PERSPECTIVES ON INFORMATION SHARING AMONG SELECTED ANTI-CORRUPTION AGENCIES IN KENYA

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APPROVAL SHEET

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ABSTRACT

Corruption is so widespread in Kenya that it has become part of the national narrative. Despite the presence of fully constituted and resourced anti-corruption agencies in Kenya, as well as overt evidence of corruption in the public domain, Kenyan anti-corruption agencies seem to be caught flat footed in the race to defeat rampant corruption. This study sought to establish the effectiveness of information sharing among anti-corruption agencies in the fight against corruption in Kenya.

The study used a cross-sectional descriptive design. A total of 54 respondents from three (3) anti-corruption agencies were randomly selected to participate in the study. A questionnaire was used for data collection.

The study found that Information sharing exists to a fair extent within anti-corruption agencies within the country but it barely exists with international agencies. Generally, information sharing is perceived to improve the efficiency of anti-corruption agencies in the fight against corruption and generally improves the system. However, the major barrier to the adoption of effective information sharing systems were that the nature of the information requires high levels of confidentiality and the risk of security leaks in the system is a possible cause of the apathy in information sharing among anti-corruption agencies. Based on these findings it is recommended that mechanisms should be set up within Kenyan anti-corruption agencies to promote information sharing with international agencies, possibly through implementing a formal policy on interagency information sharing. Further, stringent security measures and protocols may be needed to reduce security leaks when sensitive information is shared.

Acknowledgement

Dedication

To my family: Nancy, Joy, Joe Paul and J. David.

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CHAPTER ONE

INTRODUCTION

Background of the Study

The Anti-Corruption Economic Crimes Act, 2003, defines corruption as: bribery; fraud; embezzlement or misappropriation of public funds; abuse of office; breach of trust; or an offence involving dishonesty- in connection with any tax, rate or impost levied under any Act; under any written law relating to the elections of persons to public office. The Merriam-Webster dictionary defines Corruption as the "impairment of integrity, virtue, or moral principle." Since the times of antiquity, throughout world history and even now into this present age, corruption has been in existence (Jain, 2012). Indeed, some of the earliest mentions of corruption are spoken of in an ancient Indian text, written more than 2,500 years ago, that implored the leaders of that age to fight corruption since it was injurious to the economy and prosperity of the nation (Jain, 2012). Indeed, Renate Bridenthal (2013) asserts that the lawbreaking and lawmaking exist in the same continuum – and as a result as long as corruption has existed, there have always been agencies or channels for anti-corruption initiatives.

Across the globe, countries have responded to widespread corruption by enacting legislation in a bid to curb the vice (Majila, Taylor, & Raga, 2014; Sims & Byrd, 2015). This allows the law enforcement agencies a framework under which they can investigate and prosecute corruption cases. While this is commendable, legislation in and of itself cannot reverse what has now developed into a culture in many nations around the world. Indeed, with every passing day, the sophistry that characterizes modern day corruption moves beyond the capabilities of traditional law enforcement

or police services. To move beyond this drawback, almost every nation around the world has established an anti-corruption commission (Doig, 2012). These commissions are variously charged with the investigation of corruption matters – on their own or in cooperation with other agencies; and recommending cases for prosecution(OECD, 2013).

Depending on the jurisdiction and prevailing legal framework, some anti-corruption agencies are able to prosecute their own cases – outside the traditional public prosecutor or attorney general led cases (OECD, 2013). For example, in several European countries there exist anti-corruption agencies that can prosecute cases on their own e.g. the Special Prosecutor's Office against Corruption and Organized Crime in Spain and the Central Office for Repression of Corruption in Belgium, among others (OECD, 2013).

Studies show that – with the exception of East Asia – several anti-corruption commissions around the world are largely benign and do not seriously pose a threat to grand corruptions schemes (Doig, 2012). Instead, they establish themselves as experts in fighting and beating targets at junior levels (Hough, 2013) – in spite of being well funded and resourced(De Sousa, 2010), and in spite of having strong public support to begin with (Quah*et al.*, 2015).

Historical Review of Anti-corruption in Kenya

The legal regime on corruption in Kenya is contained in various acts of parliament, the principal one being Cap 65, the Prevention of Corruption Act (POCA) first enacted in 1956 and subsequently amended up to 1991 (EACC, 2016). In the year 1993, in the aftermath of the Goldenberg Scandal (Franz, 2012), a specialized Anti-Corruption Police Squad was established to enforce the anti-corruption law. This squad was short-lived and barely two years later, was disbanded without having

achieved anything significant.

Following amendment of the POCA (CAP 65) in 1997, the Kenya Anti-Corruption Authority (KACA) was established. Its mandate was and remains to enforce and ensure compliance with the provisions of Chapter Six of the Constitution, 2010 and the Leadership and Integrity Act, 2012. Under section 37 of the Act, each public entity with State Officers is obliged to develop a Specific Leadership and Integrity Code for the State Officers serving in that public entity. However, the organization has been plagued by leadership wrangles that saw its first director removed via a Judicial Tribunal and a successor appointed in March 1999. The authority faced further woes when a constitutional court in December 2000, in the case of *Gachiengo V Republic (2000) 1 EA 52(CAK,)* made a ruling that the existence of KACA undermined the powers conferred on both the Attorney General and the Commissioner of Police by the Constitution of the Republic of Kenya (Kanyua, Kichana, Sihanya, & ICJ, 2005). In addition, the High Court further held that the statutory provisions establishing the Authority were in conflict with the Constitution (Kanyua et al., 2005). That spelt the death knell of the authority and the various efforts in the fight against corruption in Kenya for a time. In August 2001, the Anti-Corruption Police Unit (ACPU) was established by executive order under the Criminal Investigations Department (CID) of the Police to take over the mandate of KACA (Hough, 2013). Its mandate is to be responsible for security intelligence and counter intelligence to enhance national security in accordance with this Constitution; and perform any other functions prescribed by national legislation.

In 2003, following the repeal of the previous Act of Parliament and the enactment of the Anti-Corruption and Economic Crimes Act and the Public Officer Ethics Act, the Kenya Anti-Corruption Commission (KACC) was formally

established to tackle corruption. In the same year, Kenya Anti-Corruption Advisory Board was also put in place by the government to appoint the Directors and Assistant Directors of KACC. It's the main agency for fighting corruption with a straight mandate to fight **c**orruption in Kenya. This body did not fare any better than KACA and was disbanded in 2011, in line with the conditions of the Constitution of Kenya 2010, to usher in the Ethics and Anti-Corruption Commission (EACC) that is still active today (EACC, 2011).

Kenyan Anti-Corruption Agencies

There are various agencies in Kenya that fit the bill of anti-corruption agencies. These include:

i.   Directorate of Criminal Investigation (CID)

ii.   The National Intelligence Service (NIS)

iii. The Independent Policing Oversight Authority (IPOA),

iv.   The Ethics and Anti-Corruption Commission (EACC),

v.   The Kenya National Commission for Human Rights (KNCHR),

vi.   The Kenya Revenue Authority (KRA),

vii. The Director of Public Prosecutions (DPP) and

viii. The State Law Office.

ix.   Financial Reporting Centre (FRC)

These agencies work together as follows:

EACC and CID usually investigate and pass on the file to ODPP for review. The ODPP upon review may recommend further investigation (return of file to cover points), prosecute, close file, and recommend administrative action. KRA plays a crucial role in providing relevant financial information as the depository of

information of taxes and property. The information is crucial to EACC/CID at investigation in determining ownership of property and also taxes that are due etc.

FRC normally get information from banks in relation to financial transactions. FRC may be approached by EACC/CID to look at the financial transactions of suspects. The FRC input adds value to financial investigations. Asset Recovery Agency (ARA) usually augments the efforts of EACC in recovery of assets. This list is by no means exhaustive, but intends to point out the depth and breadth of anti-corruption agencies in Kenya (Martini, 2012).

Despite the obvious fact that each of these agencies has its own mandate, they all have a legal duty to protect the public interest. As such, – in the fight against corruption – they are the agencies entrusted to safeguard the public interest from individuals or entities that would seek to impair the integrity or virtue of the nation. In an ideal situation, these agencies can and should work together to prevent, investigate and prosecute matters related to corruption in the Republic of Kenya (Gastrow, 2011). The fact is, however, that matters on the ground are far from ideal. The corruption cases that have plagued the country, especially in the last five years point to poor or non-existent information sharing practices between local agencies. A case in point was the so-called "Chickengate" scandal. In this scandal that involved corruption and fraud at the Interim Independent Electoral Commission (IIEC) and the Kenya National Examinations Council (KNEC) – over the award of multi-billion shilling printing contracts, in exchange for bribes referred to in communications as "chicken" (Shilaho, 2014). At the end of the day, rather than work together, different agencies cast blame on each other. The DPP blamed the CID for poor investigations, the CID blamed EACC – which insisted that investigations were still on-going. This is in spite of agencies in the United Kingdom having already investigated and prosecuted

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citizens in their country who were involved in the scandal.

Statement of the Problem

Corruption, according to Javaid and Faruq (2015), is beyond an evil because it violates a country's regulations, nullifies the rule of law and destroys the rights of the people that are already depressed due to the situation and it debilitates their energies, capabilities and abilities particularly in those who endeavor to be sincere and honest (Javaid & Faruq, 2015). Additionally, the authors state that corruption, pervades poverty and affects a nation's integrity systems (Dong, 2011; Javaid & Faruq, 2015). The authors add that corruption spreads easily but is very difficult and impossible to root out as it is caused by factors that include social, political economic and compounded by globalization (Javaid & Faruq, 2015). In view of these, countries need to be weary of this social vice if they need to achieve their development goals.

Kenya, in her vision 2030 envisages to be an industrialized middle income country that will provide high quality life to her citizens, a clean environment by the year 2030 relying on three pillars namely; political social and economic (GOK, 2007). However, the country is plagued by corruption that is currently widespread as noted by overt evidence of corruption in the public domain, such that it has become part of the national narrative (Harrington & Manji, 2013). This is despite the presence of fully constituted and resourced anti-corruption agencies in Kenya. Kenyan anti-corruption agencies seem to be caught flat footed in the race to defeat rampant corruption. Furthermore, there are various laws applied in the fight against corruption by the various agencies.

In Kenya, each of the existing agencies have their own specific laws to enforce, even some laws applied overlap (cut across agencies) and this tends to portray the agencies as working in 'competition' thus leaving the country especially

vulnerable to corruption malpractices in the public and private sectors (Kindiki, 2007). Javaid and Faruq, (2015), state that dealing with corruption needs more than having elaborate legal frameworks and enforcing the laws. Additionally, the existing agencies thrive on the blame on each other for failure, leading in shoddy investigations, bungled up investigations, and wanting prosecution.

So far, very few studies have been done on the subject under study like (Akech, 2011; Mutula, Muna, & Koma, 2013); however, none of them has dealt with the assessment of the effectiveness of information sharing among anti-corruption agencies in Kenya hence there is an existing gap on the level and degree of information sharing among the agencies, if this is being done then; it could imply that the degree and level of sharing corruption related cases is ineffective. Thus, there is a need to investigate the level of information sharing among the anti-corruption agencies, in the fight against corruption in Kenya. Consequently, this study primarily aimed at assessing the perspectives of various players on information sharing among selected anti-corruption agencies in Kenya.

Research Questions

The following set of research questions was critical in guiding the entire process of undertaking this research:

1. What is the status of information sharing among anti-corruption agencies in Kenya in the fight against corruption?

2. How is information sharing perceived among anti-corruption agencies in the fight against corruption Kenya?

3. What are the benefits of sharing information in the fight against corruption in Kenya?

4. What factors promote information sharing between anti-corruption agencies?

5.   What are the barriers to information sharing among anti-corruption agencies?

Significance of the Study

It is expected that this study would help Kenyan anti-corruption agencies – especially the EACC – identify gaps in inter-agency cooperation and information sharing that may prove useful to them in the execution of their mandates. Further, it recommends strategies to assist the government effectively fight corruption, or even revise the models that they have adopted in the fight against corruption in Kenya. This study has also provided insights to members of the public about the intricacies of information sharing among anti-corruption agencies in Kenya. It has provided the basis for further research and inquiry into the subject matter both by academics and members of the public.

Justification of the Study

There exists a perception among the Kenyan public that the anti-corruption agencies are either inept or complicit in the corruption that is rampant in the country. Indeed, the expectation often is that each of these agencies could and should do more in the fight against corruption. All other factors remaining constant, this study sought to explore the prevailing status and perspectives on information sharing among anti-corruption agencies in Kenya. This was aimed at unlocking the corruption conundrum that has plagued the country for years and seemed to be spiraling out of control.

Theoretical Framework

This study is based upon the Contingency Theory of Corruption postulated by De Graaf (2007). This theory posits that corruption has many different causes and that the end result of various instances of corruption is as varied as numerous corruption cases. In this regard, there can be multiple causal and result chains as far as corruption is concerned - and it can stem from or affect many different sectors of both public and

private life. Therefore, the fight against corruption needs to be multipronged and requires the concerted efforts of many different sectors of government to defeat it. Consequently, for any two or more organizations to work together, it is indicative that there is a need to share information - which is the premise of this study.

Scope and Limitations

This study dealt with three anti-corruption agencies in Kenya, namely, the Ethics and Anti-Corruption Commission (EACC), the Criminal Investigations Department (CID) of the Kenya Police Service, and the Kenya Revenue Authority (KRA) to gain a comprehensive picture of information sharing perspectives among anti-corruption agencies in Kenya. The study was carried out between January and March 2017 at the headquarters of the named agencies.

Even though the study focused on the three selected agencies, the study was as comprehensive as possible since these organizations have some form of cooperation with the other agencies and are the top agencies as far as anti-corruption efforts in Kenya are concerned. Further, time and logistical constraints required that the study be limited in scope. In mitigation, however, the importance of the subject matter hinted that the study has the potential to yield new information on a hitherto under-researched topic and provide the baseline for future research into the area of information-sharing – not only among anti-corruption agencies – but also among other related government departments.

Operational Definition of Terms

Corruption – i). Bribery; fraud; embezzlement or misappropriation of public funds; abuse of office; breach of trust; or an offence involving dishonesty- in connection with any tax, rate or impost levied under any Act; under any written law relating to the elections of persons to public office.

ii).   Impairment of integrity, virtue or moral principle.

Information-sharing – the central process through which team members, collectively, utilize their available informational resources.

Information Quality – measure of excellence of data shared between agencies.

Service Quality – measure of excellence of informational services provided by information system professionals.

System Quality – measure of excellence of organizational/ governmental structures.

CHAPTER TWO

REVIEW OF RELATED LITERATURE AND STUDIES

Global Perspectives on Anti-Corruption Agencies

Across the globe, countries have responded to widespread corruption by enacting legislation in a bid to curb the vice (Majila, Taylor, & Raga, 2014; Sims & Byrd, 2015). This allows the law enforcement agencies a framework under which they can investigate and prosecute corruption cases. While this is commendable, legislation in and of itself cannot reverse what has now developed into a culture in many nations around the world. Indeed, with every passing day, the sophistry that characterizes modern day corruption moves beyond the capabilities of traditional law enforcement or police services. To move beyond this drawback, almost every nation around the world has established an anti-corruption commission (Doig, 2012). These commissions are variously charged with the investigation of corruption matters – on their own or in cooperation with other agencies; and recommending cases for prosecution(OECD, 2013).

Depending on the jurisdiction and prevailing legal framework, some anti-corruption agencies are able to prosecute their own cases – outside the traditional public prosecutor or attorney general led cases (OECD, 2013). For example, in several European countries there exist anti-corruption agencies that can prosecute cases on their own e.g. the Special Prosecutor's Office against Corruption and Organized Crime in Spain and the Central Office for Repression of Corruption in Belgium, among others (OECD, 2013).

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grand corruptions schemes (Doig, 2012). Instead, they establish themselves as experts in fighting and beating targets at junior levels (Hough, 2013) – in spite of being well funded and resourced(De Sousa, 2010), and in spite of having strong public support to begin with (Quah*et al.*, 2015).

In this current era of international trade that crosses many boundaries and jurisdictions, corruption has also flourished. Recognizing this and in an attempt to provide a solution, the United Nations – in 2003 – signed the United Nations Convention against Corruption (UNCAC) (Hussmann, 2007). This is the first legally binding, global anti-corruption instrument, of which Kenya is a signatory. Kenya became a signatory to UNCAC on 9th December 2003. The UNCAC is on five main areas: preventive measures, criminalization and law enforcement, international cooperation, asset recovery, and technical assistance and information exchange (Claman, 2008).

The landscape of anti-corruption has been changing for the last almost 40 years. From the norm of raising awareness about corruption, to institutionalization of anti-corruption through laws and policies and finally to widespread adoption of and adherence to the demands of anti-corruption (Persson, Rothstein, & Teorell, 2013). In a bid to fight widespread corruption, the United Nations Convention against Corruption was ratified in 2003 (Odusote, 2014; Pavletic, 2009). The convention led to an evolution of an international regime whose sole responsibilities are to develop a set of identifiable standards for dealing with corrupt practices and to create the associated monitoring and compliance mechanisms (Hughes, Wells, Pasero, & McCaffery, 2008). The normative basis of this convention has been strengthened and reinforced by regional institutions including the African Union, the Organization for Economic Co-operation and Development (OECD) and the organization of American

States (Leventhal, 2008).

According to Hughes et al. (2008), the global approaches formulated to deal with corruption focus on enhancing transparency in systems through: "(1) building supportive global processes; (2) strengthening capacity and accountability within institutions of the state and (3) empowering civil society and citizens to hold public officials directly accountable through innovative approaches to monitoring and reporting." Further, key non-state actors such as the World Bank have encouraged countries to incorporate these global regime elements into national statutes that guide public administration (Clark & Pal, 2014). Moreover, the Inter-Parliamentary Union and other concerned organizations have sought to create a global coalition of parliament members to work against corrupt practices (Hughes et al., 2008). Other measures adopted to curb the corruption vice on the global scale include blacklisting of firms that willfully and knowingly work in countries where corruption is the norm (Kenny, 2007).

The Approach to Anti-corruption in Kenya

The OECD highlights three main anti-corruption models that have been adopted in most countries around the world. First, we have multipurpose agencies with law enforcement powers. These agencies deal with prevention of corruption, policy, analysis, monitoring and investigation – however – they do not have the powers to prosecute cases in courts of law. Second, we have law enforcement type institutions. This model comprises organizations with more specialized roles and may have the same powers as the multipurpose agencies e.g. specific economic crimes bodies, anti-organized crime etc. In many cases, these bodies have the power to prosecute cases. This approach pervades Western Europe. The third and final model is the preventive, policy development and coordination institutions (OECD, 2013).

According to the OECD (2013), agencies under this model are responsible for "research in the phenomena of corruption; assessing the risk of corruption; monitoring and co-ordination of the implementation of the national and local anti-corruption strategies and action plans; reviewing and preparing relevant legislation; monitoring the conflict of interest rules and declaration of assets requirement for public officials; elaboration and implementation of codes of ethics; assisting in the anti-corruption training for officials; issuing guidance and providing advice on issues related to government ethics; facilitating international co-operation and co-operation with the civil society, and other matters (OECD, 2013)."

Based on the above criteria, the anti-corruption approach in Kenya is a mix of the multipurpose agency model and the preventive model. Kenya's core anti-corruption agency, the EACC, while having powers to investigate cannot prosecute cases in Kenyan courts. The EACC's functions involve largely to combat and prevent corruption and economic crime in Kenya through law enforcement, implement preventive measures, carry out public education and promote standards and practices of integrity, ethics and anti-corruption (EACC, 2017). Upon completion of investigation, the Commission recommends action to the ODPP, which has the mandate to prosecute. This arrangement obviously calls for closer cooperation between the two institutions as the work role in the fight against corruption complements each other.

Other than the EACC, there exist various other agencies within the Kenya government structure that have functions related to anti-corruption activities but do not meet the criteria for the other categories. Examples include, Capital Markets Authority, Kenya Revenue Authority, Kenya Institute for Public Policy Research and Analysis (KIPPRA), Independent Medico-Legal Unit (IMLU), among others. To

some extent these institutions, though sector regulators, do contribute to good governance and alleviation of corruption.

Challenges for Anti-corruption in Kenya

The literature reviewed so far, points to the fact that Kenya, as a nation, has the structures and human resource to fight corruption. However, as history proves, the fight against corruption is never as straightforward as it seems. There have been and still are several challenges that hamper the push to rid Kenya of corruption. First and foremost, the Kenya Police Service – which is the first line of contact that the citizenry have with law enforcement is grossly corrupt itself, and hence has a tendency to turn a blind eye to various acts of corruption (Hyun, 2015). This situation is also mirrored in other African countries e.g. Nigeria (Odusote, 2014). In addition, people who are well to do can buy influence with law enforcement and get away with petty crimes (Gastrow, 2011). Even more bothersome, however, is the link between corruption and organized crime. Studies from around the globe clearly indicate that when corruption exists in the rank and file of state organizations, organized crime becomes entrenched and begins to flourish (Buscaglia, Ruiz, & Samuel, 2007).

Another key problem is the lack of true political support for the anti-corruption battle in Kenya. Often, there is executive or legislative interference with the EACC, so much so that it is unable to perform its functions as envisioned. Indeed, this may go a long way to explaining the fact that while there have been several high profile anti-corruption cases in Kenya, very few of the so-called "big" people have been indicted. This trend can be traced to cronyism and political favoritism in Kenya. Studies show that political support for anti-corruption activities is almost as important as the political independence of the anti-corruption agency (Quah et al., 2015).

Beyond all this, the Kenyan Judiciary is often caught in myriad scandals

ranging from procurement problems to deciding cases on the basis of bribery (Hope, 2014; Mnjama, 2013). All told, the economic impact of corruption cannot be gainsaid. According to the World Bank, if countries eradicated corruption from their ranks, their gross domestic products would rise fourfold i.e. 400% (Dreher & Herzfeld, 2005). All these challenges when considered in terms of information sharing paint a grim picture. They beg the question on whether these government anti-corruption agencies can ever truly collaborate, when indications point to the fact that, they too are part of the problem.

The Case for Inter-agency Information Sharing

Information sharing between various government departments is increasingly an important approach that is geared towards boosting the organizational efficiency and performance of individual units or departments (Yang & Maxwell, 2011). Indeed, with the now commonplace occurrence of terrorist activities, natural disasters, public health emergencies and even cross-boundary crime, the imperative for information sharing among different sectors or organizations in government has never been higher (Dantas & Dalziell, 2005; Statham *et al*, 2011). Interagency information sharing, however, is not as easy to implement as it may sound. It has its own advantages and drawbacks.

Information sharing between government departments means that there is increased productivity, enhanced policy making – due to the availability of more information and integrated public service – which results in increased satisfaction levels among the citizenry (Gil-Garcia, Chengalur-Smith, & Duchessi, 2007). Further studies show that the multi-sectoral approaches utilized by many organizations today require that they bring to bear expertise from different sectors. This means that rather than retreating to their default "need to know" mindset, they adopt a more progressive

"need to share" mindset that will allow them meet their own organizational targets and thereby offer quality services (Dawes, Cresswell, & Pardo, 2009). In this manner, rather than expending resources to develop their own repository of knowledge on a given subject, they would much rather share what they have with an agency that can provide them with the information they need – and importantly – at a fraction of the cost in terms of man-hours. For agencies, such as the police who deal with time-sensitive information requests, such manner of collaborations or sharing agreements, are indispensable (Bush, 2009).

The drawbacks associated with information sharing can sometimes be daunting and difficult to surmount. To begin with, because various government agencies are run as more or less autonomous units, each has developed its own systems and procedures. In some cases, it is possible to find that even the information technology systems are not compatible which makes the realities of information sharing bothersome (Gil-Garcia et al., 2007). Beyond the logistical problems of information sharing, an even bigger problem is trust. Many writers and researchers identify trust between agencies – or the lack thereof – as one of the biggest challenges facing interagency collaboration (Buscaglia et al., 2007). Further, the lack of standardized data and data management systems often means that even if trust exists, the quality of data shared is wanting – and almost not worth the trouble of acquiring it in the first place (Klischewski & Scholl, 2008).

Notwithstanding the different schools of thought towards information sharing – or even its advantages or disadvantages, it is clear to see that in the modern crime landscape of 'high tech' crime, it is sorely needed. According to (Yang & Wu, 2015), information sharing has three main determinants. These are: System Quality, Information Quality and Service Quality. Indeed, without these three aspects in place,

any information sharing efforts would merely be an exercise in futility.

System Quality and Information Sharing

As far as information sharing is concerned, system quality has to do with "the technical success of interoperable technical infrastructure (Yang & Wu, 2015)." It is of course intuitive that any information sharing system that is put in place will replace a system – manual or otherwise – that was existing before it (Gil-Garcia et al., 2007). According to the conceptual framework proposed by Wu and Yang (2015), that seeks to explain interagency information sharing between government departments, system quality has eight constructs as shown in Table 1.

In the case of information sharing among anti-corruption agencies in Kenya, system quality therefore means that a common information system should be available whenever any of the agencies wishes to share or request for information. Further, the system should be responsive and reliable (Gorla, Somers,& Wong, 2010; Yang & Jun, 2002). Often, matters dealing with crime are time sensitive, hence, a system that cannot support rapid transmission and sharing of information in good time, may be of no use at all. Capability, Compatibility and Usability go hand in hand.

The identified measures of system quality: Adapted with permission from "Exploring the effectiveness of cross-boundary information sharing in the public sector: the perspective of government agencies," by Tung-MouYang & Yi-Jung Wu, 2015, *Information Research*, 20 (3), p.685.2015.

A good information sharing system should have the capability of handling the diverse needs of the various anti-corruption agencies, while being compatible with the systems in use in those agencies but still maintain its user friendliness – so that people need not undergo specialist training to use it. Security is an important aspect of information sharing. Anti-corruption efforts are crime fighting efforts. This means

Table 1

Constructs of System Quality

Construct	Definition
Availability	Availability means an information system is ready and accessible for use whenever a user has to use the system for the purpose of cross-boundary information sharing.
Responsiveness	Responsiveness means whether the responding time of an information system can be tolerated and acceptable by its users when the system is used to retrieve shared information.
Reliability	Reliability means the degree that an information system can correctly process and transmit shared information.
Capability	Capability means whether an information system can sustain a user's needs to share and retrieve information.
Compatibility	Compatibility means the degree that a government agency's utilized information system to share and retrieve information can be compatible with the information systems of other agencies.
Security	Security means whether an information system can securely transmit shared information among government agencies and maintain secure control to access the shared information.
Usability	Usability means the degree that the design and user interface of an information system are convenient for users to operate.
Maintenance	Maintenance means the degree of effort and cost that are needed to sustain and keep an information system running properly.

that a certain level of secrecy is required. The information sharing system must be a closed system that is only accessible to people within the concerned agencies. In addition, the system should be robust enough to ensure that the most sensitive materials are only seen by officers who have the highest level of security clearance (Chermak, Carter, Carter, McGarrell, & Drew, 2013; Makedon, Sudborough, Baiter, & Conalis-Kontos, 2015). Maintenance of the system has to do with providing the resources: material, human, financial or otherwise; that is needed to ensure that the system runs smoothly and operates at optimum efficiency.

Information Quality and Information Sharing

Regardless of the type and quality of the system in place to support information sharing efforts among anti-corruption agencies in Kenya, everything still comes down to information quality. As the old computer adage goes "GIGO – Garbage in, Garbage out (Stair & Reynolds, 2013; Xu & Quaddus, 2013)." According to Yang and Wu (2015), information quality is a multifaceted construct. It comprises three main facets, that is: Source – reliability and accessibility of the information; Time – timeliness, currency and variation of the information; and Content –accuracy, completeness, comprehensiveness, consistency, understandability and relevance. Without these in place, information is not of sufficient quality to be considered meaningful. Table 2 further describes the facets of information quality.

Service Quality and Information Sharing

Service quality in information sharing is concerned with "the quality of information services provided by information system professionals in information sharing initiatives" (Yang & Wu, 2015). In this context, therefore, service quality refers to the information technology professionals who provide the technical support that makes information sharing possible. When service quality is present in

Table 2

Facets of Information Quality

Measure	Definition
Accuracy	Accuracy means the degree that shared information is correct and free of error. Also how much information distortion during information preparing and information retrieving is acceptable by an information requestor.
Completeness	Completeness means that the details of shared information fulfil what is required by an information requestor in terms of amount and specific items of information.
Comprehensiveness	Comprehensiveness is a concept relative to completeness. Comprehensiveness means that the content of shared information covers a greater detail rather than the minimum requirement of an information requestor.
Consistency	Consistency means that the style, format and structure of shared information consistently comply with the requirement of an information requestor.
Understandability	Understandability means to what degree an information receiver can understand and interpret the meaning of the shared information from an information provider.
Timeliness	Timeliness means whether the time spent to retrieve shared information can be tolerable or acceptable for an information receiver to fit its needs.
Currency	Currency is a concept relative to timeliness. Currency means whether shared information can meet the real-time information need of an information receiver.
Variation	Variation means the extent to which the content of shared information changes in terms of time.
Reliability	Reliability means that shared information from an information provider is perceived with confidence to be reliable, dependable and trustworthy by an information receiver.
Relevance	Relevance means to what degree the shared information from an information provider fits the need of an information receiver.
Accessibility	Accessibility means the degree of challenge for an information receiver to access the shared information from an information provider.

Adapted with permission from "Exploring the effectiveness of cross-boundary information sharing in the public sector: the perspective of government agencies," by Tung-Mou Yang & Yi-Jung Wu, 2015, *Information Research*, 20 (3), p. 685, 2015.

combination with information quality and system quality, it then results in an integrated public service system (Parker et al., 2013; Yang & Wu, 2015). The components of service quality in information sharing are shown in table 3.

Table 3

Components of Service Quality

Measure	Definition
Communication	Communication means whether well-maintained channels exist to enable smooth and unobstructed dialogues between information system professionals and information system users.
Responsiveness	Responsiveness means whether information system professionals can promptly react and respond to information system users' questions and requests.
Assurance	Assurance means whether information system professionals are believed to be capable of resolving the problems that information system users encounter, and users are also satisfied.

Adapted with permission from "Exploring the effectiveness of cross-boundary information sharing in the public sector: the perspective of government agencies," by Tung-Mou Yang andYi-Jung Wu, 2015, *Information Research*, 20 (3), p.685, 2015.

Perspectives on the Status of Information Sharing among the Anti-Corruption Agencies

Information sharing or knowledge sharing involves distribution of useful information for systems, people or organizational unit (Lotfi, Mukhtar, Sahran, & Zadeh, 2013) and it is said to be the key that enables governments to deliver better as

it increases efficiency and performance and therefore it gives more efficient public

services that revolve around the needs of the citizens in that it enables early

intervention and preventative work, that safeguards and promotes the welfare and

protection for the wider public (Crown, 2009; Lotfi et al., 2013; Yang & Maxwell,

2011).

However, Crown (2009) states that when sharing information certain

principles must be followed namely; to note legal framework governing data

protection to ensure that it is not a barrier to sharing information but enhances the

sharing of information of all types, openness and honesty which requires that the why,

how, what and with whom the information is being shared, seeking of advice to iron

out any grey areas and making of serious mistakes, share information with consent

where appropriate and, where possible, respect the wishes of those who do not

consent to share confidential information noting however that in some cases, the lack

of consent can be overridden in the public interest (Crown, 2009). The other issues to

consider according to the author involve the consideration of safety and well-being of

the person and others who may be affected by the action, ensure that the information

shared is necessary, proportionate, relevant, accurate, timely as well as secure and

finally that remember to keep records of whatever information is shared the purpose

and with whom it is shared (Crown, 2009).

According to Yang and Maxwell (2011), information sharing between

organizations can sometimes be a complex affair and it is critical that care is taken to

identify the factors that contribute to the situation. The authors identify some of the

factors to include but not limited to; organizational structure that involves factors of ,

either as bureaucratic, centralized, decentralized, formal or informal, different

geographic areas, different origins, different operational procedures, control

mechanisms and work flows, experience of organization in terms of accruing benefits, level of resistance to change, resource capability and competing interests; organizational culture that spells out the way things are done as dictated by the norms and rituals and beliefs; system rewards and incentives, characteristics of information in terms of type, size, amount and worth; information technology, absorptive capability, power games, social identity, social network, trust, members' beliefs as affected by self -interest, cost and ownership as well as sense of stewardship and reciprocity; and they add that these factors also influence each other (Yang & Maxwell, 2011). See figure 1.
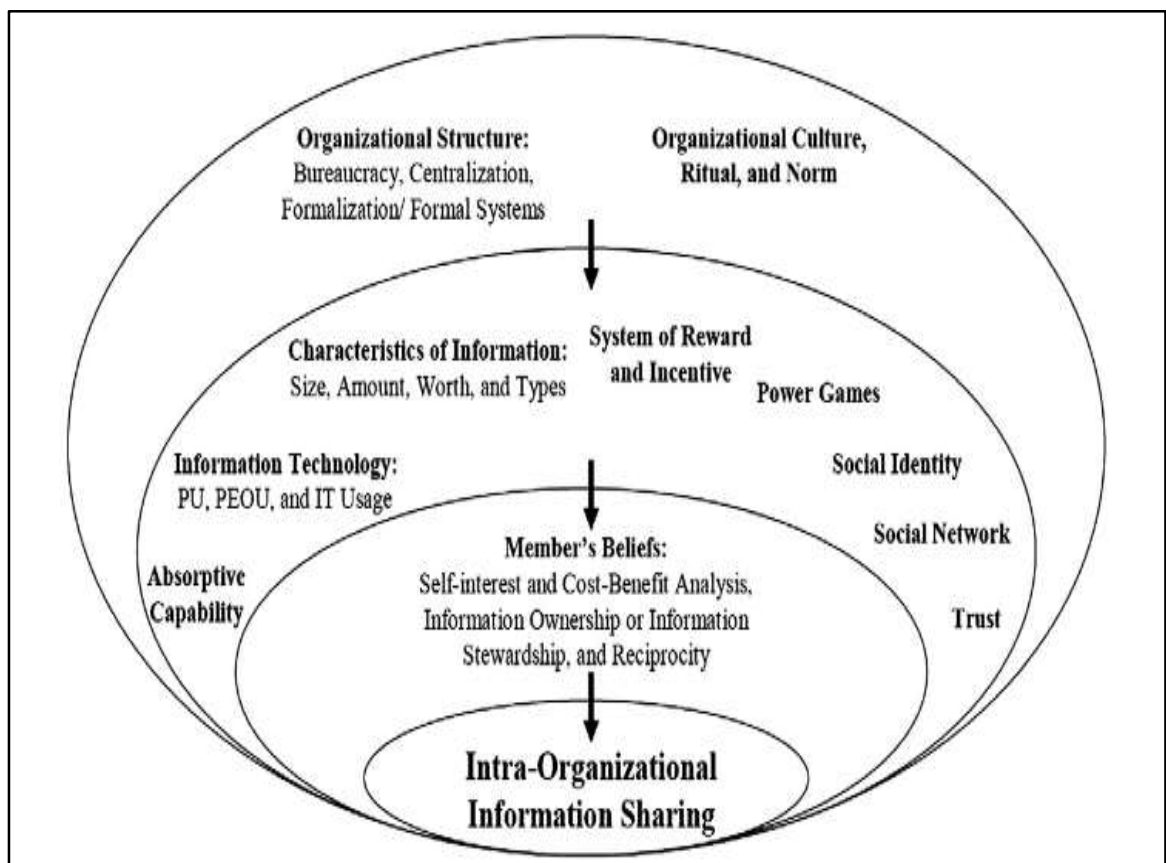
Figure 1. Factors that affect information sharing in organizations.
Adapted from Yang & Maxwell, 2011, p. 166

In their study, Yang and Maxwell (2011) established that information sharing across organizations is a key strategic activity for organizations in the public and

private sector but there is need to have a clear and comprehensive understanding of the factors that support and constrain the development of effective systems to support information exchange, analysis and improvement of the accuracy and timeliness of decisions to gain greater confidence in their outcomes (Yang & Maxwell, 2011). Hatala and Lutta (2009) add that knowledge sharing give organizations competitive advantage.

The above is corroborated by a study in Kenya that revealed that banks profits went up by 68% after joining credit information sharing (Mugwe & Oliweny, 2015).

Perspectives on the Benefits of Information Sharing between Organizations

Hatala and Lutta, (2009) content that for information sharing to be useful, it must be viewed as an economic asset and as such new information must be disseminated as affected by the changing environment to enable top management to make timely decisions. Calo, Cenci, Fillottrani and Estévez (2012) posit that benefits accrue to organizations that share information between different government departments, agencies, public and private institutions and they include; enhanced efficiency, avoids duplication of processes in updating the same data; better quality of processes and services, removes inconsistency of data and reduces errors, leads to improved transparency and it facilitates access to information (Calo et al., 2012). The authors add that information sharing leads to better policy outcomes, higher quality of public services, enhanced efficiency in government processes, improved efficient use of public funds, and it facilitates citizens participation (Calo et al., 2012). However, the authors warn that for these to happen, organizations must have proper structures to capture, process and use the information along their organizational boundaries (Calo et al., 2012).

The benefits differ between organizations but they broadly include the

following; cost reductions when it comes to data collection, information management,

information utilization and infrastructure sharing; improvement in decision making of

political and business processes, improvement of punctuality, consistency, and

quality of responses; better and greater surrender of public accounts; improvements in

transparency; incorporation of added value for government because of the

reutilization of existing information; results in design of integrated and collaborative

methods for service delivery; improved national security and national

competitiveness; reduced bureaucracy; reduced complexity and inconsistencies;

promotion of media access with high quality information; helps obtain comparable

information; improved emergency and health services; enhanced communication

between government agencies and other related organisms; enables supply of public

services where they are most needed; it allows public access to different government

services among various levels of government; promotes consistency of these

approaches to issues; promotion of the construction of systems, knowledge and

experience reusable from one agency to another; leads to better standards and the

sharing of technical resources; improves coordination; creates efficiency and

effectiveness, improves response time to issues enables efficient mass processing of

tasks and operations of public administration; improved business productivity through

better regulation and improved trust between government and its citizens (Calo et al.,

2012; Lotfi et al., 2013).

Perspectives on Factors Promoting Information Sharing between Organizations and Agencies

Despite information sharing being an advantage to organizations, very little of

it is happening (Lotfi et al., 2013). The authors content that there is more to

information sharing than just having the hardware and software but other factors to consider include taking note of what to send who to send it to why it should be send and when (Lotfi et al., 2013).

Three key factors promote information sharing according to Katz, Bullen, Bates, Keeley and Choi (2015) they include, technology in terms of the organization being technology savvy hence in tandem with the changes to be able to give relevant and up to date information. The second factor is the organization in terms of trust development of common objectives between agencies as well as knowledge of other organizations, organizational structures that enable facilitation and coordination, organization culture that enhances information sharing, adequate funding and resources, meetings, training as well as planning for systems change (Katz et al., 2015). The other factor according to the authors is political or policy that enables collaborations to be achieved, agreements aims and agendas to be agreed upon, networks of collaboration to be formed, laws, regulations, guidelines and protocols that give mandate to information sharing (Katz et al., 2015; Yang & Maxwell, 2011).

Perspectives on Barriers to Information Sharing

On the flip side, the factors of organizational structure, technology and political or policy can be barriers to information sharing (Katz et al., 2015). The authors posit that information sharing between organizations is a challenge in itself due to the effort to be made and complexity involved, and networks involved must be varied and extensive to overcome the costs and risks involved (Katz et al., 2015; Yang & Maxwell, 2011). Other factors include existence of mistrust between organizations, groups ad agencies, organizational structures and cultures in terms of differences in priorities, aims, values agendas, risk averse, management to make decisions on the same and lack of policy to guide the process of information sharing, lack of

knowledge of other organizations, different professional cultures and perspectives, perception of the challenges of information sharing and the existing diverse needs for organization when it comes to use of information (Katz et al., 2015).

On technology as a barrier, the authors state that it comes in the form of rapid change in technology, incompatibility and mismatched data structures that bring complications in information sharing (Katz et al., 2015). For political or policy matters, it is a barrier due to lack of support from the governments or senior management on information sharing, primacy of programs, privatization and competitive tendering leading to reluctant disclosure of information (Katz et al., 2015).

CHAPTER THREE

RESEARCH METHODOLOGY

Research Design

The study utilized a cross-sectional descriptive design to give insights on information sharing among anti-corruption agencies in Kenya. This means that data (on the dependent and independent variables) around the information sharing among Kenyan anti-corruption agencies was collected at one time point to give a snapshot of the information-sharing landscape.

Population

The study population comprised officers of the Ethics and Anti-Corruption Commission (EACC), the Criminal Investigations Department (CID) of the Kenya Police Service, and the Kenya Revenue Authority (KRA). The inclusion criteria for the study was that respondents had to have given informed consent; been a fulltime employee of one of the named agencies and have worked at one of the named agencies for at least 1 year. Eligible respondents who declined to give informed consent were excluded from the study.

The duties of respondents involved in the study included for the Investigations officers, prosecutors, evidence analysts and legal advisors and their duties involved but not limited to advising on the laws, procedures and practices relating to the construction industry; assisting other investigators on issues relating to infrastructure inquires; investigating cases of corruption and economic crimes especially inquiries in infrastructure projects among others; identifying and tracing corruptly acquired assets; preserving assets that are subject of investigation; compiling and submitting investigation reports; supporting civil proceedings against any person for the

recovery of corruptly acquired property or benefits and preparing expert reports and support prosecution of cases in court (EACC, 2017). The total number of individuals in the selected agencies that fits within the inclusion criteria outlined based on the information provided by the respective agencies was 63 employees as indicated in table 4.

Table 4

Target Population

Organizations		Total	%
A		10	15.9
B		41	65.1
C		12	19.0
	Grand Total	**63**	**100.0**

Sampling Techniques

This study adopted a census sampling by involving all the identified members of the target population. The sample thus comprised all of the 63 employees of the three (3) selected anti-corruption agencies as shown in the table 4 – these are the employees that work in the operations sections of the organizations related to information sharing. Additionally, purposive sampling was used to recruit respondents for the study. This involved choosing the officers directly involved with the work in corruption prevention to ensure obtaining of rich information that would be of help in answering the research questions of this study.

Research Instruments

A Structured questionnaire, with both closed and open-ended questions was used to collect data from the study participants. The questionnaire was administered in the English language. Prior to data collection, the questionnaire was pre-tested

among 14 employees of EACC who were excluded from the study, to ensure that the questionnaire was validated and that any errors or inconsistencies were corrected beforehand. The questionnaire was found to be reliable, with a Cronbach's alpha more than the minimum threshold of 0.7 ($\alpha=0.874$).

The questionnaire had two major sections, that is, socio-demographic data and Information sharing: which included questions on Status of Information sharing, Perception of Information sharing, Benefits of Information Sharing, Factors promoting information sharing and Barriers to information sharing among Kenyan anti-corruption agencies.

Data Gathering Procedures

The study data was collected by means of Questionnaires. After potential respondents were identified through sampling, they were invited to participate in the study – by having it explained to them and signing the informed consent and advice form. Each respondent agreeing to participate in the study was handed a questionnaire to fill in. In each organization, a point person was selected to receive the questionnaires once they had been filled in, prior to physical collection of the questionnaires. Each respondent had at least 1 week to fill in the questionnaire so as not to interfere with the performance of their routine work

Statistical Treatment of Data

Data analyses were done using IBM SPSS® version 23. In the first stage in the analysis of all types of variables, the data set was scanned to establish basic descriptive statistics to elucidate the pattern of behavior of each variable included in the dataset. In the case of discrete variables, frequency tables with single or multiple cross-classification criteria provided a good description of the variables.

Ethical Considerations

To ensure that the study adhered to the principles of respect, beneficence and justice and to protect and prevent unnecessary risk to respondents, the proposal was reviewed and approved by the University of Eastern Africa, Baraton (UEAB) Institutional Research and Ethics Committee (IREC). The appropriate ethical and consent forms are attached in the appendices. The approval letter was used to approach the relevant stakeholders to explain the intentions of the study.

Voluntary participation

Respondents were informed that their participation in the study was on a voluntary basis. Further, it was explained to them that they could leave the study at any time without suffering any penalties.

Privacy

The privacy of all study participants was protected. Each participant was assigned a unique serial number (code) that corresponded to their name. After data collection, the list containing codes and names was destroyed. After being stripped of all identifiers, all the questionnaires were filed and stored safely under lock and key.

Confidentiality

All respondent answers were kept strictly confidential and were not shown to anyone who was not authorized for purposes of the research study.

CHAPTER FOUR

PRESENTATION OF FINDINGS, ANALYSIS AND

INTERPRETATION

This chapter describes the findings of the research study according to the research questions. Conclusions are provided for each research question. Descriptive data on the socio-demographic characteristics are also provided.

Response Rate

The study achieved 85.71% response rate (54 participants out of the 63 respondents return filled questionnaire), as all those invited to participate in the study acquiesced and provided the requisite data needed in the questionnaires. The following is a breakdown of the response rate from the participating organizations response rate i.e. A-9, B-35 and C-10 (totaling 54).

Socio-Demographic Data

Respondents aged 36 to 45 years formed the modal class among study respondents, being the most populous at 44.4%, with respondents aged below 25 years (1.9%) and those aged above 56 years (3.7%) being the fewest. Males comprised slightly more than a quarter (75.5%) of the study sample.

Almost two-thirds (64.8%) of the respondents worked for agency B. Almost half (44.4%) of the respondents had had 5 years or less years of experience at their stated anti-corruption agency.

In terms of marital status, an overwhelming majority (84.9%) of the study respondents were married, with the rest indicating that they were single. In terms of Education status, the largest group of respondents (48.1%) were undergraduates, followed by those who held Masters Qualifications (35.2%), as shown in Table 5.

Table 5

Socio-Demographic Characteristics of Respondents

Characteristic	Category	Frequency (n)	Percent (%)
Age	Below 25	1	1.9
	26-35	16	29.6
	36-45	24	44.4
	46-55	11	20.4
	Above 56	2	3.7
Sex	Male	40	75.5
	Female	13	24.5
Agency Worked For	A	9	16.7
	B	35	64.8
	C	10	18.5
Length of Service at Agency	Less than 5 years	24	44.4
	6 to 10 years	13	24.1
	11 to 15 years	10	18.5
	More than 16 years	7	13.0
Marital Status	Single	8	15.1
	Married	45	84.9
Education Level	Diploma/Certificate	8	14.8
	Undergraduate	26	48.1
	Masters	19	35.2
	PhD	1	1.9

Research Question 1

Perspectives on Status of Information Sharing within Kenyan Anti-Corruption Agencies

Inter-agency information sharing

Respondents were asked to shed light on the status of information sharing within anti-corruption agencies in Kenya. The analysis showed that Kenyan anti-corruption agencies share information with other local agencies to a greater extent (M=3.54, SD=0.77) compared to international agencies (M=2.76, SD=0.75), as shown in Table 6.

Table 6

Status of Information Sharing

Status	N	Minimum	Maximum	Mean	Std. Deviation
Your agency shares information with other agencies in Kenya	54	1	5	3.54	.770
Your agency shares information with other agencies around the globe	54	1	4	2.76	.751

Key (Mean): 1.00 – 1.49Not at all; 1.50 – 2.49To a small extent; 2.50 – 3.49To a fair extent; 3.50 – 4.49To a great extent; 4.50 – 5.00To a very great extent

Respondents were further asked to rate which agency they shared information with. It emerged that agencies shared information with the B to the greatest extent (M=4.1, SD=1.01), followed by A (M=3.89, SD=0.99), FRC (M=3.61, SD=0.98), KRA (M=3.61, SD=0.77), with the C (M=3.55, SD=0.98), and ARA (M=3.54, SD=0.77) bring up at the rear. The results show that at minimum there exists a fair level of information sharing between the major anti-corruption agencies in Kenya.

Respondents in the individual agencies were asked to rate the agencies that they collaborate and share information with the most. For the CID, information

sharing happens with the greatest extent with the office of the A, followed jointly by

ARA and FRC, then by C and B in that order.

At agency B, information sharing occurs to the greatest extent with agency A,

followed by agency C, FRC, CID and ARA the least. At the agency A, information

sharing occurs in the greatest extent with CID, followed by DPP, EACC, FRC, and

ARA in that order. This is shown on Table 7.

Table 7

Collaboration and Information Sharing Between Individual Agencies

Organization	Collaborators	M	SD
A	EACC	3.33	0.71
	DPP	3.63	1.06
	ARA	3.56	0.88
	FRC	3.56	0.88
	KRA	3.33	1.00
B	CID	3.21	0.74
	DPP	3.94	0.91
	ARA	3.17	1.01
	FRC	3.49	0.98
	KRA	3.51	0.92
C	CID	4.2	1.23
	EACC	4.3	1.06
	DPP	3.9	1.29
	ARA	3.3	0.82
	FRC	3.3	1.34

Key (Mean): 1.00 – 1.49Not at all; 1.50 – 2.49To a small extent; 2.50 – 3.49To a fair extent; 3.50 –

4.49To a great extent; 4.50 – 5.00To a very great extent

Perspectives on effectiveness of information sharing

Respondents reported their perceptions on information sharing. On average,

respondents indicated that agencies are effective to a great extent in sharing

information internally ($M=3.74$, $SD=0.99$). In addition, it was reported that agencies

were fairly effective in sharing information with other agencies ($M=3.26$, $SD=0.92$)

and members of the public ($M=3.12$, $SD=0.92$). Respondents, however, indicated that

information is shared to a small extent with international anti-corruption agencies

(*M*=2.72, *SD*=0.86).

Means of information sharing

Written documents (*M*=3.74, *SD*=0.98) are the most commonly used means of

information sharing used by Kenyan anti-corruption agencies. On the flip side, co-

location of agencies (*M*=2.54, *SD*=0.89) is the least commonly used means of

information sharing as shown in Table 8.

Table 8

Means of Information Sharing

Means	N	Minimum	Maximum	Mean	Std. Deviation
Direct (face-to-face)	54	1	5	3.43	1.039
Email	53	1	5	2.92	1.124
Written documents	54	2	5	3.74	.975
Telephone	54	2	5	3.41	.922
Meetings	52	1	5	3.31	.981
Database/electronic systems	53	1	5	2.98	1.118
Joint trainings	54	1	5	3.06	1.036
Co-location of agencies	50	1	5	2.54	.885

Key (Mean): 1.00 – 1.49Not at all; 1.50 – 2.49To a small extent; 2.50 – 3.49To a fair extent; 3.50 –

4.49To a great extent; 4.50 – 5.00To a very great extent

Finding

From the results, it is clear to see that information sharing occurs between

anti-corruption agencies in Kenya and to a lesser extent abroad. Information sharing is

carried out effectively between local anti-corruption agencies, and between the

agencies and members of the public. However, respondents indicate that information

sharing with international agencies is ineffective. Lastly, written documents are the

most common means of information sharing between anti-corruption agencies in

Kenya.

The presence and efficacy of information sharing has been identified as a

major determinant of the efficiency of anti-corruption agencies in successfully fighting against corruption. Yang & Maxwell (2011) note that it is through such information sharing that organizational efficiency and the performance of individual units is enhanced.

Information sharing between government departments particularly means that there is increases productivity. This is especially due to the fact that Information is a key tool in facilitating decision and policy making (Gil-Garcia et al., 2007). When it pertains to anti-corruption agencies, it means that information related to corruption cases can be channeled to the relevant sources and the necessary actions be taken in due time. Most of the respondents indicated that agencies are fairly effective to a great extent in sharing information internally – that is, in agencies within Kenya. Such information sharing shows that there are strides to improve the efficacy of information sharing. The response however seemed to indicate that the level of information sharing was suboptimal. Improvements should be made with regards to the same.

The institution that ranked highest with regards to the agency to which information is shared was the Ethics and Anti-Corruption Commission. This is the agency charged with the responsibility to promote integrity and combat corruption through law enforcement, prevention and education (EACC, 2016). It plays an integrative role between different departments and therefore could be the reason attributed to the high levels of information sharing of all other with this agency. Information sharing within the other agencies seems to be inclined on the roles played by each agency. For instance, information sharing for the CID and the DPP was identified as high probably due to the integrative role of their functions. Also the information between the KRA and the CID is higher than is with other agencies.

Information sharing with other agencies outside the globe was noted as less

efficient. This may be attributed to the less developed data communication channels between the local and global anti-corruption agencies. The Anti-Corruption communiqué of 2016, emerging from the International Anti-Corruption Summit outlines that the adoption of new technologies and uses of data are bound to empower the fight against corruption (Cameron, 2016). Indeed enabling information sharing, not only to local agencies, but also international agencies, will enable the exposure of abuse, strengthen accountability and improve prevention and law enforcement capabilities. The summit communiqué also recommended that ideas such as the adoption of an Open Data Charter which will ensure relevant data will be able to be shared in a manner that will promote efficiency in the system (Cameron, 2016). The adoption of such strategies to incorporate international information sharing is highly likely to increase accountability and improve the efficiency of anti-corruption agencies.

The identified most commonly used means of information sharing identified were mostly written documents, direct communication and telephones. These avenues of communication are those that seem to be locally available, ready to use and accessible. However, the responsiveness and reliability of the systems are in question. This is due to the fact that such means such as written documents, direct communication are less automated. The systems are also less compatible and more difficult to share with several agencies if need be. However, when confidentiality factors are incorporated, it may be likely that the systems still persist and are used since they may be the most familiar mode in which the confidentiality of the information can be shared.

Perception on Information Sharing among Kenyan Anti-Corruption

Agencies

Respondents indicated that information sharing is a key component in the fight against corruption (*M*=4.46, *SD*=0.86). Indeed, respondents indicated that to a fair extent, information sharing enhances the role of anti-corruption agencies (*M*=4.41, *SD*=0.88), lowers the cost of fighting corruption (*M*=3.87, *SD*=1.24) and enhances the reporting of corruption matters in Kenya (*M*=3.87, *SD*=1.08). This is shown in Table 9.

Table 9

Perception of Information Sharing

Perception	N	Minimum	Maximum	Mean	Std. Deviation
Information sharing between agencies enhances reporting of corruption matters in Kenya	53	1	5	3.87	1.075
Information sharing is important in the fight against corruption in Kenya	54	1	5	4.46	.862
Information sharing enhances the role of anti-corruption agencies in Kenya	54	2	5	4.41	.880
Information sharing lowers the cost of fighting corruption in Kenya	53	1	5	3.87	1.241

Key (Mean): 1.00 – 1.49Not at all; 1.50 – 2.49To a small extent; 2.50 – 3.49To a fair extent; 3.50 – 4.49To a great extent; 4.50 – 5.00To a very great extent

Finding

From table 4.5, it is clear that among the respondents, there is a good perception of information sharing. Indeed, respondents indicate that information sharing is very important in the fight against corruption in Kenya. This indicates that

information sharing is a relevant component of the fight against corruption in Kenya.

The efficiency of anti-corruption efforts has been seen to bear little fruit thus far. It is likely that poor information sharing systems could be among the factors that are attributable to this. Many of the respondents agreed that information sharing is important in the fight against corruption in Kenya. The respondent's perception also alluded to the fact that information sharing is important in enhancing the role of anti-corruption agencies in Kenya. Enhancing information sharing among government departments is increasingly an important approach that is geared towards boosting performance and organizational efficiency of individual units or departments (Yang & Maxwell, 2011)

Most of the respondents fairly agreed that information sharing between agencies enhances reporting of corruption matters in Kenya. Indeed, terrorism and misappropriation of funds are becoming more commonplace in Kenya today. To be able to enforce justice with regards to such cases, timely and quality information sharing is required. The role of the Judiciary with regards to enforcing punitive measures provided for in law against propagators of corruption requires the backing of valid data. A lack of the same could be a strong attributing factor to the fact that punitive actions have not been taken – in some cases – against persons that have been found to be caught up in corruption scandals.

The respondents were also in agreement that information sharing lowers the cost of fighting corruption in Kenya. Seemingly, timely and effective information sharing makes it easier to identify any loopholes and any persons that are acting outside the policies set and thus be able to carry out investigations in due time against the same. It reduces the cost implication that would be involved if these agencies were to function as individual units.

Research Question 3

Perspectives on Benefits of Information Sharing (System Quality) among Kenyan Anti-corruption Agencies

The respondents were rated the benefits of information sharing among anti-corruption agencies in Kenya. This was done as an indicator of system quality in information sharing. The key benefits of information sharing included more robust decision making (*M*=4.43, *SD*=0.72), avoidance of duplication of duties (*M*=4.33, *SD*=0.70) and earlier intervention in cases (*M*=4.26, *SD*=0.86), as shown in Table 10.

Table 10

Benefits of Information Sharing among Anti-Corruption Agencies

Benefits	N	Minimum	Maximum	Mean	Std. Deviation
More robust decision making among professionals because decisions are made based on sufficient, accurate and timely intelligence.	54	2	5	4.43	.716
Working together avoids duplication of process across agencies.	54	3	5	4.33	.700
Greater efficiencies in process can mean re-allocation of resources to other areas.	54	1	5	4.09	.957
A reduction in repeat referrals and cases ending in 'no further action' through earlier sharing of information leading to earlier intervention in cases.	53	1	5	4.26	.858
Improved knowledge management – partner agencies (and the staff within them) develops a better understanding of the work undertaken by each agency.	54	2	5	4.09	.784
Reduces the risk of 'borderline cases' slipping through the net without any action being taken.	54	1	5	3.96	.990

Key (Mean): 1.00 – 1.49Not at all; 1.50 – 2.49To a small extent; 2.50 – 3.49To a fair extent; 3.50 – 4.49To a great extent; 4.50 – 5.00To a very great extent

Finding

According to the results above, the main benefits of information sharing is enhanced decision making processes and reduction or elimination of duplication of duties. Overall, information sharing enables anti-corruption agencies in Kenya to be more efficient and effective in the roles.

Decision making is key in the success of any organization. Being able to make appropriate and timely decisions with regards to certain issues is a major determinant of organizational success. Many of the respondents were in agreement that information sharing would facilitate robust decision making among professionals because decisions are made based on sufficient, accurate and timely intelligence. It is presumed from this, that increasing the communication of information between the anti-corruption agencies in Kenya will improve decision making within the organization by ensuring that the decisions are more evidenced based and inclined towards tangible information

Duplication or roles is common among organizations. It is, however, implicated with lower productivity and redundancy within organizations. The work of anti-corruption agencies is closely knit and therefore such duplication of roles is likely. Working together may avoid duplication of process across agencies and this was the general feeling of most of the respondents.

Anti-corruption activities generally involve investigations. Investigations usually require that timely and quality information is provided. Therefore, the sharing of information promotes greater efficiencies in process can mean the re-allocation of resources to other areas, since there is less of a struggle in getting information o. The system of information sharing is also bound to improve since the process of information sharing is likely to cause reduction in repeat referrals and cases ending in

'no further action' through earlier sharing of information leading to earlier intervention in cases.

The inefficiency of anti-corruption agencies could be attributed to the fact that the organizations lack understanding of their specific roles with regards to the fight against corruption. It is perceived that improving information sharing is bound to increase knowledge management. Through information sharing, partner agencies as well as their staff are able to create a greater understanding of their scope and the role played by each, to avoid duplication as well as to promote efficiency.

Kenya has undergone several episodes of corruption cases that have gone scot free. Despite the fact that anti-corruption agencies are highly implicated of the same, it may be also attributed to the fact that lack of adequate information was found to implicate such cases. Such information sharing is also perceived to reduce the risk of 'borderline cases' of corruption who go free or whose cases fizzle out without the necessary actions being taken.

Research Question 4

Factors Promoting Information Sharing among Kenyan Anti-corruption Agencies

According to respondents in the study, there are various factors that promote information sharing among Kenyan Anti-Corruption Agencies. These factors include: Reciprocity in sharing information ($M=3.98$, $SD=0.90$); Social networks/friendships with people in other agencies ($M=3.48$, $SD=0.89$); Trust ($M=3.74$, $SD=1.10$); Privacy ($M=3.67$, $SD=1.20$); Quality of information ($M=3.79$, $SD=0.82$); Similar information management systems ($M=3.28$, $SD=1.17$) and Expected rewards ($M=2.57$, $SD=1.46$), as seen in Table 11.

Table 11

Factors Promoting Information Sharing

	N	Minimum	Maximum	Mean	Std. Deviation
Reciprocity in sharing information,	54	2	5	3.98	.901
Social networks/ friendships with people in other agencies.	54	2	5	3.48	.885
Trust.	53	1	5	3.74	1.095
Privacy.	52	1	5	3.67	1.200
Quality of information.	53	2	5	3.79	.817
Similar information management systems.	53	1	5	3.28	1.166
Expected rewards.	54	1	5	2.57	1.461

Key (Mean): 1.00 – 1.49Not at all; 1.50 – 2.49To a small extent; 2.50 – 3.49To a fair extent; 3.50 – 4.49To a great extent; 4.50 – 5.00To a very great extent

Finding

From the results as shown in table 4.7, it can be seen that reciprocity and quality of information are the strongest factors that promote information sharing. Expected rewards and having similar information systems are the weakest factors.

Key areas were identified as factors that facilitate the sharing information among agencies. Networks and information channels may be set in place to facilitate timely and quality information sharing. However, the whole process is pegged on human resources and several interpersonal and intrapersonal factors have the ability to affect such information sharing.

To a fair extent, reciprocity in the sharing of information was identified as a factor affecting information sharing. There is the need for government institutions to mutually coexist and therefore, in the event of one-sidedness in information sharing, organizations may be less motivated to share information.

The processes of information sharing have improved over time. Technological

improvements have made it possible to rapidly send information from one person to another. However, because such work is based on human resources, the development of good social networks/ friendships with people in other agencies is crucial. Poor inter-organizational working relationships makes information sharing a challenge and this has also been highlighted by the respondents of the study.

Interagency information sharing is also facilitated to a fair extent by the maintenance of trust between the agencies. It is also pegged to the ensuring of privacy and confidentiality of the information shared. A lot of information involved in anti-corruption agencies is of a critical nature, and leaks to the public in an uninformed manner is likely to cause unnecessary restlessness. High levels of inter-agency trust and the belief that employees of the sister anti-corruption institutions have the professionalism to ensure that information is handled with utmost privacy and confidentiality ensures that information sharing is enacted.

The quality of information that is shared is also an important aspect. It is not just mere information sharing, but sharing of information that is of the manner and quality that can facilitate decision making and action taking if need be that is important (Xu & Quaddus, 2013). The respondents were able to highlight the quality of information as an important factor in information sharing. Information that is of poor quality

Appropriate information management systems. A system that is responsive, reliable, capable, and compatible and allows for security and maintenance has been identified as a major area of information sharing. Therefore, it is crucial that information due for sharing meets the standards of accuracy, completeness, comprehensiveness, consistency, timeliness and understandability so as to ensure that the sharing of information indeed increases the efficiency of the anti-corruption

agencies in fighting corruption (Yang &Wu, 2015).

Research Question 5

Perspectives on Barriers to Information Sharing among Kenyan
Anti-Corruption Agencies

The two greatest barriers to information sharing among Kenyan anti-corruption agencies are the sensitive nature of information being handled (M=4.04, SD=1.08) and the likelihood of security leaks (M=4.02, SD=1.14). Other barriers include Mistrust (M=3.48, SD=1.17), lack of an information sharing policy (M=3.48, SD=1.17) and secrecy laws and regulations (M=3.37, SD=1.34), as shown in Table 12.

Table 12

Barriers to Information Sharing among Kenyan Anti-Corruption Agencies

Barriers	N	Minimum	Maximum	Mean	Std. Deviation
Likelihood of information security leaks	54	1	5	4.02	1.141
Interagency competition	53	1	5	3.23	1.120
Mistrust	54	1	5	3.48	1.225
Lack of information sharing policy	54	1	5	3.48	1.225
Secrecy laws and regulations	54	1	5	3.37	1.336
Sensitive nature of information	54	1	5	4.04	1.081
Political influence	53	1	5	3.21	1.246
Difficulty/effort required to share information	52	1	5	2.98	1.229

Key (Mean): 1.00 – 1.49Not at all; 1.50 – 2.49To a small extent; 2.50 – 3.49To a fair extent; 3.50 – 4.49To a great extent; 4.50 – 5.00To a very great extent

Finding

The results in table 4.8 reveals that despite of the positives around information sharing between Kenyan anti-corruption agencies, there are still some barriers to information sharing. Key among these barriers is: the sensitive nature of information

and fear of security leaks. This indicates that there is a need to mitigate against these barriers.

The major challenges to information sharing that came out according to the findings of this study included the likelihood of security leaks as well as the sensitive nature of information. The information dealt with in anti-corruption co-operations are, in many cases confidential in nature. Policies set require that information-handling be kept confidential. The confidentiality is a crucial to preventing

Other areas such as mistrust, lack of information sharing policies, secrecy laws and regulations, political influence and the difficulty or effort required to share information seemed not to have as much influence on whether information is shared.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND

RECOMMENDATIONS

This chapter discusses the findings in Chapter 4 vis-à-vis the literature reviewed in Chapter 2. The conclusions of the study are drawn on the basis of this comparison. The chapter also provides recommendations on information sharing among anti-corruption agencies in Kenya. Additionally, recommendations for further study are made hereunder.

Summary of Respondent Socio-demographic Characteristics

Most of the study respondents (74.0%) are aged between 26 and 45 years. At the time of the study, most of the respondents worked at EACC, with the rest working with KRA and CID. Most of the respondents had worked at their various agencies for five years or less – suggesting they may not have been as experienced in the nuances of anti-corruption relative to those who had been there longer. Most respondents were married and educated to at least undergraduate level, for the most part.

Summary of Findings

i. Regarding the status of information sharing, this study found that information sharing occurs between anti-corruption agencies in Kenya and to a lesser extent abroad. Information is shared effectively between local anti-corruption agencies, and between the agencies and members of the public, but ineffectively with international agencies, often by way of written documents.

ii. The study also found that information sharing is a relevant component of the fight against corruption in Kenya. This was evidenced by the fact that there was a good perception towards information sharing among the study respondents.

iii. Additionally, it was found that information sharing results in several key benefits for anti-corruption agencies in the fight against corruption in Kenya. Chief among these benefits are enhanced decision making processes and the reduction or elimination of duty duplication among the agencies concerned.

iv. Regarding the factors that promote information sharing, this study found that the two most important factors were reciprocity and the quality of information. This means that in the presence of reciprocal information sharing agreements, and when the information shared is of a high quality, information sharing is promoted.

v. Lastly, the study was also able to highlight some important barriers to information sharing between anti-corruption agencies in Kenya. Possession of sensitive information, coupled with the risk if security leaks emerged as the two top issues that stand in the way of information sharing among anti-corruption agencies in Kenya.

Conclusions

Research question 1

The level of information sharing of the anti-corruption sharing agencies in Kenya is fairly good. Most of the respondents report that there is presence of active information sharing with agencies within the country. With regards to international agencies, information sharing has been found to exist in a very small extent. The methods of information sharing are more manual probably due to the fact that those are the methods that have been used over time, and they have so far been able that ensure that the information is kept confidential.

Research question 2

Information sharing is perceived as an essential aspect of ensuring the efficiency and effectiveness of anti-corruption agencies in fighting against corruption.

It has been perceived to lower the cost of fighting corruption, enhances reporting on corruption cases, and lowers the cost of fighting corruption. Generally, there is an overall feeling that if the information-sharing is improved, the overall performance of anti-corruption agencies will be improved.

Research question 3

The benefits of information sharing were identified in the study as promoting efficiency of the processes of anti-corruption agencies. Benefits such as robust decision making, prevention of role duplication, cost-saving, knowledge management and prevention of cases of corruption slipping away were highlighted. Indeed, the study has been able to the fact that information-sharing among anti-corruption agencies has the capacity to improve the efficiency of anti-corruption agencies.

Research question 4

The major factors identified as promoting information sharing are reciprocity in sharing information, social networks, quality of information as well as trust and privacy.

Research question 5

The challenges that affect the adoption of information-sharing systems are majorly the likelihood of information security leaks and the sensitive nature of the information. Anti-Corruption agencies have a large amount of data that is to be kept confidential and the major challenge of information sharing is being able to maintain this confidentiality and prevent unauthorized persons from coming into contact with the information. Despite the fact that information management systems have been identified as a major barrier to information sharing due to incompatibilities, it has not come out as a major contributing factor as per the results of this study.

General conclusion

Information sharing exists to a fair extent within anti-corruption agencies within the country but it barely exists with international agencies. Generally, information sharing is perceived to improve the efficiency of anti-corruption agencies in the fight against corruption and generally improves the system. Reciprocity, good social networks, privacy and quality of information were identified as the key factors promoting information sharing systems. However, the major barrier to the adoption of effective information sharing systems were that the nature of the information requires high levels of confidentiality and the risk of security leaks in the system is a possible cause of the hesitance for information sharing among anti-corruption agencies.

Recommendations

Recommendations on Anti-corruption agency information sharing

Based on the study findings, the following recommendations are made:

i. Mechanisms should be set up within Kenyan anti-corruption agencies to promote information sharing with international agencies. This is informed by the increasing cross-border and international corruption cases seen in Kenya and around the world.

ii. A formal policy on interagency information sharing in Kenya should be implemented to enhance the performance and efficacy of Kenyan anti-corruption agencies.

iii. Stricter security measures and protocols for interagency information sharing need to be put in place to reduce the security leaks when sensitive anti-corruption information is shared.

Recommendations for Further Research

The following are recommendations for further research:

i. A study should be carried out comparing the information management systems of the various anti-corruption agencies in Kenya. This would have an aim of identifying the incompatibilities and trying to mitigate against them.

ii. A study should be done to investigate the barriers to information sharing between local and international anti-corruption agencies.

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APPENDICES

APPENDIX 1: INFORMED CONSENT & ADVICE FORM

My name is Tom Amoro and I am a student at University of Eastern Africa, Baraton. I am conducting a study on information sharing among anti-corruption agencies in Nairobi, Kenya.

Study Procedures: I invite you to participate by filling in a short questionnaire on the subject. It should take approximately 15 minutes to complete. Whatever information you shall provide will be kept strictly confidential and will not be shown to any other persons. Participation in the study is voluntary.

Risks: what are the risks involved in participating the study? There are no serious risks involved.

Benefits: Are there any benefits to me for participating in the study? During this study there are will be no direct benefits to you for participating. However, the findings from the study may contribute to knowledge on customer care and service provision and help improve the quality of service seen in the telecommunications sector in Kenya.

Ethical issues and Confidentiality Whatever information you shall provide will be kept strictly confidential and will not be shown to any other persons. Your name will not appear on the questionnaire and your identity will be protected. Participation in the study is also voluntary.

RESPONDENT ACKNOWLEDGEMENT SHEET

By signing below, I_____ agree to take part in this research study. I hereby declare that:

☐ I have been informed about the research and I have understood the benefits and the risks involved.

☐ I have had the chance to ask questions and all my questions have been adequately answered.

☐ I understand that taking part in this study is voluntary and I have not been pressured to take part in it.

☐ I have been assured of confidentiality on any information that will be given.

.... ……………......…

Signature of respondent: Date:

....   ……………......….......

Signature of investigator: Date:

APPENDIX 2: QUESTIONNAIRE

AGENCY CODE: SERIAL NUMBER:

SECTION 1: SOCIO-DEMOGRAPHIC & BACKGROUND INFORMATION

1. How old are you (in years)
    a. Below 25
    b. 26-35
    c. 36-45
    d. 46-55
    e. Above 56

2. Gender   [1] Male   [2] Female
3. Which agency do you work for?
    a. Criminal Investigations Department (CID) of the Kenya Police Service
    b. Director of Public Prosecution (DPP)
    c. Ethics and Anti-corruption Commission (EACC)
    d. Kenya Revenue Authority (KRA)
4. Number of Years Worked at agency
    a. Less than 5 years
    b. 6-10
    c. 11-15
    d. More than 16
5. Marital Status
    a. Single
    b. Married
    c. Divorced/Separated
    d. Widowed
    e. Other (Specify) _____.
6. Level of Education
    a. Diploma/ Certificate
    b. Undergraduate
    c. Masters
    d. PhD

SECTION 2: INFORMATION SHARING

For the following statements indicate your level of agreement as follows: 1 – Not at all,
2 – To a small extent, 3 – To a fair extent, 4 – To a great extent, 5 – To a very great
extent.

	1	2	3	4	5
1. Your agency shares information with:					
a. Other agencies in Kenya					
b. Other agencies around the globe					
2. Information sharing between agencies enhances reporting of corruption matters in Kenya					

3. Your agency is effective in sharing information:					
a. Internally					
b. With other Kenyan agencies					
c. With Global agencies					
d. With members of the public					
4. Information sharing is important in the fight against corruption in Kenya					
5. Information sharing enhances the role of anti-corruption agencies in Kenya					
6. Information sharing lowers the cost of fighting corruption in Kenya					
7. How often do you use the following means of information sharing:					
a. Direct (Face to face)					
b. Email					
c. Written documents					
d. Telephone					
e. Meetings					
f. Databases/ Electronic Systems					
g. Joint Trainings					
h. Co-location of agencies					

8. In your routine work, indicate the extent of information sharing with the following organizations (Note: 1 – Not at all, 2 – To a small extent, 3 – To a fair extent, 4 – To a great extent, 5 – To a very great extent.)

	1	2	3	4	5
Ethics and Anti-Corruption Commission (EACC)					
Criminal Investigations Department (CID) of the Kenya Police Service					
Director of Public Prosecution (DPP)					
Asset Recovery Agency (ARA)					
Financial Reporting Centre (FRC)					
Kenya Revenue Authority (KRA)					

9. What factors promote information sharing between anti-corruption agencies? For the following statements indicate your level of agreement as follows: 1 – Not at all, 2 – To a small extent, 3 – To a fair extent, 4 – To a great extent, 5 – To a very great extent.

	1	2	3	4	5
1. Reciprocity in sharing information					
2. Social Networks/ Friendships with people in other agencies.					

	1	2	3	4	5
3. Trust					
4. Privacy					
5. Quality of information					
6. Similar information management systems					
7. Expected rewards					

10. What are the barriers to information sharing among anti-corruption agencies? For the following statements indicate your level of agreement as follows: 1 – Not at all, 2 – To a small extent, 3 – To a fair extent, 4 – To a great extent, 5 – To a very great extent.

	1	2	3	4	5
1. Likelihood of Information Security Leaks					
2. Interagency Competition					
3. Mistrust					
4. Lack of Information Sharing Policy					
5. Secrecy Laws and Regulations					
6. Sensitive nature of information					
7. Political influence					
8. Difficulty/ Effort required to share information					

11. What are the benefits of information sharing among anti-corruption agencies? For the following statements indicate your level of agreement as follows: 1 – Not at all, 2 – To a small extent, 3 – To a fair extent, 4 – To a great extent, 5 – To a very great extent.

	1	2	3	4	5
1. More robust decision making among professionals because decisions are made based on sufficient, accurate and timely intelligence.					
2. Working together avoids duplication of process across agencies.					
3. Greater efficiencies in process can mean re-allocation of resources to other areas.					
4. A reduction in repeat referrals and cases ending in 'no further action' through earlier sharing of information leading to earlier intervention in cases.					
5. Improved knowledge management – partner agencies (and the staff within them) develop a better understanding of the work undertaken by each agency.					
6. Reduces the risk of 'borderline cases' slipping through the net without any action being taken.					

APPENDIX 3: TOPIC APPROVAL

OFFICE OF THE DIRECTOR OF GRADUATE STUDIES AND RESEARCH

UNIVERSITY OF EASTERN AFRICA, BARATON

06 January 2016

Mr. Tom Amoro
Department of Management
Nairobi Extension Center
UEAB

Dear Mr. Amoro:

This is to inform you that the topic *Perspectives on the effectiveness of information sharing among anti-corruption agencies in the fight against corruption in Kenya,* which you presented, has been accepted for thesis proposal development.

Prof. Abraham Idowu, Dean of the School of Business, and Mr. Richard Omondi, NEC Programs Coordinator, have been officially designated as your first and second thesis supervisors, respectively. They will help you work toward the completion of the thesis proposal you are to present before a panel of evaluators, and the completion of your thesis you are to defend before a panel of oral examiners, when it is ready.

Kindly work with them very closely and make sure that every time you see them for advising, you and your supervisors have to sign the Consultation/Advising Report Form, a copy of which is provided to you. You will be required to present the filled form before you defend your thesis proposal and your thesis.

Please note that the Office of Graduate Studies and Research will provide consultancy services as you write the research methodology section of your thesis proposal and with your statistical data analysis, if needed.

God bless you abundantly in your research undertakings.

Sincerely,

Elizabeth M. Role, PhD
Director

cc: Office File

A SEVENTH-DAY ADVENTIST INSTITUTION OF HIGHER LEARNING
CHARTERED 1991

APPENDIX 4: ETHICS APPROVAL

**OFFICE OF THE DIRECTOR OF GRADUATE STUDIES
AND RESEARCH**

UNIVERSITY OF EASTERN AFRICA, BARATON

P. O. Box 2500-30100, Eldoret, Kenya, East Africa

October31, 2016

Tom Amoro
UEAB
Department of Management

Dear Tom

Re: ETHICS CLEARANCE FOR RESEARCH PROPOSAL (REC: UEAB/14/10/2016)

Your research proposal entitled *"Perspectives on effectiveness of information sharing among anti-corruption agencies in the fight against corruption in Kenya"* was discussed by the Research Ethics Committee (REC) of the University and your request for ethics clearance was granted approval.

This approval is for one year effective October31, 2016 until October 31, 2017. For any extension beyond this time period, you will need to apply to this committee one month prior to expiry date.

We wish you success in your research.

Sincerely yours,

Dr. Jackie Obey
Chairperson, Research Ethics Committee

3 1 OCT 2016

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APPENDIX 5: CORRESPONDENCE

OFFICE OF THE DIRECTOR OF GRADUATE STUDIES AND RESEARCH

UNIVERSITY OF EASTERN AFRICA, BARATON

P. O. Box 2500, Eldoret, Kenya

26 January 2017

The Secretary/Chief Executive Officer,
Ethics and Anti-Corruption Commission
P. O. Box 61130-00200
Nairobi

Re: REQUEST FOR PERMISSION TO GATHER RESEARCH DATA

Mr. Tom Amoro is a graduate student pursuing the degree **Master of Business Administration** at the University of Eastern Africa, Baraton. He is currently writing his thesis entitled *Perspectives on the effectiveness of information sharing among anti-corruption agencies in the fight against corruption in Kenya.*

I am requesting your good office to allow him to administer his questionnaires to selected employees in your organization. He will gather his research data within the months of February and March 2017.

Any assistance you will grant him will be greatly appreciated. May God richly bless you in all your undertakings.

Sincerely yours,

Prof. Elizabeth M. Role, PhD
Director

Cc: Chair, Department of Management
Office File

26 JAN 2017

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OFFICE OF THE DIRECTOR OF GRADUATE
STUDIES AND RESEARCH

UNIVERSITY OF EASTERN AFRICA, BARATON
P. O. Box 2500, Eldoret, Kenya

26 January 2017

The Secretary/Chief Executive Officer,
Ethics and Anti-Corruption Commission
P. O. Box 61130-00200
Nairobi

Re: REQUEST FOR PERMISSION TO GATHER RESEARCH DATA

Mr. Tom Amoro is a graduate student pursuing the degree **Master of Business Administration** at the University of Eastern Africa, Baraton. He is currently writing his thesis entitled *Perspectives on the effectiveness of information sharing among anti-corruption agencies in the fight against corruption in Kenya.*

I am requesting your good office to allow him to administer his questionnaires to selected employees in your organization. He will gather his research data within the months of February and March 2017.

Any assistance you will grant him will be greatly appreciated. May God richly bless you in all your undertakings.

Sincerely yours,

Prof. Elizabeth M. Role, PhD
Director

Cc: Chair, Department of Management
       Office File

OFFICE OF THE DIRECTOR OF GRADUATE
STUDIES AND RESEARCH

UNIVERSITY OF EASTERN AFRICA, BARATON
P. O. Box 2500, Eldoret, Kenya

26 January 2017

The Director
Criminal Investigation
P. O. Box 30036-00100
Nairobi

Re: REQUEST FOR PERMISSION TO GATHER RESEARCH DATA

Mr. Tom Amoro is a graduate student pursuing the degree **Master of Business Administration** at the University of Eastern Africa, Baraton. He is currently writing his thesis entitled *Perspectives on the effectiveness of information sharing among anti-corruption agencies in the fight against corruption in Kenya.*

I am requesting your good office to allow him to administer his questionnaires to selected employees in your organization. He will gather his research data within the months of February and March 2017.

Any assistance you will grant him will be greatly appreciated. May God richly bless you in all your undertakings.

Sincerely yours,

Prof. Elizabeth M. Role, PhD
Director

Cc: Chair, Department of Management
        Office File

OFFICE OF THE DIRECTOR OF GRADUATE
STUDIES AND RESEARCH

UNIVERSITY OF EASTERN AFRICA, BARATON
P. O. Box 2500, Eldoret, Kenya

26 January 2017

The Commissioner General
Kenya Revenue Authority
P. O. Box 48240-00100
Nairobi

Re: REQUEST FOR PERMISSION TO GATHER RESEARCH DATA

Mr. Tom Amoro is a graduate student pursuing the degree **Master of Business Administration** at the University of Eastern Africa, Baraton. He is currently writing his thesis entitled *Perspectives on the effectiveness of information sharing among anti-corruption agencies in the fight against corruption in Kenya.*

I am requesting your good office to allow him to administer his questionnaires to selected employees in your organization. He will gather his research data within the months of February and March 2017.

Any assistance you will grant him will be greatly appreciated. May God richly bless you in all your undertakings.

Sincerely yours,

Prof. Elizabeth M. Role, PhD
Director

Cc: Chair, Department of Management
       Office File

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Tom Amoro
P. O. Box 61130 00200
NAIROBI

7th February 2017

The Commission General,
Kenya Revenue Authority
P O Box 48240 00100
NAIROBI

Delivered on 09/02/2017 CG's Office

Dear Sir,

REQUEST FOR PERSMISSION TO GATHER RESEARCH DATA

My name is **Tom Amoro,** an employee of the Ethics and Anti-Corruption Commission, currently pursuing a degree in Master of Business Administration at the University of Eastern Africa, Baraton.

I am in the processing of writing my thesis on: *Perspective on the Effectiveness of Information Sharing among Anti-Corruption Agencies in the Fight against Corruption in Kenya.*

In this regard I am requesting your good office to allow me administer a questionnaire on employees under the **Investigation Directorate.**

I am looking forward to your fair consideration of this request. Attached for your reference is the letter of introduction from the University and a copy of the questionnaire.

Yours faithfully,

TOM AMORO

0720781670

74

KENYA REVENUE AUTHORITY

ISO 9001:2008 CERTIFIED

Ref: KRA/1003/4/23

15th February, 2017

Tom Amoro
P.O.BOX 61130-00200
NAIROBI.

Dear Tom,

RE: REQUEST TO UNDERTAKE RESEARCH

Reference is made to your letter dated 7th February 2017 on the above subject.

We are pleased to inform you that approval has been granted for you to undertake Research on *Perspective on the Effectiveness of Information Sharing among Anti-Corruption Agencies in the Fight against Corruption in Kenya.*

The research you intend to undertake should be for academic purposes only and any data or information given should be treated with utmost confidentiality.

Kindly share your findings with the Authority on completion of the study.

Sincerely,

Alice Munyao.
For: Deputy Commissioner- HR

Tulipe Ushuru, Tujitegemee!

APPENDIX 6: CURRICULUM VITAE

Tom Amoro
Curriculum Vitae

Surname	Amoro
Other Names	Tom Mong'are
Date of Birth	30th January 1968
Address	P O Box 51323 00200 NBI
Cellphone	0720 781 670
Professional Details	
Public Officer	
Position- Assistant Director	

Ethics & Anti-Corruption Commission- Kenya Government
2013-
Sector- Governance

Position- Report Analyst

Kenya Anti-Corruption Commission- Kenya Government
2005-2013
Sector- Governance

Position- Communication Specialist

Anti-Corruption Police Unit- Kenya Government
2001-2005
Sector- Governance

Position- Communication Specialist

Kenya Anti-Corruption Authority- Kenya Government
2000-2001
Sector- Governance

Position- Business Writer

National Media Group- *The East African*
1999-2000
Sector- Media

Position- News Reporter/Features Writer

Kenya Times Media Trust
1991-1998
Sector- Media

Education and Training
Education History
Tertiary
School of Business- University of Eastern Africa-Baraton

Master in Business Management (MBA)- Strategic Management
2015-2017

School of Journalism- University of Nairobi

Postgraduate Diploma in Mass Communication- Journalism
1998/1999

College of Humanities & Social Sciences- University of Nairobi

University of Nairobi
Bachelor of Arts Degree
1987-1990