

APPENDIX 4. MACPI DESK RESEARCH GUIDE

The objective of desk research is to develop the background knowledge about the surveyed public organisation that will be used in the in-depth interviews (IDIs) with experts. This includes three deliverables:

- List of activities of the public organisation. This includes list of departments, information of the number of staff and, if applicable, its eventual territorial allocation.
- List of anticorruption policies implemented in the organisation.
- List of documents which structure the public organisation, define hierarchy, responsibilities and subordination.

Sources of information include:

- statutes of the public organisation;
- organisational chart;
- laws, bylaws and other internal regulations.

In order to prepare a comprehensive list of activities of the institution, the list should satisfy the following criteria/assumptions:

- Include main types of internal activities. Typically, this includes hiring, firing, promotion, quality control and institutional restructuring.
- Include and categorise the external activities of the institution. These include exchanges between the institution and other institutions as well as the services that the institution provides for its clients (society in general, citizens, businesses). A major external activity is public procurement.
- The list is compiled according to a template which uses 4 levels of categorisation. The first and most general level is always the same – it includes a broad categorisation of activities, common for most institutions - such as “recruitment”, “dismissal and control”, “promotion”, “public procurement”, “services” (see the sample table below).
- The second to fourth levels are specific for the institution. The second level includes large, more generally defined categories for the main services that the institution performs (for example “Prevention/control of trafficking and smuggling” for Border police). The third level defines more detailed groups of activities, having in mind that these categories will be used to evaluate corruption vulnerability and risks (i.e. if it is known beforehand that a particular group of activities could give rise to a particular and common corruption risk via similar mechanisms, it is best that this group of activities is defined here as a single category in order to facilitate data collection).
- The fourth, most detailed sublevel plays a supportive function – it serves to clarify and illustrate the activities from the third or second level.

**Sample hierarchy of activities (functions) in a public organisation
(Bulgarian Border Police).**

Level 1	Level 2	Level 3	Level 4
Services	Prevention of unauthorised passage	Prevention of unauthorised passage of persons	...
		Prevention of unauthorised passage of motor vehicles	...
	Prevention/control of trafficking and smuggling	Prevention of human trafficking	Prevention of human trafficking for sexual exploitation Human trafficking for other purposes
		Prevention of smuggling of excise goods	Prevention of trafficking of cigarettes and other tobacco products Prevention of trafficking of alcohol
	
	Processing documents of legally passing persons and motor vehicles
...