

# Factors Influencing the Strategies of Anti-Corruption Agencies in Nigeria: A Study of the Independent Corrupt Practices and Other Related Offences Commission (ICPC)

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**ABSTRACT:** Different studies by governmental and non-governmental bodies have reported that there was prevalence of corruption in Nigeria. Anti-corruption agencies in Nigeria formulate strategies to guide the performance of their statutory purposes which is to combat corruption in the country. The Strategic Plan 2013-2017 of the Independent Corrupt Practices and Other Related Offences Commission (ICPC) was examined. The specific objectives of the paper were to determine the factors influencing the performance of the strategy of ICPC, and to determine the effectiveness of the strategy. The paper revealed some factors which hindered or could enhance the strategy of ICPC. It also revealed that the 2013-2017 strategic plan of ICPC was not effective. The paper concluded that as at 2022, corruption was still prevalent in Nigeria. The paper recommended that every sector of the Nigerian society should perform certain functions to ensure the effective performance of strategies of anti-corruption agencies in Nigeria. Also, in-depth studies on functions of each sector of the society which would make the performance of anti-corruption agencies to become effective in Nigeria, should be done.

**Keywords** - Anti-corruption, factors, influencing, Nigeria, strategy.

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## 1. Introduction

Nigeria is located in the western zone of Africa. As at 2020, it was the most populated country in the African continent with an estimated total population of 206,139,589 people. The population of the country constituted about 2.64% of the total population of the world, and it ranked seventh as the most populated country in the world (NPC, [1]). There are more than 250 ethnic groups and languages in the country. Its national languages are Yoruba, Igbo, Hausa, and English (MFA, [2]). There is a federal system of government in the country. It has thirty-six states and a federal capital territory, and a total of seven hundred and seventy-four local government areas/councils (FRN, [3]). As at November 2022, the country was the third largest African producer of petroleum in the Organisation of Petroleum Exporting Countries (OPEC) and it ranked seventh in OPEC (VON, [4]). In Nigeria, there is a vast array of human capital, and also the country is an exporter of cocoa, rubber tree sap, palm oil, groundnut, and timber.

In the history of the public sector of Nigeria, since the independent of the country till date, the public sector has been governed by sixteen administrations. The administrations composed of democratically elected eight civilian governments in four republics, and a total of eight military regimes enthroned through the process of *coup d'états*. The current administration in the country is a civilian regime and it is in the fourth republic. The different administrations had decreed or enacted and established anti-corruption laws and agencies for the country. As listed in the laws of the federation, there are presently about forty-two anticorruption laws and agencies in the country (LawNigeria, [5]). It is usual in the country that new administrations decree or enact and establish new anti-corruption laws and agencies, without repelling or discarding previous similar laws and agencies. As a result of this some of the agencies have similar functions. The different anti-corruption agencies had formulated strategies to guide the performance of their statutory purposes which is to combat corruption in the country. The prevalence of corruption in the country is however still at a high level.

A national survey on corruption as experienced by Nigerians, was conducted in 2019 by the United Nations Office on Drugs and Crime (UNODC). The survey was in collaboration with the National Bureau of Statistics (NBS) of Nigeria. The survey covered the period 2016 to 2019. The Nigerians surveyed were aged 18 years and above who have had at least one contact with an official of the government of Nigeria. The proportion of Nigerians who had contacted a government official had increased to 63% and 30% of them had paid at least one bribe to an official, and they frequently continued to do so. In 2016, 70% of Nigerians perceived that the government was effective in its fight against corruption. From 2017 to 2019, the perception rate had reduced and 48% of Nigerians perceived that the government was effective in its fight against corruption, 52% believed that corruption had increased in the country (UNODC, 2019, [6]).

In 2020, the Anti-corruption Academy of Nigeria (ACAN) which is the research and training arm of the Independent Corrupt Practices and Other Related Offences Commission (ICPC) conducted a survey of Nigeria Corruption Index. The survey involved the executive, legislative, and the judiciary arms of the government of Nigeria, as well as the private business sector. The survey focused on grand corruption in Nigeria, that is corruption in high places concerning large sums of money, and vast quantities of assets connected to the central functions of the government of the country at the national, states and local government levels. The variables for the survey were classified into monetary and non-monetary. (ACAN, [7]).

The ACAN corruption index was measured on a scale of 0 to 100. A score of 0 represented absolutely not corrupt, 0-10 was mildly corrupt, 10-20 was moderately corrupt, 40-60 was highly corrupt, 80-90 was severely corrupt, and 90-100 was absolutely corrupt. The survey was conducted on each of the aforementioned sectors and the average for all the sectors constituted the corruption index for the country. The approximated monetary corruption score for all the sectors was 47, indicating a high corrupt index. The non-monetary corruption score for all the sectors was 49, also indicating high corrupt index. The overall corruption score for the country was 48, which indicated a high corruption index in Nigeria (ACAN, [7]).

Transparency International, an organization involved in global coalition against corruption also conducted a corruption perception index in Nigeria, in 2020. The perception index was determined by experts, business people and opinion surveys. The index was measured on a scale of 0 to 100. A score of 0 indicated highly corrupt and a score of 100 indicated zero corruption. The survey reported that the perceived level of public sector corruption in Nigeria was 75%. It was also reported that Nigeria ranked 149 out of 180 least corrupt countries selected for the survey. Nigeria scored 25% in the criteria used for the survey (TI, [8]). In the 2016 survey of the organisation, the perceived level of public sector corruption in Nigeria was 72%. The country was ranked 136 out of 176 least corrupt countries selected for the survey. In the criteria used for the survey the country scored 28% for that year (TI, [8]). In the 2019 survey, the perceived level of public sector corruption in the country was 74%. It was ranked 146 out of 180 least corrupt countries selected for the surveys. In the criteria used for the survey Nigeria scored 26% for that year (TI, [8]).

In the light of the prevalence of corruption in Nigeria, as reported in the joint survey by the United Nations Office on Drugs and Crime (UNODC) and the National Bureau of Statistics (NBS) of Nigeria, the Anti-corruption Academy of Nigeria (ACAN), and the Transparency International (TI); it is deemed fit that there should be more studies to examine the factors influencing the strategies of anti-corruption agencies in Nigeria.

The above revelation of the prevalence of corruption in Nigeria has given rise to some pertinent questions which are; what factors influence the performance of the strategy of the Independent Corrupt Practices and Other Related Offences Commission? and how effective is the strategy of the Commission? The main objective of the paper is therefore to examine the factors influencing the strategy of the Independent Corrupt Practices and Other Related Offences Commission, and specifically to:

- (1) Determine the factors which influence the performance of the strategy of the Commission, and
- (2) Determine the effectiveness of the strategy of the Commission.

Through an examination of the factors influencing the strategy of the Independent Corrupt Practices and Other Related Offences Commission, the paper hopes to reveal the attempt made by the Commission to combat corruption in Nigeria. It is expected that more knowledge on factors which influence the performance of the strategy of the anti-corruption agency, and the effectiveness of its strategy would be revealed. It is also hoped that this paper would contribute to the increasing body of knowledge about combating corruption in Nigeria, and also provide insights on anti-corruption activities which other papers might have missed. In addition, the findings in the paper could become relevant information for the formulation of strategic plans for anti-corruption agencies.

Among the different anti-corruption agencies established by the government of Nigeria, this paper focused on the examination of the 2013-2017 Strategic Plan of the Independent Corrupt Practices and Other Related Offences Commission. The Independent Corrupt Practices and Other Related Offences Commission (ICPC) was established on June 13, 2000 through an enactment of the Corrupt Practices and Other Related Offences Act 2000 No. 5. The Commission has a vision to have a Nigeria free from all forms of corruption and corrupt practices, and to accomplish the mission to rid Nigeria of corruption through lawful enforcement and preventive measures. Its mandate is to prohibit and prescribe punishments for corrupt practices and other related offences (ICPC, [9]). The Commission is empowered to enforce, prevent, educate, and mobilize matters which are related to corruption in the public sector, private sector, as well as among their officials and inclusive of those with constitutional immunity. Its enforcement duties are to receive and investigate reports of corrupt offences as defined by its Act and if appropriate, prosecute the offender(s). The prevention duties are to eliminate or minimize corruption by studying, evaluating and enforcing the correction of systems and procedures which are corruption-prone. The education and mobilization duties involve the education and enlightenment of the general public about corruption, and to solicit their support for the fight against corruption (ICPC, [9]).

## **2. Literature Review**

The battle to combat corruption is a global affair. Countries of the world have convened to determine ways and means to combat the global threat of corruption. Anti-corruption strategies were formulated by different countries of the world, non-governmental organizations, as well as international, continental, and regional bodies. Such bodies are the Economic Community of West African States (ECOWAS), the African Union (AU), and the United Nations (UN).

On 21<sup>st</sup> December 2001, the Economic Community of West African States (ECOWAS) signed into effect its anti-corruption strategy, the Protocol on the Fight Against Corruption. There are 27 Articles in the Protocol, and in articles 5-20 the anti-corruption strategy was specified. (ECOWAS, [10]).

The anti-corruption strategy of the African Union (AU), the Convention on Preventing and Combating Corruption was adopted at the 2nd Ordinary Session of the Assembly of the African Union held on 11th July 2003. There are 28 Articles in the Convention. Articles 5-20 specified the components of the anti-corruption strategy (AU, [11]).

The United Nations (UN) anti-corruption strategy which is the Convention Against Corruption was adopted in its General Assembly resolution 58/4 of 31st October 2003. There are 71 Articles in the Convention and they were classified into 8 chapters. The anti-corruption strategy was specified in Chapters II-VI and listed under Articles 5-62 of the Convention. (UNODC, [12]).

Nigeria is an active member of ECOWAS, AU, and UN. The country ratified (acceded to) the ECOWAS anti-corruption strategy on August 23<sup>rd</sup> 2002 (ECOWAS, [13]). The country, as at 30<sup>th</sup> October 2019, was listed among countries which acceded to the AU anti-corruption strategy (AU, [11]). The country also, signed the UN anti-corruption strategy on 9<sup>th</sup> December 2003 and acceded to it on 24<sup>th</sup> October 2004 (UNODC, [14]). Acceding to the anti-corruption strategies of ECOWAS, AU, and UN implied that Nigeria adopted the anti-corruption strategy of the respective regional, continental, and international bodies.

The government of Nigeria published in 2017 its first national anti-corruption strategy, the National Anti-corruption Strategy (NACS) 2017-2021 of the Federal Republic of Nigeria (FRN, [15]). Although, since 1975 the government had enacted and established many anti-corruption laws and agencies such the Independent Corrupt Practices and Other Related Offences Commission.

The Strategic Plan 2013-2017 of the Independent Corrupt Practices and Other Related Offences Commission (ICPC) consisted of nine sections. The sections were: Background, Independent Corrupt Practices and Other Related Offences Commission, Legal and institutional measure on anti-corruption work in Nigeria, Framework of the ICPC strategy, Strategic review of the ICPC, Risk assessment, Strategic priorities & results framework, Strategy implementation, and Monitoring & evaluation (M&E). There was also a section on Result framework (ICPC, [9]). The objectives of the Strategic Plan were to have:

- (1) More effective reportage.
- (2) Investigation and prosecution of corruption cases.
- (3) Reduction of system induced corrupt practices.
- (4) Increased managerial effectiveness of ICPC (ICPC, [9]).

The planned outcomes for the objectives were:

- (1) Increased reporting of corruption cases by citizens.
- (2) Improved capacity to investigate cases.
- (3) Improved mechanisms for corruption prevention in the public sector.
- (4) Increased public empowerment against corruption.
- (5) Improved ICPC management style and culture (ICPC, [9]).

Some other anti-corruption strategies were prescribed by some authors. In 1998, Gray and Kaufmann published a survey of about 150 high-ranking public officials and key members of civil societies from 60 developing countries. The publication examined the principal causes and costs of corruption and suggested specific ways to enhance anti-corruption efforts in developing and transition economies. According to them, though sceptic questioned if fighting corruption was worth the bother their study however arrived at some strategies for combating corruption. The strategies, they said, were successfully adopted by some countries. The strategies they proffered were; the political will of the people, establishment of anti-corruption agencies, implementation of an encompassing economic and public sector reform, and that foreign firms should prioritize the enforcement of anti-bribery legislation abroad. They stated that the major emphasis on curbing corruption should be preventive measures (Gray and Kaufmann [16]). They gave the following specific economic strategies for reducing opportunities for corruption. To:

- (1) Lower tariffs and other barriers to international trade,
- (2) Unify the market determined exchange rates, and interest rates,
- (3) Eliminate enterprise subsidies,
- (4) Minimize regulations, licensing requirements, and other barriers to entry for new firms and investors,
- (5) De-monopolize and privatize government assets (corporations), and
- (6) Transparently enforce prudent auditing and accounting standards, and banking regulations.

They specified the following reforms for government institutions:

- (1) Civil service reform,
- (2) Improve budgeting, financial management, and tax administration,

- (3) Strengthen legal and judicial systems,
- (4) Place greater focus on internal competition and incentives in the public sector,
- (5) Strengthen internal and external checks and balances, and
- (6) Carefully and transparently enforce anti-corruption measures, such as prosecuting people involved in corruption, especially prominent corrupt personalities (Gray and Kaufmann [16]).

According to Ayoola [17], the following measures should be adopted for the following practitioners of corruption; closet practitioners should be exposed, deliberate practitioners should be severely dealt with, unwitting practitioners should be educated, morally justified practitioners should be corrected, those who redefine corruption to exclude their nefarious activities should be neutralized, and do-gooder practitioners who cover corruption with philanthropy as a means to gather an army of beneficiaries who would shield their nefarious activities should be exposed to public ridicule. He stated that for any anti-corruption strategy to be effective in the Nigeria, integrity deficiency should be addressed. He explained that the manifestations of integrity deficiency were lawlessness, disregard for due processes, and non-commitment to values. He affirmed that for the fight against corruption to have a durable result, the criminal justice law and other options must be complemented with a credible, vigorous and sustainable programme of national rebirth, as well as transformation programmes which would seek to enthrone integrity as a second nature in the people. He emphasized that integrity and transparency were essential virtues which operators of the criminal justice system and the fighters against corruption must themselves have, if fighting corruption through the criminal justice system was not to lose its credibility and potency (Ayoola, [17]).

Rothstein [18], specified the following anti-corruption strategies:

- (1) The institutions in a society should be efficiently structured such that the fear of being caught in corrupt practices is greater than the greed which incites people to engage in the practice.
- (2) Facilitate political accountability by the establishment of independent and honest judicial system, anti-corruption implementation institutions, audit systems, laws which guarantee freedom of information and a free media, and the protection of freethinking and human rights.
- (3) Establish a reform process based on research conducted to identify the different roles and interests of the people; that is those likely to support reforms and how to optimise their involvement; and those expected to oppose reforms and how to tackle their resistance.
- (4) Donor organizations and international supporters of anti-corruption policies should comprehend the universalistic or particularistic political culture of their beneficiary societies.

Rothstein explained that a universalistic political culture is an open access social order characterized by free access to political and economic arenas of competition using specific impersonal forms of governance and contracts. A particularistic political culture is a limited access social order characterized by privileged access to valuable rights and activities in a society, it builds on innate empathy when building personal relationships, and it is similar to an aristocratic-feudal system. He said to curb corruption the social order has to move from particularistic culture to universalistic culture (Rothstein [18]).

Asobie [19] affirmed that there were interferences in the operations of anti-corruption agencies in Nigeria. Anti-corruption activities he explained, were usually used as political weapons against opposition parties and citizens who oppose the activities of the government in power. He stated that such a government does not have the political will to effectively fight corruption. Vice versa, opposition parties and citizens also use anti-corruption activities to attempt to unseat the government in power. He further explained that anti-corruption agencies were directly answerable to the executive arm of government. Asobie described the scenario as paradoxical, because according to him, "those with the greatest opportunity to engage in corrupt practices and those that are potentially most vulnerable to temptations for corruption also (have the power) having to protect the state against corruption" (Asobie, 2012, p. 23). He recommended that anti-corruption agencies should, ideally, be answerable to the legislative arm of government. He said that when evaluating public anti-

corruption agencies, the history of the political economy of Nigeria should be taken into consideration (Asobie [19]).

According to Agara [20] to achieve the eradication of corruption the systemic relationship between political corruption, bureaucratic corruption, and corruption of the bureaucratic process should be understood when formulating and adopting strategies. He stated that the wiliness of political leaders to curb corruption was also required for successful adoption of anti-corruption strategies (Agara ([20]).

As assessed by Saliu [21], anti-corruption agencies in Nigeria play to the gallery. He explained that the agencies were not proactive but reactive to media reports without proper investigations, the agencies are quick to arrest and prosecute presumed offenders and regularly amend charges against them. He said critics of the government in power were often arraigned by anti-corruption agencies, while corrupt people who were favourably disposed to the regime were not arrested. The subjectivity tendency according to him, encourages corruption in the country (Saliu, [21]).

Pillay, Mantzaris, and Sayeed, [22] stated that organisational ethics, accountability, openness and transparency were essential elements for the fight against corruption. The elements, they said, should be planned and implemented as policies which should modify behaviour and bring about positive change in the culture of an organisation. They posited that the teaching of ethics should be a key part of Public Administration curricula in universities and other higher institutions. They emphasized that ethical criteria were relevant to decision-making experts, administrative elites, and individuals serving in political capacity. The adoption of ethics training strategy, according to them, shall increase awareness of roles, responsibilities, promotion of an ethical and accountable public service, develop competent, responsible, capable, efficient, economically effective, and ethical public servants. To ensure the promotion of ethical behaviour which would transform an organization to become honest, accountable, respectful and loyal to the people, and to abide by all ethical principles above private gain; the public administrative leaders who are responsible for implementing the existing laws, policies, rules and regulations are to set an example by maintaining high moral and ethical standards and to comply with the organizational laws, policies, rules and regulations (Pillay, Mantzaris, and Sayeed, [22]).

Badejo [23] agreed that lifestyle audits as a routine legal requirement should be adopted as an anti-corruption strategy for promoting transparency in interactions between governments and business organisations in Africa, and when there is evidence of unexplained wealth in the ownership of business organizations. He explained that tackling corruption involves instilling values and principles in the next generation, and the development of relevant skills along with the achievement of physical, mental, and social developments of an individual (Badejo [23]).

### **3. Theoretical Framework**

The theoretical framework for the paper was based on the open system model. An open system model, according to Mullins [24], is whereby an organization involves itself in a series of activities (inputs) and interacts with its external environment to effectively attain its aims and objectives (output). Mullins explained that the series of activities involve subsystems in the organization. The subsystem includes the process of management, the behaviour of the people in the organisation, tasks to be undertaken, technology deployed, and the formal structure of the organization. The state of the sub-system, he said, affects the effectiveness of the performance of the organization. Mullin added that for an organization to satisfy or exceed the demands and requirements of its customers, the organization is required to be efficient, effective, and adapt to changes in its environment. To analyse the effectiveness of an organization, Mullin explained, the organization should be separated into two parts or structures. The first part is the defined structure which is present in every organization. The second is the human designed structure. The effectiveness of an organization is dependent on how accurate the human designed structure matches the defined structure of the organization (Mullins, [24]).

Ikelegbe [25] defined efficiency as the output produced in relation to the input utilized. The input in a public organization, he said, was difficult to determine, quantify, and to measure, which is unlike in the private sector. In the private sector inputs are measured to determine the profitability of an organisation and the



attainment of its primary goal to make profit. Effectiveness, he defined as the attainment of policy, programmes, goals and objectives of an organisation. Effectiveness measures how much the goals and objectives of an organization were achieved. He explained that in the public sector, the emphasis is goal attainment, service delivery, and client satisfaction; that is effectiveness rather than efficiency. He added that to measure the level of effectiveness of an organization, these factors were to be clearly stated: goals and objectives, methods of operation, and the yardsticks (planned outcomes) for measuring the effectiveness (Ikelegbe, [25]).

In the view of Jan-Erik [26], the effectiveness of an organization is determined by the degree to which it realizes its goals. Its efficiency is measured by the number of resources it used to produce a unit of output. Efficiency is related to productivity, and effectiveness is related to goals attainment. Jan-Erik argued that it was difficult for public institutions to be equally efficient and effective. In the public sector the focus is not on cost minimization but to pay attention to the desired output or outcome, because the demand for public goods and services is not easily measured. Thus, “efficiency in the public sector is a function of both the provision of goods and services in relation to objectives and the allocation of resources” (Jan-Erik, [26]).

An analogy of the difficulty of measuring public goods could be made with an example of supply of essential goods, such as clean water for drinking and other general purposes. In Nigeria, private sector organisations package clean drinking water in bottles or sachets to measure the unit cost. It connects meters to homes to measure the unit cost for domestic use of water and to factories to measure industrial use of water. The meter system is to determine the unit cost to provide billing system by which the private organisations charge the users fees. The public sector Water Board provides public taps at accessible points along public streets for free usage by members of the public. Some households also connect pipes from public water system into their homes. Meter system is not installed on public water system. The supply of public clean water in Nigeria is difficult to measure.

Bearing in mind that it is difficult to measure the efficiency of public goods and services, the study focused on examining the effectiveness of the anti-corruption strategy of the Independent Corrupt Practices and Other Related Offences Commission and the factors influencing the strategy.

#### **4. Factors Influencing the Strategy of the Independent Corrupt Practices and Other Related Offences (ICPC)**

Earlier in this paper, some factors which hindered, enhanced, and thereby influenced the performance of anti-corruption strategies in Nigeria, were given by some authors referenced in the paper. Some other reports from the Independent Corrupt Practices and Other Related Offences Commission, and from a 2022 study by Aihie [27] also identified some factors which influence the performance of the Commission.

The Independent Corrupt Practices and Other Related Offences Commission stated in section five of its Strategic Plan 2013 - 2017 that its internal origin (attributes of the Commission) would strengthen its capacity. The following were stated as the attributes which could enhance the performance of the Commission (ICPC, [9]):

- (1) Enforcement and preventive mandates in the Act.
- (2) Guaranteed independence.
- (3) Culture of integrity.
- (4) Capacity building and staff education.
- (5) Goodwill of citizens and international donors' support.

The internal and external factors which challenged its capacity to optimally perform its anti-corruption activities were also stated. The internal challenges were (ICPC, [9]):

- (1) Lack of adequate funding had affected the Commission's ability to fully investigate, prosecute, perform system studies, and to educate as well as enlighten Nigerians about the duties of the Commission.

- (2) Inadequate professionals in the Commission's workforce, such as accountants, lawyers, criminologists, forensic experts and appropriate mix of other qualifications.
- (3) Inability of the Commission to take a stand on its identity, either as a law enforcement agency or a civil service organization. This has taken its toll on staff psyche, morale, conduct and performance.
- (4) Inability of the Commission to establish offices in every state of the federation, as stipulated in its Act.
- (5) Poor work ethics among staff of the Commission.
- (6) Lack of formal guidelines on policy implementation in relation to some activities of the Commission, such as case management.
- (7) Poor internal information management among departments and units, as a result important information to end users were delayed.
- (8) Poor administrative record keeping system and resulting in duplication of work, and sometimes confusion in the allocation of responsibilities.
- (9) Few staff have the requisite experience to perform system study and review.
- (10) Lack of development of skills for tracing, confiscation, recovery and management of asset.
- (11) Over dependence on petitions inhibits the Commission from acting proactively in its enforcement duties.
- (12) Paucity of fund and operational independence were challenges to the operation of the established 372 anti-corruption transparency monitoring units.
- (13) Inadequate supervision of the National Anti-corruption Volunteer Corps gave room to limited control of the activities of the corps.

The external challenges were (ICPC, [9]):

- (1) Delays in the administration of criminal justice and the non-review of some outdated laws.
- (2) Lack of political will and interferences in the work of the Commission.
- (3) Absence of a National Anti-Corruption strategy to build synergy, collaboration and cooperation among anti-corruption agencies (As at 2012).
- (4) Societal tolerance for corruption and citizens' apathy to combating corruption.

The above stated attributes of the ICPC which strengthen its capacity and the above stated internal and external challenges to its capacity to optimally perform its anti-corruption activities, were factors which influenced the performance of the 2013-2017 strategic plan of the Commission.

In 2022, a study which assessed the strategy of the Independent Corrupt Practices and Other Related Offences Commission was conducted by Aihie [27]. The study examined the activities of the Commission from 2010 to 2022. The study population was 37.84% of the estimated total population of Edo State, who were 18 years and above at the time of the study. The estimated total population of the State was 4,695,059 as at 2020 (Edo State Government, [28]). The sample size was 304 drawn from six local government areas (LGAs), two from each of the three Senatorial Districts in the State. The sampling techniques adopted for the study were cluster, stratified, and convenience sampling techniques. To obtain primary data for the study, a mixture of closed and open, as well as structured and unstructured questionnaires were administered to the sample. The method of data analysis was descriptive statistics using frequency tabulations, and percentages. In the study, it was found that some factors influenced the performance of the strategy of the Commission. The influencing factors were categorized as hindrances or enhancements. The hindrances to the performance of the strategy of the Commission were the following, the (Aihie, [27]).

- (1) Behaviour of staff of the Commission which were greed, selfishness, insincerity. incompetence, negligent of duties, and corruption.
- (2) Improper search and appointment of qualified personnel for the Commission, and mismanagement of the personnel.
- (3) Poor publicity and enlightenment campaign and thereby resulted in lack of public awareness about the existence and the functions of the Commission.
- (4) Inaccessibility of the Commission.



- (5) Insufficient collaboration from security agencies, and members of the public.
- (6) Lack of public trust in the Commission.
- (7) Insecurity in the country.
- (8) Insufficient staff development and training.
- (9) Inadequate government assistance regarding funding, staffing, and conducive work environment.
- (10) Low wages, and lack of welfare scheme resulting in low morale among staff of the Commission.
- (11) Unstable economic conditions.
- (12) Financial misappropriation in the Commission.
- (13) Inadequate empowerment to investigate all corruption related matters.
- (14) Poor government enforcement of the recommendations of the Commission.
- (15) Interferences from government officials, and political elites in the operations of the Commission.
- (16) Slow administration of justice, and absence of the rule of law.
- (17) Institutional weaknesses to conclusively investigate corruption.

The study also proffered some factors which could influence and enhance the performance of the strategy of the Commission. The stated enhancement factors were the following, to (Aihie, [27]):

- (1) Institute measures to ensure safety of informants.
- (2) Employ competent staff, and regularly re-train them.
- (3) Members of staff should be transparent, honest, competence, reliable, diligent, and non-partisan.
- (4) Update and computerize the method of operations in the Commission.
- (5) Increase publicity, enlightenment campaigns, and regularly organize interactions with ministries, departments and agencies of government (MDAs), the private business sectors, and members of the public at local and national levels.
- (6) There should be collaboration from MDAs, the private business sector, and members of the public;
- (7) Government should increase budgetary allocations, employ more staff, provide higher salaries and welfare packages, as well as to provide conducive work environment in the Commission.
- (8) The economic conditions in the country should be improved to reduce poverty and opportunities for corruption.
- (9) The Commission should apply prudent financial policies.
- (10) Strengthen the Legal framework (Act) to empower the Commission to investigate all cases of corruption.
- (11) Interferences from government officials, and political elites in the operations of the Commission should be eliminated.
- (12) Institutional processes to aid the conclusion of investigations on corruption should be strengthen.
- (13) The administration of justice, and application of the rule of law in corruption cases should be quicken.
- (14) Government should create offices of the Commission in all local government areas/councils in Nigeria, establish mobile courts in state offices, and to adopt open government initiatives to combat corruption.

The above reports from the Independent Corrupt Practices and Other Related Offences Commission and Aihie did identified some challenges and hindrances which confronted the capacity of the Independent Corrupt Practices and Other Related Offences Commission to perform its 2013-2017 strategic plan. The reports also identified some enhancements required for the Independent Corrupt Practices and Other Related Offences Commission to effectively perform its 2013-2017 strategic plan. In the two reports, it was found that similar factors were stated as influences on the performance of the strategy the Independent Corrupt Practices and Other Related Offences Commission (ICPC). These influences could be categorized as sociocultural, economic, and political factors. It was also found that different sectors in the Nigerian society were responsible for the hindrances. The same sectors could also perform some of the factors to enhance the performance of the

Commission. From the reports, the sectors were the government of Nigeria, the Ministry of Justice, members of staff of the Commission, other ministries, departments and agencies of the government, the private sector, and members of the public. Thus, the first question before the paper, what factors influence the performance of the strategy of the Independent Corrupt Practices and Other Related Offences Commission, was addressed. To address the second question in the paper, how effective is the strategy of the Commission? the evidence in the 2022 survey by Aihie [27] was applied. In the survey it was reported that a small percentage of 1.67 of complainants was satisfied with the outcomes of complaints which they reported at the office of the Independent Corrupt Practices and Other Related Offences Commission. A total of 98.33 percentage reported that they had not complained, were averagely satisfied or were dissatisfied about the outcome of complaints (Aihie, [27]).

The report on the affirmation that the anti-corruption strategy of the Independent Corrupt Practices and Other Related Offences Commission had diminished corruption in Nigeria, 8.67 % of the sample affirmed that the anti-corruption strategy of the Independent Corrupt Practices and Other Related Offences Commission had diminished corruption, and a total of 91.33% disagreed (Aihie, [27]).

It is pertinent to note that from the survey report, 44.67% of the sample were aware of the existence of the Independent Corrupt Practices and Other Related Offences Commission and its anti-corruption activities. A total of 55.33% were unaware of the Independent Corrupt Practices and Other Related Offences Commission and its anti-corruption activities (Aihie, [27]).

Based on the above low percentages of outcome of complaints, affirmation that the anti-corruption strategy of the Independent Corrupt Practices and Other Related Offences Commission had diminished corruption in Nigeria, and the awareness of the existence of the Commission and its anti-corruption activities; it cannot be said that the strategy of the Independent Corrupt Practices and Other Related Offences Commission was effective.

The above examination of the factors influencing the strategy of the Independent Corrupt Practices and Other Related Offences Commission has revealed that there were many factors that influenced the strategy of the Commission. Some of the factors hindered the performance of the Commission. There were also some consequential factors required to enhance the effectiveness of the strategy of the Commission.

## 5. Conclusion

The paper concludes that as at 2022, corruption was still prevalent in Nigeria, although anti-corruption agencies which were established in the country had formulated strategies to combat corruption in the Country. The factors which influenced the strategy of the Independent Corrupt Practices and Other Related Offences Commission as stated in the 2022 study by Aihie were similar factors stated in the 2013-2017 Strategic Plan of the Commission, and also by some authors referenced in this paper.

The paper recommends that every sector of the Nigerian society should perform certain functions to enhance the effective performance of strategies of anti-corruption agencies in Nigeria. The government of Nigeria, the Ministry of Justice, members of staff of anti-corruption agencies, other ministries, departments and agencies of government, the private sector, and members of the general public would be required to either provide tangible support or intangible support to enhance the performance of anti-corruption activities in Nigeria.

The paper also recommended that in-depth studies on the functions of each sector of the society which would make the performance of anti-corruption agencies to become effective in Nigeria, should be done.

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