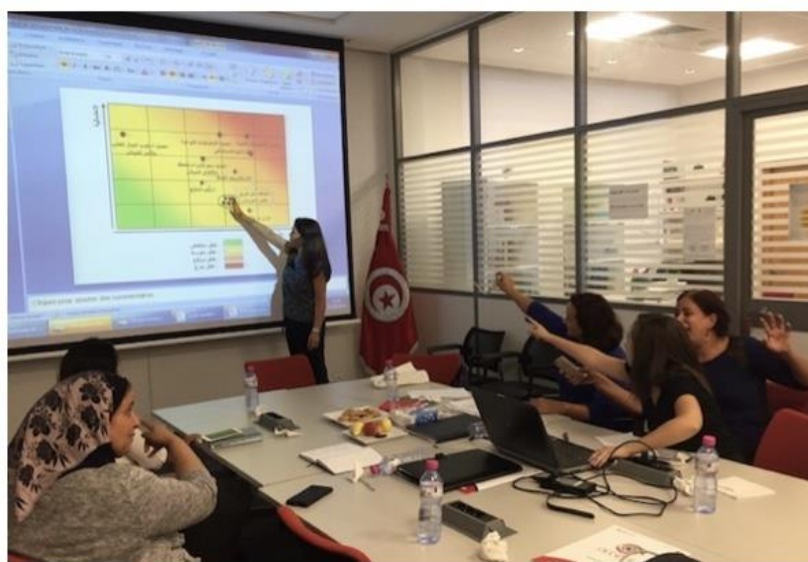
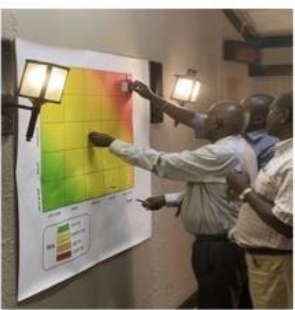
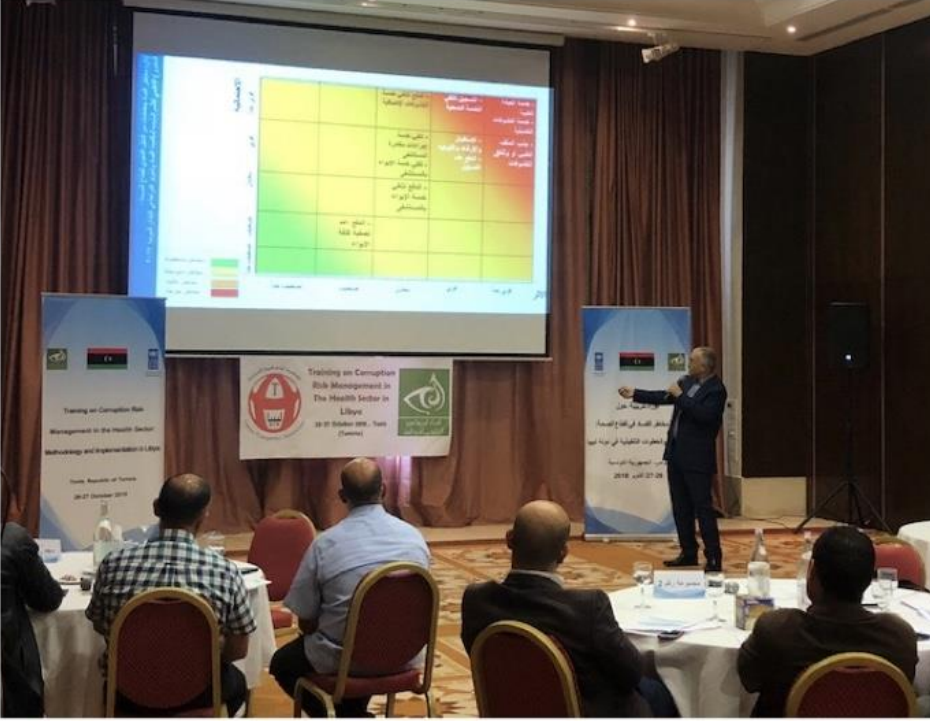




# تطبيقات عملية

منهجية إدارة مخاطر الفساد القطاعية



# مراحل التطبيق

**Step 1: Setting the Scene**

**Step 2: Contextualization and Scoping**

**Step 3: Risk Assessment**

**Step 4: Exploring Risk Treatment Options**

**Step 5: Prioritization**

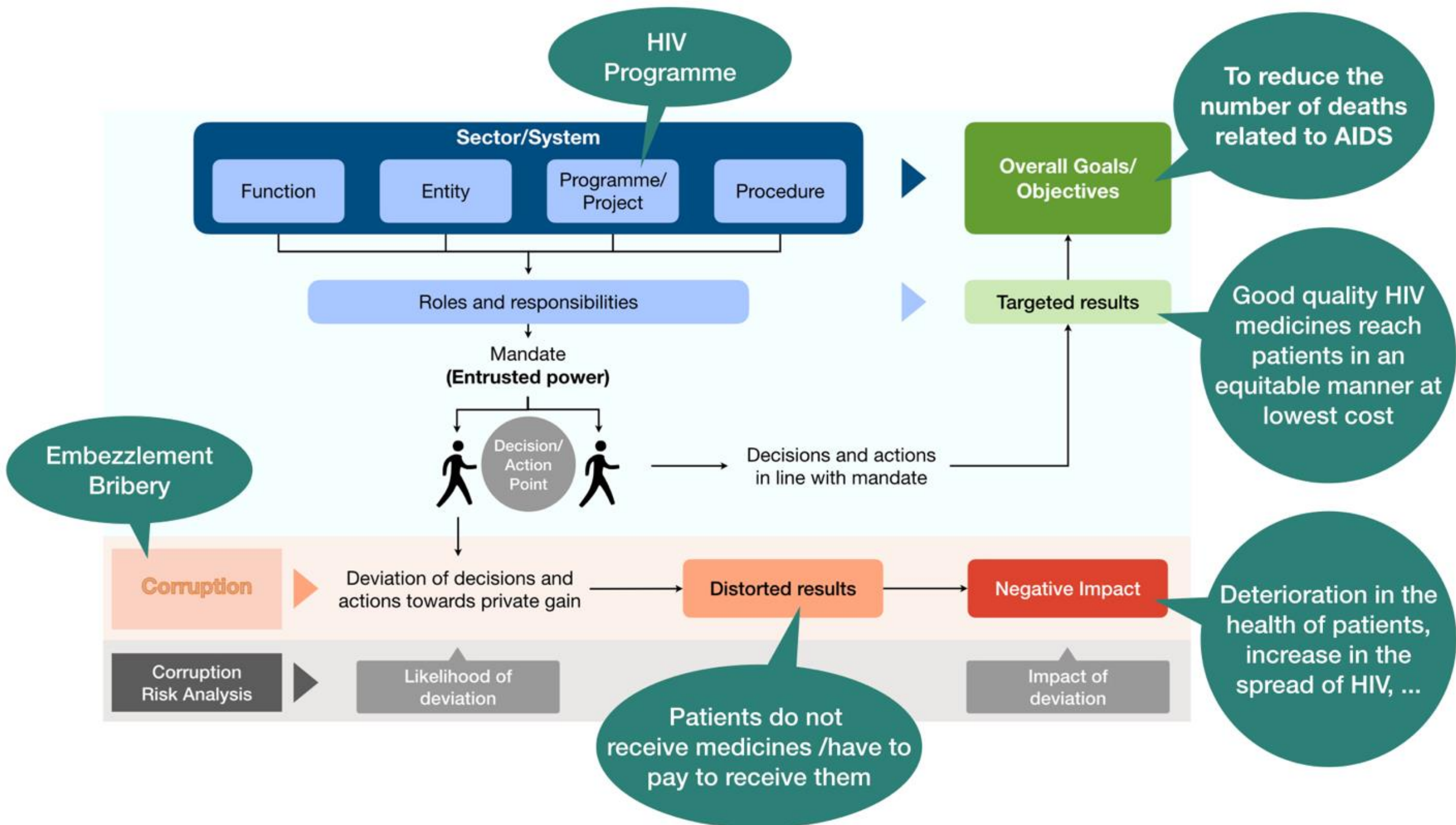
**Step 6: Planning and Implementation**

**Ongoing Activity 1: Communication and Consultation**

**Ongoing Activity 2: Monitoring and Review**

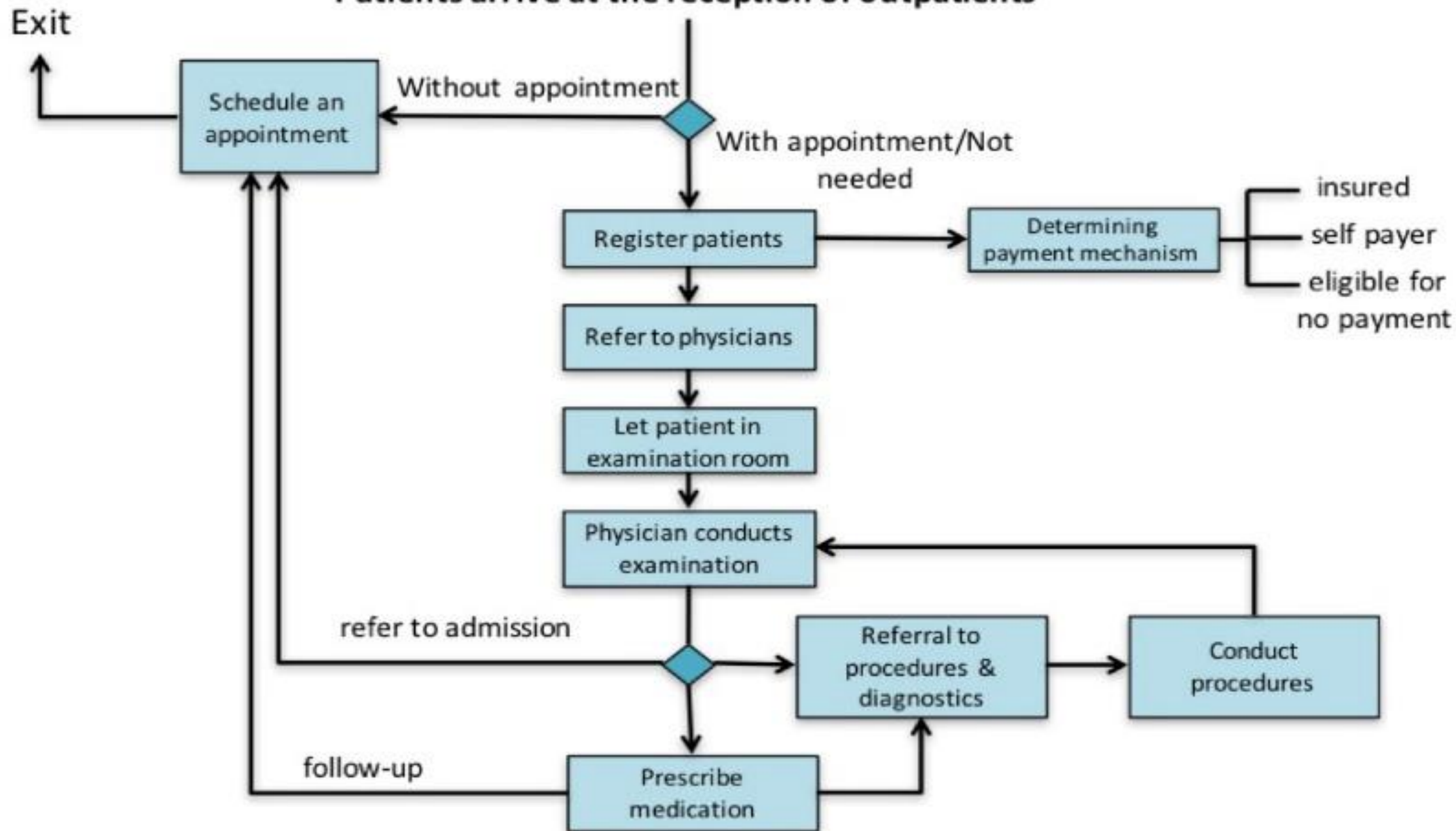
**Ongoing Activity 3: Recording and Reporting**

مثال عن الفساد على المستوى القطاعي



مثال عن التفكيك الى "نقاط قرار"

# Patients arrive at the reception of outpatients





مثال عن التفكيك الى "نقاط قرار"

## **Decision/Action Point**

## **Potential Actor**

**Schedule an appointment**

Receptionist

**Register patients**

Receptionist

**Determine payment mechanisms**

Receptionist/Accountant

**Refer to physicians**

Receptionist/Nurse

**Let patient into examination room**

Nurse/Nurse assistant

**Conduct examination**

Physician

**Prescribe medication**

Physician

**Refer to diagnostic procedures/further interventions**

Physician

**Schedule appointment for diagnostic/other procedures**

Receptionist/Administrator

**Conduct diagnostic/other procedures**

Physician /Technician

**Admit patients**

Receptionist/Administrator

**Write medical report**

Physician

مثال عن تحديد وصياغة "النتائج  
المشوهة"

<b>Decision/Action point</b>	<b>Deviated Decisions/Actions</b>
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<b>Schedule an appointment</b>	Delaying/accelerating /denying the appointment
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<b>Register patients</b>	Register under another name or ID number Register for a specific physician
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<b>Determine payment mechanisms</b>	Deny right for financial coverage Enroll as financially covered or as exempt from payment Bypass payment
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<b>Refer to physician</b>	Direct to specific physician
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<b>Let patient in examination room</b>	Delay/accelerate entrance Divert to specific physician
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<b>Conduct examination</b>	Denying/delaying/ accelerating the essential service to the patient Providing unnecessary or inappropriate services Providing low quality service Requiring extra payments
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**Decision/Action point****Deviated Decisions/Actions****Prescribe medication**

Prescription of a more expensive alternative of the medicine  
Prescription of unnecessary medicine  
Prescribing low quality medicine

**Refer to diagnostic procedures/  
further interventions**

Referral to unneeded procedures  
Referral to more expensive alternatives or to providers outside the facility  
Referral to a low-quality service  
Referral to specific brand/ name as an unjustified promotion

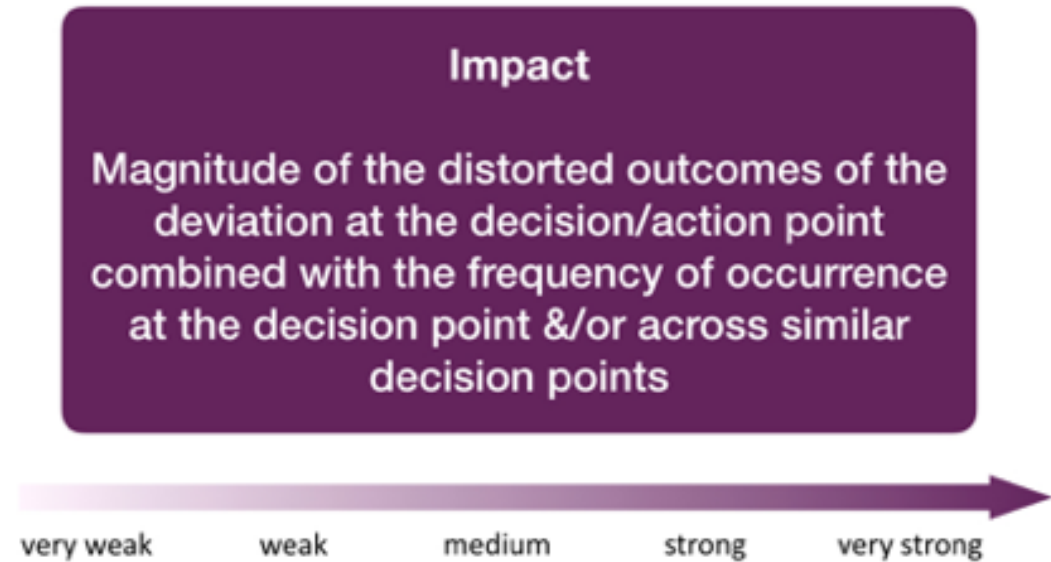
**Admit patients**

Delaying/accelerating admission  
Admission in higher quality e.g. private room

**Write medical report**

Omitting information from the report  
Misrepresenting information in the report

مثال عن قياس "الأثر"



Area of Impact	Examples that can affect this area of impact
Quality	The registration committee accepts a bribe and registers a low-quality ineffective vaccine allowing it on the market
	A procurement officer accepts the purchase of low-quality ultrasound machines from a company owned by his wife
	An inspector writes a report in favor of a facility because the manager is her cousin, even though the quality was found to be low during the inspection
	An officer issues a license for a physician even though he has poor qualifications and does not fulfill the requirements because he gets a recommendation from a senior official to favor him
Access	A mother is forced to pay a bribe to get her child into the hospital, limiting her access to the service
Equity	A politician directs subsidized medications to his own ethnic group to favor them and gain their political support, which makes the medications unavailable to other groups
	A vaccine is distributed to powerful and rich people limiting its availability to lower socioeconomic classes



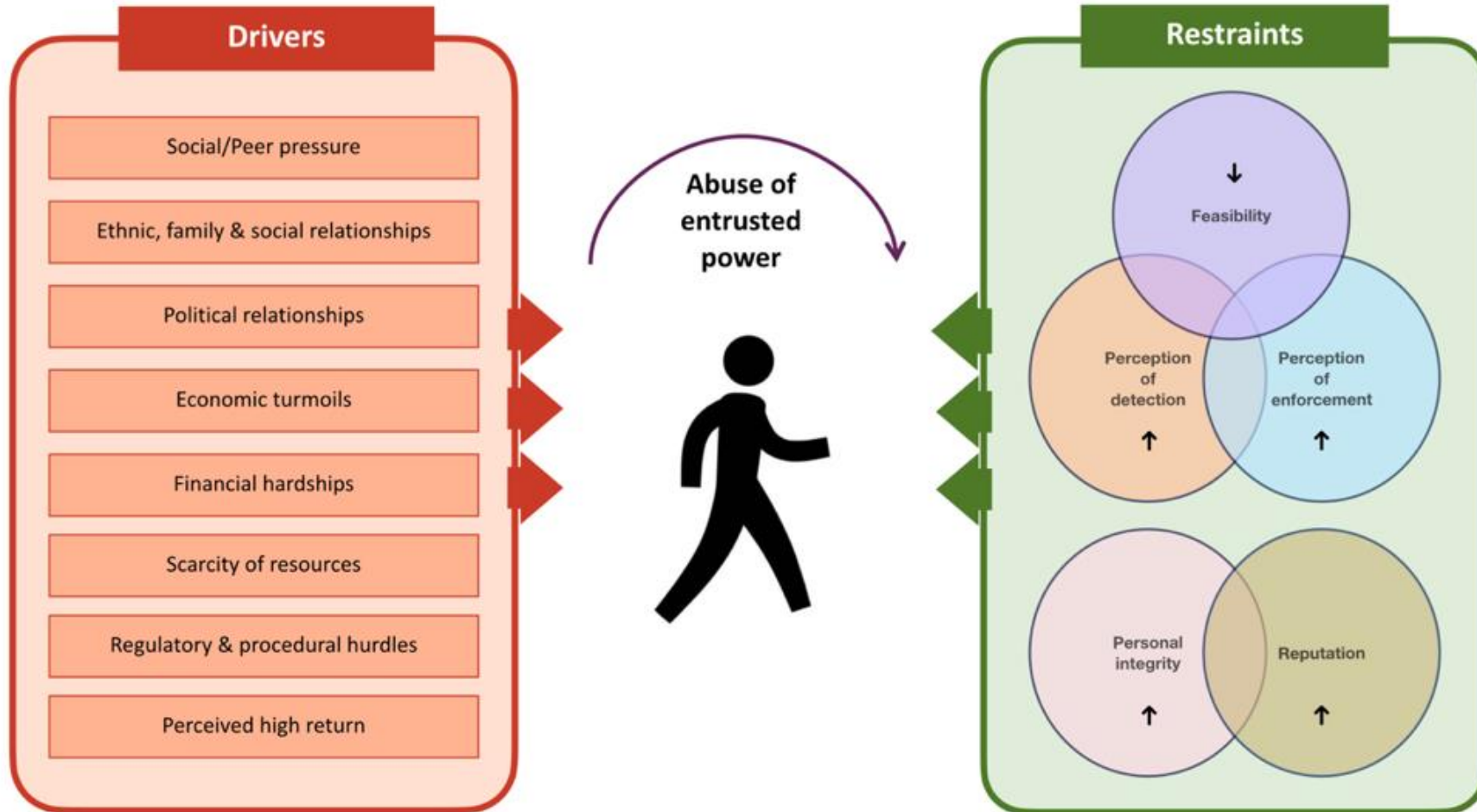
Area of Impact	Examples that can affect this area of impact
Human capital	An under-qualified manager is appointed to a hospital because she is a relative of a senior official
	A highly qualified nurse is not employed in the hospital because she refuses to yield to a sexual bribe to a manager
Finance	A physician prescribes unneeded expensive medications to patients because he is sponsored in fancy trips by the pharmaceutical company
	An inventory keeper embezzles medications
	A procurement officer settles an agreement with direct order to a company at a much higher price than if it were done through a tender and receives a bribe
	A minister sets a policy for building several hospitals that are not needed in favor of a relative owning a construction company
	Salaries are transferred to the accounts of an HR manager through accounts for ghost employees

Area of Impact	Examples that can affect this area of impact
Environment	An inspection officer allows hazardous material to go out of the hospital in regular garbage without safety precautions in exchange for a bribe
Competitiveness	A registration unit delays the registration files of vaccines from several companies except one
	A company offers physicians kickbacks to keep prescribing and promoting its medicines against other medicines of similar quality and price
	A procurement committee puts out tight specifications only fitting one company
Trust	Widespread corruption in public hospitals undermines the trust of its patients

مثال عن قياس "الاحتمالية"

# Likelihood

The overall collective assessment of the two opposing forces: the drivers and the restraints



Perception of feasibility

Perception of detection

Perception of enforcement

Personal integrity

Reputation

Would I be able to do it?

If I do it, would it be detected?

Is the punishment strong & would it be enforced?

Would this be ethical & righteous?

What would my colleagues & community think of me?

I tried to do it but I couldn't

Actual feasibility



# الأطراف المؤثرون في عملية المساءلة والمحاسبة

## By Owner/ Governing Body

- Board of directors oversight
- Internal control
- Internal audit
- Reporting lines
- Policies and procedures
- Segregation of duties
- Disclosure policies
- Conflict of interest management
- Automation/ Information management
- IT governance
- .....

## By Independent Regulators

- Licensing bodies
- Quality assurance bodies
- Financial regulatory authorities
- Anticorruption agencies
- .....

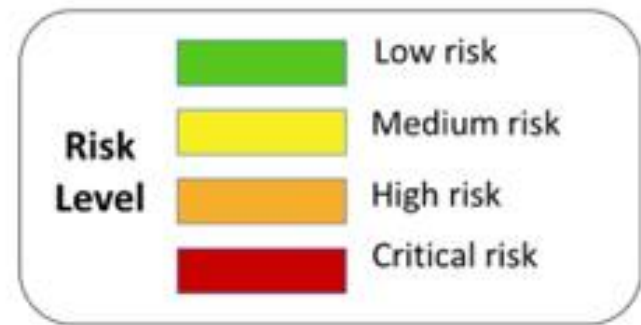
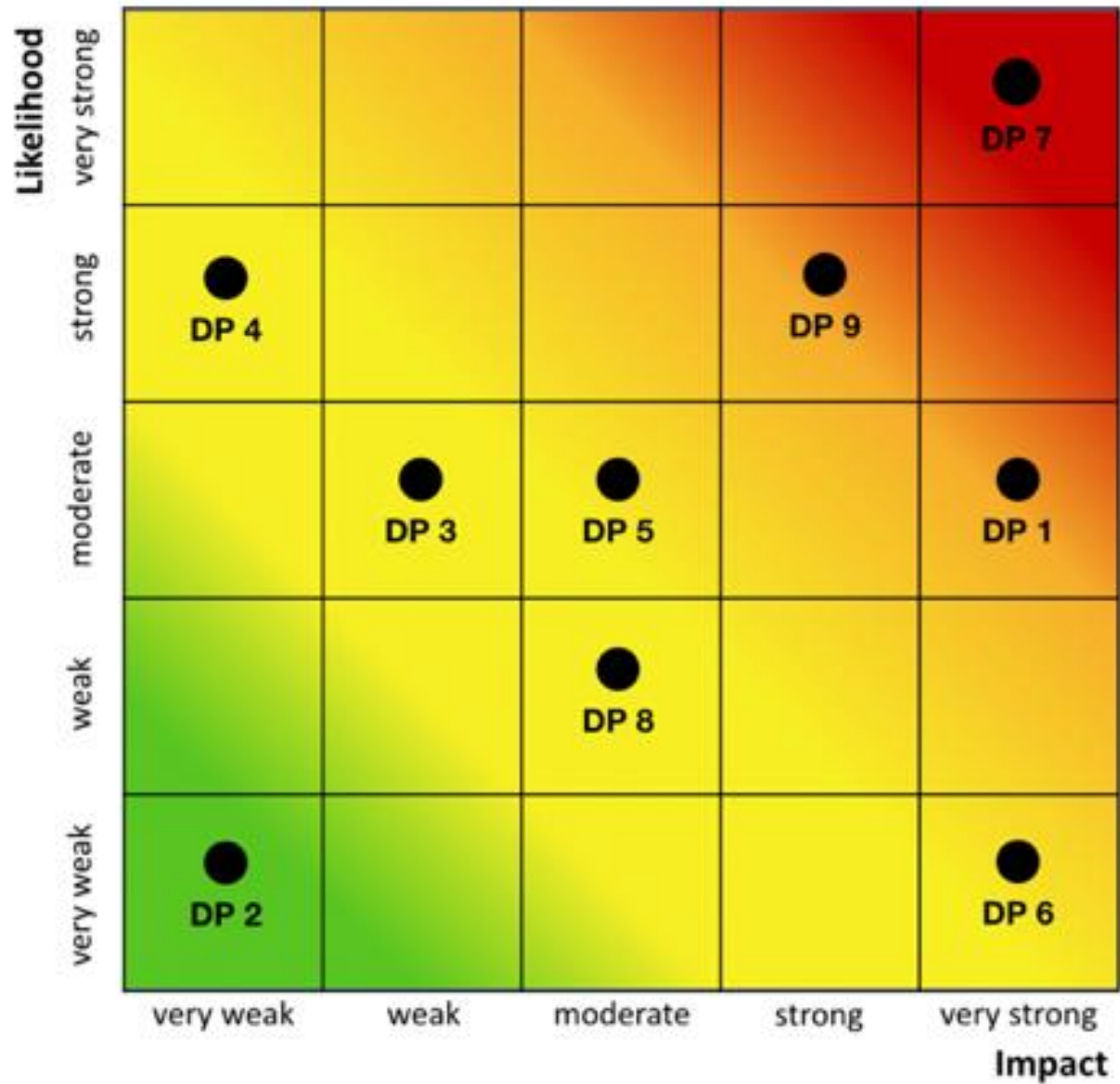
## By Other Stakeholders

- CSOs
- Watchdogs
- Unions
- Media
- .....



مثال عن "خارطة المخاطر"





# تحديد الأولويات

## Prioritization

### Risk level

#### Examples

- Addressing all decision points which have critical and high risk profiles
- Accepting corruption risks at decision points with low risk profile
- Accepting corruption risks at decision points with high impact and low likelihood with close observation

### Risk evaluation

#### Examples

- Prioritizing some points despite the fact that they are of low or medium risk profile over other points due to low tolerance level to corruption in them
- Integrating certain national or organizational priorities
- Political choices and priorities

### Risk treatment options

#### Examples

- Weighing risk response based on
- Feasibility and applicability
  - Technical complexity
  - Time span
  - Capacity and resources needed
  - Complexity of implementation
  - Expected stakeholder positions
  - Return and cost-effectiveness
  - Potential negative/positive impact on risk level in other points or on other risks

هيا بنا الى العمل ...