Perceptions Of The Effect Of Corruption On Corporate Image: A Study Of Selected Programme Sub-Implementers (PSI’S) Of The National Aids Control Council In Machakos County

by

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PERCEPTIONS OF THE EFFECT OF CORRUPTION ON CORPORATE IMAGE: A STUDY OF SELECTED PROGRAMME SUB-IMPLEMENTERS (PSI’s) OF THE NATIONAL AIDS CONTROL COUNCIL IN MACHAKOS COUNTY

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In accordance with Daystar University policies, this thesis proposal is accepted in partial fulfillment of requirements for the Master of Arts degree.

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DECLARATION

PERCEPTIONS OF THE EFFECT OF CORRUPTION ON CORPORATE IMAGE: A STUDY OF SELECTED PROGRAMME SUB-IMPLEMENTERS (PSI’s) OF THE NATIONAL AIDS CONTROL COUNCIL IN MACHAKOS COUNTY

I declare that this thesis proposal is my original work and has not been submitted to any other college or university for academic credit

Signed: _______________________________ Date: _________________
Mary Gorety Apondi
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Abstract

Transparency International defines corruption as misuse of entrusted power for private gain (Pellegrini, 2007). Corruption can affect the image of an organization and reduce the level of public confidence and trust in that institution. The purpose of this study was to find out perceptions of the effect of corruption on corporate image of selected Programme Sub-Implementers (PSI’s) of National AIDS Control Council (NACC) in Machakos County. The objectives of the study were to determine the PSI’s perceptions of the corporate image of NACC in view of corruption allegations, to highlight the factors that contributed to corruption at NACC and to make recommendations on what NACC should do to fight corruption. This study utilized a descriptive research method and a sample size of 120 PSI’s was selected. Both quantitative and qualitative data were collected using well structured questionnaires. The study found out that more than half of the respondents did not think there was corruption at NACC. However, nearly all PSI’s who said there was corruption at NACC perceived the image of the organization to be average and poor. In this regard, the study therefore recommends that these findings be used by NACC to develop and implement communication, media and public relations programmes targeting the respondents who feel that there is corruption at NACC to redeem the image of the organization. Further recommendation is that NACC should carry out awareness creation on corruption and integrity targeting the internal stakeholders particularly the CACC’s so as to mitigate the high levels of corruption as well as improving the image of NACC.
Dedication

I dedicate this work to:

My son Jason Nyongesa and my daughter Janice Nyongesa; you are my pillar of strength. Thank you for believing in me.

National AIDS Control Council and Stakeholders; do not relent in the fight against HIV and AIDS so as to achieve the vision of an HIV Free Society. Together we can get to Zero new HIV infections; Zero discrimination; and Zero AIDS-related deaths.
# ABBREVIATIONS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>CACC’s</td>
<td>Constituency AIDS Control Committees</td>
</tr>
<tr>
<td>CBO’s</td>
<td>Community Based Organizations</td>
</tr>
<tr>
<td>CFP</td>
<td>Call for Proposals</td>
</tr>
<tr>
<td>DTC’s</td>
<td>District Technical Committees</td>
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<tr>
<td>EACC</td>
<td>Ethics and Anticorruption Commission</td>
</tr>
<tr>
<td>FBO’s</td>
<td>Faith Based Organizations</td>
</tr>
<tr>
<td>FMA</td>
<td>Financial Management Authority</td>
</tr>
<tr>
<td>GOK</td>
<td>Government of Kenya</td>
</tr>
<tr>
<td>HIV</td>
<td>Human Immunodeficiency Virus</td>
</tr>
<tr>
<td>HTC</td>
<td>HIV Testing and Counselling</td>
</tr>
<tr>
<td>KNASP</td>
<td>Kenya National AIDS Strategic Plan</td>
</tr>
<tr>
<td>NACC</td>
<td>National AIDS Control Council</td>
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<tr>
<td>NGO’s</td>
<td>Non Governmental Organizations</td>
</tr>
<tr>
<td>PSI’s</td>
<td>Programme Sub-implementers</td>
</tr>
<tr>
<td>TOWA</td>
<td>Total War against AIDS</td>
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CHAPTER ONE
INTRODUCTION AND BACKGROUND TO THE STUDY

Introduction

Corruption involves the abuse of a trust, generally one involving public power for private benefit which often, but by no means always, comes in the form of money (Johnstone, 2005). This definition clearly states that corruption is only viewed from a government perspective whereby a public officer is charged with responsibilities and roles and thereby abuses that power for personal gain.

Corruption has also been identified as an obstruction to growth and business development through four interrelated channels namely, risk effect, punishment effect, image effect and cost effect (Luo, 2002). This definition clearly brings out the fact that it is not only government institutions that are involved in corruption but also other organizations. Luo expands the risk effect aspect and says that all corrupt activities are highly risky for all actors because of its illicit nature since many corrupt activities are associated with many people.

When an organization uses bribery to achieve its business goals, the entire company will be at risk. Any employee, whether at the top or middle management level, can risk the company’s reputation if the person is found to use bribery for organizational purposes. The image effect aspect of corruption mainly lies in the stereotype loss that can either increase costs or reduce the income stream for the company.
If a company is found to have engaged in corruption and bribery, consumers will quickly mark this company as poorly managed and unable to guarantee proper customer service. Once the market resonates with this stereotype, it will be difficult for the organization to survive and to grow thus affecting the profits and costs of the company (Luo, 2002).

Taking into consideration the magnitude of corruption, the type of corruption can be grand corruption and or petty corruption. Some examples of forms of corruption are bribery, collusion, embezzlement of public funds and theft, fraud, extortion, abuse of discretion, favoritism, nepotism, the sale of government property by public officials, patronage e.t.c, (Stanusch, 2010). This study focused on the embezzlement of public funds and theft aspect of corruption which is characterized by taking or conversion of money, property or other valuables for personal benefit.

Corruption affects the corporate image of an organization. Vos and Schoemaker (2006) define corporate image as the image of the organization among the various publics. It is an experience that takes place in people’s minds; it is personal and time linked. The image can vary from vague to vivid and from restricted to comprehensive and can conform to a greater or lesser extent to the identity of the organization. It is created from personal or indirect experiences and it incorporates impressions and evaluations thus influencing people’s behavior.

Therefore, the corporate image of an organization is derived from people’s perception of that organization.
If someone is involved in corruption practices with an official of a certain organization it will be a direct personal contact thus will determine how that individual perceives that organization. On the other hand, indirect experience can be in form of communication with others such as rumors or gossip and reports in the media and this will still affect how an individual perceives an organization.

Vos and Schoemaker (2006) state that:

Corporate image points out the relevance of public perception for an organization. When people have a positive perception of an organization, this can be considered the social capital of the organization. Trust or readiness to cooperate is derived from that. It is not about appearances, it has to be earned. Trust is an important intangible asset of an organization, because any organization depends on other organizations and individuals to be able to function in a society. (p. 15).

Profile of the National AIDS Control Council (NACC)

In the Sessional Paper No. 4 of 1997 on “AIDS in Kenya”, the Government of Kenya had proposed the establishment of a national body to coordinate a multi-sectoral national response to HIV and AIDS in the country. This followed the devastating effects of HIV and AIDS on the Kenyan economy since the first case was diagnosed in 1984.
The National AIDS Control Council (NACC) was therefore established on November 26, 1999 and charged with this task. NACC was established through a Presidential Order in the legal Notice No. 170 of State Corporations Act Cap 446.

This legal notice mandated NACC to “provide policy and strategic framework for mobilization and coordination of resources for prevention of HIV transmission and provision of care and support to the infected and the affected in Kenya”. The vision of NACC is ‘An HIV Free society’. In line with the constitution of Kenya, the NACC headquarters is in Nairobi with eight (8) regional offices throughout the country, whose role is to provide coordination and supervision of HIV and AIDS activities at the county level. NACC devolved structures also includes the Constituency AIDS Control Committees (CACCs) secretariat situated in all the 290 constituencies in Kenya whose role is to provide coordination and leadership within the communities (NACC, 2013).

According to the Guidelines for Field Operations at the NACC Devolved Structures, 2013, the constituency focus was adopted by the government stating that:

The constituency is the most decentralized unit with a multi-sectoral approach which brings HIV and AIDS activities closer to the individuals and families in the community. This will ensure that supervision of HIV and AIDS activities are brought closer to the people enabling them to realize how these activities directly benefit them e.g. the care of orphans. The CACC secretariat serves as the focal point for the capacity building among people for effective response to the HIV and AIDS epidemic. (p. 6).
In order to fulfill its mission, NACC works very closely with many stakeholders most of whom are within the constituencies and are managed by the CACC’s. These include Programme Sub-implementers (PSI’s) such as Civil Society Organizations (CSO’s), Community Based Organizations (CBO’s), Faith Based Organizations (FBO’s) and Non Governmental Organizations (NGO’s). These groups receive funding from the NACC to implement HIV and AIDS programmes in the country and are mainly found within the communities. Currently there are over 19,000 registered PSI’s in the constituency, district and national levels in Kenya (NACC National HIV and AIDS M&E Database, 2014).

Role of PSI’s in the National Response to HIV and AIDS in Kenya and the Total War against AIDS (TOWA) Project

NACC recognizes that PSI’s play a key role in the response to the AIDS epidemic in the country and understands that collaboration generates a sense of mutual added value. The acknowledgement that People living with HIV (PLHIV), representatives of key affected populations or those who assist them can provide comprehensive information on the specific behaviour patterns that may be driving the epidemic in a country and how best to reach their constituency with targeted and effective services is a driving force towards meaningful engagement of these partners in the HIV planning (KNASP, 2009/10-2012/2013).

Since AIDS was declared a National disaster almost 20 years ago, the Kenyan Government has responded to the epidemic via the Ministry of Health with attempts to control and manage the epidemic largely proving elusive.
In this regard, HIV has continued to spread among the Kenyan people with devastating impact in the society that has threatened the development of the country. With this in mind organizations that are interested in supplementing government efforts have come on board to develop programmes on HIV and AIDS. Some of the Programme Sub-Implementing Organizations are using their little resources to respond to the HIV and AIDS Epidemic. Some international Organizations are also supporting local initiatives (NACC, 2011).

The Total War against HIV and AIDS (TOWA) project is largely financed through a credit from the International Development Association (IDA) of the World Bank. The Government of Kenya (GoK) is providing counterpart funds to meet some operational costs. The project, which is coordinated by NACC, contributes to the partnership in the National Response to HIV and AIDS as articulated in the Kenya National HIV and AIDS Strategic Plans (KNASP-2005/2006 -2008/2009 and 2009/2010-2012/2013). The two main project components of TOWA are:

1. Strengthening the Governance and Coordination Capacity of the (NACC)

2. Supporting program implementation by making financial resources available to Programme Sub-implementers (PSI’s), private sector and the public sector, for targeted activities identified through the Joint Annual Programme Review (JAPR)

The PSI’s and private sector participate through submission of proposals in response to Call for Proposals (CFP) made by NACC. The proposals are submitted and approved at three levels: National Ad-hoc Committee, District Technical Committee (DTC) and Constituency AIDS Control Committee (CACC’s). Once approved the
proposals are forwarded to the Project Co-ordination Office at NACC headquarters for administrative review (NACC TOWA Operations Manual, 2010).

In this regard, a total of 9,943 sub projects have been funded at the constituency, District and National levels through the 5 Rounds of the Call for proposals (NACC-TOWA, FMA, Technical Quarterly Progress Report, 2012). There are approximately 19,000 PSI’s who report to NACC on a regular basis (NACC National HIV and AIDS M&E Database, 2014).

Background of HIV and AIDS in Machakos County and status of TOWA funding

Machakos County is within the Eastern Province of Kenya with a total population of 1,098,000 out of which 33,632 people were living with HIV by the end of 2011, with children constituting 13% of those living with HIV in the county and an HIV adult prevalence of 4.9% (HIV and AIDS Profile, Machakos County, 2013).

A total of 267 PSI’s have been funded out of a total of 400 active PSI’s that submit reports regularly to the NACC in Machakos County on the TOWA project (NACC-TOWA Disbursement Schedule, 2013). The funded PSI’s are from six constituencies these are Yatta, Masinga, Kangundo, Kathiani, Machakos Town and Mwala and five Districts namely Machakos, Mwala, Yatta, Kangundo, and Kathiani.

Table: 1.1, Summary of disbursement of TOWA Funds

<table>
<thead>
<tr>
<th>Call for Proposal (CFP) TOWA project</th>
<th>PSI’s Funded Constituency AIDS Control Committee (CACC) Level</th>
<th>PSI’s Funded District Technical Committee (DTC) Level</th>
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7
There have been several complaints of corruption mainly at the constituency and district level by various PSI’s in Machakos County as they implement the TOWA project.

The complaints have been lodged through the Audit Division at the NACC, Communication Division and Complaints Committee. A number of investigations have been carried out by NACC Audit division in an effort to get to the root of corruption within the institution in Machakos County.

Background to the Study

In 2003, former Director of NACC Margaret Gachara was charged with corruption and fraudulently obtaining money earmarked for HIV and AIDS programmes in the country. According to a Global Corruption Report by Transparency International (2006), it was revealed that the Head of the NACC had been receiving a salary seven times higher than she should have. At the same time an internal audit had discovered irregularities in procurement procedures leading to the Global Fund withholding US$ 15 million AIDS grant until the government addressed the corruption issue.
The corruption scandal was widely highlighted in most media outlets in Kenya resulting in a very negative publicity for the organization. According to Luo (2002), corruption charges or allegations make front page news and this explains why the media is always chasing after stories on corruption. The African news site, News from Africa reported in 2003, with the headline, ‘Scandal Rocks AIDS Council’, informing people about the suspension of NACC Director. IRIN Africa, a UN news site also wrote about Margaret Gachara’s suspension in 2003, with the headline, ‘Corruption allegations plague AIDS Body’. The Daily Nation of October 4, 2003, reported that the NACC under the directorship of Margaret Gachara lavishly spent over 80% of its donated money on fraudulent activities. In February, 2004, Kenya Broadcasting Corporation reported that Margaret Gachara had been finally arrested by the Anti-Corruption Commission in Kenya.

As a result of the corruption allegations, a warrant of arrest for Margaret Gachara was issued on February 1, 2004 opening a court case that would take up to 6 months before she was convicted. The Daily Nation reported on August 31, 2004 that Margaret Gachara was sentenced to jail on August 30, 2004 for defrauding the National AIDS Control Council of Kshs 27 million. Her court case lasted about 7 months within which the NACC continued to get very negative publicity with the media highlighting all the proceedings of the case. The former Chairman of NACC, Mohammed Abdalla, was also acquitted alongside Margaret Gachara for abuse of office. Margaret Gachara was then convicted and sent to prison, but on December 12, 2004, she was released pursuant to a presidential order giving amnesty to a group of prisoners (Mbote & Akech, 2011).
In addition to Margaret Gachara’s case on corruption, investigation reports from the NACC Internal Audit Division have highlighted other corruption allegations involving the decentralized structures within NACC at the counties specifically the Constituency AIDS Control Committees (CACCs). According to the reports, the CACC’s have been involved in extortion practices whereby they ask for money to ensure that a proposal is passed for funding of HIV and AIDS activities. Some of the CACC’s are alleged to have created their own briefcase organizations that have been funded and thus denying the genuine PSI’s a chance to serve the community.

Statement of the Problem

Following Margaret Gachara’s case and other corruption allegations and reports, the image and reputation of NACC could have been affected due to negative publicity. In addition, there are various complaints on corruption that have been received at the Audit division at NACC concerning various officers and their involvement in corruption. This information however is not available to the public. Despite such reports, NACC has not investigated whether these reports of corruption affect the organization’s perceived image by stakeholders.

One negative corporate reputation resulting from the corruption scandals and from my work experience at NACC is that the organization is viewed as a ‘money minting’ company. This is both ethically and morally wrong. The organization continues to be in the spotlight in regard to corruption, despite efforts being put in place through the Ethics and Anti-Corruption Commission (EACC) to fight corruption by streamlining funding
procedures. It is also not clear whether efforts to fight corruption at NACC have had any impact on the external stakeholders. The most affected stakeholders are the PSI’s who carry out activities within the communities on behalf of NACC. In this regard therefore, this study seeks to find out the perceptions of the effect of corruption on corporate image by selected PSI’s of the National AIDS Control Council, in Machakos County.

Purpose of the Study

The purpose of this study was to determine the perceptions of the effect of corruption on corporate image by selected PSI’s of the National AIDS Control Council, in Machakos County.

Objectives of the Study

The objectives of the study were:

1. To determine the PSI’s perceptions of the corporate image of NACC in view of corruption allegations
2. To highlight the factors that contributed to corruption at NACC from the PSI’s perspective
3. To make recommendations on what NACC should do in view of corruption so as to have a good corporate image

Research Questions

The research sought to ask the following questions:
1. What were the PSI’s perceptions of the corporate image of NACC in view of corruption allegations?

2. What were the factors that contribute to corruption at NACC from the PSI’s perspective?

3. What should NACC do so as to fight corruption within the institution?

Justification

Corporate image is how an organization is perceived. These perceptions may not necessarily reflect the reality (Stamm, 2008). Corporate Communication within an organization is all about getting information to the various publics through different avenues. It is about communicating the mission, vision and values of an organization all encompassed within the corporate image. Therefore, this study is relevant to communication professionals because what an organization communicates to the stakeholders will highly affect the corporate identity and finally corporate image of that organization. It is the duty of the communication experts in an organization to advise the management on effective communication of the mandate of an organization as this will eventually lead to a favorable corporate image.

Corporate image represents the commonly accepted capabilities of an organization often the focus is on the social and ethical values and contribution to society and the nation. The corporate image should reflect the values of the organization as well as its capabilities (Kachru, 2006). In the case of NACC, one of the values of the organization is integrity and this is regularly communicated to the stakeholders. When
there are corruption allegations leveled against the organization then the value of integrity is highly compromised and this negatively affects the corporate image of the organization.

Significance of the Study

According to the Kenya National Health Account 2009/2010, Donors/Development Partners are the major financiers of HIV and AIDS programmes in the country contributing over half, 51% of expenditures for HIV and AIDS health care services in 2009/10. NACC according to the report is one of the main financing agents for HIV and AIDS funds in Kenya managing about 6.5% of HIV and AIDS funds in 2005/6 and 4.3% in 2009/2010. As a government corporate organization mandated to coordinate and manage HIV and AIDS programmes in Kenya, NACC receives funding from Donors and in turn releases these funds to the PSI’s who implement HIV and AIDS programmes within the communities.

In this regard, the corruption cases, reports and allegations of mismanagement of HIV and AIDS funds attributed to NACC will greatly affect provision of funds by the Donors as well as the implementation of HIV and AIDS programmes in this country. This will in turn mitigate all the efforts that have been geared towards the fight against HIV and AIDS in Kenya. If corrective measures are not taken the various stakeholders will lose trust in NACC and the Government of Kenya at large thus affecting the overall implementation of HIV and AIDS programmes in Kenya.
Therefore, the findings of this study would give recommendations on how to fight corruption in various institutions including Government of Kenya agencies. The findings would support the formulation of laws on anti-corruption in Kenya and to support the already laid down structures to fight corruption particularly within NACC. The findings would also guide the focus of the campaign in the fight against HIV and AIDS in Kenya and use to create awareness on the negative impact of corruption on the provision of services by Government institutions.

Lastly, the findings of this study would be used to effectively plan for PR and media programmes that will eventually support the eradication of corruption practises at NACC as well as improving relations with the PSI’s in order for them to have a positive image towards NACC.

Scope of the Study

This study was conducted in Machakos County focusing on 258 PSI’s funded in the TOWA project in the Call for Proposal Round 1-5 by NACC in both the constituency and district level. The study drew a sample from 233 groups funded in the constituency and 25 funded in the districts level. The six constituencies are Yatta, Masinga, Kangundo, Kathiani, Machakos Town and Mwala while the five districts are Machakos, Mwala, Yatta, Kangundo and Kathiani.

The researcher further divided the PSI’s into categories for the Call for Proposal (CFP’s) Rounds 1 to 5 listing the number of groups funded in each constituency. The researcher also sampled all the PSI’s in the district level. Systematic sampling method was used to select the subjects of the study in each round in each constituency. All the
PSI’s or groups funded in CFP Round 1 and 2 in the constituency and district levels were NOT included in the study since they implemented the activity in 2009 and 2010 and there are possibilities that the groups may not be in existence.

Limitations of the Study

One main limitation during the study was difficulty in identification of the respondents who were to give a correct picture of corruption activities at NACC since this is a sensitive topic. Also researcher bias was a potential shortfall since the researcher works at the National AIDS Control Council.

Delimitations of the Study

To avert the shortfalls highlighted in the study there was proper identification of the correct sample that was a representative of the population under study. The respondents were carefully identified within the PSI’s who gave correct information on corruption while we upheld their confidentiality due to the sensitive nature of the study.

The researcher maintained high professionalism and honesty during the study and detached herself from any bias arising during data collection. There was great need for honesty in this PR study from both the researcher and the respondents because the findings will be used to make policies that will affect the lives of many people in regard to corruption and HIV and AIDS.

Assumptions of the Study

This study made the following assumptions:
1. That there was corruption at NACC which negatively affected the image of the organization

2. That the respondents gave honest answers to the questions asked

3. That the researcher would not be biased during the study and would adhere to the ethical standards of research.

Definition of Terms

*National AIDS Control Council (NACC)* is a Government of Kenya Organization that is mandated to coordinate the multi-sectoral response to HIV and AIDS scourge in the country. NACC works in partnership with a wide range of stakeholders within the national and devolved structures in order to fulfill its mandate.

*Constituency AIDS Control Committees (CACC’s)* were established by NACC in 2003 to coordinate and supervise multi-sectoral HIV and AIDS response at the community/constituency level. There are 290 CACC’s in the country who serve as a focal point for the capacity building among people for effective response to the HIV and AIDS epidemic (NACC, 2013). One main function of the CACC’s is to receive, review and approve proposals within the funding level approved for the constituency, monitor and follow up.

According to the *Guidelines for Field operations at the NACC devolved Structures* (2013), each CACC shall form a technical sub-committee comprising three to five members whose main responsibilities shall be to review and approve proposals for funding projects, conduct monitoring and evaluation of HIV and AIDS activities in the...
constituency and provide technical support to the implementing organizations also known as Programme Sub-Implementers (PSI’s) operating in the constituency.

Programme Sub Implementers (PSI’s) are groups that support NACC in the implementation of HIV and AIDS programmes in the country and are mainly found within the communities such as Community Based Organizations, Faith Based Organizations, Non-Governmental Organizations and Civil Society Organizations. They get funding from NACC to carry out HIV and AIDS activities in the communities/constituencies. The PSI’s work very closely with the CACC’s in the constituencies. This study will focus on PSI’s funded under the Total War against AIDS Project (TOWA) in Machakos County.

Development Partners are donor organizations that provide funding to NACC for implementation of HIV and AIDS programmes in the country they include the United States Agency for International Development (USAID), The Global Fund, Action AID International, Department for International Development (DFID), The United Nations (UN), The World Bank and many more.

Total War against AIDS (TOWA) is a project that is supported by the World Bank and coordinated by the NACC whose main objective is to expand the coverage of targeted HIV and AIDS prevention and mitigation interventions, and supporting programme implementation by funding PSI’s within the constituency, District and National Levels (NACC, 2013). This study will focus on PSI’s who have been implementing the TOWA project in Machakos County.
Corruption according to Graycar and Smith (2011) is defined as the abuse of entrusted power for private gain. In the organizational context, corruption occurs either at the individual level for example general manager, group level for example sales department or organizational level for example the entire company through various means or channels, one of which is bribery. This study focused on corruption in the context of mismanagement or embezzlement of funds in an organization.

Corporate Image begins with the public’s perception of a company, the preconceived ideas and prejudices that customers form overtime (Gregory & Wiechmann, 1999). In this study we will be measuring perception of the corporate organization, corporate identity, quality of service and past experiences as operational variables as regard the corporate image of the National AIDS Control Council.

Summary

Chapter one introduces the topic and highlights the background and the purpose of the study including the statement of the problem. It also specifies the objectives of the study, research questions and the significance of the study. Limitations and delimitations of the study are also mentioned as well as the definition of terms using the following key words; NACC, CACC’s, Programme Sub-Implementers, Development Partners, corruption and corporate image.

Chapter two will examine and discuss written and related topics relevant to this research study in the Literature Review section and thereby identifying an existing gap that should be addressed. A detailed theoretical and conceptual framework will also be presented in chapter two to guide the research process.
CHAPTER TWO
LITERATURE REVIEW

Introduction

In this chapter, relevant literature related to the study is reviewed with attempts to demonstrate and support the hypothesis of the study being undertaken. In line with the purpose of this study, it is hypothesized that corruption cases highlighted at NACC has negatively affected the image/reputation of the organization. The available literature will also present the Representative Realist theory of Perception and a conceptual framework with the independent and dependent variables.

Theoretical Framework

The term theoretical framework is a detailed discussion of the organized body of knowledge or a set of propositions firmly based on a series of observed phenomena or empirical data that are duly supported by the thinking of well-known authorities on the subject (Reyes, 2004). The theoretical framework may be the basic anchor upon which the researcher is moored to gain a total critical perspective of the investigation he/she would like to pursue. This becomes the basis for which the legitimacy of the study is placed. As such, this study therefore seeks theoretical support from the Representative Realist theory of Perception to understand how the public creates certain perceptions on corporate image of institutions in view of corruption.
Representative Realist Theory of Perception

John Locke is the leading advocate in the Representative Realist Theory of Perception. ‘Whatsoever the mind perceives in itself, or is the immediate object of perception, thought and understanding, that I call idea’ (Hamilton, 2003). Here, Locke is clear that having an idea in the mind does not prove the existence of the thing in question, but that there are things outside us after all that necessitates that idea being in our minds, these are sense organs and material objects. In other words Locke is asking; what is it that causes our perceptions? These sense organs and material objects cause us to have certain experience that finally builds up to our perceptions.

In the case of NACC, for the PSI’s to have a certain perception of corruption these must have been informed by the way they relate to the organization in regard to what they see, hear, feel and their business relationship with NACC. These experiences will definitely form a certain perception in view of corruption and thus affecting the image of the organization.

For example perception can come as a result of what the public sees and hears in the media coverage on corruption allegations. According to ‘Country Reports on Human Rights Practices for 2009’ by the US Department of State, frequent press reports of government corruption in Kenya has fuelled a widespread public perception that massive corruption persisted up to the highest levels of government institutions. As indicated in Chapter 1, various articles and broadcasts were highlighted by the media on the corruption allegations attributed to the former NACC Director. This resulted to the public having a certain perception on the corporate image of the institution. Another example
would be a direct first-hand experience or involvement in corruption in an institution when transacting business thus forming a certain perception of the same.

The material object in this case is the corporate known as the National AIDS Control Council, without which the public will not have a perception. The fact that the NACC literally exists then the PSI’s will have dealings with this organization prompting them to form certain perceptions about it in regard to corruption.

Review of Related Literature

Corruption

Before attempting to define corruption, one must begin by understanding the nature of corruption. Richter and Burke (2007) state that corruption is context based, depending on the individual, ideology, culture or other context, corruption can mean different things to different people. Secondly, corruption is also norm-deviated, meaning that although corrupt behavior can arise in a number of different contexts its essential aspect is an illegal or unauthorized transfer of money or an in-kind substitute. This is because the legal definition of corruption is generally more operational, clear cut, consistent and precise than the moral definition. This is clearly seen at NACC whereby there are rules and regulations that must be adhered to in regard to corruption and if these are not followed then it is considered corruption. Any other practice that is not within the stipulated law is not considered as corruption.

Thirdly, corruption is power related and in order to be eligible as corrupt transaction, a corruptor or bribe taker must be in a position of power created either by
market imperfections or an institutional position that grants him discretionary authority (Richter & Burke, 2007). Fourthly, corruption is virtually covert, meaning that due to the nature of the operation, corruption is hidden in the underground informal arena. No formal written contract is delivered.

In the case of NACC, corruption occurs mainly with people who are in power and therefore they understand all the rules and regulations of the organization in regard to corruption. That explains why it is always very difficult to trace corruption and to tie it down to specific officials since there are no records kept detailing corrupt practices.

Fifth, corruption is intentional with the motivation of personal gain conveying the very connotation of corruption. Finally corruption is perceptional, meaning that it relates to individual behavior as perceived by the public as well as political authorities (Richter & Burke, 2007). Since it is a perceptual term judged by others, the concept becomes dynamic, subject to changes in social attitudes and political ideologies.

According to Nuijten and Anders (2007), there are generally three definitions distinguished for corruption, these are: public office centered, public-interest centered and market definitions. A public office centered definition defines corruption as behavior which deviates from the formal duties of a public role because of private-regarding (personal, close family, private clique) pecuniary or status gains; or violates rules against the exercise of certain types of private-regarding influence.

On the other hand, public-interest centered definition defines corruption as deviant behavior associated with a particular motivation, namely that of private gain at
public expense. Market-centered definitions do not focus on norms or public interest but on the office as business, the income of which the corrupt bureaucrat strives to maximize. Market centered definitions claim moral and legal neutrality but they fail to break free from the notion of a more or less clearly defined set of rules or principles.

The focus of this study is both public office centered and public-interest centered type of corruption. This is because NACC is a public office and therefore all activities carried out are geared towards the good of the public. Another definition of corruption is by Pellegrini (2007), who defines corruption as simply the breaching of legal codes defining public duties in order to obtain personal advantages. However the usefulness of this definition is disputable once the prominence of power in defining the law and the indeterminacy of the legal codes is recognized.

Pellegrini (2007) also gives a simple definition of corruption as the misuse of entrusted power for private gain as adopted by international organizations such as Transparency International. This definition is vague but considering the context of this study of the NACC being a government agency that mostly gets 80% of its’ funding from development partners, then this definition might suffice. This is because this is the definition that has been adopted by all international organizations for corruption. The only addition to this definition should be the public office centered and public interest centered aspect of corruption.
Corruption in Kenya

Transparency International Corruption Perception Index (2013) ranked Kenya 136 out of 177 most corrupt countries. This serves as a reminder that the abuse of power, secret dealings and bribery continue to ravage this country amongst other countries in the world. The corruption perception index ranks countries and territories based on how corrupt their public sector is perceived to be.

According to Parliamentary Select Committee Report (2000), corruption in Kenya is estimated to account for almost 56 percent of tax revenue loss, which amounts to approximately 20 percent of the National GDP. The effects of these levels of corruption have an impact on Kenya’s international monetary standing and relations with Development Partners such as Danish, British, Swedish and Norwegian governments, also World Bank, International Monetary Fund (IMF) and others terminating aid to Kenya as a result of corruption and bad governance (Sarre, 2005).

In the case of NACC, HIV and AIDS funding has greatly been affected due to corruption with Development Partners withdrawing their support in the fight against HIV and AIDS in Kenya. Sarre, (2005), states that corrupt practices in Kenya range from petty corruption where bribes are required before normal bureaucratic procedures are carried out, to large scale corruption whereby considerable sums of money are paid in return to preferential treatment or access. The gap in this book is that it does not look at specific government institutions in regard to corruption but generalizes that corruption is the same in all public offices in Kenya. However, this research study will look at NACC as a
specific government institution offering unique specific HIV and AIDS services to the people of Kenya.

Corruption and HIV and AIDS

Various studies have been carried out on HIV and AIDS in Kenya and Africa with little or no research about corruption and its effects on the epidemic and the implementing organizations. One such study is by Luce, (2005) which states that corruption mainly mismanagement of funds allocated for HIV and AIDS does not look different from corruption found in other sectors. This is caused by scaling up of financing combined with a multiplicity of new agencies thus increasing opportunities for corruption. Another cause of corruption according to the study is the fact that funds are normally disbursed very quickly with minimal attention given to the creation of adequate systems for controlling corruption.

The gap identified is that this article is not about corruption. Corruption is only mentioned in the above paragraph within the study. Also, the study has combined all African countries assuming that they are the same in regard to corruption and HIV and AIDS. In this regard, there is need to have a study that is solely about corruption so as to find out the specific challenges facing the country in regard to corruption and implementation of HIV and AIDS programmes.

Another study that is not solely about corruption and HIV and AIDS and targets selected countries in Africa is by Baker (2011) in a book titled World Development; An Essential Text. The study highlights that lack of money to help fight the spread of the
disease is an obvious problem although a great deal of aid is distributed throughout developing countries with high HIV rates. Potential problems may occur in the implementation of HIV programmes due to inadequate infrastructure, corruption within both donor agencies and government agencies, or a lack of cooperation between foreign donors and local government. Again, this study is not specific to African countries but generalizes the epidemic and corruption is only mentioned in passing.

A study by the Human Rights Watch (2008) titled: *A Question of Life or Death: Treatment Access for Children Living with HIV in Kenya*, talks about funding for health and HIV and AIDS in Kenya. However, corruption is only mentioned briefly and NACC former Director is also cited to have stepped down as a result of corruption. It states that:

The most important donor in Kenya for health is the United States funding over US$ 368 million through the President’s Emergency Plan for AIDS Relief (PEPFAR) exceeding the government’s own contribution towards HIV and AIDS of about US$282 million in 2007. Another important donor is the Global Fund to fight HIV and AIDS, Tuberculosis and Malaria. It has approved HIV grants totaling nearly US$ 130 million and in November 2007, disbursed US$ 70 million to Kenya. Before that Kenya had failed to obtain Global Fund because of delays and mismanagement. Corruption has also been a major problem within NACC, whose first Director had to step down as a result. (p. 18).
This study does not give a detailed explanation as to why there is corruption at NACC and the effects of the corruption allegations towards the corporate image of the NACC.

A similar study carried out in Tanzania by Evans and Becker (2009), talks about corruption and diversion of material support from the most vulnerable children. The study quotes one of the Home Based Care volunteers as saying that:

You see sometimes the government releases funds but they end up in people’s pockets or are diverted for other uses. So when you check the government’s expenditure, you might find that funds were allocated for people affected by HIV and AIDS in a certain area, but unfortunately it goes to the people the officials favor. (p. 293).

Again, this study does not give more details about corruption and how it affects the image of the organization, and neither does it focus on perceptions of corruption on corporate image of government institutions. It only highlights the effects of corruption on implementation of HIV and AIDS programmes on children caring for parents with HIV and AIDS in Tanzania. Also People interviewed in this study give their experiences of various forms of corruption in government institutions and NGOs’ and not necessarily mismanagement of funds. There is need for a similar study to be carried out in Kenya with in depth information on the perceptions of corruption on corporate image specifically for government institutions.
Another study on corruption and HIV and AIDS is by Vogl, (2012) citing Transparency International Global Corruption Report; Special Focus Corruption and Health 2006, where Health scholars Liz Taylor and Clare Dickinson wrote:

While it is difficult to draw a causal link between corruption and the spread of HIV, there is ample evidence that corruption impedes efforts to prevent infection and treat people living with AIDS in many parts of the world. The mechanics of corruption affecting the prevention and treatment of HIV and AIDS are not substantively different from those affecting the health sector more generally: opaque procurement processes, the misappropriation of funds earmarked for health expenditure and informal payments demanded for services that are supposed to be delivered for free. (p. 42).

Like other reviewed studies, this study is not solely about corruption and HIV and AIDS, but generally looks at all forms of corruption.

Corruption in Government Institutions

A National Corruption Perception Survey carried out in Kenya in 2011 by the Ethics and Anti-Corruption Commission (EACC) focused on the various aspects of corruption including the level of public confidence and trust in government authorities to address corruption related challenges. The findings of this study highlighting corruption within the government ministries and institutions did not mention NACC as one of the most corrupt institutions in the country.
This type of corruption is called Institutional corruption which according to Anassi (2004) is a corruption that goes on within a particular ministry, department or any other organization in a particular country. Some institutions in such a setting are more corrupt than others depending on various factors.

This is a gap since the study only focused on major government ministries and institutions such as the Kenya Police, National Hospital Insurance Fund, National Social Security Fund, Kenya Revenue Authority, and Kenya Ports Authority amongst others. Mbaku (2007) highlights some of the impacts of corruption in Africa and how it can compromise the integrity of civil servants and render them impotent and unable to perform their mandated duties. What is missing in this book however is the fact that once the civil servants engage in corruption, the first thing that is ruined is their reputation or image and this automatically affects the institutions where they work. This bad reputation as a result of corruption will then affect the services rendered to the citizens which will in turn affect the overall performance of the organization. This is clearly seen in the case of NACC whereby due to corruption allegations the employee’s reputation has been greatly ruined and this has affected the delivery of services.

According to Vogl (2012), all governments are vulnerable to corruption and no government can claim that it does not harbor corrupt officials who abuse their office for their personal gain. While it is almost certainly true that corruption in government will never be ended, it is equally true that much can be done to reduce its prevalence. Vogl (2012) state that:
When in 2002, Mwai Kibaki took the helm of Government in Kenya, and replaced Daniel Arap Moi, who had been president for 24 years there was a widespread expectation in the country and beyond that a new era of honest government, is dawning. That impression was strengthened by the government’s action in its first year. But old habits resurfaced and before long the top echelon of Kibaki administration was feeding as fully and illegally from the government trough as Moi’s ministers had done. (p. 13).

The writer in this book gives various examples of corruption in different countries and how different governments have been ousted due to abuse of power. It more or less sounds like a report on corruption activities within various governments throughout the world and not how corruption can be eradicated so as to redeem the reputation of these institutions.

Corruption at NACC

A baseline survey was carried out on corruption prevalence levels at NACC and its decentralized structures in 2011. The survey outputs measured were the level and magnitude of corruption and service delivery ratings within NACC. The gap highlighted in this study is that the survey did not measure the perceptions of corruption on corporate image of NACC and was not specific to the Programme Sub-implementers but focused on all external and internal stakeholders including employees. One of the examples of cases of corruption provided by the respondents in this study was the fact that PSI’s were asked by CACCs to offer bribe after being funded.
Corruption and Corporate Image

A research article by Hills, Fiske & Mahmud (2009), titled ‘Anti-Corruption as Strategic, CSR; A call to action for Corporations’ quoting Jonas Moberg of Extractive Industry Transparency Initiative, says; “For businesses, corruption is about risk and cost management, not just reputation”. In my view, the negative reputation that comes about as a result of corruption will automatically affect the business costs of an organization. This research article focuses on corruption in corporate organizations that transact business with government ministries and how this affects their business costs as much as it affects their greater asset, the reputation. However, it does not highlight corruption within the government institutions such as NACC that are not profit based but provide essential services to citizens. The negative reputation for these government corporations will automatically affect the service delivery since stakeholders will no longer trust the organization.

When we think of corporate corruption we tend to think of the cases that are currently making headlines and those that arose within the past several years. Data analyzed by the government agencies such as the US Securities and Exchange Commission (SEC) and professional organizations such as the Association of Certified Fraud Examiners (ACFE) reveals that fraud drains billions of dollars from economies every year (Bishop & Hydoski, 2009). The book states that:

In addition to reducing profits, fraud can lead to a host of other negative consequences including losses of company reputation,
customer support, and access to capital, brand power, market position, competitive advantage, momentum innovation and talent. The same of course can be said about corruption.

This book was written for executives and others responsible for managing fraud and corruption risks in corporations. It combines many effects of corruption to organizations including company reputation. However, it does not focus on the perceptions of various stakeholders on corruption and how that affects the image of these organizations.

A World Bank Policy Research Working Paper by Talierco (2004) shows how the South African Revenue Services (SARs) consciously cultivated a corporate image of probity, fairness and effectiveness, in part by crafting a public relations strategy through an active public relations department so as to fight corruption and redeem their image in the eyes of the public. This clearly supports the hypothesis of this study that corruption will negatively affect the image/reputation of an organization and thus there is need for reputation management.

Corruption and Perception

Hawthorne (2013) submitted an article to the 3rd Global Conference on Transparency Research, titled ‘Transparency International’s Corruption Perception Index; ‘best flawed’ Measure on Corruption?, aimed at finding out whether the Corruption Perception Index used by Transparency International is an effective measure of corruption. The article focuses on people’s perception of corruption in about 187
countries all over the world ranking them according to the results of the conducted polls.
The writer asks whether perception is more important than actual cases of corruption.

In my view perception can come as a result of media coverage on corruption in an organization. On the other hand perception can also be brought about by one’s experience or involvement in corruption, as in the case of NACC in both instances. Therefore, perception of corruption is not important than the actual cases of corruption, but they go hand in hand since one affects the other. The gap in this article is that it is more focused on perception index on corruption in the various countries, not specific government institutions in these countries such as the NACC.

Conceptual Framework

A conceptual framework is a representation, either graphically or in narrative form of the main concepts or variables, and their presumed relationship with each other (Punch, 2005).

Conceptual Variables

The conceptual variables in this study are, ‘corruption’ as the independent variable and ‘corporate image of NACC’ as the dependent variable.

Indicators

The indicators to be measured on ‘corruption’, the independent variable are:

1. Work environment at NACC
The work environment at NACC will determine the level of corruption at the institution as well as the factors contributing to corruption from the PSI’s perspective. The operational variables to be measured in the work environment indicator are poor remuneration, organizational culture/way of life, ineffective reporting system of administration and others.

2. Mismanagement of Funds

Mismanagement of funds is another indicator that will be used to determine the level of corruption at NACC from the PSI’s perspective. In this indicator, we will measure the following operational variables; offering or giving bribes, demanding bribes, receiving bribes, culture of ‘kick-backs’ and giving gifts amongst others.

The indicators to be measured on ‘corporate image of NACC’, the dependent variable are:

1. Perception by PSI’s

According to Belch (2004), perception is the organization of sensory information into meaningful experiences. How the stakeholders (PSI’s) of NACC perceive the organization will determine their image of the organization. The perception comes from day to day interaction with the organization, its stakeholders, friends and relatives, media coverage and many more. In this indicator the operational variables to be measured are; perceived thinking of corruption at the NACC, Frequency of business transactions with NACC, intimidation by corrupt officers, perceived reputation about NACC and many others.
2. **Corporate Identity**

   According to Melewar (2008), Corporate Identity is the picture of an organization that a company seeks to present to its stakeholders, the sum of all the elements that makes it distinctive to create a unique environment in which it operates. Corporate Identity is therefore mirrored by the company’s image, where the image concerns perceptions the public holds of an organization. When there is a crisis such as corruption, the corporate identity of the organization is usually linked to the crisis. In this indicator, the operational variable to be measured is the awareness of NACC brand name, mission, mandate and the services offered.

3. **Quality of service**

   This component will measure how the services are offered at NACC from the PSI’s perspective and thus determining whether there is corruption in the organization. The operational variables to be measured are: speed of service delivery, level of satisfaction with the service, denial of services and many more.
Diagrammatic Presentation of Conceptual Framework

Figure 2.1, Source: Researcher (2014)
Summary

This chapter reviewed literature related to the study under the following sub-headings: Corruption, Corruption in Kenya, Corruption and HIV and AIDS, Corruption in Government Institutions, Corruption at NACC, Corruption and Corporate Image and Corruption and Perception. A Theoretical Framework has also been entrenched within the same chapter seeking theoretical support from the Representative Realist Theory of Perception. A Conceptual Framework is also presented in this chapter highlighting the independent and dependent variables, operational variables and the indicators to be measured in this study. The next chapter describes the methods and procedure used for data collection and analysis.
CHAPTER THREE
RESEARCH METHODOLOGY

Introduction

The aim of this study is to find out the perceptions of the effect of corruption on corporate image by selected PSI’s of the National AIDS Control Council, in Machakos County. This chapter will discuss the various research approaches to be applied in addressing the research objectives of the study. It will highlight the population under study, samples and identify the sampling and data collection methods used as well as the data analysis plan.

Research Design

This study utilized a descriptive research design and used both the qualitative and quantitative data for the phenomenon under study. According to Chandran (2004) this type of research design is appropriate to describe and portray characteristics of an event, situation, a group of people, community or a population. Using this method, the study endeavored to describe the situation of corruption at NACC and the image it portrays in the eyes of the Programme Sub-Implementers (PSI’s) in Machakos County.

The study also described the PSI’s in Machakos County and the possibilities of corruption practices with NACC mainly at the devolved structures of the Constituency AIDS Control Committees (CACC’s) and District Technical Committees (DTC’s). This description ensured that the appropriate respondents were interviewed for the study using relevant and well-structured survey questionnaires.
Target Population

Singh and Bajpai (2008) define population as the entire mass of observations, which is the parent group from which a sample is to be formed. In research methodology, the population means the characteristics of a specific group. The study population in this case comprised 19,000 PSI’s who report to NACC on a regular basis (NACC National HIV and AIDS M&E Database, 2014). This was narrowed down to 194 PSI’s in Machakos County who have been funded on the TOWA project Call for Proposals (CFP) Rounds 3, 4, 5 at the District and Constituency levels (NACC-TOWA Disbursement Schedule, 2013).

Sampling Method

A sampling frame was drawn from a list of PSI’s in Machakos County obtained from the National M&E database of the NACC and NACC-TOWA Disbursement Schedule, 2013, focusing on the PSI’s funded under the Total War against AIDS (TOWA) project for both constituency and district level. The PSI’s in this category included Community Based Organizations (CBO’s), Civil Society Organizations (CSO’s), Faith Based Organizations (FBO’s), Non-governmental Organizations (NGO’s) and many more. Simple random sampling method was used in this study to identify the PSI’s who were interviewed and also to give every unit within the population the same chance to be included in the study. Each of these organizations was visited and information obtained using questionnaires.
Sample Size

According to Blaikie (2010), the size of the sample is determined by four factors: (1) the degree of accuracy that is required; (2) how much variation there is in the population on the key characteristics being studied; (3) the level of measurements being used; and (4) the extent to which sub-groups in the sample will be analyzed.

This study focused on 194 PSI’s funded in the TOWA project in the Call for Proposal Round 3-5 by the NACC in Machakos County in both the constituency and district level. In this sample 175 groups were funded in the constituency while only 19 were funded in the districts. The sample was drawn from the six constituencies funded under TOWA project namely; Yatta, Masinga, Kangundo, Kathiani, Machakos Town and Mwala. The sample for the PSI’s funded under the District Technical Committees (DTC’s) was drawn from the five districts within the Machakos County identified by NACC these are Machakos, Mwala, Yatta, Kangundo and Kathiani.

Estimation of sample size in research methods by Krecjie and Morgan (1970) is a commonly employed method recommended by most research advisors. The formula is as follows:

\[ n = \frac{X^2NP (1-P)}{ME^2 (N-1)} + \frac{X^2P (1-P)}{N} \]

where

- \( n \) = required sample size
- \( X^2 \) = the table value of chi-square for one degree of freedom at the desired confidence level
- \( N \) = the population size
P = the population proportion

ME = the desired margin of error expressed as a proportion

This formula by Krecjie and Morgan (1970) has been used to construct the following table for ease of reference in determining the sample size of any defined population. The first column with margin of error of 5% is commonly used with a confidence level of 95%. In this case our sample size for the PSI’s funded in the constituency will be 175, while those funded in the districts will be 19.

Table 3.1, Source: Krecjie and Morgan (1970)

<table>
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</table>
Sampling Technique

The sampling frame was divided into 6 categories as per the constituencies in Machakos County these are Machakos town, Yatta, Masinga, Kadhiani, Mwala and Kangundo. These categories were further divided into the Call for Proposal (CFP’s) Rounds 1 to 5 listing the number of groups funded in each Round per constituency.

Systematic sampling method was used to select the subjects of the study in each constituency considering that we had 175 groups but we only needed a sample of 120 PSI’s as per the formula indicated in this study by Krecjie and Morgan (1970). Using this method all the PSI’s or groups funded in CFP Round 1 and round 2 for both constituency and district levels were NOT included in the study since they implemented the activity in 2009 and 2010, and there are possibilities that the groups may not be in existence. NACC-TOWA disbursement list was used to choose the first five (5) groups in each constituency funded in CFP Rounds 3, 4 and 5 making it 18 PSI’s for each constituency, totaling to 108 groups. In total, 127 PSI’s were sampled in this study. Only one representative of each PSI was allowed to fill the questionnaire.
Table 3.2, Sampling Technique – PSI’s funded in the constituency and District level

<table>
<thead>
<tr>
<th>Category</th>
<th>Yatta</th>
<th>Masinga</th>
<th>Kangundo</th>
<th>Kathiani</th>
<th>Machakos Town</th>
<th>Mwala</th>
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</tr>
<tr>
<td>CFP-Round 5</td>
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<td>9</td>
<td>15</td>
<td>11</td>
</tr>
<tr>
<td>Total</td>
<td>29</td>
<td>26</td>
<td>30</td>
<td>28</td>
<td>33</td>
<td>29</td>
</tr>
<tr>
<td>175</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Choose the first 6 in Rounds 3, 4, 5

<table>
<thead>
<tr>
<th>Total sample size constituency</th>
<th>108</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total sample size for District</td>
<td>19</td>
</tr>
<tr>
<td>Total for constituency and district</td>
<td>127</td>
</tr>
</tbody>
</table>
Data Collection

Primary data was collected for this study. The main method of obtaining data was a self administered structured questionnaire which was developed and administered by the researcher with a mixture of both open ended and close ended questions. The questionnaires were used due to the sensitivity of the study since no one will want to openly talk about their engagement in corruption. Interviews were also conducted during data collection to prompt the respondents to fill the questionnaires properly. During the introduction, the researcher set the mood by explaining the importance of the study to HIV and AIDS programming in the country and specifically to TOWA funding. The issue of confidentiality was also highlighted before commencing the process of data collection, to assure the respondents that the information they gave will be confidential. Some representatives of the PSI’s were interviewed on phone.

Pre-Testing the Questionnaire

Pretesting is a standardized step in questionnaire development whose objective is to determine how well the questionnaire is working before commencing the fieldwork and to make any needed changes for clarity of questions (Schaller, 2005). Pretesting also ensures that respondent understands the questions that the researcher is asking the way he/she wants them to understand. The questionnaires for this study were tested to a small group of 10 PSI’s in Machakos town constituency, Kathiani County.
Data Analysis Plan

The Data collected from this study was analyzed and interpreted using the SPSS software. According to Kothari, (2009) data processing implies editing, coding, classification and tabulation of collected data so that they are amenable to an analysis. The term analysis refers to the computation of certain measures along with searching for patterns of relationships that exist among data groups. The first step of data processing was to edit the questionnaires to ensure that we have the correct and accurate data and be able to eliminate any form of error. We used both field and central editing in this study and coded the answers for both the closed and open ended questions so as to give a proper analysis of the data.

Ethical Considerations

Since this is a PR research study focusing more on the image and reputation of the NACC the researcher was guided by several professional standards or codes of conduct. It is worth noting that according to Parsons (2008), the PR profession is guided by various ethical pillars which carry the weight of ethical decision making in PR practice, these are veracity, non-maleficence, beneficence, and fairness. Like any other recognized profession, public relations practitioners are obligated and committed to being truthful and straightforward. This will apply since the study was carried out by a participant researcher who is an employee of NACC. Being truthful in this study ruled out any form of biasness on the part of the participant researcher.

The other ethical consideration was confidentiality of the respondent in regard to the sensitive nature of the issue under study. The researcher kept the promise in ensuring
anonymity of the respondents when reporting and did not disclose identity, since no one wants to be associated with corruption in any way. Informed consent was sought from the respondents so as to give them a chance to decline or participate in this study. Written consent to carry out the study was sought from Daystar University which is the institution that the researcher represents. A permit to carry out the research was sought from the National Council for Science and Technology.

Summary

This chapter highlights the research design, the target population and the sample frame for this study. It also identifies the formula to be used in determining the sample size of the population under study as well as the sampling techniques to be employed in selecting the subjects under study. In addition this chapter identifies the method of data collection and data analysis plan for this study and highlights the ethical considerations that are necessary in a PR research of this nature.

The next chapter will present the findings of the research as well as their analysis and interpretation using necessary aids such as tables, graphs and figures.
CHAPTER FOUR
DATA PRESENTATION, ANALYSIS AND INTERPRETATION

Introduction

This chapter presents the findings of the research as well as their analysis and interpretation. Where necessary, aids such as tables, figures, graphs and charts are used to clearly explain the meaning of the data presented and to enable the reader have a clear picture and understanding of the phenomenon under study. The study targeted PSI’s in Machakos County on the Perceptions of the effect of corruption on Corporate Image of National AIDS Control Council.

The researcher administered a total of 120 questionnaires to PSI’s who had implemented TOWA projects Rounds 3, 4 and 5. Of the administered questionnaires 104 were used for analysis of this study. Sixteen questionnaires were classified as spoilt as they were not completely filled by respondents. The data collected was analyzed using SPSS software and information was interpreted in form of graphs charts and frequency tables.
Demographic description of the sample

The following table represents the gender of respondents that participated in the study.

Table 4.1: Gender of respondents

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>52</td>
<td>50.0</td>
<td>50.0</td>
</tr>
<tr>
<td>Female</td>
<td>52</td>
<td>50.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>104</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

According to table 4.1 above, 50% (52) of the respondents were male while 50% (52) were female. The table also reveals there was an equal representation of both gender.

Figure 4.1: Age of respondents
Figure 4.1 shows that 5.8% (6.03) of respondents were between the age of 15 to 25, 27.9% (29.01) were between the age of 25 to 35, 33.7% (35.04) were between the age of 35 to 45 and the remaining 32.7% (34.08) were in between 45 and 55 years. This shows that most of the respondents are between 25 and 55 years.

**Gender and Age of respondents**

The next table shows a cross tabulation of the gender of correspondent represented in the study and the age of respondents that took part in the study.

<table>
<thead>
<tr>
<th></th>
<th>Age of respondent</th>
<th>15-25</th>
<th>25-35</th>
<th>35-45</th>
<th>45-55</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender of respondent</td>
<td>Male</td>
<td>3</td>
<td>19</td>
<td>14</td>
<td>16</td>
<td>52</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>3</td>
<td>10</td>
<td>21</td>
<td>18</td>
<td>52</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>6</td>
<td>29</td>
<td>35</td>
<td>34</td>
<td>104</td>
</tr>
</tbody>
</table>

According to table 4.2 above, 104 respondents took part in the study. 6 respondents (3 male and 3 female) were in between the age of 15 and 25 while 29 respondents (19 male and 10 female) were in between the age of 25 and 35. 35 respondents (14 male and 21 female) were in between 35 and 45 years while 34
respondents (16 male and 18 female) were in between the age of 45 to 55. This shows that most of the respondents at 98 out of 104 were between 25 to 55 years.

Figure 4.2 below represents the Levels of education of respondents.

![Levels of education of respondents](image)

Figure 4.2: Level of Education of Respondents

According to figure 4.2 above, 9% (9.36) of the respondents have reached primary level, 16% (16.64) of the respondents have degrees, 20% (20.8) of the respondents have reached tertiary level and 55% (57.2) of the respondents have reached secondary level. The findings show that majority of the respondents were educated with most of them having reached secondary, tertiary and university level of education.
The figure below presents the responses from participants on which organization they were representing.

Figure 4.3: *Organization of the respondent*

From figure 4.3 above, 67.3% (65.52) of the 104 respondents represented Community Based Organizations (CBOs), 1.9% (2) of the respondents represented Civil Society Organization (CSOs), 9.6% (10) of the respondents represented Faith Based Organizations (FBOs), 6.7% (7) of the respondents represented Non-Governmental Organizations (NGO) and the final 10.6% (11) of the respondents represented others like Self Help Groups. The majority of PSI’s were from CBO’s.
Figure 4.4 below represents findings from the respondents on what level their organization was funded.

Figure 4.4 above shows that majority of respondents 89% were funded on Constituency AIDS Control Committee (CACC) Level while the rest 11% were funded under District Technical Committee (DTC) Level. These organizations were funded in the TOWA project Round 3 to 5. The Majority of PSI’s were funded in the CACC level simply because there are more constituencies than districts. This is important since the constituencies are more in touch with the people on the ground that are mainly infected and affected with HIV and AIDS.
Mandate of NACC

Figure 4.5 below represents findings from the respondents on mandate of the NACC.

![Pie chart showing 98% of respondents know the mandate of NACC]

Figure 4.5: Do you know the mandate of NACC?

Figure 4.5 above shows that majority of respondents 102 (98.1%) agreed that they do know the mandate of NACC. Only 2 (1.9%) disagreed to knowing the NACC Mandate. This means that a majority of PSI’s knew the mandate of NACC.
Figure 4.6 below represents findings from respondents on whether NACC practices its mandate as required.

![Pie chart showing 77% agree, 23% disagree]

Does NACC Practise It's Mandate as required?

- Yes
- No

Figure 4.6: Does the NACC practice its mandate?

Figure 4.6 above shows that 77% (80.08) of the respondents agreed that NACC practices its mandate as required, while 23% (24) of the respondents agreed that NACC did not practice its mandate as required. This shows that most PSI’s thought that NACC practiced its mandate as required.
Office visited at NACC

Table 4.3 below shows the responses when asked which office they visited at the NACC.

Table 4.2: *Office visited at the National AIDS Control Council*

<table>
<thead>
<tr>
<th>Office visited</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Headquarters</td>
<td>2</td>
<td>1.9</td>
</tr>
<tr>
<td>Field Office</td>
<td>11</td>
<td>10.6</td>
</tr>
<tr>
<td>CACC Office</td>
<td>78</td>
<td>75.0</td>
</tr>
<tr>
<td>DTC Office</td>
<td>6</td>
<td>5.8</td>
</tr>
<tr>
<td>Field and CACC Office</td>
<td>4</td>
<td>3.8</td>
</tr>
<tr>
<td>CACC and DTC Office</td>
<td>2</td>
<td>1.9</td>
</tr>
<tr>
<td>Total</td>
<td>103</td>
<td>99.0</td>
</tr>
<tr>
<td>Missing</td>
<td>0</td>
<td>1.0</td>
</tr>
<tr>
<td>Total</td>
<td>104</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Results from Table 4.3 show that most organizations 75% visited the CACC Office. They also visited the Headquarters, Field Office and DTC Offices but in small percentages. The offices that were mostly visited by PSI’s during the implementation of the TOWA project were the Constituency AIDS Control Committee (CACC’s) offices.
This is as result of the high number of PSI’s implementing their programmes at the constituency level as indicated in the earlier findings.

Satisfaction of services offered in NACC offices

Figure 4.7 below represents responses from participants on their satisfaction on services offered at the office visited.

Figure 4.7: Satisfaction of services offered in the NACC Offices

According to Figure 4.7 the minimal percentage 8.7% (9) was very satisfied. 42.3% (44) was satisfied while 26.9% (28) was moderately satisfied and the rest 22.1% (23) was not satisfied. This shows that slightly more than half of the respondents are very satisfied and satisfied with the services at NACC.
Table 4.3: Represents responses from participants on ways they were not satisfied on services offered at the office visited.

<table>
<thead>
<tr>
<th>Reason</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delayed payment/Disbursement</td>
<td>18</td>
<td>43.9</td>
</tr>
<tr>
<td>Bribery demand</td>
<td>10</td>
<td>24.4</td>
</tr>
<tr>
<td>Lack of communication</td>
<td>2</td>
<td>4.9</td>
</tr>
<tr>
<td>Un procedural procurement process</td>
<td>5</td>
<td>12.2</td>
</tr>
<tr>
<td>Favourism</td>
<td>6</td>
<td>14.6</td>
</tr>
<tr>
<td>TOTAL</td>
<td>41</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Results from Table 4.4 show that out of the 41 respondents who answered this question, 43.9% (18) were not satisfied because of delayed payment, 24.4% (10) felt they were given bad service due to bribery demand, 4.9% (2) felt there was lack of communication while 12.2% (5) were not satisfied due to un-procedural procurement process. The rest 14.6% (6) felt there was favourism in NACC.

It seems delayed payment/disbursement was regarded as one of the main reasons why the PSI’s were not satisfied with the services at NACC followed by bribery demand. Figure 4.8 below represents findings from the respondents on whether they gave a bribe to get services in the NACC Offices.
Figure 4.8: *Did you give a bribe for service?*

According to Figure 4.8, 81% (84.24) of the respondents did not bribe anyone to get services but the rest 19% (19.76) had to give a bribe. This shows that the majority of PSI’s got services without bribing.

Is there corruption at NACC?

Figure 4.9 represents responses from participants when asked whether there was corruption in NACC.
Figure 4.9: *Is there corruption in NACC?*

Surprisingly when we look at the analysis of this question, 32% (33.28) of the respondents said there was corruption in NACC, 10% (10.4) of the respondents left the question blank while the remaining 58% (60.32) felt that there was no corruption. This shows that slightly more than half of the PSI’s said that there was no corruption at NACC and that very few respondents were not willing to divulge any information on corruption.

Table 4.4: *How do you feel about the corruption in NACC*

<table>
<thead>
<tr>
<th>Feeling</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>It should be stopped since it interferes with HIV Programming</td>
<td>20</td>
<td>57</td>
</tr>
<tr>
<td>People involved should be investigated</td>
<td>13</td>
<td>37</td>
</tr>
<tr>
<td>Corrupt officials should be fired</td>
<td>2</td>
<td>6</td>
</tr>
<tr>
<td>Total</td>
<td>35</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 4.5 shows that among the 35 respondents who answered this question, 57% (20) felt that corruption should be stopped since it interfered with HIV Programming, 37% (13) felt that people involved should be investigated, while 6% (2) suggested that the corrupt officials should be fired and dealt with according to the law. This shows that most PSI’s who answered this question felt that corruption affected HIV and AIDS programmes in the country and the people involved should be investigated.

How do you perceive the image of NACC?

Figure 4.10 represents responses from participants when asked how they perceive the image of NACC in view of corruption.
Figure 4.10: How do you perceive the image of NACC?

Figure 4.10 shows that 11% (11.44) of respondents perceived the image of NACC to be Excellent, 20% (20.8) perceived it to be poor, 27% (28.08) perceived it to be average while the remaining 42% (43.68) perceived it to be good. This shows that slightly more than half the PSI’s perceived the image of NACC to be good and excellent.

Figure 4.11 shows findings when respondents were asked the rate of corruption in NACC.
From figure 4.11 above, among the 32% (33) respondents who answered the question on whether there was corruption at NACC, 40% (13.2) said the rate of corruption was very high, 35% (11.55) said the rate of corruption was moderate, 18% (5.94) said they did not know the rate of corruption while the rest 7% (2.31) said it is low. This shows that the majority of PSI’s who said there was corruption regard the corruption levels at NACC to be very high and moderate.
The next table shows responses from respondents when asked what they based their assessment on when rating the level of corruption.

Table 4.5: *Reasons for rating the level of corruption*

<table>
<thead>
<tr>
<th>Reason</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Experience</td>
<td>25</td>
<td>73.5</td>
</tr>
<tr>
<td>Media</td>
<td>3</td>
<td>8.8</td>
</tr>
<tr>
<td>Friends</td>
<td>4</td>
<td>11.8</td>
</tr>
<tr>
<td>Information from Ethics and Anticorruption Commission</td>
<td>2</td>
<td>5.9</td>
</tr>
<tr>
<td>Total</td>
<td>34</td>
<td>100</td>
</tr>
</tbody>
</table>

Table 4.6 above indicates that among the 34 respondents who answered the question on the level of corruption at NACC, 73.5% (25) assessed it on personal experience, 8.8% (3) on media, 11.8% (4) got their information from friends while the rest 5.9% (2) assessed it on Information from Ethics and Anticorruption Commission. This shows that most PSI’s who said the level of corruption at NACC was high based their ratings on the level of corruption on personal experience with NACC.

Table 4.6: *Is there corruption in NACC * How do you perceive NACC Cross tabulation
The table above shows that among the 33 respondents who said that there was corruption in NACC, (84% (28) perceived NACC’s image to be average and poor. Only 12% (4) thought NACC’s image was good and the rest 3% (1) thought the image of NACC is excellent. This shows that the majority of the PSI’s who said there was corruption at NACC regarded the image of institution to be average and poor.

Table 4.7: Did you bribe anyone to get service * How do you perceive NACC Cross tabulation

Among the 15 respondents who gave bribe, 13 (87%) said the image of NACC was average and poor. Only 2 (13%) said the image was good. Among those who did not give a bribe, 29(45%) also felt that the image of NACC was average and poor. This shows that a majority of PSI’s who gave a bribe perceived the image of NACC to be average and poor. Also some PSI’s who did not give a bribe felt that the image of NACC was average and poor.
The figure that follows represents findings from respondents when asked if they would apply for TOWA funding again at NACC.

![Pie chart showing 93% yes and 7% no for applying for TOWA funding]

Figure 4.12: *Would you apply for TOWA Fund?*

From the figure 4.12 above, 93% (96.72) would apply for TOWA Funds in future. Only 7% (7.28) felt that they would not apply for the TOWA Funds in future. This shows that the majority of PSI's would apply for TOWA funding in future.

Causes of corruption and recommendations from the PSI’s perspective

Table 4.8: *Causes of corruption from the PSI’s perspective and Recommendations*
<table>
<thead>
<tr>
<th>Causes of corruption</th>
<th>Recommendations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tribalism</td>
<td>Support supervision from higher levels</td>
</tr>
<tr>
<td>Culture of the country</td>
<td>Lay down proper guidelines and structures for transparency</td>
</tr>
<tr>
<td>Lack of serious accountability and follow-up</td>
<td>NACC to be vigilant in regard to proposals</td>
</tr>
<tr>
<td>Poor accounting procedures</td>
<td>Strict accountability measures</td>
</tr>
<tr>
<td>Poor management</td>
<td>Devolve services to counties</td>
</tr>
<tr>
<td>Self interest</td>
<td>Officers should e transferred every two years</td>
</tr>
<tr>
<td>Greediness of some HTC Counselors</td>
<td>Create awareness on corruption</td>
</tr>
<tr>
<td>Corrupt Officers</td>
<td>Investigate and punish the corrupt employees</td>
</tr>
<tr>
<td>Policy makers do not involve implementers</td>
<td>Employ trained HTC Counselors</td>
</tr>
<tr>
<td>Poor remuneration</td>
<td>Employee officers of high integrity</td>
</tr>
<tr>
<td>Poor administration</td>
<td>Train implementers on their rights</td>
</tr>
<tr>
<td>Failure of close examination of NACC officials</td>
<td>NACC to work closely with PSI’s’s</td>
</tr>
<tr>
<td>Corruption is the order of the day in Kenya</td>
<td>Promote integrity and transparency</td>
</tr>
<tr>
<td>Low salaries</td>
<td>Increase salaries of officers</td>
</tr>
<tr>
<td>Late disbursement of funds</td>
<td>Ensure that funds are disbursed on time</td>
</tr>
</tbody>
</table>

Summary of Key findings

The following are summary of key findings for this study:
1. The PSI’s from Community Based Organizations (CBO’s) were 67.3% (65.52) and 75% (78) have visited the Constituency AIDS Control Committees (CACC’s) offices.

2. The PSI’s who knew the mandate of NACC were 102 (98.1%) and 77% (80.08) said that NACC practices its mandate as required.

3. The PSI’s who were very satisfied and satisfied with the services at NACC were 51% (53).

4. The PSI’s who got services without bribing were 81% (84.24).

5. The PSI’s who said there was no corruption at NACC were 58% (60.32) and 10% (10.4) were not willing to divulge any information on corruption.

6. The PSI’s who felt that corruption affected HIV and AIDS programmes in the country and the people involved should be investigated were 94% (33) out of 35.

7. The PSI’s who perceived the image of NACC to be excellent and good were 53% (55.12).

8. The PSI’s who said there was corruptions in NACC were 75% (24.75) out of 33 and they also regarded the corruption levels at NACC to be very high and moderate.

9. Out of the 34 PSI’s who said the level of corruption at NACC was high 73.5% (25) based their ratings on personal experience.
10. Out of the 33 PSI’s who said there was corruption at NACC 84% (28) regarded the image of institution to be average and poor.

11. Out of 15 PSI’s who gave a bribe 87% (13) perceived the image of NACC to be average and poor. Also 45% (29) out of 64 PSI’s who did not give a bribe also felt that the image of NACC was average and poor.

12. The PSI’s who would apply for TOWA funding in future were 93% (96.72).

Summary

Chapter four provides quantitative and qualitative analysis of findings from the research that was conducted. The following chapter discusses the research findings in the light of the study objectives. It also presents the conclusions of the study and the recommendation drawn from the study.
CHAPTER FIVE
DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter will discuss key findings and their implications in view of objectives, theoretical and conceptual frameworks provided in this study. It will also discuss the conclusions and recommendations for this study.

PSI’s perception in view of corruption at NACC

The 32% of the total number of PSI’s that indicated that there was corruption at NACC was a surprise finding. This is because from the media reports and complaints submitted at NACC, the researcher expected a higher percentage to indicate that there was corruption at NACC. However, the Ethics and Anti-corruption Commission (EACC) in the Strategic Plan 2009/2013 envisions a world class institution that is fostering Zero Tolerance to Corruption in Kenya and especially in government institutions. This means that the finding is still a cause for concern.

The findings that 10% of the PSI’s did not answer the question on whether there was corruption at NACC was not a surprise. It was anticipated that some PSI’s would not agree to divulge any information on corruption despite assurance from the researcher that information given would be kept private and confidential. This could mean that these PSI’s did not perceive NACC as corrupt or that they were afraid to give their honest views.

Amongst the PSI’s who said there was corruption at NACC most felt that the officers involved should be investigated and disciplined since it affected the HIV and
AIDS programming in the country. This is a clear indication that the PSI’s were well aware of the dangers of corruption and its implications on the implementation of HIV and AIDS programmes in the country.

Another interesting finding of this study is that among the 34 respondents who said that there was corruption at NACC, 73.5% (25) of them assessed it on personal experience. This is clearly connected to the Representative Realist Theory of Perception used in this study. The theory states that various things such as sense organs and material objects cause us to have certain experiences that finally builds up to our perceptions. In the case of NACC, PSI’s personal relationships, experiences and dealings with the organization will form a basis of perception on corruption.

PSI’s perception of corporate image of NACC in view of corruption

This study was intended to find out whether corruption has affected the image of NACC as a corporate organization. In this case, the findings of this study indicated that despite some PSI’s saying there was corruption at NACC and claiming that corruption levels in NACC was high, the majority of the PSI’s were well aware of the mandate of the NACC. This clearly indicates that PSI’s understood what services were provided by NACC even though this was negatively affected by corruption practices which were a hindrance to HIV and AIDS programming.

On the level of the satisfaction of service, the study found out that slightly more than half of the PSI’s were very satisfied and satisfied with the services at NACC. The findings also show that the PSI’s who were moderately satisfied and not satisfied were also the PSI’s who claimed that corruption level at NACC was high. According to the
conceptual framework highlighted in this study, quality of service was one of the indicators that were to be measured on the corporate image of NACC (dependent variable) and how that was affected by corruption (independent variable). This clearly shows that high level of corruption directly translated to dissatisfaction of services which in turn affected the corporate image of the organization.

In addition, the study also found out that dissatisfaction with services was due to delayed payment, bribery demand, lack of communication, un-procedural procurement and favourism. These findings indicate that bribery demand was not the only form of corruption attributed to NACC.

Relationship between corruption and how it affects the corporate image of NACC

On the relationship between corruption and how it affected the image of NACC, the study found out that majority of the PSI’s who said there was corruption at NACC regarded the image of institution to be average and poor. This analysis clearly states that the corruption element in NACC made the PSI’s perceive the image of NACC to be below average and this is in agreement with the conceptual framework of this study. According to the framework ‘corruption’ which is the independent variable was to have an effect on the ‘corporate image of NACC’ which is the dependent variable. In addition, majority of PSI’s who gave a bribe perceived the image of NACC to be average and poor. Also some PSI’s who did not give a bribe felt that the image of NACC was average and poor.
PSI’s perspective on causes of corruption at NACC

This study found out that according to the PSI’s there were various reasons as to why NACC officers were corrupt mainly in regard to funding. These were tribalism, culture of the country, lack of serious accountability and follow-up, poor accounting procedures, poor management, self interest, greed, lack of involvement of implementers in policy making, poor remuneration, poor administration, low salaries and late disbandment of funds. These should seriously be looked into by NACC so as to mitigate corruption within the institution.

PSI’s recommendations on what NACC should do to fight corruption

This study also sought to find out the recommendations on what NACC should do to fight corruption from the PSI’s perspective. Some of the responses were support supervision from higher levels, lay down proper guidelines and structures to ensure transparency, NACC should be very vigilant and serious with regard to the proposals, ensure proper accountability, devolution of services to counties, officers should be transferred in every two years, create awareness on corruption, employ officers of high integrity, who are honest and hardworking, promote integrity and transparency and increase salaries and ensure that funds are disbursed on stipulated time.
Conclusion

The findings show that the majority of PSI’s would apply for more funding at NACC this means that they had not lost trust in the organization. In addition, the study has shown that slightly more than half of the PSI’s said that there was no corruption at NACC and that very few of them were not willing to divulge any information on corruption.

However, this study has also shown that the PSI’s in Machakos County who said there was corruption at NACC had a negative (below average) image of NACC in regard to corruption. Also that PSI’s who gave a bribe and those who did not give perceived the image of NACC to be average and poor. There is a cause for concern despite findings from this study showing that only 32% of the PSI’s said there was corruption in NACC since the Ethics and Anti corruption Commission advocate for Zero tolerance towards corruption.

According to the findings PSI’s who said that there was corruption in NACC alleged fears that corruption levels were very high and believed that this greatly affected HIV and AIDS programming in the country as well as the image of NACC. PSI’s however agreed that despite the high rates of corruption levels, NACC clearly practised its mandate as required. This can be mitigated by putting down strategies to ensure proper funding procedures are adhered to and to improve accountability. The study also shows that despite the high levels of corruption amongst the PSI’s who claimed there was corruption they would still want to apply for more funding at NACC. This means that the PSI’s were committed to supporting the national response in the fight against HIV and

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AIDS in Kenya against all odds. Most PSI’s identified other forms of corruption apart from bribery demand such as delayed disbursement of funds, and indicated that this has also contributed to a negative image of NACC.

We can comfortably conclude that among the PSI’s who said corruption levels were high, their personal experiences with NACC had a big role to play in regard to their perception on corruption which in turn affected the image of the organization. Some of the PSI’s have been engaged in corruption in one way or the other or have offered a bribe to NACC officials. Various reasons were also highlighted as the cause of corruption in NACC such as employee’s poor remuneration, greed, corruption being part of the country’s culture and many more.

Recommendations

In regard to the findings, the study therefore recommends that these findings be used by NACC to develop and implement communication, media and public relations programmes targeting the respondents who felt that there was corruption at NACC to redeem the image of the organization. Sensitization on the dangers of corruption should also be carried out to the external stakeholders particularly the PSI’s to make them understand that everyone has a role to play in the fight against corruption. Further recommendation is that NACC create awareness on corruption and integrity targeting the internal stakeholders particularly the CACC’s so as to mitigate the high levels of corruption as well as improving the image of NACC.

It is also recommended that NACC should streamline its funding procedures, improve accountability and transparency to ensure that the funding for HIV
and AIDS programmes released to PSI’s reach the people who need it more and to save the lives of People Living with HIV and AIDS. This will translate to both the Development Partners and the beneficiaries developing more trust in NACC and thus improving the corporate image. From the findings it was revealed that NACC did not include the PSI’s in policy developments in regard to funding. It is therefore recommended that the PSI’s should be part of the implementation process in regard to policy formulation. Another recommendation is that NACC should increase the remuneration of its officers as this was indicated as one of the reasons why they involve in corrupt practices.

Recommendations for Further Study

Further study is recommended as a build up to this research considering that this study only targeted PSI’s in Machakos County. NACC should carry out a similar study in all the 47 counties in Kenya so as to be able to give a general picture of the PSI’s perception of the effect of corruption on the corporate image of the organization. The findings of this study can then be shared with the World Bank to help in implementation of future funding of programmes with NACC and the Government of Kenya. It is recommended that the method of data collection should have more qualitative data, focus group discussions and interviews to give the respondents room to air their views openly on corruption.

It is also recommended that a build-up study be done targeting all the other external stakeholders of NACC such as Development Partners, suppliers, consultants, media and others who have a personal or business experience with NACC. This would
again give a correct picture of how the stakeholders regard the image of NACC in view of corruption.
References


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APPENDICE 1:

QUESTIONNAIRE
Introduction
My name is Mary Gorety Apondi, M/A student studying Corporate Communication at Daystar University. I am carrying out a research on the Perceptions of the Effect of Corruption on Corporate Image of the National AIDS Control Council by selected Programme Sub-Implementers (PSI's) in Machakos County. Kindly take a few minutes to help me fill this questionnaire. All answers provided will be treated with confidentiality. Where choices are provided please tick as appropriate; where there are no options, please feel free to respond in your own words.

Section 1: Personal Information

1. Gender: Male [ ] Female [ ]

2. Age in Years (tick as appropriate)
   - 15-25 [ ] 25-35 [ ] 35-45 [ ] 45-55 [ ]

3. Education Level: (Circle as appropriate)
   - None [ ]
   - Primary Level [ ]
   - Secondary Level [ ]
   - Tertiary Level [ ]
   - University [ ]

Section 2: Information about the Organization-PSI, and TOWA project

4. Which organization are you representing: (Circle as appropriate)
   - Community Based Organization (CBO) [ ]
   - Civil Society Organization (CSO) [ ]
   - Faith Based Organization (FBO) [ ]
   - Non-Governmental Organization (NGO) [ ]
   - Others (Please specify) .................................................................

5. How long have you been in operation (tick as appropriate)
   - 1-3yrs [ ] 3-6yrs [ ] 6-9yrs [ ] 10+yrs [ ]

6. What level was your organization funded by the NACC in the TOWA project (Circle as appropriate)
   - Constituency AIDS Control Committee Level (CACC) [ ]
   - District Technical Committees Level (DTC) [ ]
7. What Round was your organization funded in the TOWA project (Circle as appropriate)
   1. TOWA Round 2
   2. TOWA Round 3
   3. TOWA Round 4
   4. TOWA Round 5

Section 3: Awareness of the NACC mandate

8. Are you aware of the mandate of the National AIDS Control Council? (Tick as appropriate)
   [ ] Yes [ ] No

9. If yes, what is the mandate of the NACC?
   ....................................................................................................................................
   ....................................................................................................................................

10. Does the NACC practise its mandate as required? (Tick as appropriate)
   [ ] Yes [ ] No

11. Give reasons...........................................................................................................................
   ................................................................................................................................................

Section 3: Quality of Service and Perceptions of the PSI’s on the image of the NACC in view of corruption allegations

12. How many times have you been funded by the NACC? ................................................

13. Which office did you visit at the National AIDS Control Council? (Tick as appropriate)
   Headquarters [ ] Field Office [ ] CACC office [ ] DTC office [ ]

14. Were you satisfied with the services offered? (Circle as appropriate)
   1. Very satisfied
   2. Satisfied
   3. Moderately satisfied
   4. Not satisfied
5. Don’t Know

15. In which way were you ‘Not satisfied’ with the services at the NACC in regard to funding? (Circle as appropriate)
   1. Delayed payment/Disbursement
   2. Bribery demand
   3. Lack of communication
   4. Unprocedural procurement process
   5. Favourism
   6. Tribalism
   7. None
   8. Other
   (specify)...................................................................................................................

16. At the place or office where service was being offered, did you give a bribe/unofficial payment or a favour in order to get the services (Tick as appropriate)

   ☐ Yes    ☐ No

17. If yes, How many times did you give a bribe?...........................................................................

18. What made you give? (Circle as appropriate)

   1. I voluntarily offered as a token
   2. I usually give to obtain service
   3. Too much delay in service delivery
   4. It was demanded
   5. Others (specify).................................................................

19. In your opinion, is there corruption at the National AIDS Control Council in regard to funding?

   ☐ Yes    ☐ No

20. If yes, how do you feel about the corruption at the NACC? (Circle as appropriate)

   1. It should be stopped since it interferes with HIV programming
   2. The people involved should be investigated
   3. The donors should stop funding the NACC
   4. The NACC should be closed down
   5. I don’t trust the NACC anymore
   6. I don’t mind the corruption, so long as I get business
   7. Others, specify..............................................................................................................
21. From your experience above would you apply for TOWA funding at the NACC again? (Tick as appropriate)

☐ Yes  ☐ No

22. As a result, how do you perceive the image of the NACC as an organization? (tick as appropriate)

Excellent ☐  Good ☐  Average ☐

Poor ☐  Very poor ☐

Section 4: Factors that contribute to corruption at the NACC from the PSI’s perspective and Recommendations

23. If your answer to 19 above is yes, how would you rate the level of corruption at the NACC? (Circle as appropriate)

1. Very high
2. Moderate
3. Low
4. Don’t know

24. When rating the level of corruption in NACC, what do you base your assessment on? (Circle as appropriate)

1. Personal experience
2. Media
3. Friends
4. Information from Ethics and Anticorruption Commission
5. Others, specify.................................................................

25. In your opinion what do you think is the cause of corruption at the NACC?

..........................................................................................................................

26. What do you think NACC should do to fight corruption in the next phase of TOWA funding?

..........................................................................................................................

Thank you for your time!