti-corruption policies					
The organization adheres to its formulated anticorruption policies					

**Thank you for your participation. Your input has been of greet value to the study.**

## Appendix II: Letter of Introduction



### KENYA METHODIST UNIVERSITY

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24<sup>TH</sup> MAY 2019

Commission Secretary,  
National Commission for Science, Technology and Innovations,  
P.O. Box 30623-00100,  
**NAIROBI.**

Dear sir/ Madam,

**RE: JEREMIAH KIRERI (BUS-3-6730-3/2016)**

This is to confirm that the above named is a bona fide student of Kenya Methodist University, School of Business and Economics undertaking the Degree of Masters in Business Administration(MBA). He is conducting research on, **Factors Influencing Implementation of Anticorruption Strategies by Ethics and Anti-Corruption Commission in Kenya.**

We confirm that his Research proposal has been defended and approved by the University.

In this regard, we are requesting your office to issue a permit to enable him collect data for his research.


Any assistance accorded to him will be appreciated


Thank you.

  
24 MAY 2019

**DR. JOHN MUCHIRI, PHD**  
**DIRECTOR, POSTGRADUATE STUDIES**


**Appendix III: NACOSTI Authority**

  
**REPUBLIC OF KENYA**

  
**NATIONAL COMMISSION FOR  
SCIENCE, TECHNOLOGY & INNOVATION**

Ref No: **144136** Date of Issue: **26/June/2020**


**RESEARCH LICENSE**




**This is to Certify that Mr.. Jeremiah Ngware Kiri of Kenya Methodist University, has been licensed to conduct research in Nairobi on the topic: Factors Influencing Implementation of Selected Anti-Corruption Strategies by EACC in Kenya for the period ending : 26/June/2021.**

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Applicant Identification Number

  
Director General  
**NATIONAL COMMISSION FOR  
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