

**CORRUPTION PREVENTION INTERVENTIONS ON THE MANAGEMENT OF  
HEALTH PROJECTS. A CASE OF AMREF FUNDED-AFYA TIMIZA IN KENYA**

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**A RESEARCH PROJECT REPORT SUBMITTED IN PARTIAL FULFILLMENT OF  
THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF ARTS  
IN PROJECT PLANNING AND MANAGEMENT OF THE FACULTY OF BUSINESS  
AND MANAGEMENT SCIENCE, UNIVERSITY OF NAIROBI**

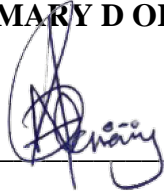
**2021**

## DECLARATION

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### Declaration by the Supervisor

This research project has been submitted for defense with my approval as the University Supervisor

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## **DEDICATION**

I honor my immediate family members, most especially to my dear husband Arthur Omuse and to my son O’Riain Omuse for their support and encouragement.

## ACKNOWLEDGEMENT

My utmost appreciation is extended to God our creator that has gifted me with a healthy life and the necessary energies and brains to pursue my higher education during my academic journey at the university.

I also applaud my supervisor Professor Harriet Kidombo for her guidance, mentorship as well as tireless efforts in seeing to it that I make progress in this rigorous academic journey.

I cannot fail to acknowledge the company, support and encouragement of all my classmates; indeed, you people have been so supportive to me and I will forever be grateful to God that I met you good people.

I pay special tribute to my dear husband Mr. Arthur Omuse among other members of the family for their understanding and support during my studies.

To all those Non-teaching staff that I interacted with in one way or another at the great University of Nairobi am grateful to you too.

Finally, I salute all the lecturers at the school of Open Distance and Continuing studies, indeed my interactions with you people for the last four years has been awesome. Indeed, am not the same person today the way I joined the school.

**May God bless you all.**

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## **ABBREVIATIONS AND ACRONYMS**

**NGO** –Non -governmental Organization

**UN** -United Nations

**AU** -African Union Organization

**OECD**- Economic Co-operation and Development

**IJIT** -International Joint Investigation Team

**TI** –Transparency international

## **ABSTRACT**

The researcher critically analyzed how corruption prevention interventions influence management of NGOs, a case study of AMREF- Afya Timiza project in Kenya. The researcher intended to answer the following questions; what is the extent to which fraud reporting behavior influences the management of health projects funded by non - governmental organizations? What is the extent to which witness protection strategies influence the management of health projects funded by nongovernmental organizations? What is the extent which corruption investigations a method influences the management of health projects funded by non- governmental organizations? What is the extent which media reporting influences the management of health projects funded by non-governmental organizations? To answer these questions, the study set out the following objective: To assess how corruption prevention interventions influence the management of health projects funded by NGOs. A case of AMREF-afya timiza in Kenya. The study was anchored on two major theories namely; The Institutional theory and the Principle-Agent theory. The study relied on the mixed methods an approach in collecting data, the primary data was collected using the questionnaire while the secondary data was collected using articles. Collected data was analyzed using both the quantitative methods of data analysis and the qualitative methods as well. The target population was 120, the sample size was used was 92. The study focused on the head office since it is the prime place where managerial employees' general policies are formulated and centralized before implementation. Purposive sampling technique was used in the study. With regard to management of NGOs the study findings established there exists Budgeting efficiency on all functional departments also there exists strategic plans for all operational activities in the organization used in managing NGOs at a large extent.

## **CHAPTER ONE:INTRODUCTION**

### **1.1 Background of the Study**

Project management process is initiated through the concept of any kind of a project. A project has been perceived as a set of interrelated activities or task that are undertaken within a specific period, resources, and cost to achieve a specific objective, product, service or result. A project is often characterized by scope resources, time, and quality and risk aspect. (Carr, I., & Outhwaite, 2014). Management of NGOS revolves around resource allocation, fundraising to collect resources, advocating for human rights, social economic empowerment of societies as well as promoting peaceful relationships among stakeholders in the society that promotes social justice (Singh, 2016). Managing finances in NGO is always backed by the budgetary systems that allows fair and equitable distribution of donor funds in the organization. The budget acts as a guide of financial expenditure and helps in minimizing chances of financial mismanagement. There exist different indicators of performance measurement in NGO's that involves internal indicators as well as the external indicators. The internal indicators involve budgetary efficiency, access to donor funding, expenditure as well as costs that provides a sound organizational financial health for sustainable growth (Ritchie and Kolodinsky, 2013).

In Kenya NGOs are managed by NGO coordination board that is responsible for regulating and coordinating all NGOs activities in the country while at the same time promoting national values among all stakeholders involved and supporting community peaceful coexistence and social economic development (NGO coordination board,2017).In Nigeria, management of NGOs carried out through a localization process at national level where national projects are incorporated to in NGOS activities such that proper coordination is achieved while serving local communities, this

occurs through commitment by international partners who act as donors of needed resources for their day to day activities (Smith , 2014)

Corruption according to Carr, & Outhwaite, (2014). can be defined as a condition that involves bureaucracies in both public and private processes that is geared for private gain. The bureaucracy represents interests of public officials in public institutions such as hospitals, schools, public service as well as electable positions. The definition encompasses different categories of corruption such as bribes, illegal service and other forms of economic crimes.

Corruption is widespread in society. Olken and Barron (2009) posited that society is influenced by different forms of corruption that affect service delivery to the public. In this regard, corruption is categorized as systematic, economic and grand corruption. More importantly, the major aspect that reveals cases of corruption is through delays in service delivery with the intention to receive bribes on services such as accusation of business license and passports offered by the state.

Brollo (2009) studied on influence of election of corrupt mayors on Brazil's public service. The findings revealed that the officials cause damage to the general GDP of the country through their dubious competition activities that cause loss of opportunities as well as unemployment. Di Tella and Schargrodsky 2003 conducted a study on procurement officer corruption among public institutions in Argentina.

Anson et al (2006) investigated cases of contracting pre-shipment inspection firms to manage corruption related vices in Philippines, Indonesia and Argentina. The studies revealed that through information dissemination and accountability on community service helps in managing cases of bribes among officials in the inspection firms.

Corruption has been reviewed as a major impediment for economic growth in both developing and developed nations across the globe. Many organizations among them Non-Governmental Organizations are affected negatively by corruption cases. However, NGO's were previously regarded to run open systems that are transparent, efficient and reliable (Halloway, 1998). To prevent corruption calls for a collective responsibility of systemic approach on both values and rules that ethically acceptable to all and backed by law (Johnson et al, 2012).

Different challenges emerge in the process of dealing with corruption cases, key among them is reporting and exposing the vice once it occurs. This is viewed as a common case in point among Kenyans. According to the East African Bribery Index 2014 that is published by TI Kenya revealed that 90% of Kenyans who witness and come across corruption cases such as bribes being sought in exchange of service delivery do not report them to the concerned authorities. The report posited that such Kenyans feared to report them citing intimidation from the perpetrators of such cases. The report further noted that different anticorruption interventions can be employed to curb the vice through whistle blowing, quality of investigations of investigative media, citizen empowerment, efficient prosecution among others (TI, 2014).

AMREF Health Africa was established in Kenya as a non-governmental organization in 1957 that has its head office in Nairobi Kenya. The organization is spread in all the 47 counties across the country and its vision is to enhance hastening Health Change in Kenya. The organization has a strategic plan for (2018 – 2022) that is in the implementation process that is majorly involved in supporting devolution in the country through addressing needs of vulnerable populations such as women, children, the aged and youths in the society on the material control of infectious diseases among others. Their strategy is in line with the country's constitution that is paged on Vision

2030. The organization supports the attainment of Sustainable Millennium Development Goals based on healthcare financing, training and health service delivery to all.

It is therefore upon the above issues that the researcher sought to critically analyze the influence of anti-corruption intervention on the management of non-governmental organizations and the AMREF Kenya will be used as a context.

## **1.2 Statement of the Problem**

Currently COVID 19 Pandemic has brought about the new normal on all sectors of the economy. Given that AMREF health Africa deals with projects related to the management of health programs. As such the organization is funded by different stakeholders however there is a possibility that such funds are misused through corruption practices just like the case of government institutions. It is therefore important to come up with corruption prevention interventions used in the management of health projects funded by non-governmental organizations. According to TI corruption activities flourish during the distribution process of both food and nonfood items to the affected families during disasters such as drought and floods. (TI,2015)

Very few studies have been done to investigate the effectiveness of anticorruption interventions to reduce the vice. In Kenya, successful implementation of anti-corruption laws coupled by political good will from the presidency and the proper investigations safeguards chances of managing corruption cases in the country. There exist different corruption prevention interventions such as fraud reporting behavior, witness protection strategies, corruption investigations methods as well as media reporting that are applicable to any country including Kenya. Previous studies have been done locally and internationally with regard to corruption and its implication on society in general.



Deininger and Mpuga (2004) conducted a household survey to investigate the significance of information sharing procedure in managing corruption in Uganda. The survey findings established that 30% of households had paid bribes in the last six months to acquire public services. However, only 45% of the respondents in the study reported corruption cases to the authorities. Further, the researchers posited that there existed negative relationship of knowledge reporting processes of corruption cases such as payment of bribes. The researchers further recommended that reporting of corruption cases should be enhanced to help manage the situation. However, the study was done in Uganda thus a contextual gap.

Assad and Goddard (2010) carried out a study about the level of accountability of NGO's in Tanzania. The study was basically a cross-sectional survey in nature. The researchers established that NGO's had very minimal levels of accountability to all the stakeholders in the country. The study further noted that managers gave unsatisfactorily different ways of credibility on donor funds provided to them on annual basis. However, the study was based in Tanzania as opposed to Kenya thus a gap.

EACC (2013) investigated about the influence of corruption on the land sector in Kenya. The study involved 1200 respondents that were sourced from the 47 counties in Kenya. The researcher exhibited a cross-sectional survey of the land sector in Kenya. The study findings noted that presence of brokers/agents, long bureaucratic processes; poor remuneration and greed were the key enablers of graft in the land sector in the country. The study failed to show corruption prevention interventions in curbing the vice thus a conceptual gap to be explored by the current study with respect to AMREF afya timiza in Kenya. Different studies have been done by previous researchers on corruption; however, there were limited studies done touching on the current study topic. More importantly, none has covered on the influence of corruption prevention interventions

on the management of health projects funded by non-governmental organizations. It is in that healthy spirit that this study intends to critically examine the relationship between corruption prevention interventions on the management of health projects funded by NGOs. A case of AMREF-afyatimiza.

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

The researcher figured out how corruption prevention interventions influence management of health projects funded by NGOs. A case of AMREF-afya timiza Kenya.

### **1.4 Objectives of the Study**

- (i) To establish how fraud reporting behavior influence management of health projects funded by nongovernmental organizations.
- (ii) To evaluate the extent to which witness protection strategies influences management of health projects funded by nongovernmental organizations.
- (iii)To assess how corruption investigations methods influence the management of health projects funded by non-governmental organizations.
- (iv)To establish how media reporting influence the management of health projects funded by non-governmental organizations.

### **1.5 Research Questions**

- (i) How is fraud reporting behavior influence the management of health projects funded by non-governmental organizations?
- (ii) What is the extent to which witness protection strategies influence the management of health projects funded by non-governmental organizations?
- (iii)What is the extent to which corruption investigations a method influences the management of health projects funded by non-governmental organizations?

(iv) What is the extent to which media reporting influences the management of health projects funded by non-governmental organizations?

### **1.6 Significance of the Study**

The policy makers would find it necessary in improving the policy frame work that governs NGOs in Kenya that is ethically based in terms on their conduct.

Future researchers would also find it useful to use the findings of this study as a reference point for their studies related to this. This would help enrich the existing literature of corruption interventions and ways of enhancing ethical behavior in the society.

The study would also be significant to AMREF Kenya as an NGO to create strategic measures of curbing corruption in the institutions considering its negative effect on organizational performance. The study would be key for NGO council of Kenya on policy issues relating to managing and enhancing NGO funding in Kenya.

### **1.7 Limitation of the Study**

The reluctance of participants in the study was envisaged by the researcher. This is because some employees in NGOs have a tendency of developing fear of unknown thus being non-committal to participate in the study. To overcome this challenge, the researcher had a letter from the institution to identify herself as a student.

### **1.8 Delimitation of the Study**

The researcher obtained an introduction letter from the university stating that she is a student doing research to enable her complete a requirement for an award of a Master's Degree in Project Planning and Management. This study only focused on respondents from Amref health Africa Kenya headquarters in Nairobi.

## **1.9 Assumption of the Study**

The data instrument validity may be jeopardized in the research process, putting this in mind the researcher ensured that a good relationship was established among the respondents at Amref Kenya from the start of the research project and a pilot study was done to ascertain the reliability of the data. This helped the researcher get honest and genuine feedback from the respondents and thus obtaining valid responses that was needed for this study.

## **1.10 Definitions of Significant Terms**

**Non-Governmental Organization (NGO)** defined as nonprofit voluntary based entity.

**Corruption: According** to Banergee et al (2011), defined corruption as a condition that involves bureaucracies in both public and private processes that is geared for private gain. The bureaucracy represents interests of public officials in public institutions such as hospitals, schools, public service as well as electable positions.

**Objective:** This involves a specific subject matter or task that is goal oriented that must be achieved to obtain the intended results or feedback.

**Values:** This refers to laid down norms that are informed as virtues to be a guiding principle in any organization. This includes transparency and accountability (Schein, 1990).

**Performance:** Organizational performance depicts various measures of output of the firm through customer satisfaction among other non-financial components. Different firms have different management structures and processes that informs their level of performance. Measuring and determining performance in NGO's is a significant tool that helps in planning processes and equitable sharing of resources from the donors (Teelken, 2008).

**Anti-corruption Interventions Fraud Reporting Behavior:** According to (Jubb, 1999), fraud reporting behaviour includes deliberate disclosure of corruption cases through blowing the whistle as a way of reporting through access to public information or data records of an organization that are trivial, that anticipates to implicates individuals within such organization for wrong doing.

**Witness Protection Strategies:** Refers to a government-initiated exercise of relocation and changing of identity of witnesses whose lives are threatened by a criminal group whom are reported as culprits of graft. (EACC Report, 2015).

**Corruption Investigations Methods:** It involves specific standards required a constant effort to achieve quality and professional performance on investigative work. The standards involve intelligence gathering, use of informers Legal Requirements, Appropriate Techniques, Impartiality, Objectivity, Ethics, Timeliness, Accuracy and Complete Documentation (NORAD, 2011).

**Media Reporting:** Investigative media is a form of journalism in which reporters deeply investigate a single topic of interest, such as serious crimes, general corruption, political corruption, or corporate wrongdoing. (OECD, 2016).

### **1.11 Organization of the Study**

This study has five chapters; each chapter has their chronology of sections. Chapter one focuses on the background, introduction, objectives, and assumptions among other sections. Other chapters followed the same chronology based on their sub sections of each respective chapter.

## **CHAPTER TWO:LITERATURE REVIEW**

### **2.1 Introduction**

This segment highlighted on key issues touching on the concept of graft prevention interventions as well as the theoretical framework in relation to the study variables. It also encompasses the elements of management of health projects funded by NGO's and the conceptual model.

### **2.2 Management of NGO's**

Different firms have different management structures and processes that involves directing organizing, controlling, coordination and planning of key activities and resources to achieve both short and the long-term goals that informs their level of performance. Measuring and determining performance management in NGO's is a significant tool that helps in planning processes and equitable sharing of resources from the donors (Teelken, 2008). The concept of performance measurement among non-governmental organizational is significant in helping all the stakeholders appreciate the fact that their resources are well accounted for in every financial year. In this regard accountability and transparency in the management of resources is very key in the NGOs.

Managing finances in NGO is always backed by the budgetary systems that allows fair and equitable distribution of donor funds in the organization. The budget acts as a guide of financial expenditure and helps in minimizing chances of financial mismanagement. There exist different indicators of performance measurement in NGO's that involves internal indicators as well as the external indicators. The internal indicators involve budgetary efficiency, access to donor funding, expenditure as well as costs that provides a sound organizational financial health for sustainable growth (Ritchie and Kolodinsky, 2013). External performance indicators is associated with the external environment dynamics that includes resource framework system (Gill et al, 2005).

According to Carman (2007), the most ideal performance indicators utilized by NGO's involves costs, audits, effectiveness, beneficiaries' satisfaction. The beneficiaries/stakeholder's satisfaction is measured through timeliness, availability, selection, and accessibility of services. Efficiency involves the optimal utilization of both financial and non-financial resources that includes expenses, labor and time taken to achieve the expected feedback. The input of performance in NGO's includes funds, time, staff involved in the process while the output measures of performance in NGO's includes the results obtained after involving the input measures thus efficiency and effectiveness of service delivery (Niven, 2008).

### **2.3 Corruption Prevention Interventions**

According to Ethics and Anticorruption Commission (EACC), Kenya is losing approximately Ksh. 608.0 Billion on cases of corruption annually. This accounts for 7.8% of the country's GDP, hence big loss to the economy. This signifies that corruption is deeply noted in our society and that needs urgent measures to curb it. In this regard, there are different ways of curbing corruption that includes; fraud reporting behavior, witness protection strategies, corruption investigations methods as well as media reporting among others.

#### **2.3.1 Fraud Reporting Behavior and Management of NGO's project**

According to (Jubb, 1999), whistle blowing is a disclosure that is deliberate on cases of corruption through access to public information or data records of an organization that are trivial, that anticipates to implicates individuals within such organization for wrong doing and behavioral misconduct. Nader et al (1972) defined blowing the whistle as an act of individual brilliance of alerting on the public when an organization is involved on fraudulent corruption activities that are overrides the interest of the public. Most of whistle blowers need protection from the state since it

is a practice that serves the interest of public good, promotes accountability and good governance for the benefit of all (Cohen-Lyons and Morley, 2012).

Blowing the whistle has evolved into a significant tool that is used to disclose corrupt practices in organizations and state owned institutions as well as non-profit making organizations. Through whistle blowing, more public resources are secured from loss and enhances transparency in the management of public resources (DPME, 2012).

Blowing the whistle is however regarded as a risky affair that leads to dismissals, humiliations or even physical torture and abuse from the perpetrators upon disclosure of corruption cases within their respective firms. Also, some whistle blowers find it challenging since they may not know where to report such vices in society, whom to trust under the circumstances. It is therefore upon the state to establish witness protection mechanisms so as to encourage more whistle blowers to report corruption cases as and when they occur (Martin, 2010).

Munyua (2013) carried out a study on response strategies employed by banks in Kenya to manage payment fraud and concluded that budgeting and auditing of financial records was vital as a fraud control measure in the banks. Fraud reporting enhances Managing finances in NGO is always backed by the budgetary systems that allows fair and equitable distribution of donor funds in the organization. The budget acts as a guide of financial expenditure and helps in minimizing chances of financial mismanagement. There exist different indicators of performance measurement in NGO's that involves internal indicators as well as the external indicators. The internal indicators involve budgetary efficiency, access to donor funding, expenditure as well as costs that provides a sound organizational financial health for sustainable growth (Ritchie and Kolodinsky, 2013).



### **2.3.2 Witness Protection Strategies and Management of NGO's Project**

A witness protection strategy is synonymous to whistle blowing such that they are related in all aspects of their applicability. According to Landell-Milly (2013), witness protection is significantly employed in the fight curbing graft. Since criminal elements such as terrorists make it difficult to use traditional investigative tools successfully; witness protection comes in handy. Offenders always seek to be protected by the state in the event they are willing to share vital information such as economic crimes that includes fraud and bribery payments.

Countries across the globe have formulated legislations and established institutions that help protect witnesses. In Kenya, there is a Witness Protection institution that was formed under Witness Protection Act. The institution was operational in 2008 with the main goal of providing a procedures for offering protection on behalf of government to individuals of key information that is sensitive and under such circumstances, they are facing huge risks of intimidation and threat due to their collaboration with state agencies on law enforcement and prosecution (EACC Report, 2015).

Quas and McAuliff (2013) studied on the involvement of children as witnesses in the criminal justice system of curbing crime. The study revealed that the costs of witness protection in terms of financial planning and budgeting for their relocation and maintenance cost was a key factor to the success of the program. Currently, witness protection plays a significant role in the fight against corruption in developed democracies and that it enhances prosecution, administration of justice and recovery of public resources that had been looted through corrupt means. Corruption is a form of organized crime in most cases since it involves more players in a well collaborated government systems and as such, disclosure of sensitive information in such a circumstance calls for witness protection (EACC Report, 2015).

### **2.3.3 Corruption Investigations Methods and Management of NGO's Project**

Corruption Investigations Methods involves specific standards required a constant effort to achieve quality and professional performance on investigative work. The standards involve intelligence gathering, use of informers Legal Requirements, Accuracy and Complete Documentation (NORAD, 2011).

An important and effective tool in detecting and investigating corruption is through the quality of investigations and analysis of information and documents relating to corruption cases. More cases of corruption investigations methods that are committed systematically involving accounting and payment documents and contracts calls for a necessity for quality investigations since such documents provides very rich evidence to attract prosecution of corruption cases (NORAD, 2011). Information in organizations regarding decision making processes and stakeholders involved, registers to enterprises also needs to be considered for analysis. This requires patience and determination that may involve wiretapping of phone conversations. Specialized knowledge is also not easily availed to law enforcers in analyzing such documents none the less the state has to invest in training law enforcers in such specialized knowledge (NORAD, 2013).

Specialization is a necessity in determining quality of investigations in corruption related cases; specialists in Procurement, Accounting, Finance, Economics, Auditing, statistics among other professions play a significant role in handling complex corruption cases involving intellectuals. In order to succeed in such cases, investigators need to be involved in early stages of investigations. Other mechanisms such as International Joint Investigation Team (JIT's) is an elaborate strategic and systematic way of investigating trans-border corruption cases committed in several countries across the globe. European Union Countries utilize European Union Council framework. Decision of 13<sup>th</sup> June 2000 for joint processes of handling corruption cases in the world. Formations such

as INTERPOL and EUROPOL play a significant role in handling trans-border corruption cases. (NORAD, 2011).

Kilika, (2014) investigated on the role of financial control mechanism on preventing fraud in banks. The researched noted that internal financial audits were used to hedge fraud in banks thus minimizing chances of corruption in their institutions. It is also evident culprits of organized crime and corruption offenders are getting more advanced technologies in executing this crimes. It is therefore significant to note that law enforcers handling corruption cases to be trained on the modern techniques of unearthing corruption cases through digital mechanism and software. This may involve high end technology related undercover operations and telephone interception and use of CCTV platforms to effectively handle such crimes for the good of the state and the public in general (Johnston, 2014).

#### **2.3.4 Media Reporting and Management of NGO'S project**

Media is known to be a third state in modern democracies. In this regard, promoting virtues of transparency, integrity and public awareness through prudent reporting of detected corruption cases. Media reporting provides necessary information needed to expose corruption cases as much as they do follow-up reporting on the progress of the same through prosecution and judicial proceedings (OECD, 2016).

Media reporting of corruption cases is majorly evident through these investigations and detection of corruption cases by investigative journalists that are professionals in their own respect. OECD analysis revealed that 5% of corruption related are exposed through investigative media reports (OECD, 2014a). The effectiveness of media reporting of corruption cases is largely dependent on the accessibility of information by journalists through freedom of expression as well as ethical conduct in their work.

Mutual relationship between governments' journalists and media owners among other stakeholders is pivotal in enhancing transparency and accountability in handling corruption cases. However, to achieve this there are other factors that come in to play that includes effective competition between media firms, protection of journalists who report and expose cases of corruption, freedom of information and laws in the country (OECD, 2016).

A free media reporting on corruption cases helps to reduce chances of more occurrences of such case in the future media helps to create a sense of discipline, accountability and transparency among state officials. Media is essential in tackling corruption cases; it enhances high levels of accountability among officials in public institutions including non-governmental organizations. Media monitors all government reports and state functions for the benefit of citizens in the country (Peters, 2003).

Farré, Lúdia, & Fasani, Francesco ( 2013) Did a study on Media exposure and internal migration in Indonesia. The researcher noted the coverage of financial reports and audits revealed that there was embezzlement of funds that amounts to corruption in the organization. Different forms of media exist that involves print and electronic media such as radio, television, social media platform and newspapers are highly cherished by members of the public by publishing unethical conduct of public officials in their different capacities. This therefore helps elected officials to be more responsible for fear of being exposed to fraud when found culpable to have been engaged in corruption activities (Brollo, 2009, ferraz and Finan, 2008).

## **2.4 Theoretical Framework**

The researcher employed institutional theory and principal agent theory.

### **2.4.1 Institutional Theory**

The study was based on institutional theory given the fact that it covers on integrity and accountability issues of an organization. Institutional theory establishes the fundamental elements that holds the organization together and is utilized to show different contexts of the study upholds issues of ethical conduct such as honesty, transparency and accountability (Dimaggio and Powell, 1983; Scott, 2011). The theory holds that coercive, normative as well as mimetic situations that causes changes to occur in an organization. Coercive situations are characterized by political persuasions of the existing authority that results in changes in the firm performance. The normative isomorphism are changes in the organization that are brought about by the pressure from the peers of related professions. While mimetic isomorphism are changes experienced in an organization due to environmental uncertainty (DiMaggior and Powel, 1983).

According to Tolbert and Zucker (1996), individuals in an organization have different interests that allows them to abide by the norms and regulations in the organization without any conditions or resistance. Changes in the organization environment lead to changes of character of the individual within such organizations. For example, corrupt environment influences individuals to adopt to such behaviours of fraudulent activities and unethical conduct.in this regard, the environment plays a critical role to mold the institutional culture (Luo, 2005).

More importantly, the theory established that institutional environment is based on aspects of complexity, fairness and transparency. Transparency is the highest level of openness and adopting acceptable ethical behaviour in the organization that does not condone corruption. Fairness is about the applicability of equity in sharing of resources in the organization, using fair rules and

regulations that are appreciated by all. Complexity is a social-cultural environment that has rules and systems that are not easy to comprehend and in this regard, it allows people to be engaged in corrupt practices (Luo, 2005; Pilay and Kluyers, 2014).

#### **2.4.2 The Principal Agent Theory**

This theory is widely used on different professionals such as business, history, political science, and economics among others. The theory is about two actors namely a principal and an agent. The agent is the custodian of the principal interest in the business or organizations and therefore the agent works on behalf of the principal but not their own interests. Between these actors, there exists problems of opportunists where individuals have self-interest, and they work to satisfy their personal interests at the expense of the principals' interests or rather the organization interests. The theory holds that opportunistic behaviour encourages individuals to pursue personal interest by cheating, stealing and being dishonest to the principals thus causing a conflict with their bosses (Braun and Guston, 2003).

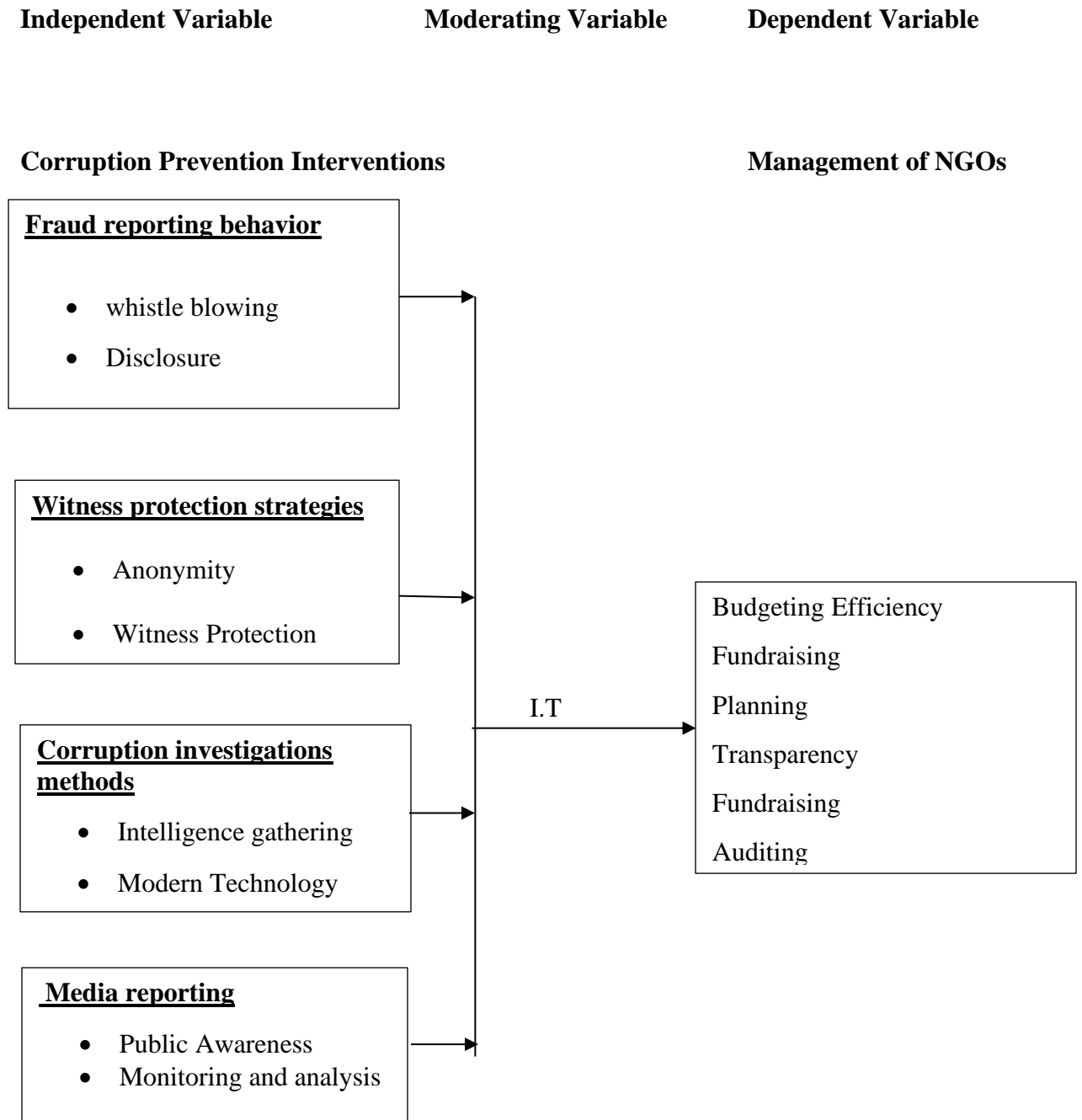
In the modern business environment, principals of corporate governance have been violated and board members have developed self-interest seekers and taken advantage of their powers to engage in corrupt activities and as such, found capable of such unethical malpractices or professional misconduct. According to Canadian National News on November 22<sup>nd</sup> 2016. Two directors from the Costco Pharmacy were charged with professional misconduct for receiving kickbacks from drug companies to allow their products to be stocked in their pharmacies. This corruption cases and mistrust issues suggests that corruption is diverse and goes beyond management to include board members hence an institutional problem. The theory is relevant to NGOs since the NGO's also have the same organizational structures that involves donors as principles and NGO's

management as Agent for Donors. In this regard, when NGO's management is engaged in corruption and misappropriation of donor's funds, thus being unethical conduct.

## **2.5 Conceptual Framework**

Conceptual model depicts relates to one another in the research. The independent variable in this case includes fraud reporting behavior, witness protection strategies, corruption investigations methods as well as media reporting; while the dependent variable is the management of health projects funded by NGO's

Figure 2.1: Conceptual Framework



Source: Researcher (2021).



## 2.7 Research Gap

Table 2.1: Provides details of previous studies conducted in the subject of this study, their findings and arising gap that informed this study

<b>Variable</b>	<b>Title of the study</b>	<b>Author &amp; year</b>	<b>Methodology</b>	<b>Findings</b>	<b>Knowledge gap</b>
Fraud reporting behavior	A study on response strategies employed by banks in Kenya to manage payment fraud	Munyua (2013)	use of random sampling and purposive sampling of cases. Data was collected using interview schedule and key informant interviews.	Budgeting and auditing of financial records was vital as a fraud control measure in the banks.	The target population was the bank, hence contextual gap
Witness protection strategies	Involvement of children as witnesses in the criminal justice system of curbing crime	Quas & McAuliff 2013	in its design, the study adopted a survey research design, use of random sampling and purposive sampling of cases. Data was collected using interview schedule and key informant interviews. Qualitative data was analysed through content analysis whereas quantitative data was analysed using figures and tables.	The study revealed that the costs of witness protection in terms of financial planning and budgeting for their relocation and maintenance cost was a key factor to the success of the program.	The study concentrated on children as witness in criminal justice system. This study focusses on the NGO's funded project
Corruption investigation method	The role of financial control mechanism on preventing fraud in banks.	Kilika, (2014)	The study adopted a survey research design	The researched noted that internal financial audits were used to hedge fraud in banks thus minimizing chances of	Contextual gap addressed by this research.

				corruption in their institutions	
Media reporting	Media exposure and internal migration: Indonesia country study.	Farré, Lúdia, & Fasani, Francesco (2013)	Qualitative research approach. Electronic databases were searched	The researcher noted the coverage of financial reports and audits revealed that there was embezzlement of funds that amounts to corruption in the organization	However, the study did not concentrate on the solution of the vice

## **CHAPTER THREE:RESEARCH METHODOLOGY**

### **3.1 Introduction**

This section establishes various segments. It highlighted on the research design to be employed, population targeted, sampling design and sample size and data assembly utilities.

### **3.2 Research Design**

The study employed a descriptive survey design to describe individual characteristics and compensation preferences as the main study variables. Purposive sampling method was utilized where each participant had an equal chance of being selected. Cross Sectional Survey was better for this study since the information will be sought from a single point without manipulation of subjects at any given point (Tonhatos and Campton, 1998; Robson, 2002; Handdridge, 2004).

### **3.3 Target Population**

Mugenda and Mugenda (2003) viewed an illustration measure of 10% of total population is considered good enough to represent the interest of the entire organization demographic. This study therefore incorporated all the staff of Amref Health Africa serving at managerial level at Posta House, Kenyatta Avenue Nairobi. According to human resource department of Amref Health Africa headquarters in Nairobi. There were 120 managers and sectional heads of different departments. The study targeted 120 managers and sectional heads of different departments and sections at the headquarters as well as victims of corruption within the organization. The study focused on the head office since it is the prime place where managerial employees' general policies are formulated and centralized before implementation. Purposive sampling technique was therefore be used in the study. (AMREF-Afya Timiza, human resource department, 2019).The intended population included senior managers heading the core departments and sections at AMREF-Afya Timiza headquarters in Nairobi.

Table 3.1: Target population

<b>Department</b>	<b>Population</b>
Human Resource Management	12
Enterprises	10
Finance	10
Corporate Communications	10
Supplies & procurement	5
Public relation and partnership	8
Flying doctors	10
ICT	12
Health Africa	14
Capacity Development	8
Fundraising development	5
Research	6
Victims of Corruption	10
<b>TOTAL</b>	<b>120</b>

**Source: AMREF- Afya timiza staff, (2021)**

### **3.4 Sample**

The research involved purposive sampling method. The target population was spread as per the functional departments

#### **3.4.1 Sample Size**

The entire population was not considered but an effective sample size done enabled in generalizing the research findings from total population. An effective and efficient sample enabled good inference of the total population from the analysis of the sample. The sample size used in this research adopted the sample determination formula as proposed by (Kothari, 2004). The sample size was considered because COVID 19 protocols restricted meetings at the time data was being collected thus a sample size of 92 representatives was considered.

### 3.4.2 Sampling Procedure

The resercher invoked the formula as indicated below.

$$n = \frac{z^2 pqN}{E^2(N - 1) + z^2 pq}$$

Where:

$n$ Is the sample size.

$p$ Is the hypothesized prevalence of risk factors, Kothari proposed use of 50%? (0.5)

$q$ Is  $1 - p$

$N$  is the size of the population (120)  $z$ Is the Standard normal deviation at 5% confidence interval where ( $Z=1.96$ .)

$E$ Is the degree of precision, set at ( $\alpha= 5\%$ )?

From above the sample, size will be calculated as under the following:

$$n = \frac{1.96^2(0.5 * 0.5)\{120\}}{0.05^2(120 - 1) + 1.96^2(0.5 * 0.5)} = 92$$

The Sample Size was **92**. After calculating the sample size for all the functional departments, the following formula to estimate the sample size for each of the eight functional departments:

$$n(\text{Department}) = \frac{N(\text{Department}) * n(\text{AllDepartment})}{N(\text{AllDepartments})}$$

Where:

$n(\text{Department})$  =Sample size for the department

$N(\text{Department})$  =Number within the department.

$n(\text{AllDepartment})$  = Calculated Sample size for all the departments

$N(\text{AllDepartments})$  = Total Number in the entire departments

Table 3.2: Sample Size

Department	Sample frame
Human Resource Management	9
Enterprises	7
Finance	7

Corporate Communications	7
Supplies & procurement	5
Public relation and partnership	6
Flying doctors	7
ICT	9
Health Africa	9
Capacity Development	8
Fundraising development	5
Research	6
Victims of Corruption	7
<b>TOTAL</b>	<b>92</b>

### 3.5 Data Collection Instruments

Primary data was engaged to accomplish the research objectives. Glasser&. Strauss (2015) clarifies that questionnaires are very important for research study, an apparatus for information accumulation. Primary data was collected using both interview and questionnaires. The use of questionnaire was instrumental because it maintains consistency in all the respondents. The electronic questionnaires are capable of collecting large amounts of data at a low cost per respondent and obtain honest response. The questions were structured in that they are the same for all the respondents. Covid 19 protocols restricted the researcher to utilize questionnaires as opposed to interviews.

The questionnaire was segmented into three parts such that Part 1 accommodated General Information about the respondent. Part II contained questions regarding the Extent of implementation of corruption prevention Interventions on management of AMREF-Afya Timiza

Kenya. Part III: involved Influence of corruption prevention interventions on the management of health projects funded by NGOs. A case of AMREF-Afya Timiza in Kenya.

### **3.6 Data Collection Procedure**

(Creswell, 2013) defined data collection as a way to which information is obtained from the selected subjects of study. The respondents were picked randomly from their respective categories especially for the management staff at AMREF-afyatimiza Kenya head Office in Nairobi.

### **3.7 Pilot Testing**

According to Griffin (2010) is an evaluation process that involves well-defined research question that follow a particular sequence that are conducted before the main survey. The rationale behind this is to determine the level of accuracy of the intended study through the entire research process involving all the research instruments. It also highlights the appropriateness of the study variables by projecting the desired outcome of the entire process. More importantly, clarity of the research instruments are considered as well as pinpointing of errors is also realized thus this process (Mewinig, 2011).

Cooper and Schindler (2011) noted that a pilot study of any nature aids in correcting the inconsistencies that arise from the research instruments utilized. For this study, a pilot study of a group of 10 respondents was selected across the sampling frame.

#### **3.7.1 Validity of Research Instruments**

Mugenda and Mugenda (2003), posited that validity to level of accuracy of data collected and captured for analysis that is measurable to yields output of a study. Content validity of the study employed a pilot study of 10% of the respondents in the study. Samples of the respondents were selected for pilot by use a questionnaire.

The staffs were asked to provide feedback as indicated in the questionnaire content validity draws an inference from the different scores from the previous similar tests. By and large content validity deals with the sampled population of the respondents in the study. Gillham (2008) noted that the knowledge and skills, identified in the study should represent the interest of the entire population at a large extent.

### **3.7.2 Reliability of Research Instruments**

The reliability of the research is considered through the extent to which similar research findings could be applied in other relevant studies that are similar (Sounder et al, 2012). The higher the reliability and validity the higher the quality of the study explored. Cronbatch Alpha is utilized to determine the level of reliability coefficient of 0.6 or above for all contracts (Ronssons, Gassen&Silfer, 2012). This was significant in the current research that included corruption prevention interventions and management of AMREF-afyatimiza Kenya

### **3.8 Data Analysis and Presentation**

The researcher used descriptive statistics for the first objective. Analysis was done through descriptive statistics. The collected data was edited and coded using numbers corresponding to each answer of the questions. The findings of the research were presented using charts and frequency distribution tables to clarify research findings.

### **3.9 Ethical Considerations**

Ethics refers to accepted behavior in society based on principles of moral norms (Kothari, 2004). In this study, ethical consideration that were made included the right to self-determination of the study participant. To comply with this right as indicated by Burn and groove (2001) the participant



was accorded respect by ensuring that adequate information was provided to them on how the research shall be undertaken.

Additionally, the study observed ethical consideration with regards to the principle of the right to the confidentiality. researcher ensured that private information is kept private during the entire process and that confidentiality was well adhered to by the researcher. The anonymity of the participants was well considered and safeguarded by the researcher such that their identity was concealed.

Finally, in complying with ethical considerations, any form of data provided by the respondents was kept private. This would be any information given by the respondents and could have been in the form of perceptions, views or approaches, and sentiments. Unauthorized persons were not allowed to have any access to raw data and neither did the data have any names linked to them. The information obtained was strictly utilized for the study's purpose. Finally, the study was conducted after obtaining letter from University of Nairobi and the National Commission for Science, Technology & Innovation.

## **CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND DISCUSSION**

### **4.1 Introduction**

This chapter covered how data was analyzed, presented and discussed based on variables. It provides the researchers findings as per the data obtained from the field. This chapter highlighted on a comprehensive analysis of the study variables as per the objectives.

### **4.2 Questionnaire Return Rate**

Structured questionnaires were shared to the staff at Amref-AfyaTimiza in Kenya. The questionnaires were used in the study as instruments of obtaining raw data from different departments that included Human Resource Management, Enterprises, Finance, Corporate Communications, Supplies & procurement, Public relation and partnership, Flying doctors, ICT, Health Africa, Capacity Development, Fundraising development, Research departments and other stake holders such as Victims of Corruption

A total of 92 research questionnaires were issued to the participants out of which 80 questionnaires were filled and collected by the researcher thus represented 87% response output. Mugenda (2008) noted that a study with a response output of above 50% is always regarded as good. Therefore, the response rate of 87% was excellent and significant in interpreting the findings and discussions of the study.

### **4.3 General Information**

This segment offered personal information about the staff who participated in the study and they were from the Different departments of the Amref-AfyaTimiza in Kenya.

#### **4.3.1 Gender**

The envisaged to find out the gender of the participants in the study.

Table 4.1: Gender

	Gender	Frequency	Percentage
Valid	Male	46	57.5
	Female	34	42.5
	Total	80	100.0

**Source: AMREF Afya timiza staff, (2021)**

The study findings on table 4.1 revealed that majority 46 (57.5%) of the staff were male while 34 (42.5%) of the participants were female. It revealed that gender was evenly distributed hence significant to represent the interest both genders in the population

#### 4.3.2 Marital Status

The envisaged to figure out the marital status of the participants involved in this research

Table 4.2: Marital Status

	Frequency	Percentage
Married	39	48.8
Single	26	32.5
Divorced	6	7.5
Separated	5	6.3
Widowed	4	5.0
<b>Total</b>	<b>80</b>	<b>100.0</b>

The feedback of research on table 4.2 showed that most 39 (48.8%) of the staff were married, 26 (32.5%) of the respondents were single, 6 (7.5%) of the respondents were divorced. 5 (6.3%) of the respondents were separated, 4(5.0%) of the respondents were widowed.

#### 4.3.3 Age

The researcher assessed age bracket of the respondents involved in the study

Table 4.3:Age Bracket

	F	%
18-24 years	9	11.3
25-31 years	11	13.8
32-38 years	36	45.0
39-45 years	15	18.8
Above 45 years	9	11.3
<b>Total</b>	<b>80</b>	<b>100.0</b>

The study findings on table 4.3 revealed that most 36 (45%) staff were aged between 32-38 years,15(18.8%) of the staff were aged between 39-45 years,11(13.8%) of the participants were aged between 25-31 years,9 (11.3%) of the respondents were between 18-24 years while also 9(11.3%) of the respondents were above 45 years. This shows that most participants were mature enough to give reliable information sought by this study.

#### 4.3.4 Education

The research assessed education level of the respondents involved in the study.

Table 4.4: Level of education

	Frequency	Percentage
Diploma/Certificate	22	27.5
Bachelor's Degree	32	40.0
Master's Degree	19	23.8
Doctoral Degree	7	8.8
<b>Total</b>	<b>80</b>	<b>100.0</b>

**Source: Research Output, (2021)**

The study feedback on figure 4.4 revealed that most 32 (40%) of the participants had achieved bachelor's degree level, 22 (27.5%) of the other participants had achieved diploma/certificate level, 19 (23.8%) of the participants had attained master degree level while 7 (8.8%) of the participants had attained doctoral degree level. This indicated that majority of the participants were well educated to give credible information sought by the researcher

#### 4.3.5 Work Experience

Table 4.5: Work Experience at Amref Heath Africa Kenya

	F	%
1- 3 years	17	21.3
4 - 6 years	37	46.8
7 - 9 years	16	20.0
Above 45 years	10	12.5
<b>Total</b>	<b>80</b>	<b>100.0</b>

The study findings on table 4.5 indicated that most 37 (46.3%) of the employees had worked at Amref Heath Africa Kenya between 4 – 6 years. 17 (21.3%) of the respondents revealed that they had worked in their respective at Amref Heath Africa Kenya departments between 1 – 3 years. 16

(20.0%) of the respondents indicated that they performed their duties at Amref Heath Africa Kenya between 7-9 years, while 10 (12.5%) of the respondents revealed that they had worked at Amref Heath Africa Kenya department for more than 10 years. This shows that most participants had enough experience their respective departments at Amref Heath Africa Kenya thus giving credible information sought by this study.

#### **4.4 Corruption Prevention Interventions**

In order to come up with the result for the four anti-corruption measures, a 5-point Likert scale was used to quantify the responses. The interpretation of the Likert scale is shown on the table below:

Table 4.6: 5 – point Likert scale

<b>Scale</b>	<b>Range</b>	<b>Response</b>	<b>Interpretation</b>
5	4.21 - 5.00	Strongly agree	very high
4	3.41 - 4.20	Agree	High
3	2.61 - 3.40	Moderately agree	Moderate
2	1.81 - 2.60	Disagree	Low
1	1.00 - 1.81	Strongly disagree	very low

The following results were obtained from questionnaire

Table 4.7: Fraud reporting behavior

<b><u>Fraud reporting behavior</u></b>	<b>Mean</b>	<b>Std dev.</b>
Individual blows the whistle when an organization is involved on fraudulent corruption activities.	3.63	0.905
Employees disclose corrupt practices in organizations through whistle blowing	3.88	0.905
Whistle blowing is encouraged in the organization to fight corruption	3.48	0.956
Employees highly appreciate whistle blowing at AMREF Kenya.	3.45	0.953
The organization implements whistle blowing policy in their daily activities.	3.85	1.045
<b>Aggregate</b>	<b>3.658</b>	<b>0.9528</b>

The study findings on table 4.7 revealed that fraud reporting behavior had been implemented at a large extent with mean (M=3.658; SD=0.9528). The output is consistent with existing literature. Nader et al (1972) defined whistle blowing as an act of an individual blows the whistle when an organization is involved on fraudulent corruption activities that are overrides the interest of the public. Most of whistle blowers need protection from the state since it is a practice that serves the interest of public good, promotes accountability and good governance for the benefit of all (Cohen-Lyons and Morley, 2012). Blowing the whistle has evolved into a significant tool that is used to disclose corrupt practices in organizations and state-owned institutions as well as non-profit making organizations. Through whistle blowing, more public resources are secured from loss and enhance transparency in the management of public resources (DPME, 2012).

Table 4.8: Witness protection strategies

<b><u>Witness protection strategies</u></b>	<b>Mean</b>	<b>Std dev.</b>
There exists witness protection programme in the organization implemented.	3.8	0.947
The organization links with Witness Protection Agency to manage corruption cases	3.9	0.922
The organization implements witness protection policy at all times	3.53	1.018
Employees are well informed on witness protection initiative	2.41	0.897
Witness protection has helped reduce corruption cases in the organization	3.3	1.024
<b>Aggregate</b>	<b>3.388</b>	<b>0.9616</b>

As seen from table 4.8 above witness protection strategies were implemented at Amref-AfyaTimiza in Kenya at a moderate extent (M=3.388, SD=0.9616). The standard deviation figure is below 1 meaning that it is stable. This implies that the 80-individual chosen for study had almost the same perspective on witness protection strategies. From the table 4.8 the most relied technique in witness protection was use of witness protection agency that most respondent agree that was highly used as witness protection method with a mean of 3.9 while the least used strategies were that employees were not well informed of the witness protection initiative.



Table 4.9: Corruption investigation methods

<b>Corruption investigations methods</b>	<b>Mean</b>	<b>Std dev.</b>
The organization employs specialists in Procurement, Accounting, Finance, Economics, Auditing & statistics to detect corruption cases.	3.41	1.187
The organization uses CCTV platforms to effectively handle corruption issues	3.3	0.973
The organization employs internal controls for intelligence gathering	2.22	0.804
Forensic audit is always used to detect complex cases of corruption.	3.71	1.058
The EACC collaborates with the organization in dealing with all corrupt practices	3.74	0.818
<b>Aggregate</b>	<b>3.276</b>	<b>0.968</b>

As seen from table 4.9 above corruption investigation methods were implemented at Amref-AfyaTimiza in Kenya at a moderate extent (M=3.276, SD=0.968). The standard deviation figure is below 1 meaning that it is stable. This implies that the 80-individual chosen for study had almost the same perspective on corruption investigation. The highly used strategies is by collaborating with EACC on corruption practices.

Corruption Investigations Methods involves specific standards required a constant effort to achieve quality and professional performance on investigative work. The standards involve intelligence gathering, use of informers Legal Requirements, Appropriate Techniques, Impartiality, Objectivity, Ethics, Timeliness, Accuracy and Complete Documentation (NORAD, 2011).

An important and effective tool in detecting and investigating corruption is through the quality of investigations and analysis of information and documents relating to corruption cases. More cases of corruption investigations methods that are committed systematically involving accounting and

payment documents and contracts calls for a necessity for quality investigations since such documents provides very rich evidence to attract prosecution of corruption cases (NORAD, 2011).

Table 4.10: Media reporting

<b>Media reporting</b>	<b>Mean</b>	<b>Std dev.</b>
Media provides necessary information needed to expose corruption cases in the organization	2.53	0.795
Electronic media such as radio, television, social media platform and newspapers are highly utilized in the organization on corruption cases.	3.68	0.725
Freelance media is used to expose corruption in the organization	3.84	0.863
Employees are encouraged to share corruption related information with the media	3.71	0.917
Local television networks are preferred in reporting corruption cases.	3.16	1.13
<b>Aggregate</b>	<b>3.384</b>	<b>0.886</b>

As seen from table 4.10 above media reporting strategies were implemented at Amref-AfyaTimiza in Kenya at a moderate extent (M=3.384, SD=0.886). The standard deviation figure is below 1 meaning that it is stable. This implies that the 80-individual chosen for study had almost the same perspective on media reporting strategies. The highly used strategies were by use of freelance media to expose cases of corruption in the organization.

The findings on media reporting were in collaboration of the existing literature. A free media reporting on corruption cases helps to reduce chances of more occurrences of such case in the future media helps to create a sense of discipline, accountability, and transparency among state

officials. Media is essential in tackling corruption cases; it enhances high levels of accountability among officials in public institutions including non-governmental organizations. Media monitors all government reports and state functions for the benefit of citizens in the country (Peters, 2003).

Different forms of media exist that involves print and electronic media such as radio, television, social media platform and newspapers are highly cherished by members of the public by publishing unethical conduct of public officials in their different capacities. This therefore helps elected officials to be more responsible for fear of being exposed to fraud when found culpable to have been engaged in corruption activities (Brollo, 2009, ferraz and Finan, 2008).

#### **4.5 Management of Non-Governmental Organizations.**

The study envisaged to reveal the extent to which implementation of Fraud reporting behavior, Witness protection strategies, Corruption investigations methods and media reporting influenced the following measures management in of AMREF-afya timiza Kenya.

Table 4.11: Management of Non-Governmental Organizations.

<b>Management of NGOs</b>	<b>Mean</b>	<b>Std Dev.</b>
There exists Budgeting efficiency on all functional departments	3.50	1.031
There is enhanced Effectiveness in organizational operations.	3.31	1.038
Essential Fundraising activities in the organization	2.41	1.214
There exist strategic plans for all operational activities in the organization	3.70	0.892
Prudent Audits are handled on quarterly basis.	3.18	1.041
There exists transparency in all activities in the organization.	3.25	0.961

The study output on table 4.11 established availability of Budgeting efficiency on all functional departments also there exists strategic plans for all operational activities in the organization used in managing NGOs at a large extent with a mean (M=3.50:SD=1.031) and (M=3.70:SD=0.892) respectively. On the other hand, the respondents revealed that there is enhanced Effectiveness in organizational operations, Prudent Audits are handled on quarterly basis while at the same time there exists transparency in all activities in the organization used in managing NGOs at a moderate extent with a mean (M=3.31, SD= 1.038), M=3.18,1.018) and (M=3.25:SD=0.961) respectively. However Essential Fundraising activities in the organization were used to manage NGOs at a small extent.

With regard to the management of NGOs the study findings established that there exists Budgeting efficiency on all functional departments also there exists strategic plans for all operational activities in the organization used in managing NGOs at a large extent with a mean

( $M=3.50;SD=1.031$ ) and ( $M=3.70;SD=0.892$ ) consecutively. On the other hand, the respondents revealed that there is enhanced Effectiveness in organizational operations, Prudent Audits are handled on quarterly basis while at the same time there exists transparency in all activities in the organization used in managing NGOs at a moderate extent with a mean ( $M=3.31, SD= 1.038$ ), ( $M=3.18,1.018$ ) and ( $M=3.25;SD=0.961$ ) respectively. However Essential Fundraising activities in the organization were used to manage NGOs at a small extent with a mean ( $M=2.41: SD=1.214$ ). The findings are in collaboration with the existing literature.

Managing finances in NGO is always backed by the budgetary systems that allows fair and equitable distribution of donor funds in the organization. The budget acts as a guide of financial expenditure and helps in minimizing chances of financial mismanagement. There exist different indicators of performance measurement in NGO's that involves internal indicators as well as the external indicators. The internal indicators involve budgetary efficiency, access to donor funding, expenditure as well as costs that provides a sound organizational financial health for sustainable growth (Ritchie and Kolodinsky, 2003). External performance indicators are associated with the external environment dynamics that includes resource framework system (Gill et al, 2005).

According to Carman (2007), the most ideal performance indicators utilized by NGO's involves costs, audits, effectiveness, beneficiaries' satisfaction. The beneficiaries/stakeholder's satisfaction is measured through timeliness, availability, selection and accessibility of services. Efficiency involves the optimal utilization of both financial and non-financial resources that includes expenses, labor and time taken to achieve the expected feedback. The input of performance in NGO's includes funds, time, staff involved in the process while the output measures of

performance in NGO's includes the results obtained after involving the input measures thus efficiency and effectiveness of service delivery (Niven, 2008).

#### **4.6 Influence of corruption prevention interventions on the management of health projects funded by non-governmental organizations**

Pearson correlation method was done to establish the relationships and their strength among the explanatory and the explained variables. The table below presents the Pearson correlation matrix for the data collected.

Table 4.12: Correlation Analysis

**Correlations**

		Management of NGOs	Fraud reporting behavior.	Witness protection strategies	Corruption investigations methods	Media reporting.
Management of NGOs	Pearson Correlation	1				
	Sig. (2-tailed)					
	n	80				
Fraud reporting behavior	Pearson Correlation	.137	1			
	Sig. (2-tailed)	.224				
	n	80	80			
Witness protection strategies	Pearson Correlation	.375**	.184	1		
	Sig. (2-tailed)	.001	.102			
	n	80	80	80		
Corruption investigations methods	Pearson Correlation	.219	.317**	.328**	1	
	Sig. (2-tailed)	.051	.004	.003		
	n	80	80	80	80	
Media reporting.	Pearson Correlation	.204	.269*	.525**	.122	1
	Sig. (2-tailed)	.070	.016	.000	.281	
	n	80	80	80	80	80

The scales for correlation coefficient are arranged so that between 0.00-0.19 indicates very weak correlation, between 0.20-0.39 indicates weak correlation, between 0.40-0.59 indicates moderate correlation, between 0.60-0.79 indicates strong correlation and between 0.80-1.00 indicates very strong correlation. Where by 1.00 means the variables have perfect correlation while 0.00 implies nonexistence of correlation between the variables. Positive figures denote positive correlation while negative figure denotes negative correlations.

From the table 4.12 above it can be shown that the only significant correlation coefficient it is between enhanced effectiveness in organizational operations and witness protection method of reducing corruption. However, the Pearson correlation coefficient was found to be 3.75 and therefore this represent a weak correlation meaning that effectiveness in organizational operation in Afya Timiza project is not influenced much by witness protection strategy. This implies that from the perspective of the sample population, witness protection strategies can be seen to a potential influence effectiveness organizational operation.

In regards to the other three techniques of corruption prevention, that is whistle blowing, use of CCTV and media reporting, from the table above, they have shown statistically insignificant relationship with effectiveness in organizational operations. Moreover, their Pearson correlational coefficient are also less than 0.219, meaning that they represent weak to very weak correlation with the independent variable, that is effectiveness of organization operations. This implies that they have of no consequence on operational effectiveness according to the collected data from the target population.



Even though the initial finding showed that major corruption prevention interventions are employed in management of health projects financed through NGOs. From the correlation table above, it was witnessed that the correlational between this measures and effectiveness of organizational operation is weak or is not significant enough to justify the investment in those techniques. However, since the correlation matrix took into consideration the effectiveness of organization as an independent variable as opposed to other parameter of measuring management of NGO, It therefore means that use of other parameter may or may not result to high correlations coefficient and therefore may have a much informative conclusion on the influence of anti-corruption techniques on the management of NGOs.

## **CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS**

### **5.1 Introduction**

This segment elaborates on the summary of the study, conclusion as well as recommendations. It also highlights on the considerations for future studies as well as study limitations.

### **5.2 Summary of the Study**

The researcher was elaborate in assessing how corruption prevention interventions influence the management of health projects funded by NGOs. A case of AMREF-afyatimiza in Kenya. The independent variable in this involved fraud reporting behavior, witness protection strategies, corruption investigations methods as well as media reporting; while the dependent variable is the management of health projects funded by NGO's. The study findings on table 4.1 revealed that most 46 (57.5%) of the staff were male while 34 (42.5%) of the participants were female. It revealed how gender was evenly distributed hence significant to represent the interest both genders in the population. The study feedback on table 4.5 indicated that most 37 (46.3%) of the employees had worked at Amref Heath Africa Kenya between 4 – 6 years. 17 (21.3%) of the respondents revealed that they had worked in their respective at Amref Heath Africa Kenya departments between 1 – 3 years. 16 (20.0%) of the respondents indicated that they had worked at Amref Heath Africa Kenya between 7-9 years, while 10 (12.5%) of the staff revealed that they had worked at Amref Heath Africa Kenya department for more than 10 years. It revealed that most respondents had enough experience their respective departments at Amref Heath Africa Kenya thus giving credible information sought by this study.

With regard to Corruption Prevention Interventions. The study findings on table 4.6 revealed that fraud reporting behavior had been implemented at a large extent. On the other hand Witness

protection strategies, Corruption investigations methods, Corruption investigations methods and Media reporting were implemented at Amref-AfyaTimiza in Kenya at a moderate extent and However Employees were well informed on witness protection initiative and the organization employs internal controls for intelligence gathering were adopted at a small extent.

The correlation analysis produced in table 4.8 shows that a statistically significant high Positive correlation to the management of health projects funded by non-governmental organizations through enhanced Effectiveness in organizational operations was observed between the following corruption prevention interventions. Fraud reporting behavior through Witness protection has helped reduce corruption cases in the organization. Employees highly appreciate whistle blowing at AMREF Kenya. Witness protection strategies through Witness protection helped reduce corruption cases in the organization. Corruption investigations methods by using CCTV platforms to effectively handle corruption issues, Media reporting through Electronic media such as radio, television, social media platform and newspapers are highly utilized in the organization on corruption. The findings therefore imply that these are the major corruption prevention interventions employed in management of health projects facilitated by non-governmental organizations. The findings are in collaboration with the existing literature. A free media reporting on corruption cases helps to reduce chances of more occurrences of such case in the future media helps to create a sense of discipline, accountability and transparency among state officials. Media is essential in tackling corruption cases; it enhances high levels of accountability among officials in public institutions including non-governmental organizations. Media monitors all government reports and state functions for the benefit of citizens in the country (Peters, 2003).

### **5.3 Conclusion**

The researcher drew conclusions that there exists Budgeting efficiency on all functional departments also there exists strategic plans for all operational activities in the organization used in managing NGOs at a large extent with. On the other hand, the respondents revealed that there is enhanced Effectiveness in organizational operations, Prudent Audits are handled on quarterly basis while at the same time there exists transparency in all activities in the organization used in managing NGOs at a moderate extent. However Essential Fundraising activities in the organization were used to manage NGOs at a small extent. The study concludes that there is need to enhance fundraising activities in order to safeguard prudent management of resources at Amref Health Africa Kenya

### **5.4 Recommendations from the Study**

Managers at AMREF health Africa are advised to implement the study report as a source of information to implement corruption prevention interventions on the management of health projects funded by nongovernmental organizations especially at Amref Health Africa Kenya. The managers of Amref Health Africa Kenya would find it necessary to collaborate with their employees in terms of decision making so as to improve their level of performance hence sustainability of their respective departments.

The study recommends that issues of witness protection initiative and the organization employing in internal controls for intelligence gathering should be acceptable and increased to a large extent so that performance and management at Amref Health Africa Kenya to be improved through innovations.

The study recommends that fraud reporting behavior through blowing the whistle should be encouraged by employees at Amref and a reward scheme should be established so as to encourage such practices that will help in highlighting cases of graft in the organization.

The study recommends that corruption investigations methods through informers should be enhanced at Amref. Also, the use of CCTV should be incorporated in all departments so as to instill the culture of transparency in the organization. Furthermore, the study recommends that media coverage at amref health Africa operations so as to improve efficiency in the organization. This is because Media provides necessary information needed to expose corruption cases in the organization.

### **5.5 Suggestions for Further Study**

The researcher suggests that a replication of the study topic should be done by future researchers in the context of government parastatals well as micro-finance institutions in Kenya. Further, future researchers should consider their studies based on the study topic but in the context of manufacturing firms or even pharmaceutical industries. This will help them to confirm their study findings in diverse industries. Given that Kenya has a devolved system of government, the study topic could be replicated in all the 47 counties as a study context. This would help create a comparison of the study findings in different contexts and thus creating a reservoir of knowledge and career development in project planning.

### **5.6 Limitation of the Study**

The research context considered Amref Heath Africa Kenya in Nairobi County as opposed to public institutions in Kenya. The respondents were very busy in the schedules at their respective work stations and therefore had limited time to participate in the study thus causing delays in filing the questionnaires. Some respondents had fear of unknown and therefore they were reluctant to participate in the study. They feared to give out information voluntarily because they thought the information being sought would be used against them by their competitors thus failing to

participate in the study while other respondents at Amref Heath Africa Kenya were non-committal to participate in the study.

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## APPENDICES

### APPENDIX I: RESEARCH QUESTIONNAIRE

I am a student at UON conducting my research on.

#### **CORRUPTION PREVENTION INTERVENTIONS ON THE MANAGEMENT OF HEALTH PROJECTS FUNDED BY NGOs. A CASE OF AMREF-AFYA TIMIZA KENYA**

##### **SECTION A**

##### **DEMOGRAPHIC INFORMATION**

(Please tick where appropriate)

1. What is your Age bracket (years)

18 – 25Years            ( )

26 – 35 Years            ( )

36 – 45 Years            ( )

Above 45 Years            ( )

2. Please indicate your Gender

Male    ( )            Female ( )

3. Marital status

Single ( )

Married ( )

Divorced ( )

Separated ( )

Widowed ( )

4. Work experience at Amref Health Africa Kenya?

0 – 3 Years            ( )

4 – 6 Years            ( )

7 – 9 Years            ( )

## Part II: Anti-Corruption Interventions

<b>Anti-Corruption Interventions</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<p><b><u>Fraud reporting behavior</u></b></p> <p>Individual blows the whistle when an organization is involved on fraudulent corruption activities.</p>					
Employees disclose corrupt practices in organizations through whistle blowing					
Whistle blowing is encouraged in the organization to fight corruption					
Employees highly appreciate whistle blowing at AMREF Kenya.					
The organization implements whistle blowing policy in their daily activities.					
<p><b><u>Witness protection strategies</u></b></p> <p>There exists witness protection programme in the organization implemented.</p>					
The organization links with Witness Protection Agency to manage corruption cases					
The organization implements witness protection policy at all times					
Employees are well informed on witness protection initiative					
Witness protection has helped reduce corruption cases in the organization					
<p><b><u>Corruption investigations methods</u></b></p> <p>The organization employs specialists in Procurement, Accounting, Finance, Economics, Auditing &amp; statistics to detect corruption cases.</p>					

The organization uses CCTV platforms to effectively handle corruption issues					
The organization employs internal controls for intelligence gathering					
Forensic audit is always used to detect complex cases of corruption.					
The EACC collaborates with the organization in dealing with all corrupt practices					
<b>Media reporting</b>					
Media provides necessary information needed to expose corruption cases in the organization					
Electronic media such as radio, television, social media platform and newspapers are highly utilized in the organization on corruption cases.					
Freelance media is used to expose corruption in the organization					
Employees are encouraged to share corruption related information with the media					
Local television networks are preferred in reporting corruption cases.					

**Part III: Management of Non-Governmental Organizations.**

To what extent has implementation of Fraud reporting behavior, Witness protection strategies, Corruption investigations methods and media reporting influenced the following measures management in of AMREF-afyatimiza Kenya? Using a Likert Scale of 1 – 5

<b>Management of NGOs</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
There exists Budgeting efficiency on all functional departments					

There is enhanced Effectiveness in organizational operations.					
Essential Fundraising activities in the organization					
There exists strategic plans for all operational activities in the organization					
Prudent Audits are handled on quarterly basis.					
There exists transparency in all activities in the organization.					