

## **Role of Resource Allocation in Implementing Anti-Corruption Strategies at Ethics and Anti-Corruption Commission in Kenya**

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### **Abstract**

Corruption in its various forms is injurious and detrimental to economic growth, and has been identified as a key drawback in developing countries. As a result, governments all over the world have implemented a variety of policies to strengthen the battle against corruption. Despite adopting various anti-corruption policies, Kenyan corruption has been endemic and anti-corruption strategy falls short of international standards. The aim of this analysis was to see how resource allocation influences anti-corruption strategy execution at Ethics and Anti-Corruption Commission (EACC) in Kenya. A case study design was used in this research. Employees of EACC were the target population. Eighty-five EACC respondents were deemed appropriate. A questionnaire was used to gather data, which was then analyzed descriptively where mean, standard deviation and chi-square were computed with the help of SPSS. A pretest was conducted prior to collection of data. The pretest was conducted among nine employees of EACC from various departments in Nyeri. The study found that Ethics and Anti-Corruption Commission was underfunded. As a result, its ability to procure required resources such as enough employees and information technologies is limited. Chi-square analysis showed that resource allocation was significant. The study therefore recommended that the national assembly of Kenya should allocate more financial resources to EACC to enhance the capacity of the agency in fighting corruption.

**Keywords:** *Corruption, Anti-corruption strategies, Resource allocation, EACC, Kenya*

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### **1.0 Introduction**

Generally, corruption has been defined from the perspective of administration and financial science. For instance, Otusanya et al. (2017) define corruption as the misuse of office by those endowed with official responsibilities to run them for one's individual gains. Corruption is usually

depicted through abuse of office for individual gains, pay offs, coercion, extortion, theft among other gross professional misconduct by people entrusted with various office responsibilities. Corruption in its numerous forms is injurious and detrimental to economic

growth and has been identified as the main Achilles heel of developing countries. As a result, governments all over the world have implemented a variety of policies to strengthen the battle against corruption. The Ethics and Anti-Corruption Commission [EACC] is Kenya's only agency that is legally charged with the responsibility of fighting corruption (Kichwen, 2017).

Strategies to combat corruption describe a series of high-level goals for preventing and combating corruption. Action plans, execution techniques and reporting procedures are normally part of anti-corruption strategy (Addo, 2021). At both the national and international levels, anti-corruption legislation and laws are now universally recognised as critical. In most nations, serious attempts to curb corruption are still in their infancy, and accurate data on the existence and scope of domestic and transnational corruption is difficult to come by (Setyaningrum et al., 2017). Effective corruption prevention techniques are geared to the social context in which it exists.

According to Huynh and Nguyen (2020), there are many reasons why the fight against corruption is not yielding the expected results. These include lack of transparent democracy where authorities are not accountable to people; the persistence of foreign vested interests; and rivalry in developing markets in the region not just for natural resources but also over lucrative consumer entry. Setyaningrum et al. (2021) add that there are vague and dysfunctional public finance management processes, pernicious consequences of capital flight and illegal financial outflows, ineffective judicial implementation of current anti-corruption laws, and the region's judiciaries' relative lack of freedom. Additionally, there

is a lack of political will and interest to fight corruption. These hurdles in implementation of anti-corruption initiatives typically take the form of interfering with anti-corruption agencies' work, selective investigation, and inadequate budgetary funding (Benson & Simpson, 2014).

Corruption has an incapacitating impact on progress, reliability and improvement of the continent (Otusanya et al., 2017). 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 aims to strengthen political rights and civil liberties; limit executive authority, improve congressional oversight, and expand the independence of the judiciary among other items (Hope, 2018). The government has also developed corruption-eradication success benchmarks, whose monitoring and evaluating is the responsibility of EACC. EACC uses legal, institutional and financial strategies to achieve its mandate (Kichwen, 2017).

Despite a wide range of initiatives and strategies to fight corruption as highlighted in the foregoing discussion, corruption in Kenya remains pervasive and endemic (Onyango, 2020). According to Transparency International (2019), Kenya ranked 137th out of 180 countries in terms of corruption. The study gave Kenya a Corruption Perceptions Index [CPI] score of 28 out of 100, which is lower than the global average of 43 and the Sub-Saharan African average of 32. In another survey conducted by Heritage Foundation (2020), Kenya was ranked 132<sup>nd</sup> in the new World Economic Freedom Index, behind its East African peers due to rampant graft, administrative inefficiency, and a heavy tax burden. Bad

anti-corruption policies are to blame for the country's high degree of corruption. According to Kichwen (2017), institutional flaws, low civil servant pay, and a lack of transparency and responsibility in public services are among the major causes of corruption. Despite the fact that studies like Kichwen (2017), Hope (2019), Mutangili (2019) and Onyango (2020) were based on issues relating to anti-corruption, they have not satisfactorily addressed execution of anti-corruption strategies at the EACC itself. Consequently, there is need to investigate the variables affecting the usage of those strategies.

One problem that can obstruct the enforcement of anti-corruption policies is resource allocation. Resource allocation is the process of sharing and managing funds in a manner that supports an organization's strategic goals. According to Okafor et al. (2020), combating corruption, especially in communities where it has become pervasive, necessitates massive financial and human capital. Considering the country's fiscal finances, population size, and land area, anti-corruption agencies need a large amount of financial capital to carry out their tasks. Anti-corruption agencies [ACAs] are also entitled to timely, planned, reliable, and adequate funding to support the steady growth and extension of their operations, as well as the accomplishment of their mandate (Di Mascio et al., 2020).

According to Hope (2019), lack of enough resources by the anti-corruption agencies has limited its investigation activities, which require advanced technology for evidence in courts of law. Heritage Foundation (2020) asserts that an unnecessarily optimistic policy, with lofty goals that are unattainable given the country's finances and capability,

would be overlooked or discarded as unrealistic, and one that contributes to citizens' discontent and resignation. This study sought to determine how resource allocation affects the implementation of anti-corruption strategies at EACC in Kenya.

#### ***Purpose of the Study***

To determine how resource allocation affects the implementation of anti-corruption strategies at EACC in Kenya.

#### ***Research Hypothesis***

H<sub>01</sub> Resource allocation does not affect the implementation of anti-corruption strategies at EACC in Kenya.

#### ***Theoretical Framework***

The study was anchored on the Noble's strategic implementation model, and the white collar crime theory.

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

The strategic implementation model was developed by Charles Noble (Bodi et al., 2020). The model discusses barriers to effective implementation of strategic plans. It examines the actual separations obstructing the required cross-practical cooperation inside the association structure and the actual boundaries. In reference to the varying interests of the particular units, Turf obstructions are contrary sides of the same coin, (Asil, 2019). Interpretive hindrances are shaped by the different ways different units decipher and grasp the technique. Character boundaries mirror the saved attributes of key work force inside the association's order. Another significant obstruction is that of grouped objectives in the midst of the association and its units (Shujahat et al., 2017). 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). Individual qualities play a role inside the indicative layer of understanding, while authoritative qualities play an errand inside the representative, and relational layer of translation (El-Toukhy, 2021). It would be judicious, hence, not to discuss translation and acknowledgment as isolated cycles since doing so would appear to mean that the basic and fundamental measurements can go about as solid vital messages themselves. This would further imply that if the basic and foundational properties are not 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). The methods to fight corruption identify a collection of goals for avoiding and fighting corruption.

These methods typically provide action plans and processes for executing and tracking (Asil, 2019). However, 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 EACC strategies fail at the implementation stage. However, this theory has limitations that necessitate another theory to guide the study. Bodi et al. (2020) 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 postulation - theory of crime with white collars.

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

This theory is credited to the work of Edwin H. Sutherland (Simpson, 2019). Sutherland has described white coloured crime as "crime committed in the course of one's 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. It attests that if a citizen or a pack that needs to understand their needs, contrasts themselves and other people who can without much of a stretch satisfy these necessities, they become baffled. This creates hatred that may end in wrongdoing. This observation counters scholars diminishing deviance to singular volition. Since it recommends that examination between bunches end in sentiments of imbalance, it derives that the gatherings are different. This shortcoming is demonstrated in intra-class middle class violations. Different suspicions incorporate the idea that these correlations lead to

antagonism and wrongdoing that is inferable from one causal variable (Chan & Gibbs, 2019). A traditional clarification for wrongdoing is that the devilish viewpoint, which holds that wrongdoing results from wicked impacts (Craig, 2019).

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 (Severson et al., 2019).

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 of people are experiencing the voracity and debasement of middle class lawbreakers, and many detest it. Rorie (2019) article in 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 centred on the

latter. Past examination recommended that residents are bound to help correctional authorizations for road wrongdoers than middle class guilty parties.

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 is 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). Most people who commit white collar crime usually have a lot of power because they have a lot of money. Examining the theoretical and motivational issues involved in white collar crime allows us to obtain a deeper understanding of how and why these crimes are committed (Standler & Benson, 2012). 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 does not direct that the culprit must be of high social standing or possibly well off, just that they are carrying out this wrongdoing from a hold of trust inside the course of managing their responsibility (Severson et al, 2019). 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 (Repousis et al., 2019). These middle class offenses are undeniably bound to be identified, and thus the guilty party arraigned, than other more significant level offenses where the wrongdoing is questionable and in this manner the wrongdoer very much safeguarded. 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 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 is in enormous part constrained by enterprises who support it. Organizations in certain spots and major

global enterprises own media stations and sources (Gottschalk & Gunnesdal, 2018).

## **2.0 Materials and Methods**

This research used a case study design. This design was informed by the fact that there is only one anti-corruption agency in Kenya, that is, EACC. Therefore, EACC employees comprised the target population for this study. Specifically, the study targeted employees who are actively involved in the primary mandate of EACC, which is to combat and prevent corruption through law enforcement, preventive measures, education and promotion of standards and best practices in integrity and ethics. These included employees in the operations, investigation, intelligence production, preventive services, education, ethics and leadership, as well as legal services and asset recovery. According to EACC (2020), there were a total of 92 employees in these departments in Nairobi. Sample size determination was done using Slovinc's formula.

$n = N / (1 + N (e)^2)$ . Where  $n$  denotes sample size,  $N$  denotes population size, and  $e$  denotes precision level.  $n = 92 / (1 + 92 (0.05)^2) = 85$ .

The study therefore had a sample of 85 respondents. The study employed stratified random sampling to distribute this sample in the various departments to ensure that every department was well represented as shown in Table 1.

**Table 1**

**Sampling Frame**

Department	Population Size	Sample Size
Operations Department	17	16
Investigation Department	16	15
Intelligence Production Department	11	10
Preventive Services Department	12	11
Education Department	18	17
Ethics and Leadership Department	9	8
Legal Services and Asset Recovery	9	8
Total	92	85

The data for this study was gathered utilizing a structured questionnaire. Kenya Methodist University [KeMU] and National Science, Technology and Innovation Commission [NACOSTI] were used to obtain research permission, and a research license. 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.

A pretest was conducted prior to collection of data. The pretest was conducted in 9 EACC employees from various departments in Nyeri, which was 10% of the main sample as recommended by Orodho (2009). All the departments were represented by one employee; apart from the operations and investigation departments which were represented by 2 employees each. Construct, face and content validity were attained in this study through expert advice from the researcher's supervisors. 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

questionnaire. A coefficient of 0.7 and above was accepted as recommended by Bonett and Wright (2015). A coefficient of 0.74 was achieved in the pretest, which indicated a high reliability. Descriptive statistics and chi-square tests were used and results presented in tables.

**3.0 Results and Discussion**

Eighty-five (85) questionnaires were distributed to the chosen respondents working with EACC, Nyeri. All the eighty-five questionnaires were appropriately filled by the respondents and returned for analysis, representing a 100% response rate. The high response rate could be attributed to a large amount of time (one month) given to the respondents to fill the questionnaire and also constant reminders sent to the respondents within the response time that had been allowed.

***Implementation of Anti-corruption Strategies***

The study aimed to undertake the assessment of respondents on how anti-corruption policies are being implemented at EACC. Respondents in the study were asked to indicate whether in their opinion, relevant stakeholders had done enough to ensure

implementation of anti-corruption strategies at EACC. As shown in Table 2, majority 55(64.7%) agreed that relevant stakeholders had done enough to ensure implementation of anti-corruption strategies at EACC. This finding is synonymous with Transparency International (2019) which indicated that a well-funded and autonomous anti-corruption body or tribunal can be a powerful tool in the war against corruption. If they want to do their duties, they will need help from the

administration, the courts, and law enforcement agencies. However, the finding disagreed with findings of Muthukrishna et al. (2017), Adeniran (2019) and Monteduro et al. (2020) who found limited stakeholder support in the fight against corruption. The poor implementation of anti-corruption strategies may therefore be attributable to resource allocation as it was found out, since stakeholders’ support was not an issue

**Table 2**

*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
<b>Total</b>	<b>85</b>	<b>100.0</b>

The participants were also asked to rank a list of options of factors influencing implementation of Anti-corruption Strategies. Majority 48(57%) disagreed that review EACC procedures affected implementation of anticorruption strategies as shown in Table 3. Similarly, an equal number 48(57%) disagreed that various legislation to strengthen compliance affected implementation of anticorruption strategies. Findings show that 43(51%) and 42(49%) of the respondents disagreed that establishment of complaints bureau and code of ethics for all EACC officers affected implementation of anticorruption strategies respectively. In addition, 42(50%) and 43(51%) disagreed that raising public awareness; and

declaration and monitoring EACC officers’ assets affected implementation of anticorruption strategies respectively. These results were in agreement with Maragia (2020) who found that corruption is influenced by economic factors, individual factors, social norms, and values in society. The findings, therefore, showed that implementation of anti-corruption strategies was hampered by various factors such as such as EACC procedures, legislation, stakeholder involvement and public awareness. As such, this study narrowed down to resource allocation in order to determine how resource allocation affected the implementation of anti-corruption strategies at EACC in Kenya.



**Table 3**

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

Statements	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

***Resource Allocation***

Respondents in the study were asked to indicate whether resource allocation policy affected implementation of anti-corruption strategies. As shown in Table 4, majority 54 (75.5%) agreed. This finding is in tandem with findings of Kinuthia (2018) that if the nation is to have significant accomplishments in the war against corruption, it must be prepared to make a

high financial investment in the war. Mikail and Iskandar (2017) also found out that ACAS do not have enough money to carry out their activities. These findings therefore show that resource allocation was important in the implementation of anti-corruption strategies. This study probed further to find out how resource allocation affects implementation of strategies.

**Table 4**

***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

Respondents in the study were also asked to indicate whether all the funds allocated to EACC were utilized. Results in Table 5 show that majority 55(64.7%) agreed that the funds allocated to EACC were utilized. This is in line with findings of Okafor et al. (2020) who reported that battling corruption

takes tremendous financial and human capital, especially in communities where corruption has become endemic. This result implies that the funds allocated to EACC may not have been adequate since they were utilized to the last coin.

**Table 5**

*Use of funds at EACC*

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

To determine how resource allocation affects implementation of anti-corruption strategies at EACC in Kenya, a chi-square test was conducted. Chi-square analysis was preferred because the data in the study was categorical in nature. As shown in Table 6, there was a significant association ( $p=0.000$ ) between resource allocation and implementation of anticorruption strategies. The hypothesis of the study was therefore rejected, and the study concluded that

resource allocation affected the implementation of anti-corruption strategies at EACC in Kenya. This finding corresponds with Transparency International (2019) findings which indicated that in the battle against corruption, a well-funded and autonomous anti-corruption body or tribunal may be a powerful tool. The finding further suggests that poor funding of EACC is a barrier to effective implementation of anti-corruption strategies.

**Table 6**

*Chi-Square Output*

Chi-square value	degrees of freedom	Significance
17.993	3	.000

**4.0 Conclusion**

The study found out that resource allocation is an important factor affecting strategy implementation at EACC. Chi-square analysis showed that resource allocation was significant. The results suggest that the agency is either underfunded or funds are utilised imprudently resulting to limited capacity to procure required resources; such as, enough employees and information

technologies. Therefore, the national assembly of Kenya should allocate more financial resources to EACC to enhance its capacity. Adequate financial resources would enhance EACC's capacity in terms of manpower to enforce its mandate and procurement of latest ICT systems critical in auditing and surveillance. Further study can be conducted to investigate the influence of resources utilisation in EACC on implementation of its strategy.

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