

# Monitoring anticorruption policy implementation

## Analysis of the Results

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Implemented by:



**SELDI.net**

Southeast European Leadership for  
Development and Integrity

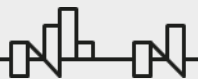
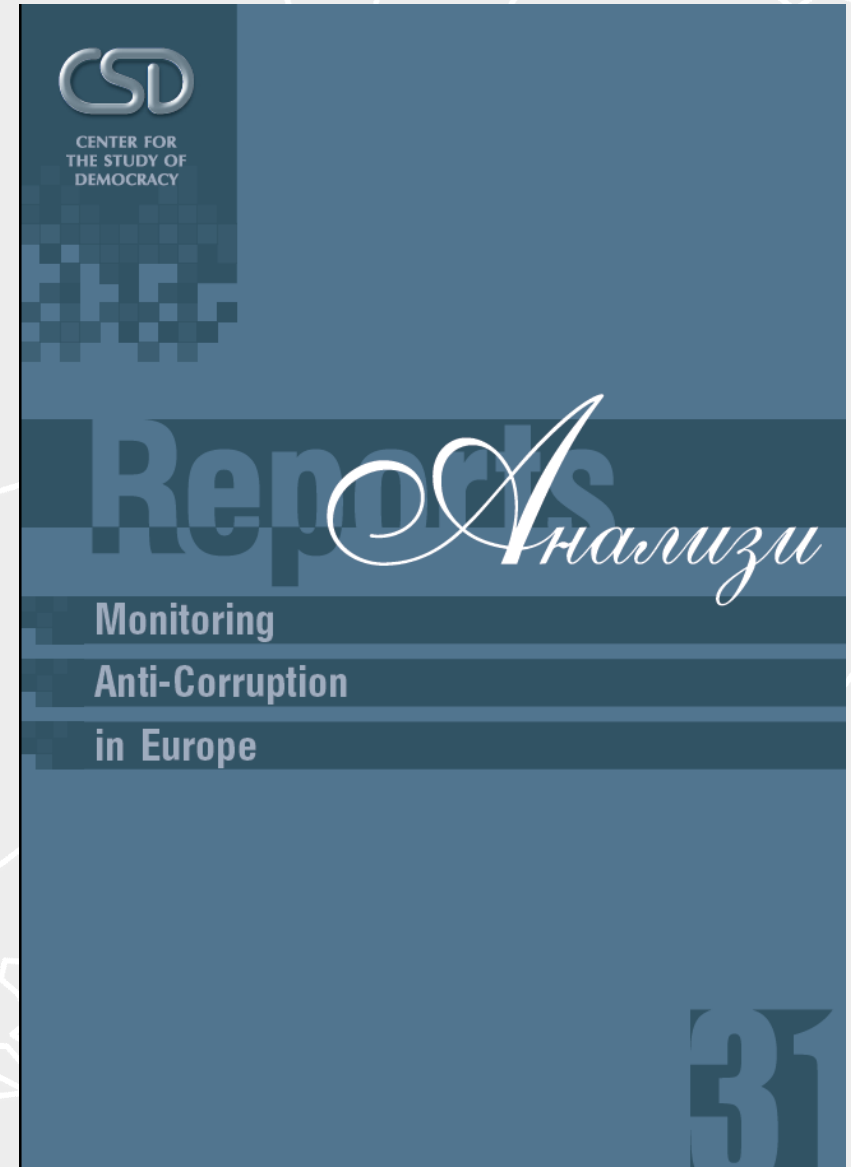


**GTI**

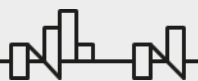
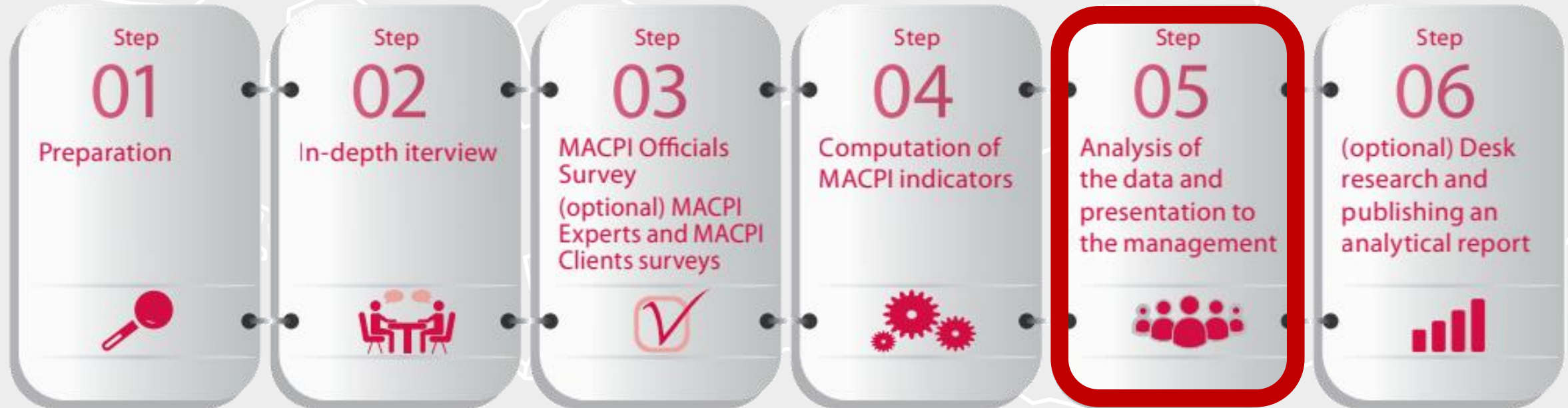
The R2G4P project, coordinated by the Center for the Study of Democracy, Bulgaria benefits from a € 1.5 million grant from Iceland, Liechtenstein and Norway through the EEA and Norway Grants Fund for Regional Cooperation. The aim of the project is to implement shared anti-corruption and good governance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

# MACPI Book

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

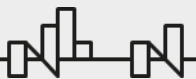


# Stages of MACPI implementation



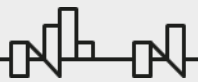
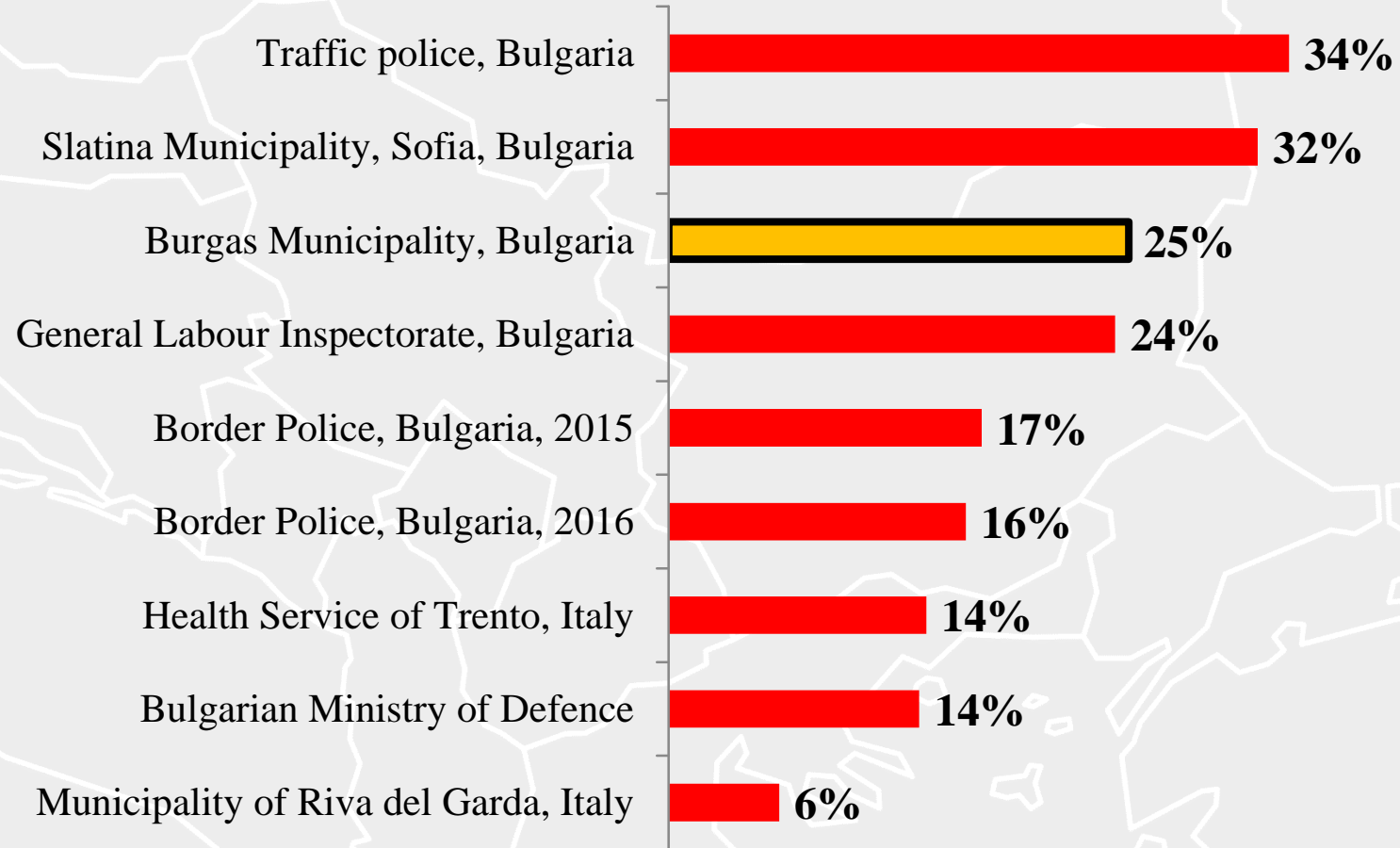
# MACPI Analysis

- ▶ **Ranking** the anticorruption policies in terms of implementability, implementation, and effectiveness and ranking the activities in terms of corruption pressure.
- ▶ **Vulnerability zones:** analyzing corruption pressure for the different activities of the organization and finding gaps in the AC policies coverage
- ▶ **Discrepancies analysis:** comparisons between different groups – officials with and without management functions, external experts, clients.
- ▶ **Long-term monitoring:** Dynamics of actual and estimated corruption pressure; Effects of the changes in the anti-corruption policies setup on actual and estimated corruption pressure



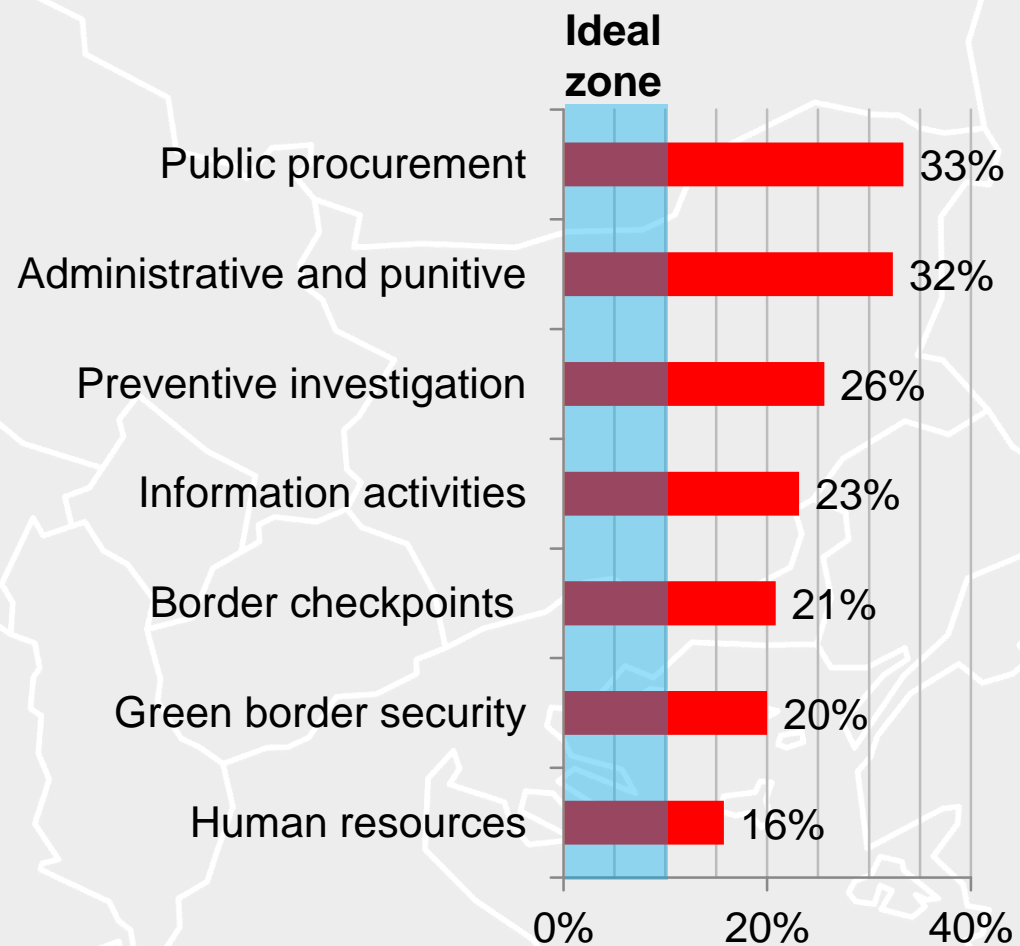
# Actual corruption pressure

## Reported by officials in the assessed public organizations (MACPI Officials)



# Estimated corruption pressure (activities)

## Average estimated corruption pressure for the different activities (Bulgarian Border Police)



# MACPI Analysis, examples

Policies/ Activities Bulgarian Ministry of Defence	Activity 1	Activity 2	Activity 3	Activity 4	Activity 5	Activity 6	Activity 7	Activity 8	Activity 9	Activity 10
<b>Actual corruption pressure</b>	<b>27%</b>	<b>13%</b>	<b>20%</b>	<b>29%</b>	<b>17%</b>	<b>17%</b>	<b>17%</b>	<b>19%</b>	<b>26%</b>	<b>16%</b>
AC Policy 1	14%	83%	58%	15%	15%	48%	17%	25%	17%	23%
AC Policy 2	7%	92%	65%	17%	27%	45%	19%	35%	16%	34%
AC Policy 3	32%	79%	59%	25%	43%	49%	24%	46%	29%	50%
AC Policy 4	8%	85%	55%	14%	52%	46%	17%	32%	43%	31%
AC Policy 5	50%	61%	42%	35%	39%	44%	38%	48%	41%	53%
AC Policy 6	56%	70%	56%	36%	40%	57%	42%	55%	40%	58%
AC Policy 7	85%	13%	9%	9%	10%	11%	62%	7%	6%	27%
AC Policy 8	62%	54%	41%	16%	25%	22%	79%	29%	22%	42%
AC Policy 9	60%	82%	62%	40%	53%	60%	48%	58%	49%	53%
AC Policy 10	4%	92%	50%	16%	15%	39%	16%	28%	15%	28%
AC Policy 11	5%	86%	35%	18%	9%	35%	18%	24%	9%	14%





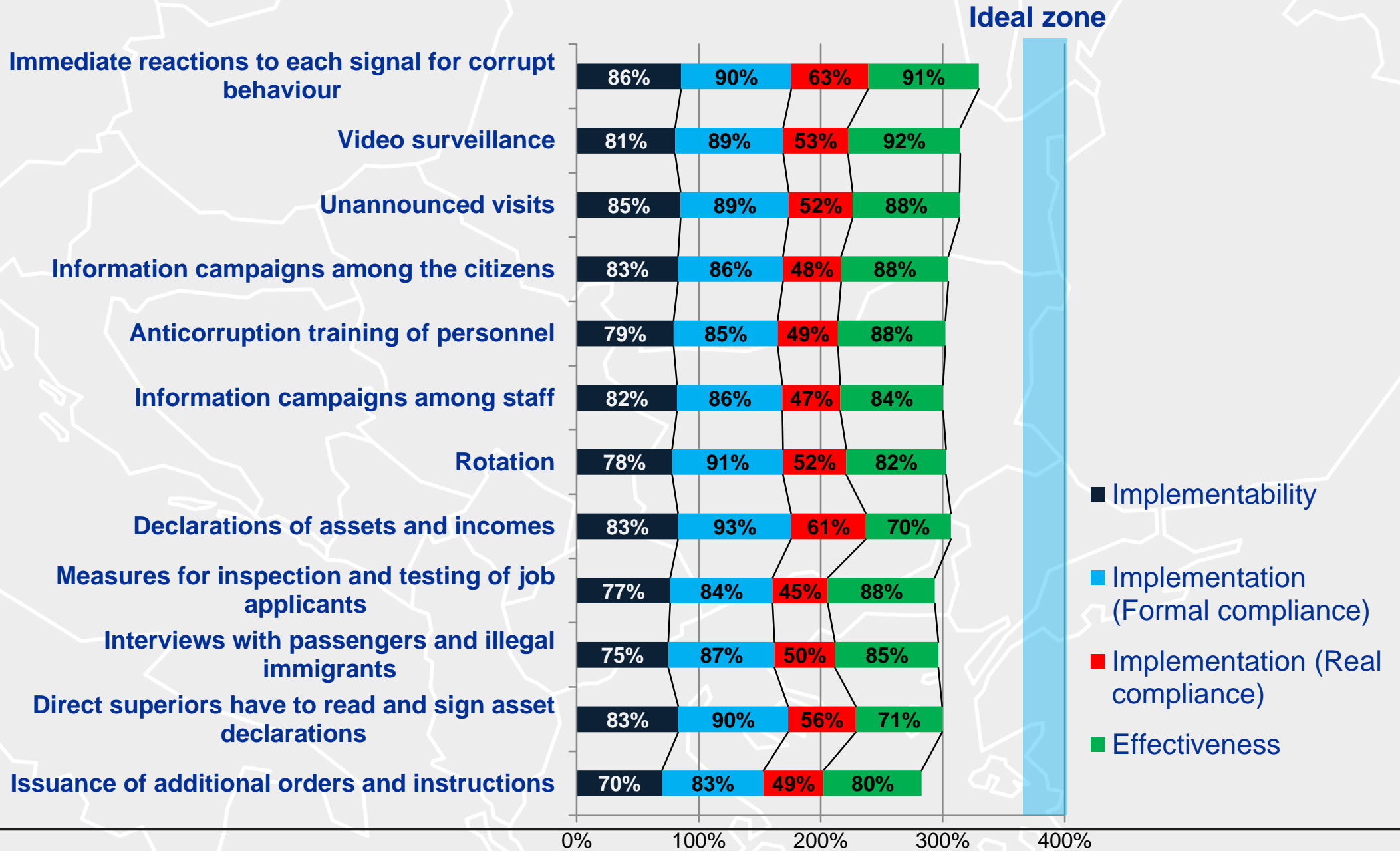
# MACPI Analysis, examples

Policies/ Activities Bulgarian Ministry of Defence	Public procurement	Preparation of tenders and specifications, participation in procurement and contracting, issuing licenses and certificates of quality
<b>Actual corruption pressure</b>	<b>13%</b>	<b>20%</b>
AC Policy 1	83%	58%
AC Policy 2	92%	65%
AC Policy 3	79%	59%
AC Policy 4	85%	55%
AC Policy 5	61%	42%
AC Policy 6	70%	56%
AC Policy 7	13%	9%
AC Policy 8	54%	41%
AC Policy 9	82%	62%
AC Policy 10	92%	50%
AC Policy 11	86%	35%





# Assessment of anticorruption policies

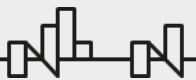
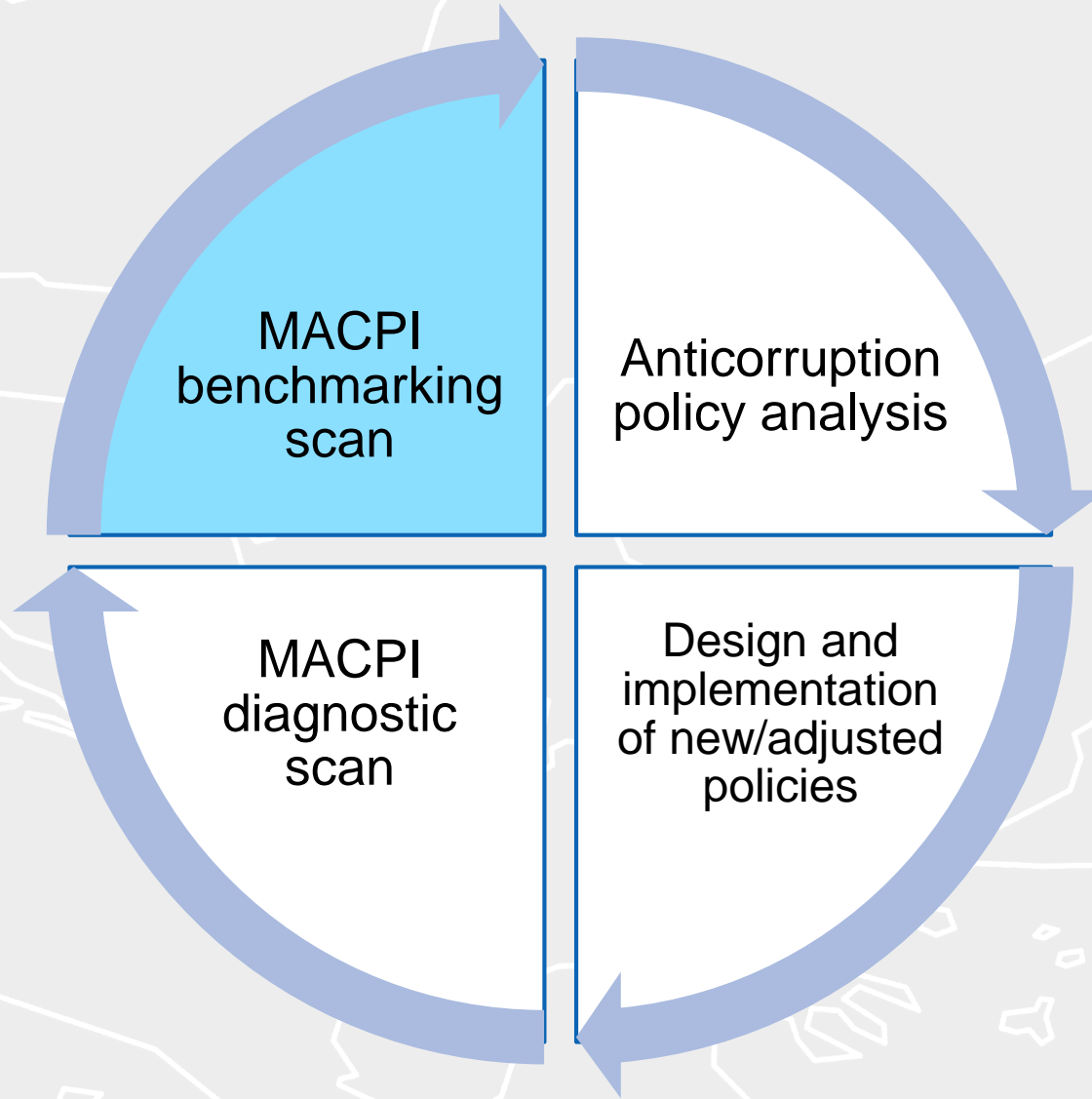


# AC policy assessment in Bulgarian Border Police

AC policies	Implementation		
	Formal compliance		Real compliance
Bulgarian Border Police	Awareness (%)	Strict implementation (%)	Strict control (%)
Declarations of assets and incomes	94	91	<b>63</b>
Direct superiors have to read and sign asset declarations	91	89	<b>60</b>
Immediate reactions to each signal for corrupt behaviour	94	87	<b>62</b>
Information campaigns among staff	91	82	<b>50</b>
Information campaigns among the citizens	93	79	<b>51</b>
Issuance of additional orders and instructions	90	77	<b>49</b>
Anticorruption training of personnel	90	81	<b>48</b>
Video surveillance	89	88	<b>50</b>
Rotation	93	89	<b>54</b>
Unannounced visits	91	86	<b>55</b>
Interviews with passengers and illegal immigrants	91	83	<b>52</b>
Measures for inspection and testing of job applicants	88	79	<b>44</b>

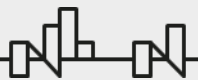
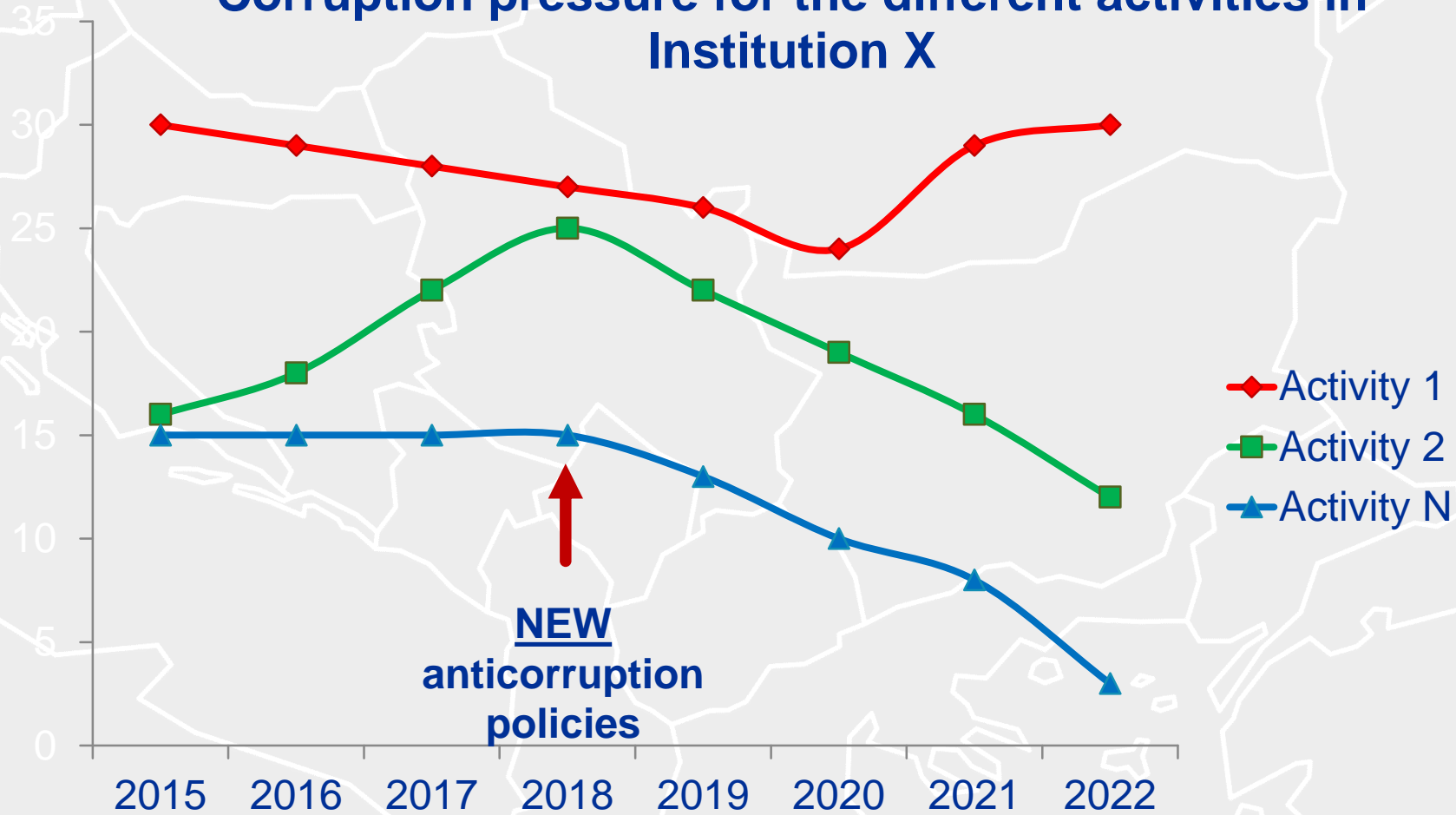


# MACPI diagnostics cycle



# Corruption pressure trend in time (requires repeated MACPI assessments)

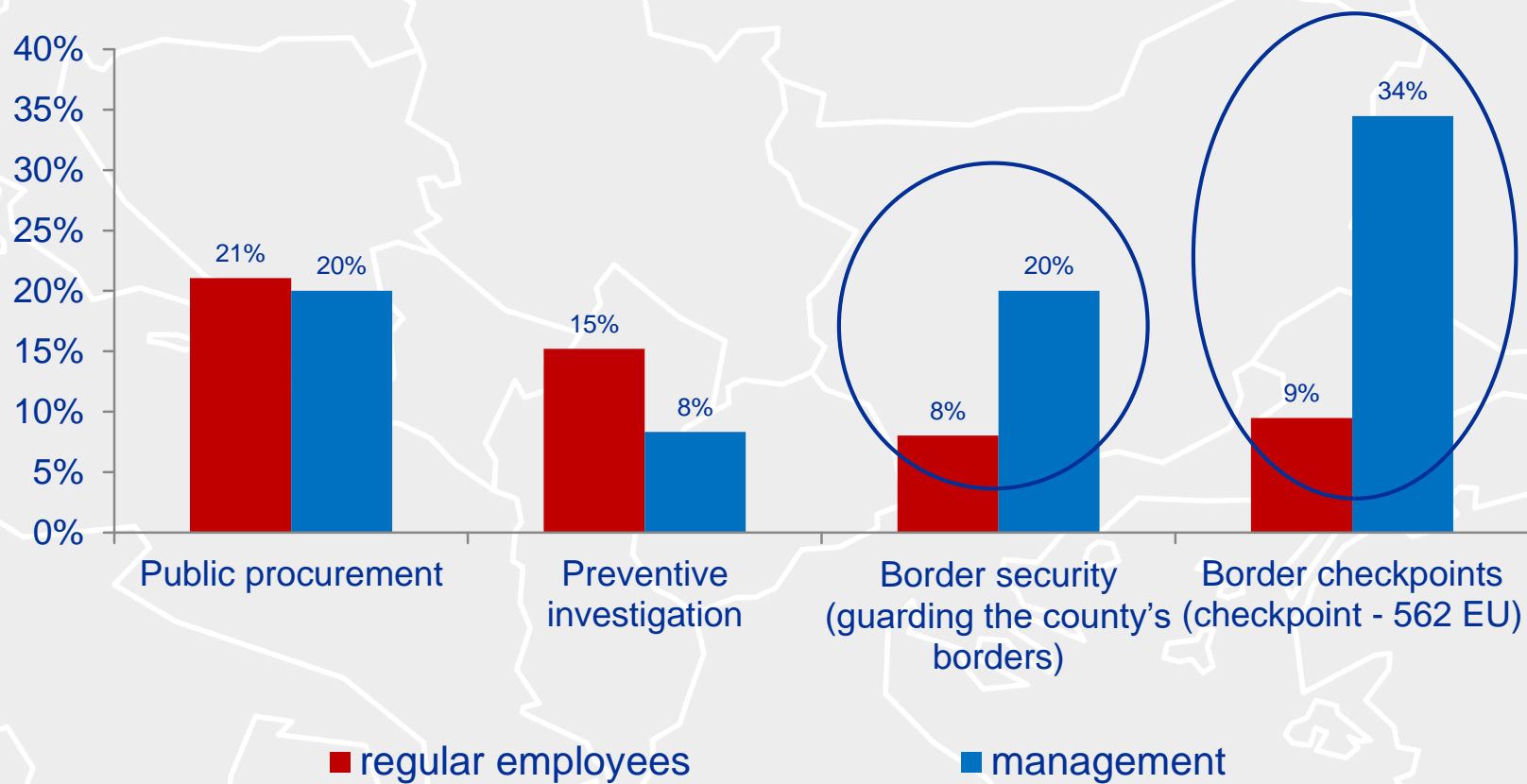
## Corruption pressure for the different activities in Institution X



# Discrepancies analysis

## Susceptibility to pressure from outside

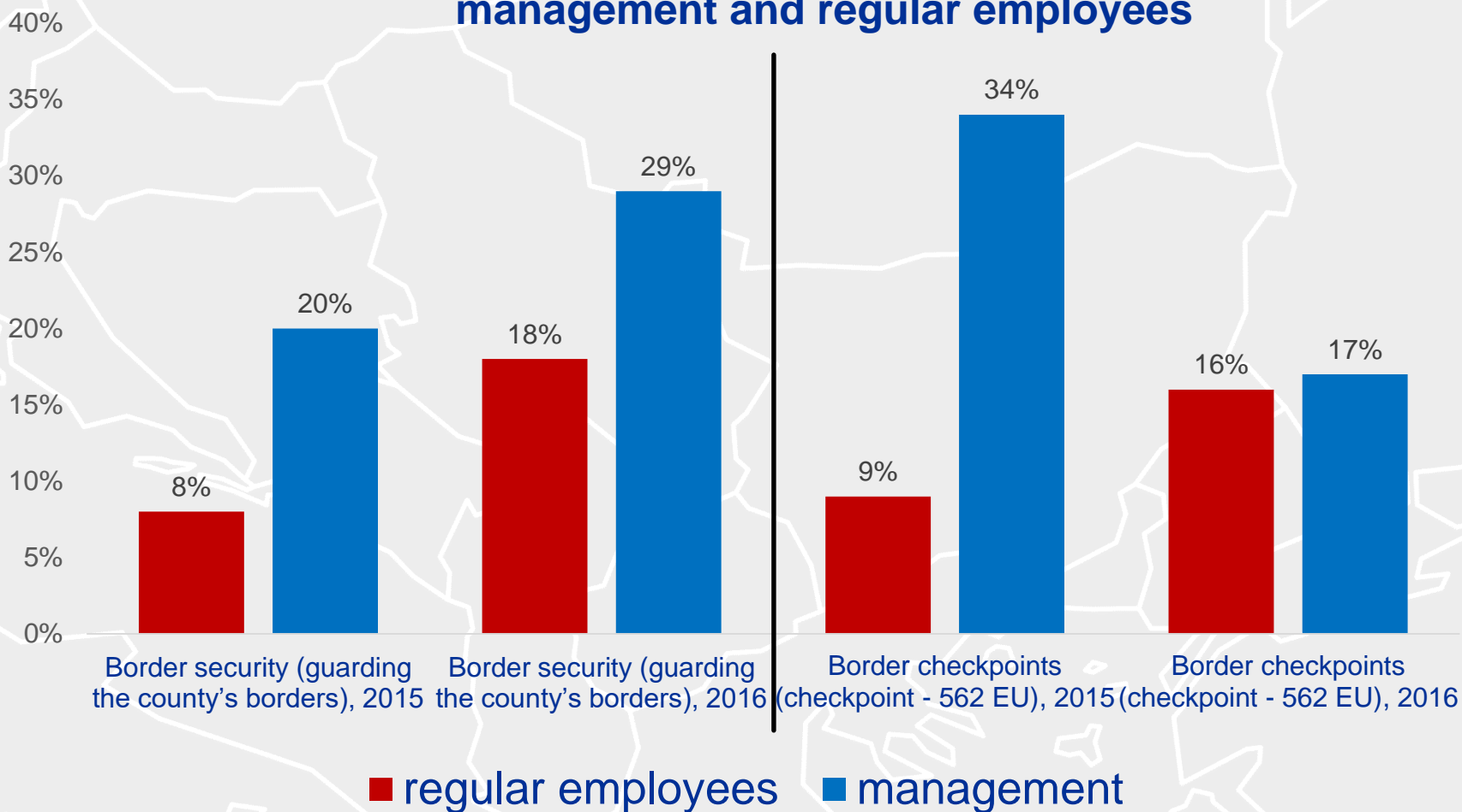
Susceptibility to pressure from outside (0 - 100%) for different activities: Bulgarian Border Police 2015



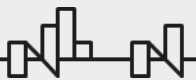
# Discrepancies analysis

## Susceptibility to pressure from outside

Susceptibility to pressure from outside: 2015, 2016,  
management and regular employees



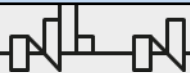
# Examples and practical tips





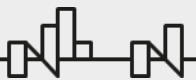
# MACPI Technical Report

Activity 1	Indicator	All employees familiar with this activity	Experts	Clients	Employees with management functions	Employees without management functions	Rank (1-10) Empl	Rank (1-10) Exp	
<b>Corruption interest (risk recognized by the management)</b>	Abuse of power	Present	-	-	-	-	-	-	
	Abuse of property	Absent	-	-	-	-			
	Nepotism	Present	-	-	-	-			
	Clientelism	Present	-	-	-	-			
<b>Number of respondents</b>	Number of respondents answering the questions								
<b>Actual corruption pressure (experience based)</b>	Actual corruption pressure for this activity (% of respondents having actual experiences with this activity who were offered a bribe during the year preceding the survey)								
<b>Estimated corruption pressure (assessment based)</b>	Outside pressure associated with activity (external pressure for bribes: on a scale from 1 to 4, where 1 is no pressure at all, 4 is high pressure)								
	Susceptibility to pressure from outside (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)								
	Pressure from above likelihood (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)								
	Evasion of regulations (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)								



# MACPI Technical Report

<b>Anticorruption policy coverage</b>	<b>Anticorruption policies relevant for this activity (% employees who indicated that the policy/measure is applicable to this activity)</b>	<b>Coverage</b>	<b>Coverage (categories)</b>
	3. Policy 3	>70%	Good
	12. Policy 12	>70%	Good
	11. Policy 11	>70%	Good
	10. Policy 10	>70%	Good
	9. Policy 9	>70%	Good
	5. Policy 5	>70%	Good
	7. Policy 7	>70%	Good
	8. Policy 8	40-70%	Average
	2. Policy 2	40-70%	Average
	6. Policy 6	<40%	Low
	4. Policy 4	<40%	Low
	1. Policy 1	<40%	Low



# MACPI Technical Report

Policy 1	Indicator	All employees familiar with this activity	Experts	Employees with management functions	Employees without management functions	Rank (1-10) Empl	Rank (1-10) Exp
Number of respondents	Number of respondents answering the questions						
Implementability	<b>Ease of implementation</b> (scale from 1 - "impossible to apply" to 4 - "very easily applicable")	1		1	1	1	
	<b>Difficult to evade</b> (scale from 1 - "it is very easy to evade" to 4 - "it is very difficult to evade")	1		1	1	1	
Implementation	<b>Awareness</b> (scale from 1 - "completely disagree" to 5 - "completely agree" that "this policy/policy tool is well-known to the employees whom it concerns")	1		1	1	1	
	<b>Strict implementation</b> (scale from 1 - "completely disagree" to 5 - "completely agree" that "this policy/policy tool is applied strictly")	1		1	1	1	
	<b>Strict control</b> (scale from 1 - "completely disagree" to 5 - "completely agree" that "there is strict control for the enforcement of this policy")	1		1	1	1	
Effectiveness	<b>Estimated potential effectiveness</b> (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")	1		1	1	1	
	<b>Estimated actual effectiveness</b> (scale from 1 - "the corruption risk remains the same as without these measures" to 3 - "reduces the corruption risk a lot")	1		1	1	1	
	<b>Practical effectiveness</b> (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")	1		1	1	1	



Thank you!

