

EFFECTIVENESS OF ANTI-CORRUPTION AGENCY IN CONTROLLING CORRUPTION

A Thesis

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DECLARATION

I, ANISH ADHIKARI, declare that this thesis entitled EFFECTIVENESS OF ANTI-CORRUPTION AGENCY IN CONTROLLING CORRUPTION submitted to Programme of Public Policy, Governance and Anti-corruption Studies is my own original work unless otherwise indicated or acknowledged in the thesis. The thesis does not contain materials which has been accepted or submitted for any other degree at the University or other institution. All sources of information have been specifically acknowledged by reference to the author(s) or institution(s).

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LETTER OF RECOMMENDATION

This thesis entitled EFFECTIVENESS OF ANTI-CORRUPTION AGENCY IN CONTROLLING CORRUPTION has been prepared by Mr. ANISH ADHIKARI under my guidance and supervision. I, hereby, recommend it in partial fulfillment of the requirements for the Degree of MASTER OF ARTS in PUBLIC POLICY, GOVERNANCE AND ANTI-CORRUPTION STUDIES for final examination.

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LETTER OF APPROVAL

We certify that this thesis entitled EFFECTIVENESS OF ANTI-CORRUPTION AGENCY IN CONTROLLING CORRUPTION submitted by Mr. ANISH ADHIKARI to the Programme of Public Policy, Governance and Anti-corruption Studies, Faculty of Humanities and Social Sciences, Tribhuvan University, in partial fulfillment of the requirements for the Degree of MASTER OF ARTS in PUBLIC POLICY, GOVERNANCE AND ANTI-CORRUPTION STUDIES has been found satisfactory in scope and quality. Therefore, we accept this thesis as a part of the said degree.

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ABSTRACT

The efficient allocation of resources in anti-corruption agency and effectiveness of anti-corruption strategies and activities helps in minimizing corruption in the country. The purpose of this study is to analyze the effectiveness of anti-corruption agency in controlling corruption based on the strategies, activities and budget of CIAA. The study analyzes the effectiveness of budget through analyzing the actual expenses of CIAA, budget of CIAA allocated to staff motivation and budget of CIAA allocated to digital technologies on the ratio of complaints resolved. The study is based on the system theory of David Easton and Principal-agent model. The study used mixed method approach and primary and secondary sources of data. The data gathered were analyzed using descriptive as well as inferential analysis. The study found that all the four anti-corruption strategies and all two activities of CIAA is effective in controlling corruption. Among them, the most effective strategy is promotional strategy and the most effective activity is preventive activities. The result shows that the actual expenses and budget to motivation impact the effectiveness of CIAA in controlling corruption. However, the budget to digital technology has no significant impact on the effectiveness of CIAA in controlling corruption. Therefore, the study effectiveness of anti-corruption agency in controlling corruption concluded that the efficient budget expenses and allocation of budget to staff motivation and the adopted strategies and activities impact the effectiveness of anti-corruption agency in controlling corruption.

Keywords: anti-corruption agency, corruption, budget, expenses, staff motivation, digital technology

TABLE OF CONTENTS

DECLARATION	i
LETTER OF RECOMMENDATION	ii
LETTER OF APPROVAL.....	iii
ACKNOWLEDGMENT.....	iv
ABSTRACT.....	v
ACRONYMS/ABBREVIATIONS.....	xi
CHAPTER-I INTRODUCTION.....	1-7
1.1 Background of the Study	1
1.2 Statement of the Problem.....	4
1.3 Research Questions	5
1.4 Objectives of the Study	6
1.5 Significance of the Study.....	6
1.6 Scope and Limitation of the study	7
1.7 Organization of the study.....	7
CHAPTER-II REVIEW OF LITERATURE	8-21
2.1 Theoretical Concept.....	8
2.1.1 System Theory.....	8
2.1.2 Basic Approaches to Anti-Corruption.....	9
2.1.3 Principal-Agent Theory.....	9
2.1.4 Institutional Theory	10
2.1.5 Contingency Theory	10
2.2 Empirical Studies	11
2.2.1 Effectiveness of Anti-Corruption Agencies	11
2.2.2 Anti-Corruption Strategies.....	14

2.2.3 Digital Technology	16
2.2.4 Employees Motivation	19
CHAPTER-III RESEARCH METHODOLOGY	22-26
3.1 Introduction.....	22
3.2 Research Design.....	22
3.3 Conceptual Framework.....	22
3.4 Sources of Data.....	24
3.4.1 Primary Sources	24
3.4.2 Secondary Sources	25
3.4.3 Techniques of Data Analysis.....	25
CHAPTER-IV DATA PRESENTATION AND ANALYSIS	27-55
4.1 Effectiveness of Strategies and Activities in Controlling Corruption	27
4.1.1 Demographic Characteristics of Sampled Population.....	27
4.1.2 Respondents' Participation in the programs organized by CIAA	29
4.1.3 CIAA Consultation for the Plans, Policies and Programs.....	30
4.1.4 Respondent's opinion on adequacy of CIAA budget.	31
4.1.5 Respondent's opinion on sufficiency of trainings to CIAA Employees..	31
4.1.6 Respondent's opinion on the use of digital technology by CIAA	32
4.1.7 Analysis of Punitive Strategy	33
4.1.8 Analysis of Preventive Strategy	35
4.1.9 Analysis of Promotional Strategy.....	36
4.1.10 Analysis of Institutional Capacity Development Strategy	37
4.1.11 Analysis of Overall Strategy of CIAA	38
4.1.12 Analysis of Preventive Activities	39

4.1.13 Analysis of Promotional Activities	40
4.1.14 Analysis of Overall Activities of CIAA	42
4.1.15 Opinion on strategies and programs that CIAA should focus.....	43
4.2 Effectiveness of budget in controlling corruption	44
4.2.1 Tendency of budget and complaints resolved of CIAA	45
4.2.2 Relationship between budget and complaints resolved.....	51
4.3 Major Findings of the Study	54
CHAPTER-V SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	56-59
5.1 Summary of Findings.....	56
5.2 Conclusions.....	58
5.3 Recommendations.....	59
REFERENCES.....	60
APPENDIX.....	66
APPENDIX-A Questionnaire	66
APPENDIX-B Raw Data.....	69

LIST OF TABLES

Table 4. 1 Demographic Characteristics of Sampled Population	28
Table 4. 2 Respondents' Participation in the programs organized by CIAA.....	29
Table 4. 3 CIAA Consultation for the Plans, Policies and Programs	30
Table 4. 4 Analysis of Punitive Strategy	34
Table 4. 5 Analysis of Preventive Strategy.....	35
Table 4. 6 Analysis of Promotional Strategy	37
Table 4. 7 Analysis of Institutional Capacity Development Strategy.....	38
Table 4. 8 Analysis of Preventive Activities	40
Table 4. 9 Analysis of Promotional Activities.....	41
Table 4. 10 Total Government Budget of the Year	45
Table 4. 11 Proportion of CIAA budget allocated to Staff Motivation	48
Table 4. 12 Complaints resolved by CIAA in the last nine years.....	50
Table 4. 13 Regression Model Summary.....	51
Table 4. 14 ANOVA Table.....	52
Table 4. 15 Coefficient of Variables.....	53

LIST OF FIGURES

Figure 4. 1 Relationship between independent and dependent variables	23
Figure 4. 2 Respondent's opinion on adequacy of CIAA budget	31
Figure 4. 3 Respondent's opinion on the sufficiency of trainings to CIAA Employees ..	32
Figure 4. 4 Respondent's opinion on the use of digital technology by CIAA	33
Figure 4. 5 Analysis of Overall Strategy of CIAA	39
Figure 4. 6 Analysis of Overall Activities of CIAA	42
Figure 4. 7 Proportion of Government Budget allocated to the CIAA	46
Figure 4. 8 Actual Expenses for the Last Nine Years	47
Figure 4. 9 Proportion of CIAA budget allocated to Digital Technology	49

ACRONYMS/ABBREVIATIONS

ACA	Anti-Corruption Agency
ANOVA	Analysis of Variance
CIAA	Commission for the Investigation of Abuse of Authority
CPI	Corruption Perception Index
EDGI	E-Government Development Index
FY	Fiscal Year
ICAN	The Institute of Chartered Accountants of Nepal
ICT	Information Communication and Technology
IT	Information Technology
MOF	Ministry of Finance
NPR	Nepalese Rupee
NVC	National Vigilance Center
SD	Standard Deviation
SPSS	Statistical Package for Social Sciences
TI	Transparency International

CHAPTER-I

INTRODUCTION

1.1 Background of the Study

Corruption is a dishonest behavior of an individual or group who misuse the entrusted power for a private gain. Corruption is the major problem that hinder the good governance of the country and effects the socio-economic development of nation. Corruption has been a challenge to all type of nation whether it is developed, developing or underdeveloped.

Corruption has also been one of the major challenges of Nepal. The social, economic and political factor have been affected by the corruption. It has hindered the public institutions and has impacted the social, economic and political development of the country. Corruption leads to the poverty and unequal distribution of resources which results the poor development of the country. Corruption has affected the good governance and divert the uses of resources as it is intended to. So, for the social, economic and political development of any nation, prevention of corruption is required the most.

To address all the issues related to the corruption the government works through adopting various measures. One of the measures to prevent corruption is the establishment of anti corruption agencies in the country. Meagher (2004) stated that the establishment of anti-corruption agencies which functions from development of policy to the prosecution has become the preferred approach corruption in recent decades for controlling corruption. Anti-corruption agencies are government institutions that have been established with the specific purpose of combating corruption and reducing the opportunities for corrupt practices to take place in society with wide varieties of strategy (Sousa, 2010).

The Government of Nepal has been working to prevent and combat corruption through implementing multiple measures. Among the various measures adopted, formation of anti-corruption agency is the one adopted by the government. The Constitution of Nepal 2015 provisioned Commission for the Investigation of Abuse of Authority (CIAA) as a constitutional body responsible for controlling corruption. Beside this, there are other different anti-corruption agencies established to combat corruption in the country.

Ghimire (2018) mentioned that the major Anti-Corruption Agencies (ACAs) of Nepal are Commission for the Investigation of Abuse of Authority (CIAA), National Vigilance Centre (NVC), Supreme Court, Special Court, Office of Attorney General, Judicial Council, Revenue Investigation Department, National Investigation Department, Public Procurement Monitoring Office, Department of Money Laundering Investigation, Federal Parliamentary Committees, Offices of Chief District Officers and Office of Financial Comptroller. These agencies have been provided with the responsibilities to fight against corruption in Nepal.

However, only the establishment of ACAs is inadequate in addressing the issues related with the corruption in the country. The agencies should be provided with all the fundamental requirements and should develop a strategy that enable it to function smoothly and effectively in order to combat corruption in Nepal.

Only with the essential resources the agencies can effectively carry out their responsibilities required to fight against the corruption in Nepal. The government should ensure and allocate all the resources required by the agencies for their effectiveness. The effective allocation of resources in ACAs will be helpful for the accomplishment of its purpose.

Hence, for the effectiveness of ACAs, financial resources play an important role. Underfunding is identified as one of the factors that hinder the effectiveness of Anti-Corruption Agencies and also obstructs its real capacity to fight against corruption (Awopeju et al., 2018).

Kireri et al. (2021) stated that the well funding is one of the power tool that anti-corruption body must have which enables the body to properly implement the anti-corruption strategy that helps to combat corruption in the country.

Budgeting refers to the allocation of financial resources. Budgeting is the budget process of preparing, negotiating and agreeing a quantifier and specific plan for an organization, normally for a year (Poudel, 2021). Budgeting is the process of preparing annual plan of an organization. Ali (2022) stated that Budgeting refers to the process of predicting and

estimating the financial needs and requirements of an organization in the forthcoming period.

The annual budget promotes economic growth by providing policy guidance and facilitating for the country's economic, social and governance system through investment (ICAN, 2022). The Finance Minister of the Government of Nepal present the annual budget in the joint sitting of both houses of Federal Parliament.

The budget of Nepal is formulated with the help of Constitutions of Nepal, development goals, periodic plan, policies and programs of government, principle and priorities of appropriation bill, reports of different committees, suggestion received from the members of the federal parliament, intellectuals, individuals and institutions (MOF, 2022).

Every year the government allocates the budget for the promotion of good governance in the country. The government allocates the budget for the effective functioning of Anti-Corruption Agencies which includes strengthening the capacity of entities involved in controlling corruption to take effective measures in controlling corruption and irregularities (MOF, 2022).

The anticorruption strategies and activities play an important role in combating corruption and making the anti-corruption body more effectively function. Salihu and Jafari (2020) stated that each country developed the anti-corruption strategies and different initiatives to combat corruption based on the global guidelines developed for controlling corruption.

The strategy is developed on the basis of level of corruption, types of corruption and the causes of the corruption in the country. The success or failure of the strategy depends upon the context in which it is implemented. The anti-corruption strategy helps the country to fight against the corruption (Ulain & Hussain, 2020). The important component of anti-corruption strategies as mentioned by Inna et al. (2023) includes transparency, ethical education to the employees, social protection of employees, making employees more responsible and accountable, supportive work environment, regular reviews of laws and regulations and making clear rules and regulations.

The strategies of CIAA includes punitive, preventive, promotional and institutional capacity development and the activities of CIAA includes preventive and promotional (CIAA, 2021).

The study focuses on effectiveness of anti-corruption agency in controlling corruption in Nepal. For this, the study analyzes the effectiveness of budget through analyzing the actual expenses of CIAA, budget of CIAA allocated to staff motivation and budget of CIAA allocated to digital technologies on the ratio of solved corruption cases. Digital Anti-Corruption technologies includes transparency portals, sms, crowdsourced reporting, service automation, online services, social media, blogging, internet services, gps and biometrics, automated audits of transactions, algorithm (Mutungi, 2023). The study also ascertains the effectiveness of anti-corruption strategies in controlling corruption and examine the effectiveness of anti-corruption activities in controlling corruption.

1.2 Statement of the Problem

Corruption has been a major challenge to all type of nation whether it is developed, developing or underdeveloped that hinder the good governance of the country. The social, economic and political factor have been affected by the corruption. The corruption has affected the social, economic and political development in the country. The establishment of anti corruption agencies in the country is one of the measures to prevent corruption.

Anti-Corruption Agencies play an important role in combating corruption in Nepal. While reviewing different literatures, most of the study focuses on the political will for the effective functioning of the ACA. There are only few literatures that uses quantitative analysis of the study to measure the effectiveness of ACAs. The study of Lamichhane (2019) and Aryal (2023) about the anti-corruption agencies in Nepal focuses mainly on the factor affecting the capabilities of Anti-Corruption Agencies. Therefore, the reviewed literature prioritizes capacity development of ACAs rather than the effectiveness of funding in the Anti-Corruption Agencies in controlling corruption in Nepal. The reviewed literatures have mostly used qualitative and case study research design. There are few studies that directly studies the effectiveness of budget in anti-corruption agency in controlling corruption. However, this study explores the impact of budgeting and proper expenditure in the effective functioning of the agencies using qualitative and quantitative

research design. There are few studies that have studied the effectiveness of budgeting in staff motivation and digital tools. However, this study tries to explain the importance of budgeting and the actual expenses of budget in the Anti-Corruption Agency of Nepal. This study main focuses on overall budgeting and actual expenses, budgeting in staff motivation and budgeting in digital technology in the ACA of Nepal using quantitative research design. Ulain and Hussain (2020) studies the effectiveness of anti-corruption strategies in Pakistan. Thus, there are few studies that study the effectiveness of anti-corruption agency based on budget and strategies and activities. This study tried to examine the effectiveness of anti-corruption agency through the perspective of budget and through the strategies and activities of agency. The study tried to assess the impact of anti-corruption strategies in controlling corruption and examine the effectiveness of anti-corruption activities in controlling corruption.

1.3 Research Questions

This research studies the effectiveness of actual expenses, appropriate funding in Anti-Corruption Agency for staff motivation and digital technology that supports in Controlling Corruption in Nepal. The strategies and activities designed by anti-corruption agency are appropriate for controlling corruption. The research focused on getting the answers to the following questions:

- i. To what extent do the anti-corruption strategies of CIAA impact the control of corruption?
- ii. How effective are anti-corruption activities of CIAA in controlling corruption?
- iii. What is the relationship between the budget and the complaints resolved of CIAA?

1.4 Objectives of the Study

From the topic, assessing the impact of anti-corruption agency on corruption control, the objective of the study can be assumed. The general objectives of the study are to examine the effectiveness of CIAA in controlling corruption in Nepal. The specific objectives are as follows

Specific Objectives

- i. To assess the impact of anti-corruption strategies of CIAA in controlling corruption.
- ii. To examine the effectiveness of anti-corruption activities of CIAA in controlling corruption.
- iii. To analyze the relationship between the budget and the complaints resolved of CIAA.

1.5 Significance of the Study

This study focuses on the effectiveness of anti-corruption agency in controlling corruption in the context of Nepal. This study tried to examine the effectiveness of anti-corruption agency through the perspective of budget as well as the strategies and activities designed by the agency. This study assesses the provision of government budget allocation to the CIAA in Nepal. The study tried to understand the proportion of budget allocated to CIAA. This study tries to analyze the interrelation of the actual expenses, allocation of budget in staff motivation and digital technology with the ratio of complaints resolved. The study assesses the impact of anti-corruption strategies in controlling corruption and examine the effectiveness of anti-corruption activities in controlling corruption.

The study contributes on providing evidence to the concerned authority on how effectively using the budgets improves institutions performance that aids in the fight against corruption in the country. This study examined the actual expenses, allocation of budget for staff motivation and digital technology for the proper functioning of the anti-corruption agency in controlling corruption. The study offers a clear idea of the effectiveness of funding to Anti-Corruption Agencies in Nepal. The study provides the effectiveness of the anti-corruption strategies and activities in controlling corruption in the country. The evidence provided by the study will be helpful to enhance the efficiency and effectiveness of anti-corruption agencies and improve corruption control. The findings of the study can guide

the government for the efficient allocation of budget and actual expenses and design effective anti-corruption strategies and activities that work for preventing corruption.

1.6 Scope and Limitation of the study

The study focuses on the effectiveness of Commission for the Investigation of Abuse of Authority in controlling corruption in Nepal. There are different Anti-Corruption Agencies working to combat corruption in Nepal among these agencies, this study only focuses on the Commission for the Investigation of Abuse of Authority. Among the various factors that affect the functioning of the ACA, this study the annual budget allocated and expenses in the CIAA. This study focuses on the overall budgeting and actual expenses of the allocated budget in CIAA. The study focuses only on the budgeting of CIAA on staff motivation and digital technology. This study tries to compare the actual expenses, budget allocated to the staff motivation and digital anti-corruption tools with total number of cases prosecuted. The study tries to examine the anti-corruption strategies and activities of CIAA.

1.7 Organization of the study

This research is divided into five chapters. The first chapter is the introduction. It includes background of the study, statement of the problems, research questions, objectives of the study, significance of the study, scope and limitation of the study and organization of the study. The second chapter is the review of the literature which includes theoretical review and empirical review of literatures. The third chapter is concern with research methodology. The chapter includes research design, conceptual frameworks, sources of data, techniques of data analysis and research methodology matrix The fourth chapter is data presentation and analysis. This is the major part of the study. The fifth chapter is mainly concern with summary, major finding, conclusion and recommendation for the study.

CHAPTER-II

REVIEW OF LITERATURE

This chapter reviews the literature relevant for studying the effectiveness of anti-corruption agency in controlling corruption in Nepal. The study reviewed the literatures on effectiveness of anti-corruption agencies, anti-corruption strategies, digital technology, employee motivation as well as studies theoretical reviews on system theory, basic approaches to anti-corruption, principal-agent theory, institutional theory and contingency theory. Thus, some of the significant literatures are discussed below in this chapter.

The functioning of anti-corruption agencies depend upon the resources available. The effective control of corruption requires the provision of enough financial resources, appropriate infrastructure, assets, and advanced information sharing and coordination with other government bodies (Meagher, 2004). The ACA of Hong Kong is the most expensive in the world though only 0.3% of budget is allocated by government. The insufficient resources for fighting corruption is the major problem faced by the country where corruption is high. Limited funding of government for preventing corruption is one of the factors affecting controlling the corruption (Man-wai, 2006).

2.1 Theoretical Concept

The Theoretical reviews provide the reviews of various literatures on the relevant theory that are relevant to this study. The theories that are relevant for this study are reviewed in this section. The theory reviewed includes system theory, basic approaches to anti-corruption. Principal agent theory, institutional theory and contingency theory.

2.1.1 System Theory

Awopeju et al. (2018) stated that the easton model describes the functioning of the political system using three boxes along with a feedback loop. The input denote demand and supports, processing often referred as a black box act as a processor and output signify decision and actions. Ukachukwu (2020) defined the system theory as the input and output functions of the political system. The input functions includes articulation, aggregation and adjudication of interest whereas output functions includes the policy and programs

developed by the political system. Thus, the political system functions managing the input and output functions regardless of the complexity. The system theory of David Easton offers a framework for understanding political system through input, processing, output and feedback mechanism and analyzes on what goes into the system, what happens within the system, what the system produces and how people react to those (D.G, 2023).

2.1.2 Basic Approaches to Anti-Corruption

McCusker (2006) explained the basic approaches to reduce and prevent corruption which include interventionalism, managerialism and organizational integrity. Interventionalism is catching and punishing corrupt actions after they occur, managerialism is establishing system to discourage corruption and organizational integrity is setting ethical standards to create ethical behavior within organization. According to Matei and Matei (2011), the approaches defined by McCusker includes the strategy of interventionalism which includes interven to catch and punish corruption after they occur. Managerialism involve advocating and establishing system procedures and protocols to control corruption. Organizational integrity integrates operational system, corruption control strategy and ethical standards.

2.1.3 Principal-Agent Theory

Ulain and Hussain (2020) explained that the principal-agent theory suggest that in the corruption transactions within public sector, three different parties agent, principal and thrid party are involved. The agent works for the interest of principal. It also consider how individual weigh the trade off and benefits whil deciding whether to involve in corruption. Twinomurinzi (2011) described the theory have been developed from the economic perspective of Stephen Ross who explains agency as a problem of providing incentives to agent for doing what the principal intends and institutional perspective of Barry Mitnick who focuses on managing imperfections arises between agent action and principle intention. According to the Yusof et al. (2024) principal-agent theory is based on the idea that agent safeguard the interest of principal. The principal set the rules of reward for agent and the intrest of agent frequently changes and unalign with the interest of principal. The agent might uses the information for personal gain instead for the principal.

2.1.4 Institutional Theory

DiMaggio and Powell (1983) identified three key processes that drive organizational change. Coercive changes occur because of political decision or regulations imposed by authorities, mimetic occurs when organizations face uncertainty and normative changes involves the changes driven by peer pressure. Institutional theory of corruption explains how corruption can persist in organizations, institutions and society even when there is an existence of measures for anti-corruption by incorporating social context (Yusof et al., 2024).

2.1.5 Contingency Theory

The contingency theory suggests that the effectiveness of a solution is determined by the circumstances in which the solution is applied (Sims et al., 2012). Shala et al. (2021) explained that the contingency theory was founded by Fred Fielder which highlights the leadership performance in different situations. The effective leader strategies depend upon the circumstances including the nature of task and the level of security within the organization environment. Victor (2020) stated that the contingency model of organizational capability is beneficial in identifying key factors of decision making for effective business design. The theory suggests that organizational effectiveness results from aligning the organization's characteristics with key factors that address organizational challenges.

The study is based on the system theory of David Easton which offers a framework for understanding systems through input, processing, output and feedback mechanisms. In the context of this study, the expenses and the provision of funds allocated to anti-corruption agency for ICT and staff motivation is considered as input, the expenditure of allocated budget in anti-corruption agency constitutes as processing and the prosecution of corruption cases to the output. Similarly the overall level of corruption in the country is regarded as feedback. The study is also based on the Principal-agent model which analyzes the effectiveness of anti-corruption strategies by examining the relationship between principals and agents. It provides the framework to understand how the strategies and activities of CIAA reduce corruption by influencing the behavior of agents to work for

the beneficial of principal. In this, the CIAA is considered as agent and the public are considered as principal.

2.2 Empirical Studies

The empirical literature review provides the summary of the previous literatures that are relevant to this study. The summary of the previous literatures helps in addressing the specific research questions of the study. The empirical review provides the literature reviews on effectiveness of anti-corruption agencies, anti-corruption strategies, digital technology and employees motivation.

2.2.1 Effectiveness of Anti-Corruption Agencies

Owasanoye (2014) explained that the ability, effectiveness and efficiency of anti-corruption agencies have been impacted due to lack of priority to provide sufficient fund for its operation. The underfunding of anti-corruption agencies cause delay to the justice in high profile cases which impact its effectiveness and efficiency. The study stated that the anti-corruption agency with low funding faces difficulties in operating its functions properly.

The study ascertain the levels of effectiveness of anti-corruption agency, explain the reason behind the effectiveness of some anti-corruption agency than others and suggests the policy recommendation for addressing limitation of anti-corruption agency. The study uses quantitative research design. The study found that the anti-corruption agency of Singapore is more effective than the anti-corruption agencies of Japan, Taiwan, China and Philippines as the Singapore have strong political will that provide adequate budget and personnel to its anti-corruption agency. The study revealed that Singapore provide anti-corruption agency with adequate powers, budget and personnel that make the country least corrupt asian country. The study concluded that the countries Taiwan and Philipiness can increase the effectiveness of anti-corruption agencies through replacing multiple agencies into single and providing with adequate legal powers, budget and personnel (Quah, 2015).

Zhang (2017) study explore the relationship between performance achieved by budget reform and corruption perception. It explains the budgeting and corruption perception using the chinese data of Asian barometer survey. The study stated that the the reform of

budget of China has great impact in controlling the opportunities for corruption. The budget transparency and audit affect corruption perception of local government which allows citizen to understand and supervise government behavior and thereby corruption perception is low.

Awopeju et al. (2018) examined the funding of the Nigerian anti-corruption agency in relation to the anti-corruption agencies of Hong Kong and Singapore. The study used both qualitative and quantitative research methods and used primary and secondary sources of data. An in-depth interview with the officials of the anti-corruption agency has been conducted. The study found that the effectiveness of anti-corruption agencies depends upon the proper funding. The study revealed that the proper funding in anti-corruption agencies ensures enough personnel for investigating and prosecuting cases, as well as making the public aware of the impact of corruption, which increases the effectiveness of agencies. The trend of budgeting in Nigeria needs to show more commitment to proper funding. The low allocation of the budget has impacted Nigeria's efforts to combat corruption. The anti-corruption model of Singapore and Hong Kong is found to be successful as the government allocates adequate funding and personnel to the anti-corruption agencies of these countries. The study concluded that Nigeria can win the fight against corruption if the allocated budget is increased in the future.

Quah (2018) aims to explain the reason behind the success of Singapore in controlling corruption. The studies uses the data of policy context from 1959 to 2016. The study mentioned five secret for the success of preventing corruption in Singapore. The pragmati approach that demands introduction of new policies or modificcation of existing policies based on the current circumstances. The study stated that the anti-corruption agency in singapore is streghtened through the provision of legal powers, personnel and funding. The anti corruption agency emphasis on meritocracy and training to the public bureaucrats to enhance its effective functioning. The government investment to education and paying competitive salary to bureaucrats is one of the factor of success. The anti corruption agency uses the experiences learned from other countries for its continuous improvement.

The study concluded that institutional independence, human and financial resources and investigation and detection are the factors affecting institutional capacity of anti-corruption agency of Nepal. The institutional capacity can be measured in terms of number of cases investigated, average conviction rate, number of sting cooperation and preventive and promotional activities carried out by CIAA. The study found that the CIAA is legally independent but not operationally and they do have enough financial resource but lack of competent human resources. The lack of competent human resources is due to the limited training opportunities and lacks of experts required. Thus, the performance of CIAA has been affected by the lack of competent human resources (Lamichhane, 2019).

Chilunjika (2021) explored the challenges faced by the Anti-Corruption agency in Zimbabwe for its effective functioning. The study reviewed the related secondary literature. The study found that the functioning of anti-corruption agency at Zimbabwe is hampered by the lack of an independent and an adequate budgetary allocation, lack of political will, institutional problem, inadequate authority, lack of prosecutorial powers, corruption stemming from the anti-graft body and political interference. Lack of independent budget and inadequate funding has been an obstacle to the commission to exercise its functions effectively. Lack of political and bureaucratic commitment towards fighting corruption, lack of cooperation and coordination and lack of competency to deal with high level political corruption are the challenges faced by the agency.

The study by Quah (2021) argued that the establishment of multiple Anti-Corruption Agency with inadequate funding and poor staffing in India and Philippines resulted in duplication, layering and turf wars that obstructs in combating corruption that hinders the effective performance of anti-corruption agency. The study aims to identify five mistakes made by the political leaders using comparative evaluation of anti-corruption measures. Depending upon corrupt political leaders, depending on corrupt police, establishing multiple anti-corruption agency with inadequate funding and staffing, attacking political opponents through anti-corruption agency and anti-corruption agency as a paper tiger without adequate power and resources are the five mistakes identified.

The study determined how the allocation of resources affects the implementation of anti-corruption strategies in Kenya. The study found that the anti-corruption agency is either underfunded or funds are not utilized as it has to be which resulted the agency lacks enough human resources and limited capacity to procure required technologies that are useful in the regular operation of the agency (Kireri et al., 2021).

Ali (2022) investigated the relationship between budgeting and organizational performance of remittance companies. The study uses quantitative method and the interview have been conducted with 60 respondents of 15 remittance company. The study found that the relationship between organizational performance and budgeting is positive. The organizational performance is associated with good budgeting.

Aryal (2023) study the performance of CIAA in preventing corruption in Nepal. The study aimed to understand stakeholder perception regarding effectiveness and ineffectiveness of CIAA, know the impact of institutional design of CIAA limited performance and to understand the effectiveness of CIAA though having a constitutional mandate. The study uses the data collected through the interviews with government and non-government institutions, national and international anti-corruption watchdogs and civil society. The study found that the effort of CIAA in controlling corruption is perceived as ineffective and insufficient by others whereas perceived effective by public officials. The challenges of CIAA is to manage and sustain well trained and professional human resources as the human resources of the CIAA is managed by the Government of Nepal. It is found that the political will to strenghten and enhance the performance of CIAA is lack.

2.2.2 Anti-Corruption Strategies

Ulain and Hussain (2020) examined the effectiveness of anti-corruption strategies of Pakistan through assessing the opinion of policy professionals. The study tries to ascertain the perception of policy professionals on the effectiveness of different anti-corruption strategy. The study used purposive sampling techniques and 105 policy professionals have been selected from 12 policy institute and think tank working in the field of governance and anti-corruption. The study found that the each anti-corruption strategy has a certain level of effectiveness but the implementation of these strategies are ineffective. The

collective strategic collaboration should be adopted to overcome the corruption in Pakistan. The study suggested that the strategies should focus much on the implementation mechanism. Among the various strategies the most effective strategy are political, legal and judicial. Therefore, the effectiveness of each strategy are found to be effective.

The study examined the various anti-corruption strategies of Iran. The study used secondary data to examine the preventive, detective and punitive anti-corruption strategies. The preventive strategy includes the establishment of code of conduct and code of professional ethics for the government employees. The policy mandate the payment of salary through the bank. It also provisioned the declaration of assets and income of public officials annually. The preventive policies regulate and monitor the activities of the employees regarding financial dealings which aim to prevent economic and financial crimes. Similarly, the detective strategies established the financial intelligent unit to detect any form of corruption activities and traces illegal financial dealings. The strategy establish the council on anti money laundering that inspect and audit all the suspicious financial activities. Also the punitive strategies implement and enforce several anticorruption legislation, punish the guilty and sanitize the system. Different initiatives such as institutionalisation of different anti-corruption bodies, formulation of policies and enactment of anti-corruption laws have been taken into an account to eradicate all forms of corruption (Salihu & Jafari, 2020).

The study of Inna et al. (2023) examined the anti-corruption strategy as a tool for countering corruption in Ukraine. The study used dialectical method as the main scientific method to examine the strategy. The study highlighted to analyse and improve the legislative framework and should introduce new methods that reveal the new forms of corruption. The anticorruption strategy of Ukraine contains reformation of state and local level government to eliminate corruption risk. The minimization of corruption risk is possible through the digital transformation of the exercise of power and exercising transparency in and data disclosure. The strategy supports in formation of social intolerance to corruption that promotes the social integrity and respect the rule of law. The study stated that the anti-corruption strategy have positive effect on human rights and freedoms and its

contributes for the proper functioning of the public authorities. The anti corruption strategy control corruption that support in the development of democracy and rule of law.

Daud (2024) explored the effectiveness of anti-corruption strategies and institutions in Kenya. The study used case study and desk review method and used the secondary sources of data. The study found that strategies of anticorruption are sometimes successful and sometimes failure. There are different institutions established to fight against corruption in Kenya. The anti-corruption strategy and the institutions established to fight against corruption in Kenya are found to be ineffective in all the definitions and measurements. Most of the corruption cases target junior public officers and though having various corruption scandals the conviction of high profile public officials are not found. The fight against corruption in Kenya are often politicized. The anti-corruption bodies in Kenya have to faces political interference as well as lengthy court process that hinder the progress of reducing corruption. Therefore, the study concluded that the current efforts Kenya in reducing corruption are not enough.

2.2.3 Digital Technology

The study aimed to investigate the extent of e-government utilization, to establish benefits of e-government as applied and to analyze the challenges of e-government of Kenya Anti-Corruption Commission. The study is based on case study research design and have used primary data through key informant interview with the employees of Kenya Anti-Corruption Commission. The study found that the anti-corruption commission has been using the technology as a means to function properly and they need to enhance its capability to meet the current demand. The use of technology can help reduce corruption by making rule enforcement easier, limiting officials personal influence and providing citizen with information about government activities. The Anti-Corruption Commission of Kenya is able to achieve its goals in serving the public and eradicating corruption through embracing ICT (Odinga, 2010).

Twinomurinzi (2011) studies the basic principles of successful uses of ICT to deal with corruption in developing countries. The study found that the three factors for the successful use of ICT includes strong political leadership, active community participation and funding

for ICT system that aims at targeting corruption. The establishment of national anti-corruption hotline in South Africa shows the political will in using ICT. The study revealed that the ICT system managed by State IT Agency is based on good project management and governance principles. ICT enables active participation of the community in reporting and monitoring the corruption in the country. The study suggested to have proper funding to the ICT system that target anti-corruption efforts.

Matheus et al. (2012) highlighted the experiences of anti-corruption online tools in several countries of Latin America and their challenges. The study found that the use of ICTs by the government supports to combat corruption. The anti-corruption online tools used in different countries of Latin America promotes social controls and sent the information about the corruption to the concerned authority. The availability of computer programs and software to the public improve societal control over government operation which works to combat corruption. Similarly, the online tools of Supreme Audit States of Brazil promote participation of citizen and promotes transparency of data and information. Online anti-corruption measures help to fight against corruption. The challenges of improving the anti-corruption online tools in Latin America includes integration, transparency, internet-based technologies and e-governance.

The research aims at providing an overview on e-government efforts and to examine the relationship between e-government and anti-corruption efforts. The study compares the scores of Corruption Perception Index and E-Government Development Index to analyze the relationship between e-government and corruption. The study found that the e-government is a strategic tool to prevent corruption. ICT reduces corruption through promoting good governance, strengthening reform initiatives, reducing the potential for corrupt behavior, strengthening relation between employees and citizen. The study revealed that the positive relationship between corruption and e-government through the analysis of data of CPI and EGDI. The study shows that e-government is an effective tool to reduce corruption in the country (Seo & Mehedi, 2016).

Adam and Fazekas (2021) study propose to understand the main application of Information and Communications Technology (ICT) tool against corruption, to know the impacts of

ICT tools and to explore easing and limiting factors of ICT based anti-corruption tools. E-government, crowdsourcing platforms, whistleblowing tools, transparency portals and bigdata, block chain and Artificial Intelligence are some of the tools of ICT against corruption. These tools help to fight against corruption by removing information asymmetries, facilitating collective action, automating and standardizing government processes, limiting public officials' discretion, reducing red tape and increasing the likelihood of punishment. ICT contributes in combating corruption through several mechanisms: reducing information disparities, promoting collective action, automating and standardizing government procedures, curbing the discretionary power of officials, minimizing bureaucracy and increasing the likelihood of punishment.

The study investigated the impact of investing into technology development on banking performance in an emerging country. The study collected data from 12 commercial banks of Vietnam and used multivariable regression. The study stated that spending on technology improves banking performance. The increase in the investment in information communication technology has a positive impact on the performance of the organization. Thus, the study advocates for expanding the funding for the advancement of technology and digitalization (Phan et al., 2022).

The research aims at offering digital anti-corruption typology in public service delivery to be applied to fight against corruption. The study uses scoping review methods and focused on corruption and anti-corruption measures in the delivery of public services in Uganda, Kenya and Tanzania. The study stated that digital anticorruption technologies are used for collecting information, data aggregation and visualization, mobilizing public and automation and auditing. The digital technology can be both assisting in fighting corruption and destruction of confidentiality. The digital technology should be used by aligning it with different forms of corruption to address corrupt practices. The study mentioned that digital technology has been leading to fight against the corruption through monitoring the delivery of public services, promoting good governance, transparency and accountability and mitigating various circumstances that facilitate corrupt practices (Mutungi et al., 2021).

2.2.4 Employees Motivation

The study examined how employee's motivation and job satisfaction are impacted by incentives, rewards and recognitions. The study used convenience sampling techniques and 220 respondents were selected from diverse industries of both government and private sectors. The study found that promotional opportunities, work itself, operating procedures and sense of achievement have positive and significant correlation between motivation and job satisfaction. Similarly, the recognition has positive and significant relationship with motivation and job satisfaction at low level. The various factors of satisfaction such as compensation, security, supervision and growth have a close relationship with job motivation. The relationship between rewards and recognition with motivation is positive as changes in rewards and recognition directly impact the employee's motivation and job satisfaction (Danish & Usman, 2010).

Jehanzeb and Bashir (2013) analyzed the positive outcomes of training and development for employees and organization. The study concluded that the training and development programs benefits both employees and organization. The employees in benefitted through increase in career competencies, employees satisfaction and employees performance. The organizations stay competitive in the market and have growth in the market. The training and development programs also contributes in increasing the effectiveness in the organizational performance and also provides an opportunity to the employees for improving their learning which helps in retaining potential human resources in the organization.

The study examined the effect of training and development on innovation. The study was undertaken from analysing the data collected with 260 Korean companies. The study stated the importance of investment on human capital for the organizational performance. The study stated that the allocating budgets to training and development influences the organization's innovative capacity, which not only contributes to the organization's ability to survive and thrive in the long run but also motivate the employees to assist the organization in coping during the challenging circumstances (Sung & Choi, 2014).

Hauser (2018) examined whether business professionals who have received anti-corruption are more likely to reject excuses for corruption than those who have not received such trainings. The factors such as good cause, safeguard of jobs, no harm, danger to health or life, competitors, cultural conventions and bureaucratic obstacles as independent variables and anti-corruption training as dependent variables. The study used the data collected with 200 business professionals and examine using regression analysis. The study found that the professionals who have undergone with anti-corruption training are likely to reject justification for corrupt activities. The training has a positive effect in rejecting justification for corruption.

The study analyzed the level of employee satisfaction and work motivation in banking sector. The study measured the motivation through four indicators which are reward, compensation, incentive and customer. The study used multiple regression analysis from the information collected from 128 respondents working in banks. The stated that employees motivation can be intrinsic or extrinsic. Intrinsic motivation refers to the nature of work that satisfy individual needs whereas extrinsic motivation is the efforts othe people give to motivate. The study found that compensation, incentive, recognition and reward as a motivation have a positive impact on job satisfaction (Ali & Anwar, 2021).

Anwar and Abdullah (2021) study the effectiveness of Human Resource Management practices on the performance of government organization. The study used incentives, employee training, selective hiring, job security and decentralization as the independent variables and organizational performance as dependent variable. The study used non probability sampling technique and have selected 240 respondents as a sample and have used quantitative research method. The study found that the incentives, employee training, selective hiring and job security are not positively associated with the organizational performance whereas decentralization is positiveley associated with the organizational performnace.

Gemperle (2018) concluded that the effectiveness of ACA can be estimated by ACA index through the combination of various functions like policy formulation and prosecution with

the institutions capacities like political independence and budgetary power. The index helps to explore the factors that determine the effectiveness of ACA.

These studies explored the importance of legal, personnel and human resources for the effectively functioning of Anti-Corruption Agencies of different countries. Most of the literature focused on the political will in funding anti-corruption agencies in different countries. These reviewed literature have not explored the impact of functioning of ACAs because of allocated budget. However, this study will also try to show the effectiveness of ACAs based on proper use of available resources especially allocated budget. The study of Awopeju et al. (2018) only focuses on the quantitative analysis of funding anti-corruption agency in Nigeria. The study have examined the effectiveness of funding through comparing the budget of anti-corruption commission of Nigeria with the budget of anti-corruption commission of Singapore and Hongkong. Therefore, this study will examine the effectiveness of anti-corruption agency based on the actual expenses of CIAA, budget in staff motivation and budget in digital technology in controlling corruption. This study will shows the effectiveness of government funding in CIAA in controlling corruption by analysing the relationship between actual expenses, budget in staff motivation and digital technology with the total complaints resolved. Similarly, the literatures that examine the effectiveness of anti-corruption strategies and activities has focused on analysing the existing strategies and activities through desk review. The study Ulain and Hussain (2020) studies the effectiveness of anti-corruption strategies based on the opinions of policy professionals working in the field of governance and anti-corruption. However, this study focuses on analysing the effectiveness of anti-corruption strategies and activities of anti-corruption agency based on the opinion of people involved in government sector, private sector, non-government sector, academia and media.

CHAPTER-III

RESEARCH METHODOLOGY

3.1 Introduction

Research methodology involves systematic processes used to gather evidence and answers to the research questions for justifying the above-mentioned objectives of the study. This chapter describes in detail how the research work has been conducted in order to meet the objectives. This chapter includes research design, a conceptual framework, sources of data collection, and techniques of data analysis. The techniques used for analyzing primary data gathered from interview questionnaire and secondary data gathered from secondary sources has also been discussed here. In order to evaluate the effectiveness of anti-corruption agency the research methodology used for the study are described below.

3.2 Research Design

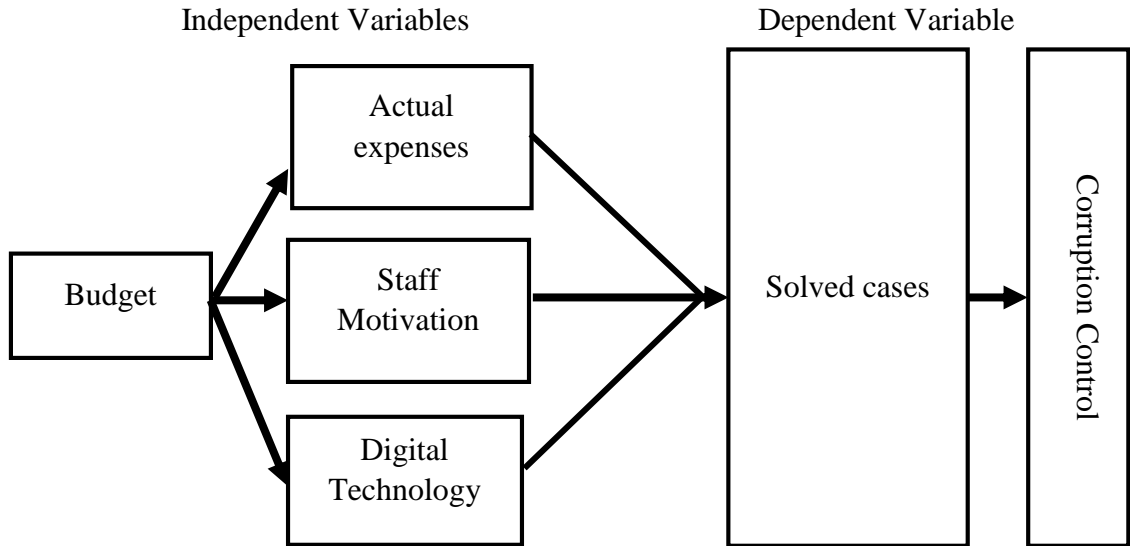
This study used descriptive and inferential research design. The descriptive research design is used to describe the proportion of budget, actual expenses, budget allocation in CIAA and proportion of complaints resolved. The descriptive research design also aims to describe the demographic of sample as well as the strategies and activities of the CIAA. Similarly, the inferential research design is used to examine the relationship between dependent variable and independent variables. The independent variables are the percentage of actual expenses of CIAA over the budget allocated to CIAA, percentage of CIAA budget to staff motivation and percentage of CIAA budget to digital technology whereas the dependent variable is the ratio of complaints resolved over the total cases lodged by CIAA.

3.3 Conceptual Framework

The effectiveness of CIAA is based on the total complaints resolved and the budget allocation and expenditure. The effectiveness of CIAA depends upon the effectiveness and efficiency utilization of the resources. The effectiveness of CIAA is impacted by several factors. However, this study examines the effectiveness of CIAA by analyzing the relationship between budget and complaints resolved.

Figure 4. 1

Relationship between independent and dependent variables



Source: The conceptual framework is self-made by the Author, 2024.

Actual Expenses: The actual expenses refer to the total amount of spending from the budget allocated to CIAA. The actual expenses are the amount spent in varieties of overhead for the effective functioning of CIAA. The actual expenses are the percentage of the actual expenses over the total budget allocated to CIAA in the respective year.

Budget for Staff Motivation: Budget for staff motivation is the total amount of budget of CIAA allocated to encourage employees working in CIAA to perform their responsibility effectively. It is a proportion of budget allocated to motivate the staff to work in preventing corruption. The staff motivation is calculated by adding the budget for staff trainings and rewards. It refers to the percentage of CIAA budget allocated for employees training and employees reward over the total budget of CIAA.

Budget for Digital Technology: Budget for digital technology is the total amount of budget of CIAA allocated for the modern technology to perform the functions of CIAA effectively and efficiently. The budget for digital technology includes the total amount of CIAA budget allocated for Information Communication and Technology. It refers to the percentage of CIAA budget allocated for Information Communication and Technology over the total budget of CIAA in the respective years.

Complaints Resolved: It is an indicator for measuring the corruption control in CIAA. The complaints resolved refers to the number of cases that have been resolved by CIAA in the respective year. It is the percentage of complaints resolved over the total cases of the respective year.

3.4 Sources of Data

The data required for this research is collected through the use of mixed method which includes both the primary and secondary methods of data collection. The secondary data is collected using the annual report of CIAA, estimates expenditure report of Government of Nepal, proposed budget of government of Nepal. The required secondary data has been collected from different reports of CIAA. The primary data were collected using the questionnaire with the 145 respondents involved in government, non-government, private, academia and media sectors.

3.4.1 Primary Sources

The population of this study includes the people involved or working in government, non-government, private, academia and media sectors who have understanding of governance and anti-corruption. The primary sources of data were collected using the structured questionnaire. The questionnaire includes both close ended and open-ended questions. The non-random sampling method were used to choose the sampling for the study. The purposive sampling technique was used to select the sample. The sample of the study is 145 respondents involved in government, non-government, private, academia and media sectors. A questionnaire was provided to each sample used in this study. The questionnaire was created using five-point Likert scales and the five point Likert scale are as below:

1= Very Ineffective

2= Ineffective

3= Neutral

4= Effective

5= Very Effective

3.4.2 Secondary Sources

The secondary data is collected using the annual report of CIAA, estimates expenditure report of Government of Nepal, proposed budget of government of Nepal. The secondary data regarding the data of actual expenses of CIAA, budget to employee's trainings, budget to employee's rewards and budget to digital technology are also collected using the secondary sources of data of CIAA. Similarly other data has been collected from different articles, books, journal and websites.

3.4.3 Techniques of Data Analysis

The filled questionnaires are carefully checked to remove errors and inconsistencies, if any. Data processing programs such as Microsoft excel and Microsoft forms are used to record and process the collected data. Descriptive analysis and Inferential analysis were done using Microsoft excel and SPSS software. The descriptive analysis shows the mean, standard deviation, frequencies and percentage. The inferential analysis was done to calculate correlation coefficient, coefficient of determination, ANOVA and coefficient of variables to show the relationship between independent and dependent variables. The study used coefficient of correlation derived by Karl Pearson's to show the impact of independent variables on dependent variables. Regression analysis will be used to examine statistical data of the study. The independent variables are the percentage of actual expenses of CIAA over the budget allocated to CIAA, percentage of CIAA budget to staff motivation and percentage of CIAA budget to digital technology whereas the dependent variable is the ratio of complaints resolved over the total cases lodged by CIAA. The calculation of independent and dependent variables is:

Actual Expenses: The actual expenses are calculated by dividing actual expenses with the total budget allocated to CIAA and multiplying it by 100% which is:

$$(\text{Actual Expenses}/\text{Total budget allocated to CIAA}) * 100\%$$

Budget for Staff Motivation: The budget for staff motivation is calculated by dividing budget of CIAA for employees training and budget of CIAA for employees' rewards with the total budget allocated to CIAA and multiplying it by 100% which is:

$$[(\text{budget of CIAA for employees training} + \text{budget of CIAA for employees' rewards})/\text{Total budget allocated to CIAA}] * 100\%$$

Budget for Digital Technology: The budget for digital technology is calculated by dividing budget for ICT by the total budget allocated to CIAA and multiplying it by 100% which is:

$$(\text{budget for ICT}/\text{Total budget allocated to CIAA}) * 100\%$$

Solved Cases: It is calculated by dividing solved cases over the year by the total corruption cases of the year of CIAA and multiplying it by 100% which is:

$$(\text{Solved Cases}/\text{Total cases}) * 100\%$$

Similarly, the data were analyzed as per the objective of the study. Ngo et al. (2012) stated regression equation were used which is $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e$: Whereby

Y = Prosecution of cases

X1 = Percentage of Actual expenses over total budget allocated to CIAA

X2 = Percentage of budget allocated for Staff Motivation

X3 = Percentage of budget allocated for digital technology

β_0 = Intercept of regression

$\beta_1, \beta_2, \beta_3$ = Coefficients of regression

e = error term

CHAPTER-IV

DATA PRESENTATION AND ANALYSIS

This chapter is the significant part of the research that presents and analyzes the data collected for the purpose of achieving research objective mentioned in the study. The main objective of the study is to evaluate the effectiveness of CIAA in Nepal. To achieve the research objectives primary data were collected through questionnaire with sample size of 145 respondents engaged as in different government, non-government, private, academia and media sectors. The study also uses the secondary data which were collected from the annual reports of CIAA. The government

4.1 Effectiveness of Strategies and Activities in Controlling Corruption

The effectiveness of strategies and activities in controlling corruption is examined through descriptive analysis. The analysis of strategies which are punitive, preventive, promotional and institutional capacity development has been done. Similarly, the analysis of preventive and promotional activities has been done. The analysis is done through mean, standard deviation, frequency and percentage. The data is presented using table and graphs.

4.1.1 Demographic Characteristics of Sampled Population

The demographic characteristics of sampled population is presented with the data of gender, age, education background, years of experiences, sector of profession and level of organization where respondents have been involved.

In accordance with the table 4.1 below, 39.3% of the respondents are female and 60.7% are male. The result shows that the respondents are both male and female but the majority of respondents are male. This implies that the findings are based on the opinion of both male and female respondents regarding the effectiveness of anti-corruption strategies and activities of CIAA.

The table shows that the majority of the respondents are of 31-40 years of age group which is 35.2% of the respondents. Similarly, 32.4% of respondents belongs to 21-30 years age group, 22.1% belongs to 41-50 years age group, 7.6% belongs 51-60 years age group and remaining 2.8% belongs to above 60 years age group.

Table 4. 1

Demographic Characteristics of Sampled Population

Demographic Details	Specification	Frequency	Percentage
Gender	Female	57	39.3
	Male	88	60.7
Age	21-30 yrs	47	32.4
	31-40 yrs	51	35.2
	41-50 yrs	32	22.1
	51-60 yrs	11	7.6
	Above 60 yrs	4	2.8
Educational Background	Bachelor	48	33.1
	Masters	84	57.9
	Mphil/Phd	13	9.0
Years of Experiences	Less than or 5 yrs	48	33.1
	6-10 yrs	44	30.3
	11-15 yrs	25	17.2
	Over 15 yrs	28	19.3
Sector of Profession	Government	37	25.5
	Non-Government	19	13.1
	Private Sector	55	37.9
	Academia	24	16.6
	Media	10	6.9
Level of Organization	Local Level	13	9.0
	Provincial Level	7	4.8
	National Level	112	77.2
	International Level	13	9.0

Source: Field Survey 2024

The questionnaire was designed to include those respondents who have completed their bachelor's degree. The responses regarding the educational background of the respondents shows that majority of the respondents which is 57.9% have master's degree. Similarly, 33.1% have bachelor's degree and remaining 9% have mphil/phd degree. The responses shows that the respondents have bachelor's degree or higher degree.

Similarly, the majority of the respondents have less than or 5 years of experience on the sector they have been working. The result shows that 33.1% of the respondents have less than or 5 years of experiences. Likewise, 30.3% of the respondents have 6 to 10 years of working experience and 17.2% of the respondents have 11 to 15 years of working experiences. The remaining 19.3% of the respondents have over 15 years of working experiences in their respective sector.

The study includes the respondents working in different five sectors which is government, non-government, private, academia and media sectors. The majority of the respondent's sector of profession is private sector which is 37.9%. Similarly, 25.5%, 13.1%, 16.6% and 6.9% of respondents sector of profession are government, non-government, academia and media sector respectively.

The study includes the respondents working in local level, provincial level, national level and international level. The respondents working in national level have the majority in this study. 77.2% of the respondents work at national level. 9% of the respondents work in local level and international level. The remaining 4.8% of the respondents work in provincial level.

4.1.2 Respondents' Participation in the programs organized by CIAA

The table 4.2 shows the result on how often the respondents participate in the programs organized by CIAA. The majority of the respondents rarely participate in the programs organized by CIAA.

Table 4. 2

Respondents' Participation in the programs organized by CIAA

How often respondents participate in the programs organized by CIAA	Frequency	Percentage
Always	7	4.8
Often	8	5.5
Sometimes	46	31.7
Rarely	48	33.1
Never	36	24.8
Total	145	100

Source: Field Survey 2024

Among the total respondents, 33.1% of the respondents rarely participate in the programs organized by CIAA. Similarly, 31.7% respondents participate sometimes and 24.8% respondents never participate in the programs organized by CIAA. However, 4.8% respondents always participate and 5.5% of respondents often participate in the program organized by CIAA. The result shows that most of the respondents participate infrequently on the programs of CIAA and the regular participation is few. The overall result shows the participation of respondents in the programs of CIAA is inconsistent.

4.1.3 CIAA Consultation for the Plans, Policies and Programs

The table 4.3 shows the result on how often the CIAA consult the respondents for their plans, policies and programs. The majority of them responded that they have never consulted by CIAA regarding its plans, policies and programs.

Table 4. 3

CIAA Consultation for the Plans, Policies and Programs

How often does the CIAA consult respondents for their plans, policies and programs?	Frequency	Percentage
Always	3	2.1
Often	2	1.4
Sometimes	27	18.6
Rarely	29	20
Never	84	57.9
Total	145	100

Source: Field Survey 2024

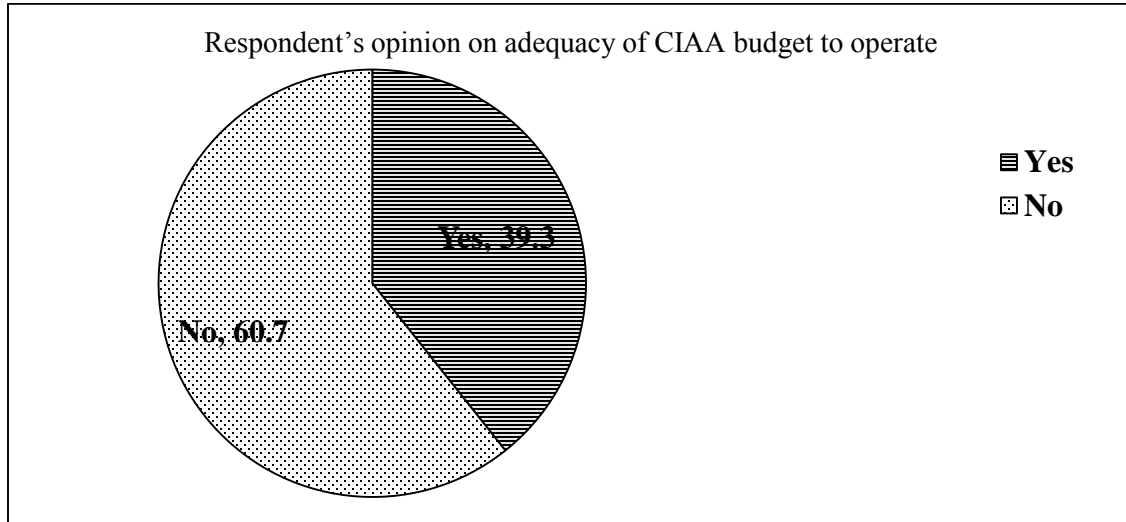
Among the respondents 57.9% of respondents have never consulted by CIAA for their plans, policies and programs. Similarly, 20% of the respondents have rarely consulted, 18.6% of respondents have sometimes consulted, 2.1% of respondents have always consulted and 1.4% of respondents have often consulted by CIAA for their plans, policies and programs. The result shows that the CIAA does not take appropriate consultations with the respondents when formulating plans, policies and programs.

4.1.4 Respondent's opinion on adequacy of CIAA budget.

The figure 4.2 shows the opinion of the respondents on how adequate the budget of CIAA is for its effective operation.

Figure 4. 2

Respondent's opinion on adequacy of CIAA budget



Source: Field Survey 2024

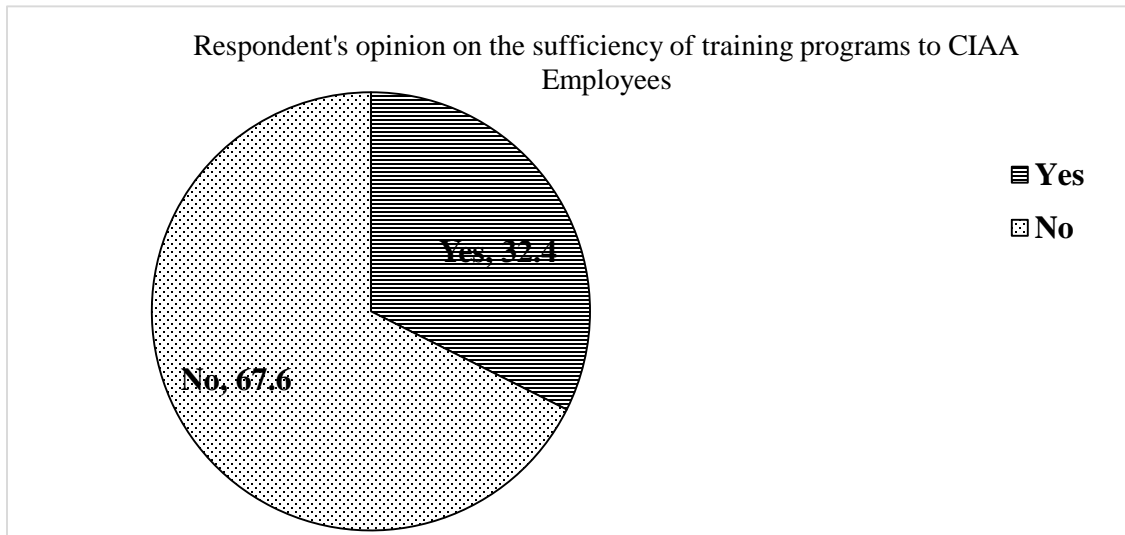
Among the respondents 60.7% of the respondent's think that the budget for CIAA is not adequate for its effective operation. However, 39.3% of the respondents think that the budget of CIAA is adequate for its effective operation. The result suggests that the CIAA should more than half respondents think that the CIAA doesn't have adequate financial resources to operate for minimizing corruption.

4.1.5 Respondent's opinion on sufficiency of trainings to CIAA Employees

The figure 4.3 shows the respondents opinion regarding the sufficiency of trainings provided to the employees of CIAA to implement the strategies and activities of CIAA effectively. The result shows that the respondents think that the training programs provided to the employees of CIAA are not enough to implement strategies and activities of CIAA. The majority of the respondents which is 67.6% think that the training programs provided to the CIAA employees are not enough whereas 32.4% of the respondents think that the training programs provided to the CIAA employees are enough to implement its strategies and activities.

Figure 4. 3

Respondent's opinion on the sufficiency of trainings to CIAA Employees



Source: Field Survey 2024

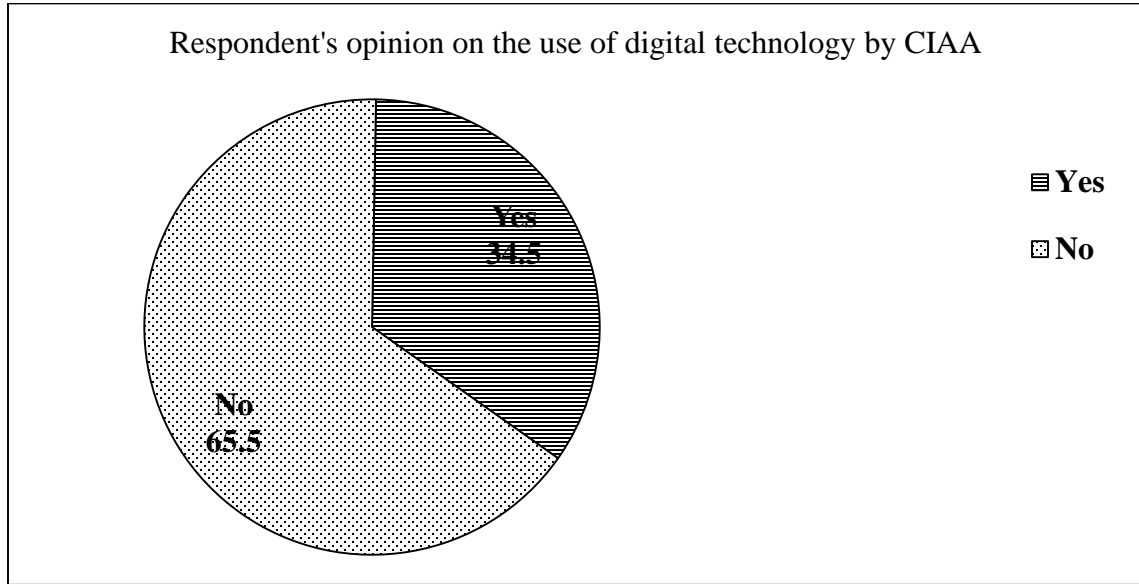
The result suggests that the training opportunities for the employees of CIAA is not adequate for equipping the employees that could implement the strategies and activities of CIAA effectively.

4.1.6 Respondent's opinion on the use of digital technology by CIAA

The figure 4.4 shows the respondents opinion on the use of modern digital technologies in investigation and prosecution of the corruption cases by CIAA. The majority of the respondents perceive that the CIAA is not using digital technology for investigation and prosecution of corruption cases. The figure indicates that among 145 respondents, 65.5% perceive that the CIAA is not using the modern digital technologies for the purpose of investigating and prosecuting the corruption related cases. However, remaining 34.5% of the respondents perceive the CIAA uses modern digital technologies in investigation and prosecution of corruption cases.

Figure 4. 4

Respondent's opinion on the use of digital technology by CIAA



Source: Field Survey 2024

The result suggests that the respondents doesn't think that CIAA is using the digital technologies that could help in effective investigation and prosecution of the cases that could limit the efficiency and effectiveness of CIAA.

4.1.7 Analysis of Punitive Strategy

The punitive strategy includes effective identification, investigation and prosecution of corruption related activities. The table 4.4 shows the respondents perception regarding the effectiveness of punitive strategy. The rating scale on the table shows 1 is very ineffective, 2 is ineffective, 3 is neutral, 4 is effective and 5 is very effective for each strategy under punitive strategy. The first strategy which is making the investigation and prosecution system objective and reliable through the use of modern technology the mean is 3.45 and standard deviation is 1.166. The strategy, developing corruption watch system for investigation and surveillance the mean value is 3.44 and standard deviation is 1.166. The strategy, strengthening all kind of corruption related information management and intelligence mechanism the mean value is 3.39 and standard deviation is 1.192. Similarly, the strategy investigation and prosecution by prioritizing corruption related affairs has mean value of 3.39 and standard deviation of 1.192.

Table 4. 4

Analysis of Punitive Strategy

S.No.	Strategy		Rating Scales					Mean	SD
			1	2	3	4	5		
1	Making the investigation and prosecution system objective and reliable through the use of modern technology	F	14	20	16	77	18	3.45	1.166
		%	9.7	13.8	11	53.1	12.4		
2	Developing corruption watch system for investigation and surveillance	F	14	19	20	73	19	3.44	1.166
		%	9.7	13.1	13.8	50.3	13.1		
3	Strengthening all kind of corruption related information management and intelligence mechanism	F	16	18	23	69	19	3.39	1.192
		%	11	12.4	15.9	47.6	13.1		
4	Investigation and Prosecution by prioritizing corruption related affairs	F	12	24	13	70	26	3.51	1.203
		%	8.3	16.6	9	48.3	17.9		
Average							3.45	1.182	

Source: Author's calculation through SPSS.

The highest mean value is 3.51 for the strategy Investigation and Prosecution by prioritizing corruption related affairs which shows respondents believes in its effectiveness most. The lowest mean value is 3.39 for the strategy strengthening all kind of corruption related information management and intelligence mechanism. The average mean value of overall punitive strategy is 3.45 which shows that the strategy is effective.

The highest standard deviation is for strategy investigation and prosecution by prioritizing corruption related affairs which is 1.203 which shows that the respondents have diverse range of perception and higher variation on the effectiveness of the strategy. Similarly, the strategies which are making the investigation and prosecution and developing corruption watch system for investigation and surveillance have lowest level of standard deviation which is 1.166 shows the lower level of variation on the perception of respondents. The average standard deviation for the punitive strategy is 1.182 which shows the range of variation on the perception of respondents regarding this strategy is 1.182. Therefore, based on the result of the table below, the punitive strategy is effective.

4.1.8 Analysis of Preventive Strategy

The preventive strategy states the strengthening and mobilizing the legal and organizational structures and making concerned authorities responsible for controlling corruption. The table 4.5 shows the respondent's perception regarding the effectiveness of preventive strategy. The rating scale on the table shows 1 is very ineffective, 2 is ineffective, 3 is neutral, 4 is effective and 5 is very effective for each strategy under preventive strategy.

Table 4. 5

Analysis of Preventive Strategy

S.No.	Strategy	Rating Scales					Mean	SD	
		1	2	3	4	5			
1	Fostering coordination, partnership and cooperation with various authorities to mitigate policy and institutional corruption.	F	19	18	20	65	23	3.38	1.264
		%	13.1	12.4	13.8	44.8	15.9		
2	Empower public bodies by holding them accountable in the fight against corruption	F	14	27	16	69	19	3.36	1.206
		%	9.7	18.6	11	47.6	13.1		
3	Research, study and explore the latest issues related to controlling corruption	F	13	18	17	62	35	3.61	1.232
		%	9	12.4	11.7	42.8	24.1		
4	Coordination and networking nationally and internationally against corruption	F	11	16	20	72	26	3.59	1.133
		%	7.6	11	13.8	49.7	17.9		
Average						3.48	1.209		

Source: Author's calculation through SPSS.

The strategy, fostering coordination, partnership and cooperation with various authorities to mitigate policy and institutional corruption has the mean value of 3.38 and standard deviation of 1.264. The second strategy, empower public bodies by holding them accountable in the fight against corruption has the mean value of 3.36 and standard deviation of 1.206. The third strategy, research, study and explore the latest issues related to controlling corruption has mean value of 3.61 and standard deviation of 1.232. Similarly, the last strategy, coordination and networking nationally and internationally against corruption has the mean value of 3.59 and standard deviation of 1.133.

The highest mean value is 3.61 is for the third strategy which is research, study and explore the latest issues related to controlling corruption shows that the respondents perceive it as the most effective among others. The lowest mean value is 3.38 for the first strategy which is fostering coordination, partnership and cooperation with various authorities to mitigate policy and institutional corruption. The average mean value of overall preventive strategy is 3.48 which shows that this strategy is perceived as effective by the respondents.

The highest standard deviation 1.264 is for first strategy which is fostering coordination, partnership and cooperation with various authorities to mitigate policy and institutional corruption which shows that the respondents observe higher variation on the effectiveness of the strategy. Similarly, the strategy of coordination and networking nationally and internationally against corruption have lowest level of standard deviation which is 1.133 shows the lower range of variation on the opinion of respondents. The average standard deviation for the preventive strategy is 1.209 which implies that the range of variation on the perception of respondents regarding this strategy is 1.209. Therefore, based on the result of analysis of different four strategies of preventive strategy demonstrates that the preventive strategy is effectively observed by the respondents.

4.1.9 Analysis of Promotional Strategy

The promotional strategy explains the enhancing awareness, coordination, networking and solidarity among stakeholders. The table 4.6 shows the respondent's opinion regarding the effectiveness of promotional strategy. The rating scale on the table shows 1 is very ineffective, 2 is ineffective, 3 is neutral, 4 is effective and 5 is very effective for each strategy under promotional strategy.

The first strategy, increase public awareness against corruption has the mean value of 3.58 and standard deviation of 1.134. Similarly, the second strategy which is enhancing participation and commitment of different level of governance against corruption has mean value of 3.55 and standard deviation of 1.166. The most effective strategy under promotional strategy as perceived by the respondents is increase in public awareness against corruption with a mean value of 3.58 and standard deviation of 1.134.

Table 4. 6

Analysis of Promotional Strategy

S.No.	Strategy	Rating Scales					Mean	SD	
		1	2	3	4	5			
1	Increase public awareness against corruption	F	10	20	16	74	25	3.58	1.134
		%	6.9	13.8	11	51	17.2		
2	Enhancing participation and commitment of different level of governance against corruption	F	9	24	19	64	29	3.55	1.166
		%	6.2	16.6	13.1	44.1	20		
Average							3.56	1.15	

Source: Author's calculation through SPSS

The average mean value of promotional strategy is 3.56 which results the promotional strategy is perceived as effective by the respondents. The average standard deviation value is 1.15 which suggests the level of variability regarding the perception of respondents on the effectiveness of this strategy is 1.15.

4.1.10 Analysis of Institutional Capacity Development Strategy

The institutional capacity development strategy demonstrates strengthen institutional governance and enhance capacity of the commission. The table 4.7 shows the respondent's opinion regarding the effectiveness of institutional capacity development strategy. The rating scale on the table shows 1 is very ineffective, 2 is ineffective, 3 is neutral, 4 is effective and 5 is very effective for each strategy under institutional capacity development strategy.

The first strategy, strengthen institutional capacity by strengthening organizational structure, procedures, methods and resources of commission has a mean value of 3.48 and standard deviation of 1.208. Similarly, another strategy, broadening legal and institutional scope against corruption has a mean value of 3.52 and standard deviation of 1.202.

Table 4. 7

Analysis of Institutional Capacity Development Strategy

S.No.	Strategy	Rating Scales					Mean	SD	
		1	2	3	4	5			
1	Strengthen institutional capacity by strengthening organizational structure, procedures, methods and resources of commission	F	17	13	21	71	23	3.48	1.208
		%	11.7	9	14.5	49	15.9		
2	Broadening legal and institutional scope against corruption	F	16	15	15	76	23	3.52	1.202
		%	11	10.3	10.3	52.4	15.9		
Average							3.5	1.205	

Source: Author's calculation through SPSS.

The strategy, broadening legal and institutional scope against corruption is perceived as the most effective with a mean value of 3.52 and the standard deviation of 1.202 shows that the strategy has less level of variability than other strategy under institutional capacity development strategy.

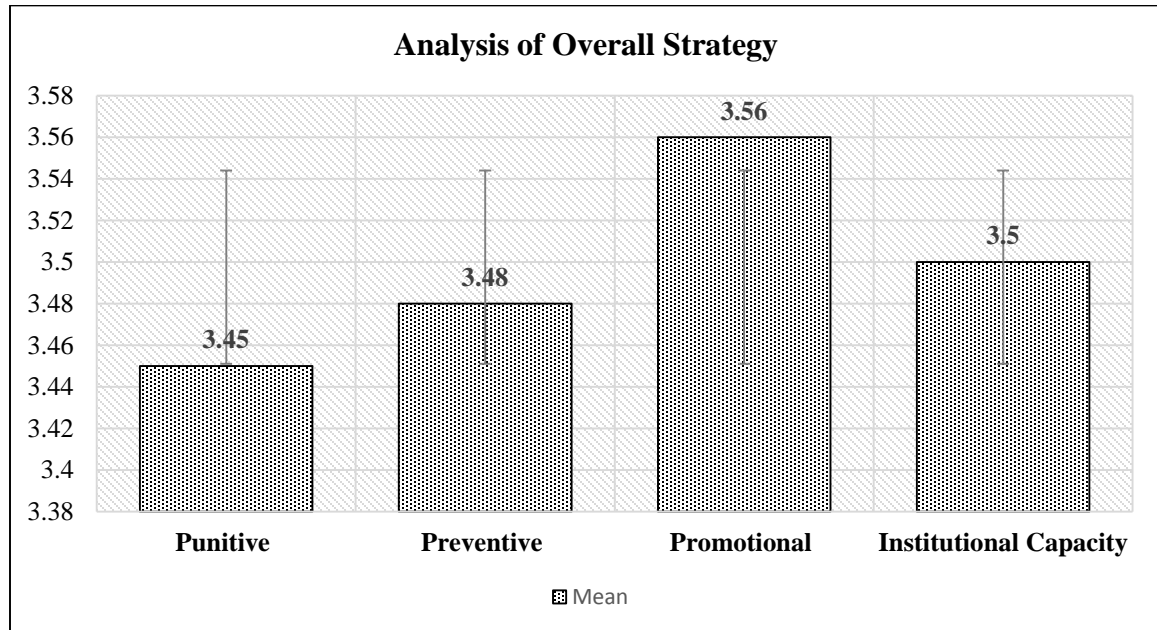
The average mean value of the institutional capacity development strategy is 3.5 which demonstrates that the opinion of respondents regarding the institutional capacity development strategy is effective. The value of standard deviation suggests that the level of variation regarding the perception of respondents on the effectiveness of this strategy is 1.205.

4.1.11 Analysis of Overall Strategy of CIAA

The figure 4.5 shows the analysis of overall strategy based on the perception of the respondents. All the four strategies are perceived as effective. The mean value of punitive, preventive, promotional and institutional capacity development strategies have the mean value 3.45, 3.48, 3.56 and 3.50 respectively. The standard deviation for punitive, preventive, promotional and institutional capacity development strategies are 1.182, 1.209, 1.15 and 1.205 respectively.

Figure 4. 5

Analysis of Overall Strategy of CIAA



Source: Author's calculation through SPSS

The highest mean value is of promotional strategy which is 3.56 which shows the most effective strategies than others. The punitive strategy has the lowest mean value which is 3.45 results the less effective than other strategies. The promotional strategy has the lowest standard deviation of 1.15 and institutional capacity development strategy has the highest standard deviation of 1.205 which indicates the level of variability is low and high respectively.

4.1.12 Analysis of Preventive Activities

The table 4.8 shows the opinion on the preventive activities conducted by the CIAA. The rating scale on the table shows 1 is very ineffective, 2 is ineffective, 3 is neutral, 4 is effective and 5 is very effective for each activity under preventive activities.

The first activity under preventive activity is communicate suggestions regarding corruption control and promotion of good governance has a mean value of 3.32 and standard deviation of 1.141. The second activity is coordination meetings, discussions and interactions have a mean value of 3.30 and standard deviation of 1.120. The third strategy is formation of civil society based anti-corruption organization has a mean value of 3.36 and standard deviation of 1.223.

Table 4. 8

Analysis of Preventive Activities

S.No.	Activities	Rating Scales					Mean	SD	
		1	2	3	4	5			
1	Communicate suggestions regarding corruption control and promotion of good governance	F	14	24	21	74	12	3.32	1.141
		%	9.7	16.6	14.5	51	8.3		
2	Coordination meetings, discussions and interactions	F	11	28	26	66	14	3.30	1.120
		%	7.6	19.3	17.9	45.5	9.7		
3	Formation of civil society based anti-corruption organization	F	16	24	16	70	19	3.36	1.223
		%	11	16.6	11	48.3	13.1		
Average							3.33	1.161	

Source: Author's calculation through SPSS

The highest mean value is 3.36 for the third strategy which has been perceived as most effective preventive activities. The lowest mean value is 3.30 which is viewed as the least effective preventive activities than others. Similarly, respondents perceived coordination meetings, discussions and interactions activities have a low level of variability with a standard deviation of 1.120.

The average mean value of preventive activities is 3.33 which suggests that the respondents view preventive activities as effective. The value of standard deviation suggests that the level of variation regarding the perception of respondents on the effectiveness of this strategy is 1.161. However, the effectiveness of preventive activities based on the opinions of respondents is found to be effective.

4.1.13 Analysis of Promotional Activities

The table 4.9 shows the opinion on the promotional activities conducted by the CIAA. The rating scale on the table shows 1 is very ineffective, 2 is ineffective, 3 is neutral, 4 is effective and 5 is very effective for each activity under preventive activities. There are nine activities under the promotional activities of CIAA.

Table 4. 9

Analysis of Promotional Activities

S.No.	Activities	Rating Scales					Mean	SD	
			1	2	3	4			5
1	Community Education Program	F	12	23	18	71	21	3.46	1.167
		%	8.3	15.9	12.4	49	14.5		
2	Interaction Program	F	12	20	21	73	19	3.46	1.137
		%	8.3	13.8	14.5	50.3	13.1		
3	Promotional Program through media	F	11	16	14	77	27	3.64	1.135
		%	7.6	11	9.7	53.1	18.6		
4	Submission of annual report	F	14	28	22	59	22	3.32	1.224
		%	9.7	19.3	15.2	40.7	15.2		
5	Press Meet	F	13	27	25	61	19	3.31	1.183
		%	9	18.6	17.2	42.1	13.1		
6	Interaction with government regulatory bodies	F	14	24	26	65	16	3.31	1.164
		%	9.7	16.6	17.9	44.8	11		
7	Celebration of International anti-corruption day	F	17	34	28	47	19	3.12	1.244
		%	11.7	23.4	19.3	32.4	13.1		
8	Inter-Office observation tour program	F	22	34	25	51	13	2.99	1.250
		%	15.2	23.4	17.2	35.2	9		
9	Celebration of CIAA foundation Day	F	16	31	26	51	21	3.21	1.247
		%	11	21.4	17.9	35.2	14.5		
Average						3.31	1.194		

Source: Author's calculation through SPSS

The first activity under promotional activity is community education program which has a mean value of 3.46 and standard deviation of 1.167, the second activity under this is interaction program has a mean value of 3.46 and standard deviation of 1.137, the third activity program through media has mean value of 3.64 and standard deviation of 1.135, the fourth activity submission of annual report has a mean value of 3.32 and standard deviation of 1.224, the fifth activity press meet has a mean value of 3.32 and standard deviation of 1.183, the sixth activity interaction with government regulatory bodies has a mean value of 3.31 and standard deviation of 1.164, the seventh activity celebration of International anti-corruption day has a mean value of 3.12 and standard deviation of 1.244, the eighth activity inter-office observation tour program has a mean value of 2.99 and standard deviation of 1.250 and ninth activity celebration of CIAA foundation Day has a mean value of 3.21 and standard deviation of 1.247.

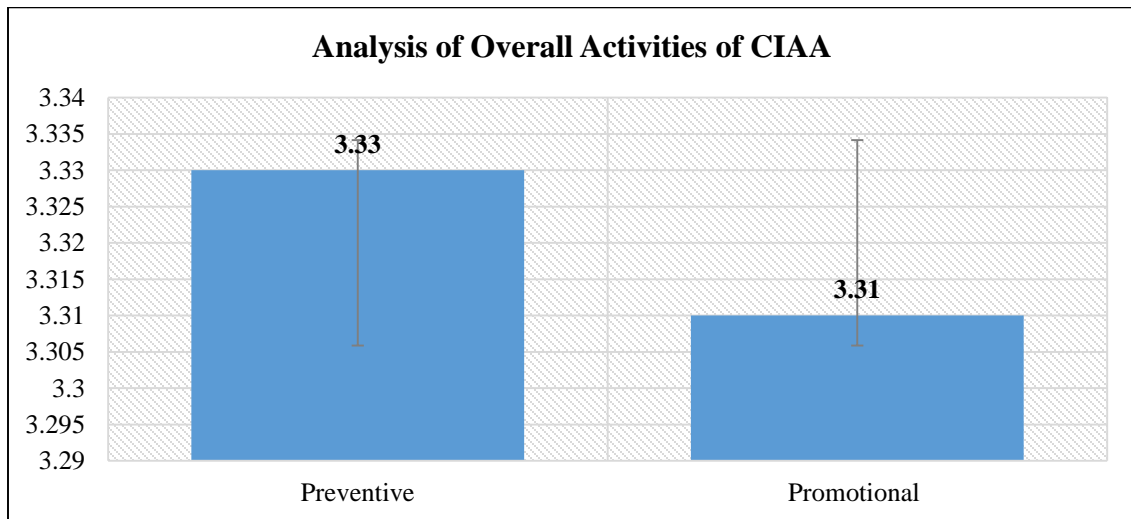
The most effective activities under promotional activities as per the opinion of the respondents is promotional program through media which has a mean value of 3.64. The activity, inter-Office observation tour program is perceived to be not effective with a mean value below average which is 2.99. The lowest standard deviation is of activity promotional program through media which is 1.135 which shows that the activity has lowest range of variation than other activities under promotional activities. The activity, inter-office observation tour program has the highest standard deviation of 1.250 which demonstrates the diverse perspective of respondents with high range of variation. The average mean value of promotional activities is 3.31 which result the respective activity is effectively perceived by the respondents. Similarly, the average standard deviation of the activity is 1.194 which shows 1.194 level of variability in the activity rated by respondents.

4.1.14 Analysis of Overall Activities of CIAA

The figure 4.6 demonstrates the analysis of overall activities of CIAA. All the activities of CIAA are observed as effective.

Figure 4. 6

Analysis of Overall Activities of CIAA



Source: Author's calculation through SPSS

Among the two activities, preventive activities are perceived as a bit effective than promotional activities. The preventive activities have a mean value of 3.33 and standard deviation of 1.161. Similarly, the promotional activities have a mean value of 3.31 and standard deviation of 1.194. The average mean value of overall activities of CIAA is 3.32

which shows the effectiveness of the activity. The standard deviation 1.177 of overall activities of CIAA shows the level of variation is 1.177.

4.1.15 Opinion on strategies and programs that CIAA should focus

The respondents were asked about their opinion on what strategies and programs that CIAA should introduce to enhance its effectiveness in controlling corruption. The responses received were characterized into different ten categories. The responses were categorized as independency of CIAA, policy reform, process of investigation and prosecution, awareness to the public, salary and benefits of the employees, responsibility and accountability, digitalization, collaboration, whistleblower protection and broadening CIAA.

The responses regarding the independency of CIAA includes the authority should be provided to work freely. The appointment of commissioner should be fair and should be based on the recommendation of political parties. The strategies and programs of CIAA should not benefit a certain political party. The CIAA should be provided with authority to appoint its employees with an expertise.

The strategies and programs are not enough to tackle the corruption in the country. Hence, the responses regarding the reform of policy, strategies and programs have been focused by those respondents who prioritize policy reform in their opinion. The strategies and programs should be reformed with a close consultation with the experts from different sector who are independent from any political influences.

The process of investigation and prosecution should be more reliable and faster. The strategies and programs should focus on enhancing the process of investigation and prosecution. The mechanism of investigation and prosecution should be strengthened.

The respondent's opinion implies that the strategies and programs of CIAA should have much focus on awareness of public regarding corruption. The program and strategies should focus on educating the public, making the public alert regarding corruption, being transparent and sharing more information through engaging with public, involving citizen and organizing different campaign that will help in discouraging the public to involve in corruption results in minimizing the corruption.

The responses were also focused on increasing salary and benefits to the employees working in CIAA. The zero-tolerance policy should be adopted by the employees. Regarding the benefits, the employees should be provided with appropriate trainings so that they could effectively perform their function in minimizing the corruption. Hence, the strategies and programs should prioritize providing salary and benefits to the employees of CIAA.

The employees working in public organizations should be responsible towards performing their responsibility. The bureaucrats should be responsible and accountable towards their responsibility as well as towards the public. They should follow the ethics while providing services to the public. The stakeholders should also be made responsible and accountable.

The investigation and prosecution of the corruption cases should be done using modern digital technologies. The responded suggested on strengthening the information communication technology and maximum use of digital technology should be done. The CIAA should promote the use of digital platforms to eradicate corruption. The technology advancement needs to be done by the CIAA. Hence, the use of modern digital tools and technology should be prioritized as a strategies and programs by CIAA.

The respondents also suggested for the collaboration with different stakeholders and experts nationally and internationally. The collaboration with international anti-corruption agency helps to learn about the best practices. The CIAA should collaborate with local groups and community-based organization. Therefore, collaboration with local, national and international level enhance the effectiveness of CIAA in controlling corruption. The whistleblower protection should be on the strategies and programs of CIAA. The strategy and programs should focus on protecting the whistleblower and those who registered the complaints regarding the corruption cases. Similarly, the responses also focused on broadening the branches of CIAA in other districts as well in the local level if possible.

4.2 Effectiveness of budget in controlling corruption

The effectiveness of budget in controlling corruption analyze the relationship between budget and the ratio of complaints resolved. The descriptive analysis has been done using mean and standard deviation and the inferential analysis shows the relationship between

independent variables which are actual expenses, budget to staff motivation and budget to digital technology and dependent variables which is complaints resolved.

4.2.1 Tendency of budget and complaints resolved of CIAA

The tendency of budget and complaints resolved of CIAA shows the descriptive analysis of the total government budget of the year, proportion of government budget allocated to CIAA, actual expenses for the last nine years, proportion of CIAA budget allocated to staff motivation, proportion of CIAA budget allocated to digital technology and complaints resolved by CIAA in the last nine year. The descriptive analysis has been done through the mean and standard deviation.

a) Total Government Budget of the Year

The table 4.10 shows the total budget of the Nepal government for the last nine fiscal years respectively. The table summarizes the total government budget of Nepal for each fiscal year from 2014 to 2023.

Table 4. 10

Total Government Budget of the Year

Year	Total Government Budget (NPR)
2014.015	618100000000
2015.016	819468884000
2016.017	1048921354000
2017.018	1278994855000
2018.019	1315161700000
2019.020	1532967100000
2020.021	1474645400000
2021.022	1647576700000
2022.023	1793837300000

Source: MOF, Government of Nepal, 2024

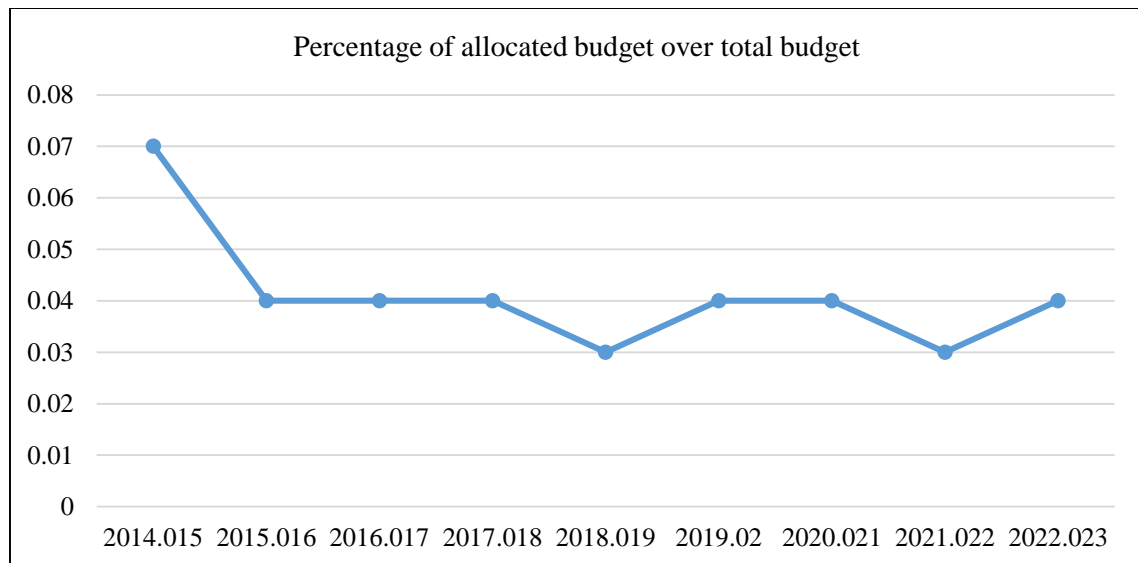
The highest government budget is observed in the year 2022.023 which is NPR one trillion seven hundred ninety-three billion eight hundred thirty-seven million three hundred thousand and the lowest government budget observed is in the year 2014.015 which is six hundred eighteen billion one hundred million. The government budget from the year 2014 to 2023 is in increasing order with the fluctuation due to the slightly decrease observed in the year 2020.021.

b) Proportion of Government Budget allocated to the CIAA

The figure 4.7 shows the proportion of government budget allocated to the CIAA in the respective fiscal years. The table and figure highlight the percentage of the total government budget allocated to the CIAA for the last nine years from 2014 to 2023. The highest budget allocated to CIAA is 0.075% in the fiscal year 2014.015 whereas lowest budget allocated to CIAA is 0.031% in the fiscal year 2018.019.

Figure 4. 7

Proportion of Government Budget allocated to the CIAA



Source: CIAA, Government of Nepal, 2024

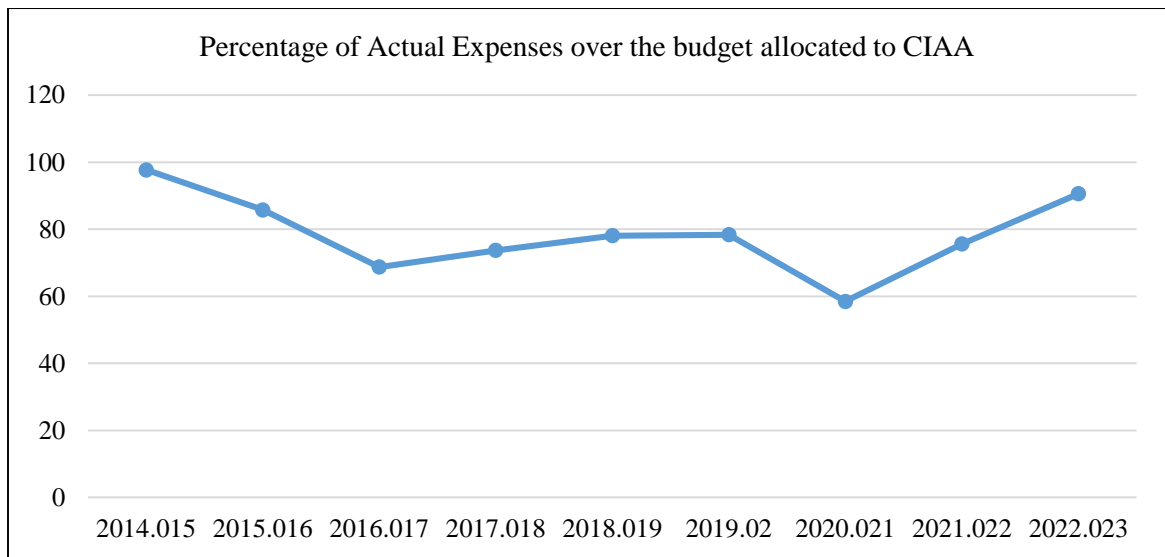
The average proportion of the budget allocated to the CIAA during the period of 2014 to 2023 is 0.0411% which shows that an average of 0.0411% of the total government budget was allocated to the CIAA each year. The standard deviation of the proportion of budget allocated to the CIAA shows the yearly percentage differ with the mean. The standard deviation 0.01167% indicates that 0.01167% of budget allocated to CIAA vary from year to year which is small variation and is fairly consistent around the average proportion of the budget allocated to the CIAA. The proportion of budget allocated to the CIAA is observed to be fluctuated over the years shows the shifting of government priorities during the period. Hence, the budget of CIAA hasn't always increased as much as the overall growth of the total government budget.

c) Actual Expenses for the Last Nine Years

The figure 4.8 below indicates the actual expenses of CIAA and the percentage of actual expenses over the budget allocated to CIAA over the last nine years. The spending of allocated budget has fluctuated throughout the period of 2014 to 2023. The highest expenses of allocated budget were recorded in the fiscal year 2014.015 which is 97.69% of total budget allocated to CIAA and the lowest expenses of allocated budget were recorded in the fiscal year 2020.021 which is 58.47% of total budget allocated to CIAA.

Figure 4. 8

Actual Expenses for the Last Nine Years



Source: CIAA, Government of Nepal, 2024

The average percentage of actual expenses is 78.55% of total budget allocated to CIAA which shows that the CIAA spends 78.55% of its budget every year. The standard deviation 11.70% indicates the variation in the spending of the budget of CIAA. The budget spends by the CIAA changes significantly over the last nine years. The budget spends over these periods is not consistent and fluctuate drastically. The result shows that in the year 2014.015, the budget of CIAA was effectively utilized whereas in the year 2020.021, the budget of CIAA indicates ineffective utilization.

d) Proportion of CIAA budget allocated to Staff Motivation

The table 4.11 indicates the CIAA budget allocated to staff motivation and percentage budget allocated to staff motivation over the budget allocated to CIAA over last nine years. The budget of CIAA allocated to staff motivation is calculated by adding the budget allocated to employee training and budget allocated to employee reward in the respective fiscal years. The highest budget allocated for staff motivation is 3.399% of total budget of CIAA in the fiscal year 2021.022 and the lowest budget allocated for staff motivation is 0% of total budget of CIAA in the fiscal year 2017.018.

Table 4. 11

Proportion of CIAA budget allocated to Staff Motivation

Year	CIAA Budget to Employees Training (NPR)	CIAA Budget to Employees Reward (NPR)	CIAA Budget to Employees Motivation (NPR)	Percentage of budget to Staff Motivation over the budget allocated to CIAA (%)
2014.015	891200.00	0.00	891200.00	0.193
2015.016	1300000.00	0.00	1300000.00	0.407
2016.017	1900000.00	0.00	1900000.00	0.422
2017.018	0.00	0.00	0.00	0.000
2018.019	2400000.00	250000.00	2650000.00	0.593
2019.020	12800000.00	0.00	12800000.00	2.138
2020.021	18500000.00	845000.00	19345000.00	3.399
2021.022	20000000.00	2500000.00	22500000.00	3.577
2022.023	5500000.00	2540000.00	8040000.00	0.847
	Mean			1.403
	Standard Deviation			1.500

Source: CIAA, Government of Nepal, 2024

The budget for staff motivation has observed to be increase from the year 2014.015 to 2016.017 and no budget were allocated by CIAA for staff motivation in the year 2017.018. Similarly, the allocation resumed in the year 2018.019 with allocating 0.593% of total budget of CIAA in staff motivation. The increase in the budget for staff motivation continued and the highest budget were allocated in the year 2021.022. The budget allocation to staff motivation dropped to 0.847% in the year 2022.023. The average 1.403%

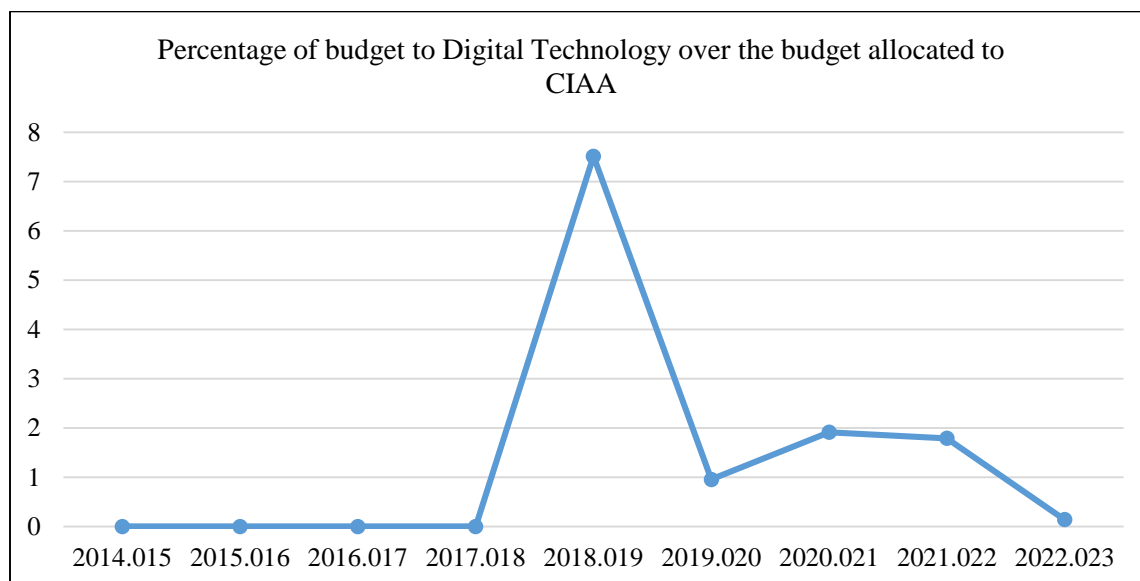
of total budget of CIAA is allocated to staff motivation during the period of 2014.015 to 2022.023. The standard deviation is 1.5% which is higher than mean suggests the fluctuation in the budget allocation to staff motivation during these periods. The standard deviation of 1.5% shows that the budget allocated to staff motivation differs during the period of 2014 to 2023.

e) Proportion of CIAA budget allocated to Digital Technology

The figure 4.9 indicates the proportion of CIAA budget allocated to the Digital Technology during the period of 2014 to 2023. The budget in digital technology includes the budget of CIAA allocated for Information Communication and Technology. There were no budgets allocated by CIAA for digital technology from the year 2014.015 to 2017.018. However, CIAA begin to allocate budget for digital technology from the year 2018.019 with the highest allocation of budget for digital technology.

Figure 4. 9

Proportion of CIAA budget allocated to Digital Technology



Source: CIAA, Government of Nepal, 2024

In the year 2018.019, 7.513% of total budget of CIAA were allocated for digital technology. The budget for digital technology drastically dropped in the year 2019.020 and the budget fluctuated from the year 2019.020 to 2022.023. The average of 1.367% of total budget of CIAA is allocated for digital technology in the last nine years. Similarly, the standard deviation of 2.434% shows the variation in the allocation of budget of CIAA for

the digital technology. The standard deviation shows the fluctuation in the allocation of budget for digital technology with higher allocation in some years and no allocation in some years. The significant variation in the digital technology indicates that the CIAA have not prioritized the digital technology.

f) Complaints resolved by CIAA in last nine years

Table 4.12 highlights the percentage of complaints resolved by CIAA in the last nine years. The table shows the total corruption complaints lodged and complaints resolved in the year. The percentage of complaints resolved is the proportion of complaints resolved over the total corruption complaints lodged. The highest corruption complaints resolved is observed in the year 2021.022 which is 70.564% of total corruption cases in the respective years. The lowest corruption complaints resolved is observed in the year 2016.017 which is 60.577% of total corruption cases of in the year 2016.017.

Table 4. 12

Complaints resolved by CIAA in the last nine years

Year	Total Corruption Complaints lodged	Complaints resolved	Percentage of Complaints resolved (%)
2014.015	31213	21648	69.356
2015.016	24691	16694	67.612
2016.017	19580	11861	60.577
2017.018	19488	12400	63.629
2018.019	24085	15527	64.468
2019.020	25152	16952	67.398
2020.021	22625	14532	64.230
2021.022	24331	17169	70.564
2022.023	28067	18799	66.979
Mean			66.091
Standard Deviation			3.122

Source: CIAA, Government of Nepal, 2024

The average of 66.091% of total cases were solved during the period of 2014.015 to 2022.023. The percentage of complaints resolved fluctuated over these periods. The 3.122% standard deviation indicates that the percentage of complaints resolved is consistent over the period. Therefore, the result shows the stable performance in solving corruption cases and the effectiveness of addressing corruption cases has not fluctuated widely.

4.2.2 Relationship between budget and complaints resolved

The relationship between budget and complaints resolved is done through inferential analysis that demonstrates the impact of independent variables on dependent variables. This shows the relationship between independent variables which are actual expenses, budget to staff motivation and budget to digital technology and dependent variables which is complaints resolved. The inferential analysis is done through regression analysis, analysis of variance and coefficient of variables. Regression analysis studies the linear relationship between dependent and independent variables through existing data and the value of dependent variable is predicted through the known value of independent variables through the relationship studies (Bhusal, 2019). In this study, the association between independent variables which are actual expenses, budget allocated to staff motivation and budget allocated to digital technology and dependent variable which is complaints resolved is examined.

a) Association between budget and complaints resolved

The table 4.13 demonstrates the association between budget and complaints resolved through model summary of linear regression analysis. The value of R which is 0.937 denotes correlation coefficient between the independent and dependent variables. The value 0.937 of R indicates the positive correlation between the independent variables (Actual Expenses, Budget to Motivation and Budget to Digital Technology) and dependent variable (solved corruption cases). The positive correlation indicates the good association between the independent and dependent variables as changes in independent variables cause the consistent changes in dependent variable.

Table 4. 13

Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.937 ^a	.877	.804	1.382678

a. Predictors: (Constant), Motivation, Digital Technology, Actual Expense

Source: Author's calculation through SPSS.

The R square denotes the coefficient of determination which measure the goodness of fit for regression. The R square indicates that the three independent variables cause 87.7% of the variance in dependent variable. The remaining 12.3% of the variation in the dependent variable is by other factors which are not included in the study. The result of R square shows the model have a good fit. The adjusted R square is 80.4% which is lower than the value of R square suggests that the current model is effective and adding more variables might not improve the good fitness of the model. The standard error 1.382678 units indicates that the predicted values generated from the independent variables are 1.382678 units away from the actual values observed in the dependent variables.

b) Analysis of Variance in budget and complaints resolved

The table 4.14 shows the Analysis of Variance to analyze the significance of regression. The p-value is associated with the F value. The table shows that the independent variables (Actual Expenses, Budget to Motivation and Budget to Digital Technology) have significant effect on the dependent variable (complaints resolved).

Table 4. 14

ANOVA Table

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	68.429	3	22.810	11.931	.010 ^b
Residual	9.559	5	1.912		
Total	77.988	8			

a. Dependent Variable: Ratio of Solved Cases
b. Predictors: (Constant), Digital Technology, Motivation, Actual Expense

Source: Author’s calculation through SPSS.

The relationship between independent variables and dependent variables are significant. Similarly, the significance value is 0.010 which indicates value $p < 0.05$, predict the effectiveness of budget in CIAA helps in controlling corruption in a meaningful way.

c) Coefficient of Variables

The table 4.15 shows the coefficient of variables. The predicted value of dependent variable (solved corruption cases) would be 43.108 if all independent variables (Actual Expenses, Budget to Motivation and Budget to Digital Technology) were held constant at zero.

Table 4. 15

Coefficient of Variables

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	43.108	4.116		10.474	.000
	Actual Expense	.263	.048	.984	5.463	.003
	Motivation	1.703	.370	.819	4.600	.006
	Digital Technology	-.020	.205	-.015	-.095	.928

a. Dependent Variable: Ratio of Solved Cases

Source: Author's calculation through SPSS.

The beta coefficient of Actual Expenses of CIAA is 0.263 indicates that for every additional unit of actual expenses, the ratio of solved cases is predicted to increase by 0.263 assuming all other variable remain constant. The beta coefficient of budget to motivation is 1.703 which denotes that a single unit increase in budget to motivation is associated with an increase of complaints resolved by 1.703 predicting all other variables remain constant. The beta coefficient of budget to digital technology is (-0.20) which denotes that every additional unit of budget to digital technology is expected to decrease the ratio of complaints resolved by 0.20 with other variables remain constant.

Similarly, the t value of actual expenses is 5.463 and p-value is 0.003. The result shows that the relationship between dependent variable which is complaints resolved is significant with the independent variable which is actual expenses of CIAA. The actual expenses have significant impact on solved corruption cases. The budget to motivation is the sum of budget to staff training and budget to staff rewards. The t value of budget to motivation is 4.6 and p-value is 0.006 denotes that the budget to motivation have a significant relationship with the solved corruption cases. The budget to motivation has significant

impact on solved corruption cases. The budget to digital technology includes the budget to ICT. The budget to digital technology has a t value of (-0.95) and p value of 0.928 indicates that the relationship between budget to digital technology and complaints resolved has not significant. Hence, the budget to digital technology doesn't has significant impact on solved corruption cases. Therefore, the actual expenses of CIAA and budget to motivation have greater impact on the solved corruption cases. However, the budget to digital technology has no impact on solved corruption cases.

4.3 Major Findings of the Study

The purpose of the study is to evaluate the effectiveness of CIAA in controlling corruption in Nepal. The study analyzes the budget and complaints resolved and examine the anti-corruption strategies and activities in controlling corruption. The independent variables are the percentage of actual expenses of CIAA over the budget allocated to CIAA, percentage of CIAA budget to staff motivation and percentage of CIAA budget to digital technology whereas the dependent variable is the ratio of complaints resolved over the total cases lodged by CIAA.

The coefficient of determination denoted by R^2 is 87.7% which indicates the variation caused by three independent variable and remaining 12.3% variation is caused by other variables not mentioned in this study. The significance value is 0.010 which shows $p < 0.05$ indicates the relationship between dependent and independent variables are significant.

The actual expenses t value is 5.463 and p value is 0.003 shows the significant relationship between ratio of complaints resolved and percentage of actual expenses over the total budget of CIAA. The budget to motivation is calculated adding the budget to reward and budget to training to the employees. The budget to motivation has a t value of 4.6 and p value is 0.006 shows the significant relationship between percentage of actual expenses over the total budget of CIAA and ratio of solved corruption cases. Similarly, the budget to digital technology includes the budget to information communication and technology. The budget to digital technology has t-value of (0.95) and p value of 0.928 shows the relationship between budget to digital technology and ratio of complaints resolved is not significant.

The majority of the respondents are male which is 60.7% and are of age between 31 to 40 years. The 57.9% of the majority of the respondents have master's degree. 33.1% respondents have less than or 5 years of experience, the majority of 37.9% are working in private sector and the majority are working in national level which is 77.2% of total respondents. The responses regarding the participation on the program of CIAA, the majority of the respondents which is 33.1% have been rarely participating. The result shows that most of the respondents participate infrequently on the program of CIAA. Similarly, the responses regarding the opinion on the consultation of CIAA for its plans, policies and programs seems to be inappropriate. The majority of 57.9% of respondents have never been consulted by CIAA for their plans, policies and programs.

The respondents think that the budget regarding the adequacy of budget, sufficiency of training programs to the employees and using modern digital technology is not sufficient. 60.7% of respondents think that the budget for CIAA for its effective operation is not adequate. The 67.6% of total respondents think that the training programs provided to the employees of CIAA are not enough to implement its strategies and activities of CIAA. Similarly, 65.5% of the respondents think that CIAA is not using modern digital technologies in investigation and prosecution of corruption cases.

The respondents perceive that the strategies and activities of CIAA are effective. Among them the most effective strategies as perceived by respondents is promotional strategy with an average mean of 3.56 and standard deviation of 1.15 and most effect activity is preventive activity with an average mean of 3.33 and standard deviation of 1.161.

The responses received on the opinion regarding the strategies and programs CIAA introduce to enhance its effectiveness in controlling corruption were categorized into ten different categories which are independency of CIAA, policy reform, process of investigation and prosecution, awareness to the public, salary and benefits of the employees, responsibility and accountability, digitalization, collaboration, whistleblower protection and broadening CIAA.

CHAPTER-V

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of Findings

The purpose of the study is to evaluate the effectiveness of CIAA in controlling corruption in Nepal. For this, the study examines the effectiveness of anti-corruption strategies and activities in controlling corruption. The study analyzes the relationship between the budget and the complaints resolved. The effectiveness of anti-corruption strategies and activities in controlling corruption has been examined by collecting primary data with 145 respondents involved in government, non-government, private, academia and media sector. The respondents also provided their opinion on strategies and activities that CIAA should introduce to enhance the effectiveness of CIAA in controlling corruption.

Among the 145 respondents, the majority of 60.7% of the respondents are male, 35.2% are of 31-40 years of age group, 57.9% of the respondents hold a master's degree. Similarly, 33.1% have less than or five years of working experiences, 37.9% involve in the private sector and 77.2% work at the national level of organization. The responses regarding the participation on the program of CIAA shows that the respondents participate infrequently on the program of CIAA. The majority of the respondents which is 33.1% have been rarely participating. The majority of 57.9% of respondents have never been consulted by CIAA for their plans, policies and programs. The 60.7%, 67.6% and 65.5% of respondents think that the adequacy of budget, sufficiency of training programs to the employees and using modern digital technology in CIAA is not sufficient respectively.

The punitive, preventive, promotional and institutional capacity development strategy are perceived as effective by the respondents with an average mean of 3.50 and standard deviation of 1.187. Among these four strategies of CIAA, the promotional strategy is perceived as the most effective strategy with the mean of 3.56 and standard deviation of 1.15 perceived. The effectiveness of two major activities which are preventive and promotional as perceived by the respondents are effective with the average mean of 3.32 and standard deviation of 1.177. Among these two activities of CIAA, the preventive activities are

observed as most effective activities in controlling corruption with the mean value of 3.33 and standard deviation of 1.161.

The responses received on the opinion regarding the strategies and programs CIAA introduce to enhance its effectiveness in controlling corruption were categorized into ten different categories which are independency of CIAA, policy reform, process of investigation and prosecution, awareness to the public, salary and benefits of the employees, responsibility and accountability, digitalization, collaboration, whistleblower protection and broadening CIAA.

The analysis of the budget for the effectiveness of CIAA is done by collecting secondary data of last nine years from the period of 2014.015 to 2022.023 on overall budget, actual expenses, budget of CIAA to staff motivation and budget of CIAA to digital technology. The average allocation of government budget is 0.0411%, the average actual expenses is 78.55%, 1.403% of budget allocated to staff motivation and 1.357% of budget allocated to digital technology in CIAA during the period of 2014.015 to 2022.023. The budget spends and allocated to staff motivation and digital technologies fluctuates during the period of 2014 to 2023. Similarly, the average of 66.091% of total corruption cases were resolved with the standard deviation of 3.122% which indicates complaints resolved is consistent and has not fluctuated widely over the period.

The correlation coefficient denoted by R has a value of 0.937 indicates the positive correlation between the independent and dependent variables. The value coefficient of determination denoted by R^2 is 87.7% which shows the variation caused by the independent variables. However, remaining 12.3% of variation is caused by other factors. The standard error 1.382678 units indicates that the predicted values generated from the independent variables are 1.382678 units away from the actual values observed in the dependent variables. The significance value is 0.010 which indicates the effectiveness of budget in CIAA helps in controlling corruption in meaningful way.

The coefficient of variables shows that the predicted value of dependent variable would be 43.108 if all the independent variables were held constant at zero. The beta coefficient of actual expenses 0.263 and staff motivation 1.703 indicates that for every additional unit of

actual expenses and staff motivation, the ratio of complaints resolved is predicted to increase. Whereas the beta coefficient of budget to digital technology is (-0.20) which demonstrates that the additional increase in budget to digital technology is associated with a decrease of ratio of complaints resolved by 0.20.

The actual expenses of CIAA have a t-value of 5.463 and p value of 0.003, the budget of CIAA in staff motivation has a t value of 4.6 and p value of 0.006 the budget of CIAA in digital technology has the t value is (-0.95) and p value is 0.928 demonstrates that the actual expenses of CIAA and budget to staff motivation have greater impact on complaints resolved while budget to digital technology doesn't have impact on complaints resolved.

5.2 Conclusions

The effectiveness of CIAA is analyzed based on the budget of CIAA and the strategies and activities of the CIAA. The effectiveness of budget is analyzed through examine the impact of actual expenses of CIAA, budget of CIAA allocated to staff motivation and budget of CIAA allocated to digital technologies on the ratio of solved corruption cases.

The study found that the independent variables actual expenses of CIAA and budget of CIAA in staff motivation have a significant impact on dependent variable which is ratio of solved corruption cases whereas the relationship between independent variable budget of CIAA to digital technology and dependent variable ratio of complaints resolved is not significant. The result shows that the actual expenses and budget to motivation impact the effectiveness of CIAA in controlling corruption. However, the budget to digital technology has no significant impact on the effectiveness of CIAA in controlling corruption.

The study examines the effectiveness of anti-corruption strategies and activities of CIAA and found that all the four anti-corruption strategies of CIAA is found to be effective in controlling corruption. The most effective strategy for controlling corruption as perceived by the respondents is promotional strategy. Similarly, the both the major activities of CIAA in controlling corruption are observed to be effective. The most effective activities among these two that as perceived in controlling corruption is preventive activities. The responses received on the opinion regarding the strategies and programs CIAA introduce to enhance its effectiveness in controlling corruption were categorized into ten different categories which are independency of CIAA, policy reform, process of investigation and prosecution,

awareness to the public, salary and benefits of the employees, responsibility and accountability, digitalization, collaboration, whistleblower protection and broadening CIAA.

Therefore, the study effectiveness of anti-corruption agency in controlling corruption came to the conclusion that the efficient budget expenses and allocation of budget to staff motivation impact the effectiveness of anti-corruption agency in controlling corruption. Likewise, the strategies and activities adopted by the CIAA is effective in controlling corruption in the country.

5.3 Recommendations

The study aims studying the effectiveness of anti-corruption agency in controlling corruption in Nepal. The results of this research study are expected to act as a foundation for the further investigation. The recommendations for the effectiveness of anti-corruption agency in controlling corruption on the basis of conclusions and findings are as follows:

- i. The actual expenses of CIAA should be consistent and the adequate budget allocation should be ensured for staff motivation which allows agency to carry out its investigation and prosecution functions effectively and efficiently.
- ii. The CIAA should incorporate the advanced digital technology to enhance people engagement in anti-corruption initiatives, foster awareness, facilitate easy asses for filing complaints and expedite investigation and prosecution process.
- iii. The strategies and activities of the CIAA should be designed by consultation with the experts involving in various sectors and should be strictly implemented. The strategies and activities should encourage the whistleblower to raise a voice against corruption.
- iv. Future research should aim to determine the effectiveness of budget allocated to preventive and promotional activities in controlling corruption and should focus on the challenges in the effective utilization of budget within different activities and explore solutions to address them.
- v. Additional research should focus on the impact of digital technology in combating corruption.

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APPENDIX

APPENDIX-A Questionnaire

Dear Sir/Madam,

My name is Anish Adhikari. I am currently studying MA in Public Policy, Governance and Anti-corruption Studies at Tribhuvan University. In order to fulfill my course requirement, I am conducting research related to Assessing the Impact of Anti-Corruption Agency on Corruption Control. I would like to request you to fill up the following questionnaire with the relevant information. Your participation will help to find valid and reliable result of the study. The information provided will be kept confidential and used in aggregate form. Your cooperation is expected to add academic value and will be highly appreciated.

Section A: General Information

1. What is your name?

.....

2. What is your Age?

- a) 21-30 b) 31-40 c) 41-50 d) 51- 60 e) Above 60

3. Gender

- a) Male b) Female c) Others d) Prefer Not to say

4. Educational Background

- a) Bachelor b) Masters c) Mphil/Phd

5. How many years of experience you have?

- a) Less than or 5 years b) 6- 10 years c) 11-15 years d) Over 15 years

6. In which sector do you work?

- a) Government b) Non-Government c) Private Sector d) Academia e) Media

7. What type of organization do you work for?

- a) Local Level b) Provincial Level c) National Level d) International Level

8. How often do you participate in the programs organized by CIAA?

- a) Always b) Often c) Sometimes d) Rarely e) Never

9. How often does the CIAA consult you for their policies and programs?

- a) Always b) Often c) Sometimes d) Rarely e) Never

10. Do you think CIAA have adequate budget to operate

- a) Yes b) No

Promotional Strategy: Enhancing Awareness, coordination, networking and solidarity among stakeholders.

S.No.	Strategies	1	2	3	4	5
1	Increase public awareness against corruption.					
2	Enhancing participation and commitment of different level of governance against corruption					

Institutional capacity development: Strengthen institutional governance and enhance capacity of the commission.

S.No.	Strategies	1	2	3	4	5
1	Strengthen institutional capacity by strengthening organizational structure, procedures, methods and resources of commission.					
2	Broadening legal and institutional scope against corruption					

Section C: Effectiveness of Activities/Programs of CIAA

In your opinion, how effective are the following activities/programs of the CIAA) in controlling corruption in Nepal. Please mark.

1=Very Ineffective, 2= Ineffective, 3=Neutral, 4=Effective, 5=Very Effective

Preventive Programs/Activities

S.No.	Programs	1	2	3	4	5
1	Communicate suggestions regarding corruption control and promotion of good governance					
2	Coordination meetings, discussions and interactions					
3	Formation of civil society based anti-corruption organization					

Promotional Programs/Activities (प्रवर्द्धनात्मक कार्यहरु)

S.No.	Programs	1	2	3	4	5
1	Community Education Program					
2	Interaction Programs					
3	Promotional Program through media					
4	Submission of annual report					
5	Press Meet					
6	Interaction with government regulatory bodies					
7	Celebration of International anti-corruption day					
8	Inter-Office observation tour program					
9	Celebration of CIAA foundation Day					

In you opinion, what strategies and programs should CIAA introduce to enhance its effectiveness in controlling corruption?

.....

APPENDIX-B Raw Data

Participation in the programs organized by CIAA

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.000	7	4.8	4.8	4.8
	2.000	8	5.5	5.5	10.3
	3.000	46	31.7	31.7	42.1
	4.000	48	33.1	33.1	75.2
	5.000	36	24.8	24.8	100.0
	Total	145	100.0	100.0	

Source: Author's Calculation through SPSS

CIAA consultation for the plans, policies and programs

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.000	3	2.1	2.1	2.1
	2.000	2	1.4	1.4	3.4
	3.000	27	18.6	18.6	22.1
	4.000	29	20.0	20.0	42.1
	5.000	84	57.9	57.9	100.0
	Total	145	100.0	100.0	

Source: Author's Calculation through SPSS

Opinion on Adequacy of Budget

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.000	57	39.3	39.3	39.3
	2.000	88	60.7	60.7	100.0
	Total	145	100.0	100.0	

Source: Author's Calculation through SPSS

Opinion on Sufficiency of Training to CIAA Employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.000	47	32.4	32.4	32.4
	2.000	98	67.6	67.6	100.0
	Total	145	100.0	100.0	

Source: Author's Calculation through SPSS

Opinion on the use of Digital Technology

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.000	50	34.5	34.5	34.5
	2.000	95	65.5	65.5	100.0
	Total	145	100.0	100.0	

Source: Author's Calculation through SPSS

Overall Punitive Strategy

		Reliable	Developing	Strengthening	Investigation
N	Valid	145	145	145	145
	Missing	0	0	0	0
Mean		3.44828	3.44138	3.39310	3.51034
Std. Deviation		1.166256	1.165928	1.191967	1.202528

Source: Author's Calculation through SPSS

Making the investigation and prosecution system objective and reliable through the use of modern technology

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.000	14	9.7	9.7	9.7
	2.000	20	13.8	13.8	23.4
	3.000	16	11.0	11.0	34.5
	4.000	77	53.1	53.1	87.6
	5.000	18	12.4	12.4	100.0
	Total	145	100.0	100.0	

Source: Author's Calculation through SPSS

Developing corruption watch system for investigation and surveillance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.000	14	9.7	9.7	9.7
	2.000	19	13.1	13.1	22.8
	3.000	20	13.8	13.8	36.6
	4.000	73	50.3	50.3	86.9
	5.000	19	13.1	13.1	100.0
	Total	145	100.0	100.0	

Source: Author's Calculation through SPSS

Strengthening all kind of corruption related information management and intelligence mechanism

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.000	16	11.0	11.0	11.0
	2.000	18	12.4	12.4	23.4
	3.000	23	15.9	15.9	39.3
	4.000	69	47.6	47.6	86.9
	5.000	19	13.1	13.1	100.0
	Total	145	100.0	100.0	

Source: Author's Calculation through SPSS

Investigation and Prosecution by prioritizing corruption related affairs

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.000	12	8.3	8.3	8.3
	2.000	24	16.6	16.6	24.8
	3.000	13	9.0	9.0	33.8
	4.000	70	48.3	48.3	82.1
	5.000	26	17.9	17.9	100.0
	Total	145	100.0	100.0	

Source: Author's Calculation through SPSS

Overall Preventive Strategy

		Fostering	Empowering	Research	Coordination
N	Valid	145	145	145	145
	Missing	0	0	0	0
Mean		3.37931	3.35862	3.60690	3.59310
Std. Deviation		1.264191	1.205749	1.232075	1.133435

Source: Author's Calculation through SPSS

Fostering coordination, partnership and cooperation with various authorities to mitigate policy and institutional corruption

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.000	19	13.1	13.1	13.1
	2.000	18	12.4	12.4	25.5
	3.000	20	13.8	13.8	39.3
	4.000	65	44.8	44.8	84.1
	5.000	23	15.9	15.9	100.0
	Total	145	100.0	100.0	

Source: Author's Calculation through SPSS

Empower public bodies by holding them accountable in the fight against corruption

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.000	14	9.7	9.7	9.7
	2.000	27	18.6	18.6	28.3
	3.000	16	11.0	11.0	39.3
	4.000	69	47.6	47.6	86.9
	5.000	19	13.1	13.1	100.0
	Total	145	100.0	100.0	

Source: Author's Calculation through SPSS

Research, study and explore the latest issues related to controlling corruption

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.000	13	9.0	9.0	9.0
	2.000	18	12.4	12.4	21.4
	3.000	17	11.7	11.7	33.1
	4.000	62	42.8	42.8	75.9
	5.000	35	24.1	24.1	100.0
	Total	145	100.0	100.0	

Source: Author's Calculation through SPSS

Coordination and networking nationally and internationally against corruption

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.000	11	7.6	7.6	7.6
	2.000	16	11.0	11.0	18.6
	3.000	20	13.8	13.8	32.4
	4.000	72	49.7	49.7	82.1
	5.000	26	17.9	17.9	100.0
	Total	145	100.0	100.0	

Source: Author's Calculation through SPSS

Overall Promotional Strategy

		Awareness	Commitment
N	Valid	145	145
	Missing	0	0
Mean		3.57931	3.55172
Std. Deviation		1.134491	1.166256

Source: Author's Calculation through SPSS

Increase public awareness against corruption

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.000	10	6.9	6.9	6.9
	2.000	20	13.8	13.8	20.7
	3.000	16	11.0	11.0	31.7
	4.000	74	51.0	51.0	82.8
	5.000	25	17.2	17.2	100.0
	Total	145	100.0	100.0	

Source: Author's Calculation through SPSS

Institutional Capacity Development

		Capacity	Broadening
N	Valid	145	145
	Missing	0	0
Mean		3.48276	3.51724
Std. Deviation		1.208209	1.202448

Source: Author's Calculation through SPSS

Enhancing participation and commitment of different level of governance against corruption

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.000	9	6.2	6.2	6.2
	2.000	24	16.6	16.6	22.8
	3.000	19	13.1	13.1	35.9
	4.000	64	44.1	44.1	80.0
	5.000	29	20.0	20.0	100.0
	Total	145	100.0	100.0	

Source: Author's Calculation through SPSS

Strengthen institutional capacity by strengthening organizational structure, procedures, methods and resources of commission

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.000	17	11.7	11.7	11.7
	2.000	13	9.0	9.0	20.7
	3.000	21	14.5	14.5	35.2
	4.000	71	49.0	49.0	84.1
	5.000	23	15.9	15.9	100.0
	Total	145	100.0	100.0	

Source: Author's Calculation through SPSS

Broadening legal and institutional scope against corruption

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.000	16	11.0	11.0	11.0
	2.000	15	10.3	10.3	21.4
	3.000	15	10.3	10.3	31.7
	4.000	76	52.4	52.4	84.1
	5.000	23	15.9	15.9	100.0
	Total	145	100.0	100.0	

Source: Author's Calculation through SPSS

Overall Preventive Activities

		Communicate	Meeting	Civil society
N	Valid	145	145	145
	Missing	0	0	0
Mean		3.31724	3.30345	3.35862
Std. Deviation		1.140805	1.120045	1.222906

Source: Author's Calculation through SPSS

Communicate suggestions regarding corruption control and promotion of good governance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.000	14	9.7	9.7	9.7
	2.000	24	16.6	16.6	26.2
	3.000	21	14.5	14.5	40.7
	4.000	74	51.0	51.0	91.7
	5.000	12	8.3	8.3	100.0
	Total	145	100.0	100.0	

Source: Author's Calculation through SPSS

Coordination meetings, discussions and interactions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.000	11	7.6	7.6	7.6
	2.000	28	19.3	19.3	26.9
	3.000	26	17.9	17.9	44.8
	4.000	66	45.5	45.5	90.3
	5.000	14	9.7	9.7	100.0
	Total	145	100.0	100.0	

Source: Author's Calculation through SPSS

Formation of civil society based anti-corruption organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.000	16	11.0	11.0	11.0
	2.000	24	16.6	16.6	27.6
	3.000	16	11.0	11.0	38.6
	4.000	70	48.3	48.3	86.9
	5.000	19	13.1	13.1	100.0
	Total	145	100.0	100.0	

Source: Author's Calculation through SPSS

Overall Promotional Activities

	Communi- city	Interacti- on	Promotio- nal	Report	Pressm- eet	Interaction_govern- ment	Celebrati- on	Tour	Annivers- ary
NValid	145	145	145	145	145	145	145	145	145
Missi- ng	0	0	0	0	0	0	0	0	0
Mean	3.45517	3.46207	3.64138	3.32414	3.31724	3.31034	3.11724	2.99310	3.20690
Std. Deviati- on	1.166544	1.136642	1.134533	1.224080	1.182649	1.163790	1.244451	1.249981	1.246643

Source: Author's Calculation through SPSS

Community Education Program

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.000	12	8.3	8.3	8.3
	2.000	23	15.9	15.9	24.1
	3.000	18	12.4	12.4	36.6
	4.000	71	49.0	49.0	85.5
	5.000	21	14.5	14.5	100.0
	Total	145	100.0	100.0	

Source: Author's Calculation through SPSS

Interaction Programs

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.000	12	8.3	8.3	8.3
	2.000	20	13.8	13.8	22.1
	3.000	21	14.5	14.5	36.6
	4.000	73	50.3	50.3	86.9
	5.000	19	13.1	13.1	100.0
	Total	145	100.0	100.0	

Source: Author's Calculation through SPSS

Promotional Program through media

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.000	11	7.6	7.6	7.6
	2.000	16	11.0	11.0	18.6
	3.000	14	9.7	9.7	28.3
	4.000	77	53.1	53.1	81.4
	5.000	27	18.6	18.6	100.0
	Total	145	100.0	100.0	

Source: Author's Calculation through SPSS

Submission of annual report

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.000	14	9.7	9.7	9.7
	2.000	28	19.3	19.3	29.0
	3.000	22	15.2	15.2	44.1
	4.000	59	40.7	40.7	84.8
	5.000	22	15.2	15.2	100.0
	Total	145	100.0	100.0	

Source: Author's Calculation through SPSS

Pressmeet

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.000	13	9.0	9.0	9.0
	2.000	27	18.6	18.6	27.6
	3.000	25	17.2	17.2	44.8
	4.000	61	42.1	42.1	86.9
	5.000	19	13.1	13.1	100.0
	Total	145	100.0	100.0	

Source: Author's Calculation through SPSS

Interaction with government regulatory bodies

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.000	14	9.7	9.7	9.7
	2.000	24	16.6	16.6	26.2
	3.000	26	17.9	17.9	44.1
	4.000	65	44.8	44.8	89.0
	5.000	16	11.0	11.0	100.0
	Total	145	100.0	100.0	

Source: Author's Calculation through SPSS

Celebration of International anti-corruption day

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.000	17	11.7	11.7	11.7
	2.000	34	23.4	23.4	35.2
	3.000	28	19.3	19.3	54.5
	4.000	47	32.4	32.4	86.9
	5.000	19	13.1	13.1	100.0
	Total	145	100.0	100.0	

Source: Author's Calculation through SPSS

Inter-Office observation tour program

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.000	22	15.2	15.2	15.2
	2.000	34	23.4	23.4	38.6
	3.000	25	17.2	17.2	55.9
	4.000	51	35.2	35.2	91.0
	5.000	13	9.0	9.0	100.0
	Total	145	100.0	100.0	

Source: Author's Calculation through SPSS

Celebration of CIAA (Commission for the Investigation of Abuse of Authority)
foundation Day

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1.000	16	11.0	11.0	11.0
	2.000	31	21.4	21.4	32.4
	3.000	26	17.9	17.9	50.3
	4.000	51	35.2	35.2	85.5
	5.000	21	14.5	14.5	100.0
	Total	145	100.0	100.0	

Source: Author's Calculation through SPSS

Budget of CIAA in last nine years

Year	Total Budget	Total Revenue Collection	Actual Expenses	Employees Training	Employees Reward	ICT
2014.015	462442952.01	25359312.97	451739083.76	891200	0	0
2015.016	319117000	12000118.12	273690666.34	1300000	0	0
2016.017	450117000	5555047.00	309389890.44	1900000	0	0
2017.018	452034000	6803500.50	333038401.76	0	0	0
2018.019	404881000	9554062.90	316122481.48	2400000	250000	30419000
2019.020	598665000	27586312.00	469078789.56	12800000	0	5700000
2020.021	544355000	17003617.49	318293285.38	18500000	845000	10400000
2021.022	559064000	30802525.00	422671335.22	20000000	2500000	10000000
2022.023	649698000	24577551.00	588514283.93	5500000	2540000	900000

Source: CIAA, Government of Nepal, 2024

Proportion of Government Budget allocated to the CIAA

Year	Total Government Budget (NPR)	Total Budget Allocated to CIAA (NPR)	Percentage of allocated budget over total budget (%)
2014.015	61810000000	462442952.01	0.075
2015.016	819468884000	319117000.00	0.039
2016.017	1048921354000	450117000.00	0.043
2017.018	1278994855000	452034000.00	0.035
2018.019	1315161700000	404881000.00	0.031
2019.020	1532967100000	598665000.00	0.039
2020.021	1474645400000	544355000.00	0.037
2021.022	1647576700000	559064000.00	0.034
2022.023	1793837300000	649698000.00	0.036
Mean			0.0411
Standard Deviation			0.01167

Source: CIAA, Government of Nepal, 2024

Actual Expenses for the Last Nine Years

Year	Actual Expenses of CIAA (NPR)	Percentage of Actual Expenses over the budget allocated to CIAA (%)
2014.015	451739083.76	97.69
2015.016	273690666.34	85.76
2016.017	309389890.44	68.74
2017.018	333038401.76	73.68
2018.019	316122481.48	78.08
2019.020	469078789.56	78.35
2020.021	318293285.38	58.47
2021.022	422671335.22	75.60
2022.023	588514283.93	90.58
Mean		78.55
Standard Deviation		11.70

Source: CIAA, Government of Nepal, 2024

Proportion of CIAA budget allocated to Digital Technology

Year	CIAA Budget allocated to Digital Technology (NPR)	Budget to Digital Technology over the budget allocated to CIAA (%)
2014.015	0.00	0.000
2015.016	0.00	0.000
2016.017	0.00	0.000
2017.018	0.00	0.000
2018.019	30419000.00	7.513
2019.020	5700000.00	0.952
2020.021	10400000.00	1.911
2021.022	10000000.00	1.789
2022.023	900000.00	0.139
Mean		1.367
Standard Deviation		2.434

Source: CIAA, Government of Nepal, 2024