

# Monitoring anticorruption policy implementation

## Survey Implementation and Computation of Indicators

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Implemented by:



**SELDI.net**

Southeast European Leadership for  
Development and Integrity

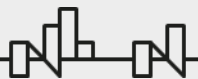
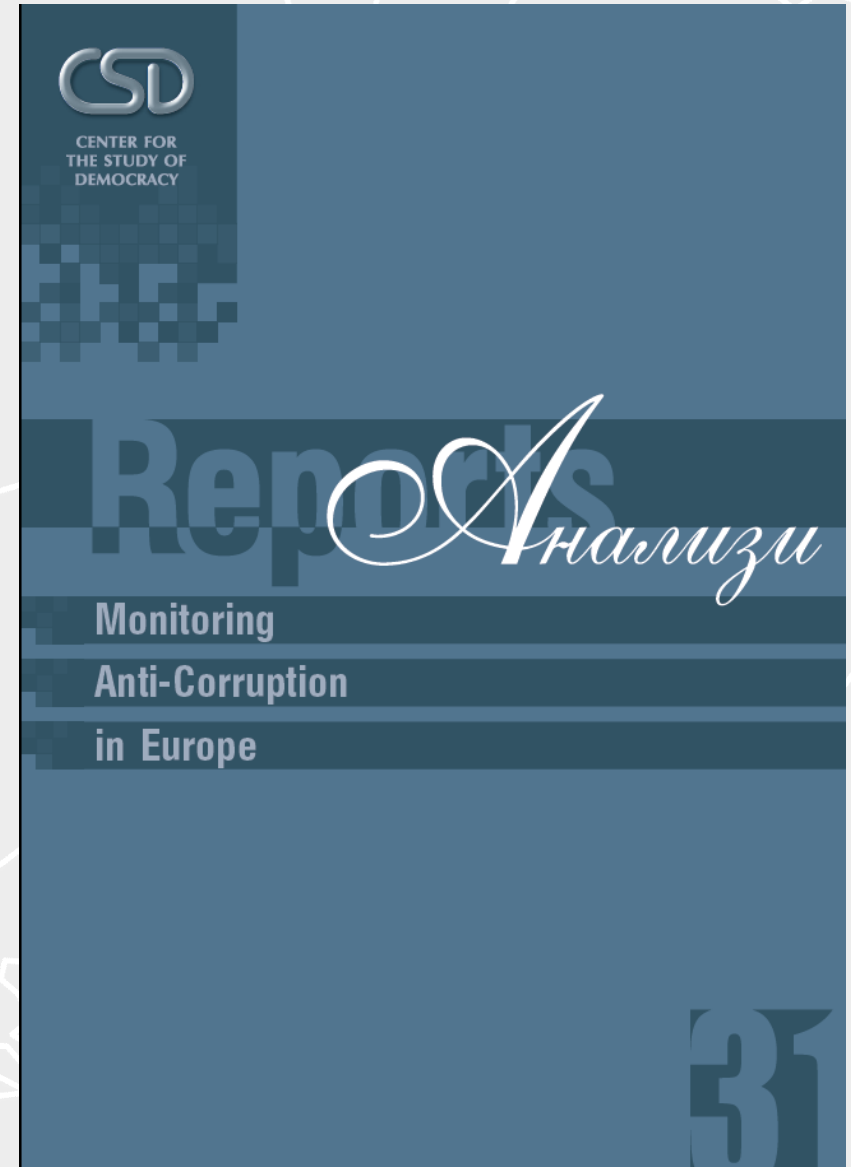


**GTI**

The R2G4P project, coordinated by the Center for the Study of Democracy, Bulgaria benefits from a € 1.5 million grant from Iceland, Liechtenstein and Norway through the EEA and Norway Grants Fund for Regional Cooperation. The aim of the project is to implement shared anti-corruption and good governance solutions in Southeast Europe through innovative practices and public-private partnerships.

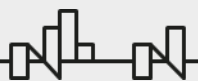
# MACPI Book

## Monitoring Anti-Corruption in Europe. Bridging Policy Evaluation and Corruption Measurement

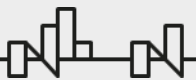
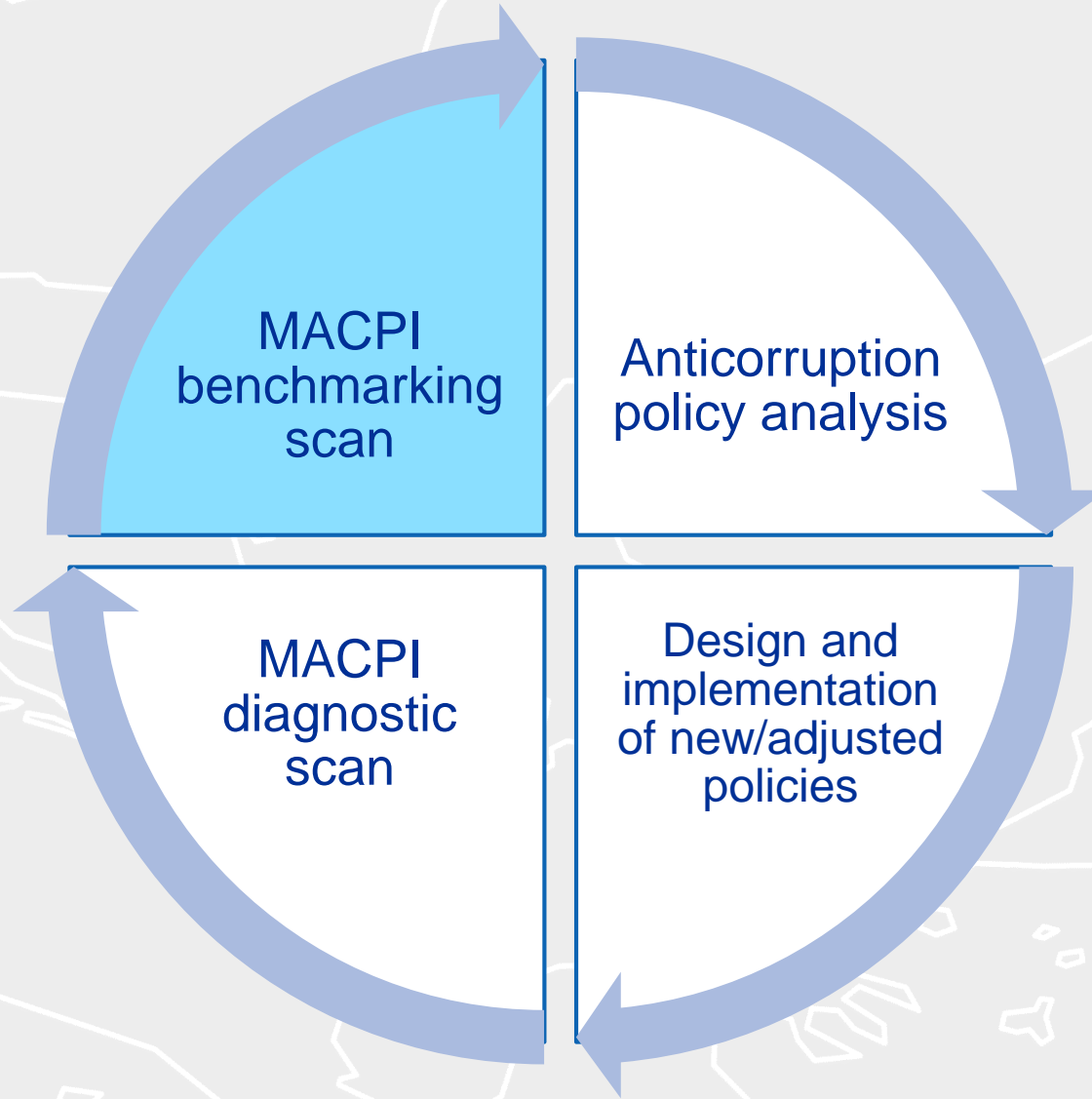


# MACPI indicators and methods

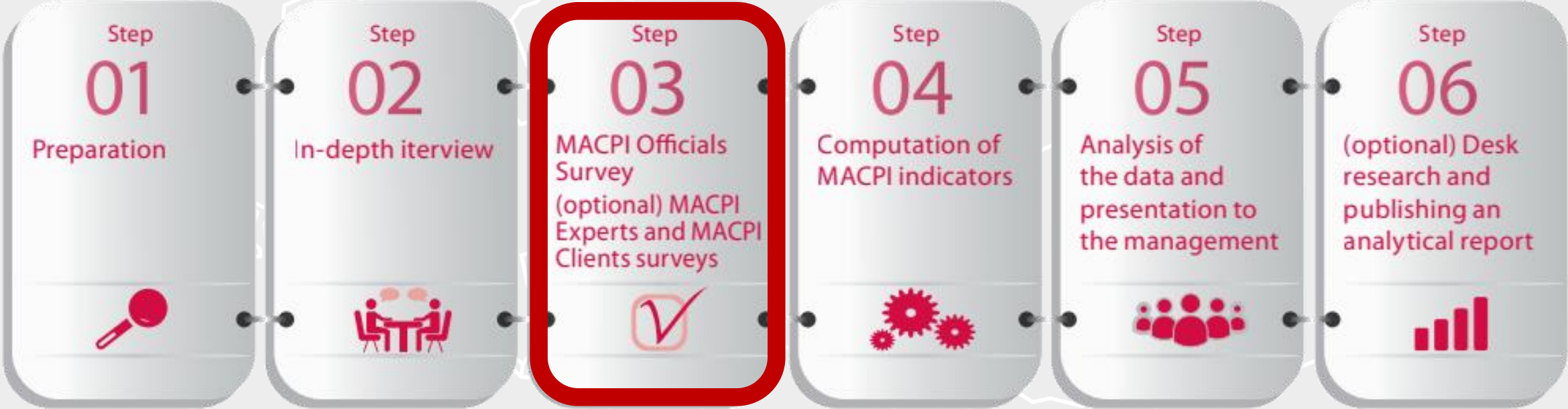
| Indicators / Methods                       | MACPI In-depth interview | MACPI officials | MACPI experts | MACPI Clients |
|--|--------------------------|-----------------|---------------|---------------|
| Corruption interest                        | X                        |                 |               |               |
| Actual Corruption pressure                 |                          | X               |               | X             |
| Estimated Corruption pressure per activity |                          | X               | X             |               |
| Corruption attitudes                       |                          |                 |               | X             |
| Implementability of AC policies            |                          | X               | X             |               |
| Implementation of AC policies              |                          | X               | X             |               |
| Coverage of AC policies                    |                          | X               | X             |               |
| Estimated effectiveness of AC policies     |                          | X               | X             |               |



# MACPI diagnostics cycle

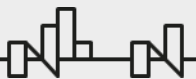


# Stages of MACPI implementation



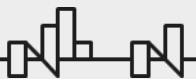
# Stages of MACPI implementation

- ▶ **Preparation.** The MACPI team gets familiar with the organization's activities and structure through their web site. A first meeting is organized for presenting MACPI to the management of the organization and discussing the draft list of activities prepared by the MACPI team.
- ▶ **In-depth interview.** An in-depth interview is organized with representatives of the organization. During the interview potential corruption interest zones are analysed for all the activities and for different corruption types. An initial draft of a list of anti-corruption policies/measures is prepared.
- ▶ **MACPI Officials survey** is conducted among the employees of the organization. The MACPI team prepares the online version of the survey and issues a sample, if a sample is used. The management of the organization receives a link to the survey and a cover letter with brief explanation about MACPI and sends the link to all employees in the case of exhaustive sampling or to the randomly selected employees according to the sampling method in case a sample is used.



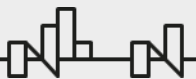
# Stages of MACPI implementation

- ▶ (optional) **MACPI Experts and MACPI Clients surveys** are conducted. This is an option step as MACPI clients is not always possible and it usually requires larger budget. MACPI Experts is a recommended tool to verify the answers of officials by comparing them to the scores give by experts.
- ▶ **Computation of MACPI indicators** is the data processing step where indicator scores from the MACPI Officials are computed. In case MACPI Experts or/and MACPI Clients was conducted, data are checked, processed and indicators are computed for MACPI Experts/Clients too.
- ▶ **Analysis of the data and presentation to the management** is the final step where the results are added in a detailed technical report with brief interpretation of the indicators for each activity and anticorruption policy. A summary of the main findings is provided together with policy recommendations and both are presented to the management of the organization.
- ▶ (optional) **Desk research and publishing an analytical report** is an optional step, where the quantitative findings are complemented by additional information from desk research and in-depth interviews and the results of the MACPI audit are made public with the consent of the audited organization.



# MACPI Officials Survey

- MACPI Officials is an anonymous representative online survey among employees of the public organisation.
- Preferred sample size for larger organizations (>1000 employees) is at least 400 employees.
- Exhaustive sampling in the cases of smaller organization.
- Standardized questionnaire, no changes in the questions apart from the organization-specific lists of activities and policies
- MACPI should be implemented online using a software which handles filters (questions which are shown or hidden based on previous answers).
- Optional MACPI Experts and MACPI Clients surveys





# MACPI Officials Survey



Il Suo lavoro in Regione è legato a una o più delle seguenti attività?

*(Segni tutte le risposte che Le sembrano appropriate)*

- Acquisizione e gestione del personale, conferimento di incarichi e nomine
- Contratti pubblici, acquisizione di beni e servizi e affidamento di lavori
- Provvedimenti ampliativi della sfera giuridica dei destinatari privi di effetto economico diretto ed immediato per il destinatario (es.: concessioni, autorizzazioni, licenze, abilitazioni e provvedimenti equivalenti comunque denominati)
- Provvedimenti ampliativi della sfera giuridica dei destinatari con effetto economico diretto ed immediato per il destinatario (es.: erogazione di sovvenzioni, contributi, sussidi, ausili finanziari, nonché attribuzione di vantaggi economici di qualunque genere a persone ed enti pubblici e privati)
- Gestione delle Entrate, delle spese e dei beni mobili e immobili dell'Ente
- Controlli, verifiche, ispezioni e provvedimenti restrittivi della sfera giuridica dei destinatari (es.: provvedimenti di espropriazione, requisizione, servitù coattiva, occupazione d'urgenza; costituzione di "vincoli" su beni riconosciuti di interesse archeologico)
- Affari legali e contenzioso
- Pianificazione del territorio e dei servizi sul territorio e programmazione economica, sociale o sanitaria
- Programmazione, gestione e controllo dei Fondi strutturali e dei Fondi nazionali per le politiche di coesione



# MACPI Officials Survey

Secondo la Sua opinione, la pressione esterna che mira a realizzare azioni corruttive (tangenti, lobby, ecc.) per le attività che trova elencate sotto è: alta, media, bassa o nessuna pressione?

*Per pressione esterna s'intende l'azione di persone esterne all'organizzazione (indipendentemente che siano cittadini privati o membri di altre organizzazioni) che offrono tangenti e/o chiedono favori*

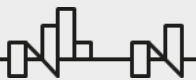
|  | Alta                  | Media                 | Bassa                 | Nessuna pressione     |
|--|-----------------------|-----------------------|-----------------------|-----------------------|
| Contratti pubblici, acquisizione di beni e servizi e affidamento di lavori   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Provvedimenti ampliativi della sfera giuridica dei destinatari privi di effetto economico diretto ed immediato per il destinatario (es.: concessioni, autorizzazioni, licenze, abilitazioni e provvedimenti equivalenti comunque denominati) | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Affari legali e contenzioso  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |



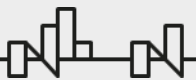
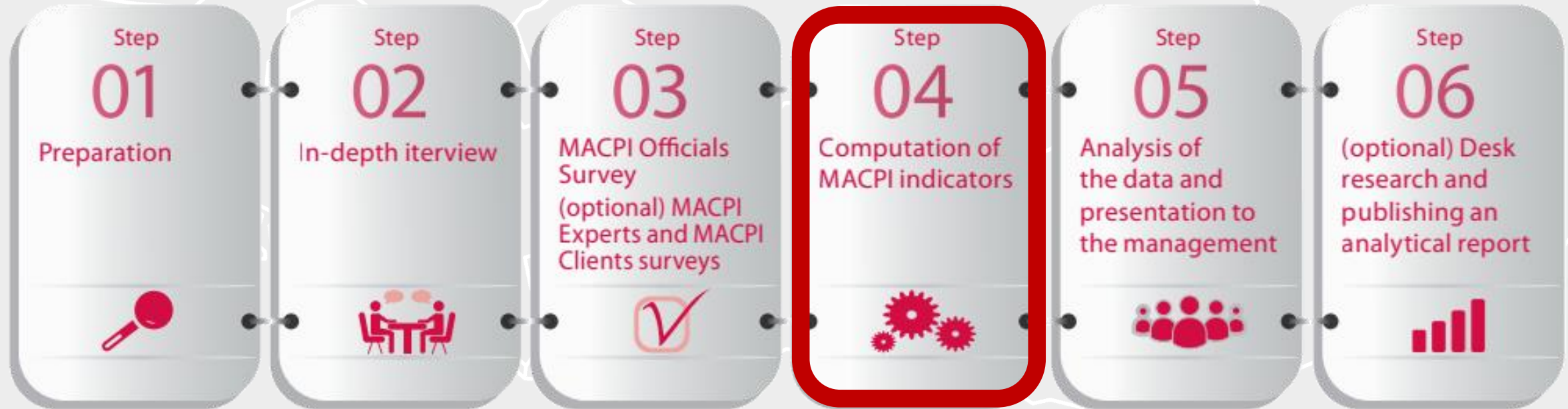
# LimeSurvey tutorial

<http://agerganov.eu/>

<https://agerganov.eu/limesurvey/admin>

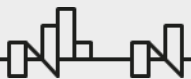


# Stages of MACPI implementation



# Computation of MACPI Indicators Activities

|  |  |
|--|--|
| <b>III. (Actual) Corruption pressure</b>     | % of people who answered that at least in some cases they were offered (directly or indirectly) a bribe or were threatened during the last year. |
| <b>IV. Estimated Corruption pressure</b>     |  |
| 1. Outside pressure associated with activity | % of people who answered that there is some level of pressure (high, medium or low)  |
| 2. Susceptibility to pressure from above     | % of people who answered with very/rather likely pressure from above   |
| 3. Susceptibility to pressure from outside   | % of people who answered that staff members are likely to accept (or ask for) a bribe  |
| 4. Avoidance of regulations                  | % of people who answered citizens/companies are likely to try to evade the rules   |



# Computation of MACPI Indicators

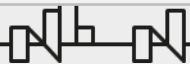
## Activities, alternative scale

|  |   |
|--|---|
| <b>III. (Actual) Corruption pressure</b>     | <b>Actual corruption pressure for this activity</b> (% of respondents having actual experiences with this activity who were offered a bribe during the year preceding the survey)                           |
| <b>IV. Estimated Corruption pressure</b>     |   |
| 1. Outside pressure associated with activity | <b>Outside pressure associated with activity</b><br>(external pressure for bribes: on a scale from 1 to 4, where 1 is no pressure at all, 4 is high pressure)   |
| 2. Susceptibility to pressure from above     | <b>Susceptibility to pressure from outside</b><br>(how likely are employees involved with this activity to accept bribes: scale from 1 to 4, where 1 is not likely at all, 4 is very likely)                |
| 3. Susceptibility to pressure from outside   | <b>Pressure from above likelihood</b><br>(how likely is be for a superior to order his staff members to perform unauthorized activities: scale from 1 to 4, where 1 is not likely at all, 4 is very likely) |
| 4. Avoidance of regulations                  | <b>Evasion of regulations</b><br>(how likely are citizens or companies to try to evade the existing rules: scale from 1 to 4, where 1 is not likely at all, 4 is very likely)                               |

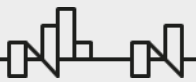


# Computation of MACPI Indicators Policies

|                         |  |
|-------------------------|--|
| <b>Implementability</b> | <b>Ease of implementation</b><br>(scale from 1 - “impossible to apply” to 4 – “very easily applicable”)  |
|                         | <b>Difficult to evade</b><br>(scale from 1 – “it is very easy to evade” to 4 – “it is very difficult to evade”)  |
| <b>Implementation</b>   | <b>Awareness</b><br>(scale from 1 – “completely disagree” to 5 – “completely agree” that “this policy/ policy tool is well-known to the employees whom it concerns”)   |
|                         | <b>Strict implementation</b><br>(scale from 1 – “completely disagree” to 5 – “completely agree” that “this policy/ policy tool is applied strictly”)   |
|                         | <b>Strict control</b><br>(scale from 1 – “completely disagree” to 5 – “completely agree” that “there is strict control for the enforcement of this policy”)  |
| <b>Effectiveness</b>    | <b>Estimated potential effectiveness</b><br>(scale from 1 – “the number of corruption cases would remain the same, regardless of the implementation of the policy /policy tool” to 3 – “yes, it could greatly reduce them”)                  |
|                         | <b>Estimated actual effectiveness</b><br>(scale from 1 – “the corruption risk remains the same as without these measures” to 3 – “reduces the corruption risk a lot”)  |
|                         | <b>Practical effectiveness</b><br>(scale from 1 – “the number of corruption cases will remain the same, if this policy/policy tool is gone” to 3 – “the number of corruption cases will increase a lot, if this policy/policy tool is gone”) |



# Examples and practical tips







Thank you!

