

# State of the State in Mongolia

## Appendix: Tables

### Political Capacity

#### *Interdependence with civil society*

Table 1. Responses to question 7: 'Is/was it common practice, that ministerial/departmental officials had/have close relationships with significant organizations within the field of the ministry/the department?' Pct.(N).

	Ministry		Presidential administration		Total	
Yes	87.7	(71)	86.4	(19)	87.4	(90)
No	12.3	(10)	13.6	(3)	12.6	(13)
Total	100	(81)	100	(22)	100	(103)

Table 2. Responses to question 26: 'Do the civil servants in your ministry/department have close working relationships with major interest organizations within the ministry's/ department's resort?' Pct.(N).

	Ministry		Presidential Administration		Total	
Yes, most of the time	70.4	(57)	57.1	(12)	67.6	(69)
Yes, but only concerning important issues	27.2	(22)	38.1	(8)	29.4	(30)
No	2.5	(2)	4.8	(1)	2.9	(3)
Total	100	(81)	100	(21)	100	(102)

Table 3. Responses to question 28a: 'In which form is/was the concerned interests incorporated or consulted in the process of the policy formulation?' Pct.(N).

	Ministry		Presidential Administration		Total	
Institutional forum for discussion and cooperation	45.7	(37)	81.8	(18)	53.4	(55)
Institutional forums on ad hoc basis	40.7	(33)	-		32.0	(33)
Informal forums depending on character of the case	13.6	(11)	18.2	(4)	14.6	(15)
Total	100	(81)	100	(22)	100	(103)

Table 4. Responses to question 46: 'During your time in ministry/ in the department, did you experience attempts to bribe you into favoring specific groups or individuals?' Pct.(N).

	Ministry		Presidential Administration		Total	
Often	1.2	(1)	-	-	1.0	(1)
A few times	8.6	(7)	4.5	(1)	7.8	(8)
Never	88.9	(72)	90.9	(20)	89.3	(92)
No answer	1.2	(1)	4.5	(1)	1.9	(2)
Total	100.0	(81)	100.0	(22)	100.0	(103)

Table 5. Responses to question 46a: 'During your time in the ministry/ in the department, have you heard of such attempts in other ministries?' Pct.(N).

	Ministry		Presidential Administration		Total	
Yes	44.4	(36)	40.9	(9)	43.7	(45)
No	55.6	(45)	59.1	(13)	56.3	(58)
Total	100.0	(81)	100.0	(22)	100.0	(103)

Table 6. Responses to question 49: 'Do you agree that misuse of status positions is common in Mongolian politics?' Pct.(N).

	Ministry		Presidential Administration		Total	
Strongly agree	2.5	(2)	4.5	(1)	2.9	(3)
Agree	40.7	(33)	31.8	(7)	38.8	(40)
Disagree	46.9	(38)	54.5	(12)	48.5	(50)
Strongly disagree	8.6	(7)	9.1	(2)	8.7	(9)
Do not know	1.2	(1)	-	-	1.0	(1)
Total	100.0	(81)	100.0	(22)	100.0	(103)

Table 7. Responses to question 50: 'At which level of government do you think that the phenomenon of misuse is most common? Multiple marks allowed.' Total of Ministries, Presidential Administration. Pct.(N) and total N.

	Common	Total N
(1) Top level:	18.4	19
(3) Intermediate level	61.2	63
(4) Lower level officials	28.0	29
(5) Parliament	24.3	25

Table 8: Responses to question 53: In your opinion, what is the main cause of corruption in the state administration? Pct.(N) and total N.

	Ministry		Presidential Administration		Total	
Too low salaries	58.8	(47)	70.0	(14)	61.0	(61)
Low moral quality of civil servants	36.3	(29)	20.0	(4)	33.0	(33)
Legacy of the soviet system			5.0	(1)	1.0	(1)
Illegal organization (Mafia)	1.3	(1)			1.0	(1)
Other	3.8	(3)	5.0	(1)	4.0	(4)
Total	100.0	(80)	100.0	(20)	100.0	(100)

Table 9: Responses to question 52: In your opinion, are current laws sufficient for combating corruption? Recoding of open answers. Pct. (N).

	Ministry		Presidential Administration		Total	
Yes	39.4	(28)	57.1	(12)	43.5	(40)
No	60.6	(43)	33.3	(7)	54.3	(50)
Do not know			9.5	(2)	2.2	(2)
Total	100.0	(71)	100.0	(21)	100.0	(92)

### Relations to the international community

Table 10. Responses to question 22: 'During your time in government, did foreign actors try to influence policy and regulations in your ministry?' Pct. (N).

	Ministry		Presidential Administration		Total	
Yes	28.8	(23)	4.5	(1)	23.5	(24)
No	71.3	(57)	95.5	(21)	76.5	(78)
Total	100.0	(80)	100.0	(22)	100.0	(102)

Table 11. Responses to question 22b: 'If yes, name the most important international actors.' Pct.(N).

	Ministry		Presidential Administration		Total	
Foreign Advisors/Experts			50.0	(1)	4.8	(1)
Foreign Governments	5.3	(1)	50.0	(1)	9.5	(2)
International Financial Institutions	63.2	(12)	-		57.1	(12)
World Bank	15.8	(3)	-		14.3	(3)
ADB	15.8	(3)	-		14.3	(3)
Total	100.0	(19)	100.0	(2)	100.0	(21)

Table 12: Responses to question 23.2: In general, in those cases when foreign actors did have influence, would you say that their influence on the decisions to be made had a negative effect on the solutions of domestic problems?

	Ministry		Presidential Administration		Total	
Always	3.6	(2)			2.8	(2)
Most cases	29.1	(16)	93.8	(15)	43.7	(31)
Rarely	60.0	(33)	6.3	(1)	47.9	(34)
Never	7.3	(4)			5.6	(4)
Total	100.0	(55)	100.0	(16)	100.0	(71)

Table 13. Responses to question 23.1: 'In general, in those cases when foreign actors did have influence, would you say that their influence on the decisions to be made had a positive effect on the solutions of domestic problems?' Pct. (N).

	Ministry		Presidential Administration		Total	
Most cases	46.8	(22)	75.0	(6)	50.9	(28)
Rarely	46.8	(22)	25.0	(2)	43.6	(24)
Never	6.4	(3)	-	-	5.5	(3)
Total	100.0	(47)	100.0	(8)	100.0	(55)

### Decision making structures

Table 14: Responses to question 16a: Name the three most influential domestic political players (organizations and/or persons) in Mongolia *before* 1991. (1st ranked in parentheses). Pct. (N).\*

1) Representatives of the legislation	52.10	(56)
2) Representatives of the executive power	27.99	(18)
3) Political parties	19.91	(8)

\*Weighted average: Named most important counted as 1, second as 1/2, third as 1/3.

\*\* Only the three highest ranking actors are included here, which is the reason why the percentages do not sum up to 100.

Table 15: Responses to question 16b: Name the three most influential domestic political players (organizations and/or persons) in Mongolia *after* 1991. (1st ranked in parentheses).

1) Representatives of the legislation	45.5	(42)
2) Representatives of the executive power	34.33	(26)
3) Political parties	20.18	(20)

\*Weighted average: Named "most influential" counted as 1, second as 1/2, third as 1/3.

\* Only the three highest ranking actors are included here, which is why the percentages do not sum up to 100.

\*Comments to 16b: The presidential administration and the ministries agree that the parliament is the most influential political player. However, whereas the ministries point to the executive power as a major actor, the presidential administration see the political parties as very influential, according to the open answers.

Table 16: Comments to question 17: 'Name the three most influential political actors in your field of responsibility as minister after independence.'

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- 1) Bagabandi (elected president in 1997)
  - 2) Jadambaa (former minister of defence)
  - 3) Purev (legal advisor of President 97-01)
- 

\*Weighted average: Named most important counted as 1, second as 1/2, third as 1/3.

\* Only the three highest ranking actors are included here, which is why the percentages do not sum up to 100.

\*The responses gave a rather fragmented picture: The majority pointed to President Bagabandi as the most influential political actor. He was mentioned 14 times, out of which he was ranked as the most influential political actor 8 times. In comparison, Jadambaa, former Minister of Defence, was mentioned 7 times, 4 times as the most influential, and Purev, who is a former legal advisor to the president, was mentioned 8 times, twice as the most influential. In addition, 25 other different political actors were perceived the most influential actor.

Table 17: Responses to question 29: 'Name the most important formal decision maker affecting decisions in your ministry/department.' Pct. (N).

	Ministry	President
Prime Minister	33.8 (26)	-
President	23.4 (18)	86.4 (19)
Chairman of Parliamentary Committee	10.4 (8)	-

\* Only the three highest ranking actors are included here, which is the reason why the percentages do not sum up to 100.

Table 18: Responses to the question 30: 'Name the most relevant decision-making fora of relevance for your ministry/department.' Pct. (N in parenthesis).

	Ministry	President	Total
President	12.8 (10)	81.8 (18)	28 (28)
Government	67.9 (53)	4.5 (1)	54 (54)
Council of ministers	3.8 (3)	-	3 (3)
Cabinet Committees	3.8 (3)	-	3 (3)
Parliamentary Committees	9.0 (7)	-	7 (7)
Presidential Administration	-	4.5 (1)	1 (1)
Prime Minister	1.3 (1)	-	1 (1)
Department Directors	-	9.1 (2)	2 (2)
Parliament	1.3 (1)	-	1 (1)
Total	100 (78)	100 (22)	100 (100)

\* Only the 1st ranked (most relevant) are included.

Table 19: Responses to question 31: 'Name the most important informal decision-making forum.' Pct. (N).

	Ministry		Presidential Administration		Total	
	Pct.	(N)	Pct.	(N)	Pct.	(N)
Informal Meetings	7.7	(6)	18.2	(2)	9.0	(8)
Meetings in the Ministry	42.3	(33)	45.5	(5)	42.7	(38)
Experts/Advisors	6.4	(5)	18.2	(2)	7.9	(7)
Civil Servants	6.4	(5)	-	-	5.6	(5)
Foreign Influence or relations	1.3	(1)	-	-	1.1	(1)
NGO's and Interest Groups	23.1	(18)	9.1	(1)	21.3	(19)
Personal Contacts	1.3	(1)	9.1	(1)	2.2	(2)
Other	11.5	(9)			10.1	(9)
Total	100.0	(78)	100.0	(11)	100.0	(89)

Table 20: Responses to question 1: 'Mostly, the ministry itself initiates policy proposals?' Pct. (N).

	Ministry		Presidential Administration		Total	
	Pct.	(N)	Pct.	(N)	Pct.	(N)
Agree	95.1	(77)	59.1	(13)	87.4	(90)
Disagree	4.9	(4)	40.9	(9)	12.6	(13)
Total	100.0	(81)	100.0	(22)	100.0	(103)

Table 21: Responses to question 20a.1: 'In the cases where other ministries tried to influence proposals in your own ministry, who did it most frequently?' Pct. (N).

	Ministry		Presidential Administration		Total	
	Pct.	(N)	Pct.	(N)	Pct.	(N)
Minister of Foreign Affairs	2.4	(1)	16.7	(1)	4.3	(2)
Minister of Finance	75.6	(31)	33.3	(2)	70.2	(33)
Minister of Justice	19.5	(8)	33.3	(2)	21.3	(10)
Ministry of Industry and Trade	2.4	(1)			2.1	(1)
Minister of Health			16.7	(1)	2.1	(1)
Total	100.0	(41)	100.0	(6)	100.0	(47)

Table 22: Responses to question 14: 'In your opinion should civil servants in one ministry/department be permitted to provide information to other ministries or departments without prior permission?' Pct. (N).

	Ministry		Presidential Administration		Total	
	Pct.	(N)	Pct.	(N)	Pct.	(N)
Strongly agree	4.9	(4)	4.5	(1)	4.9	(5)
Agree	43.2	(35)	50.0	(11)	44.7	(46)
Disagree	35.8	(29)	40.9	(9)	36.9	(38)
Strongly disagree	2.5	(2)			1.9	(2)
Do not know	13.6	(11)	4.5	(1)	11.7	(12)
Total	100.0	(81)	100.0	(22)	100.0	(103)

Table 23: Responses to question 21: 'From your point of view, when other ministries, departments or parties interfered in your business, could it be that a third party outside the realm of politics has interfered in the decision-making?' Pct. (N).

	Ministry		Presidential Administration		Total	
Agree	10.3	(8)	4.5	(1)	9.0	(9)
Disagree	42.3	(33)	31.8	(7)	40.0	(40)
Do not know	47.4	(37)	63.6	(14)	51.0	(51)
Total	100.0	(78)	100.0	(22)	100.0	(100)

Table 24. Responses to question 19: 'If other ministries/departments tried/try to influence proposals in your own ministry/department, causing you to lose competence or resources, how would you perceive it?' Pct. (N).

	Ministry		Presidential Administration		Total	
Generally acceptable	39.5	(32)	31.3	(5)	38.1	(37)
Generally not acceptable	60.5	(49)	68.8	(11)	61.9	(60)
Total	100.0	(81)	100.0	(16)	100.0	(97)

Table 25: Responses to question 20: 'Have you ever experienced cases where other ministries, departments or parliamentary committees tried to influence proposals in your ministry?'

	Ministry		Presidential Administration		Total	
Yes	64.2	(52)	47.6	(10)	60.8	(62)
No	35.8	(29)	52.4	(11)	39.2	(40)
Total	100.0	(81)	100.0	(21)	100.0	(102)

Table 26: Responses to question 36: 'Based on your experience, what are the three most important issues that complicate decision-making?' Pct (N).\*

Lack of qualified staff	25.4	(44)
Lack of financial resources	21.4	(37)
Lack of information and research	13.9	(24)
Disagreement in the decision making process	8.7	(15)
Lack of coordination and coherency	6.3	(11)
Insufficient legislative basis	4.0	(7)
Election law	1.7	(3)
Bureaucracy	1.7	(3)
Other	11.6	(20)
Total	100	(173)

## Ideational capacity

Table 27: Responses to question 28: 'Do you believe that decisions are improved when concerned interests are incorporated or consulted in the process of formulation?' Pct. (N).

	Ministry		Presidential Administration		Total	
Yes, mostly	51.9	(42)	81.8	(18)	58.3	(60)
Yes, sometimes	40.7	(33)	18.2	(4)	35.9	(37)
No, only rarely	6.2	(5)			4.9	(5)
No, worse	1.2	(1)			1.0	(1)
Total	100.0	(81)	100.0	(22)	100.0	(103)

Table 28: Responses to question 41: 'To what extent do you agree with the following proposition: To ensure compliance in the process of implementation, it is better when organizations, private business or other concerned interests assist in formulating the implementation design'. Pct. (N).

	Ministry		Presidential Administration		Total	
Strongly agree	15.0	(12)	4.5	(1)	12.7	(13)
Agree	70.0	(56)	81.8	(18)	72.5	(74)
Disagree	12.5	(10)	4.5	(1)	10.8	(11)
Do not know	2.5	(2)	9.1	(2)	3.9	(4)
Total	100.0	(80)	100.0	(22)	100.0	(102)

Table 29: Responses to question: 27: 'Concerning lobbying, that is, when outside interests attempt to influence the political process, would you in most cases agree or disagree with the following statements?' Pct. (N. Percentages of N responding 'agree' to the statements.

	Ministry		Presidential administration		Total	
(A) Lobbying is positive because it provides the information you need to make the right decision	31.2	(24)	36.4	(8)	32.3	(32)
(B) Lobbying is negative because the information you receive is biased	46.8	(36)	54.5	(12)	48.5	(48)
(C) Lobbying is positive because you get support from the concerned groupings	59.2	(45)	59.1	(13)	59.2	(58)
(D) Lobbying is negative because it erodes the impartiality of the ministry	52.6	(40)	36.4	(8)	49.0	(48)

Table 30: Responses to question 45: 'What role should the public primarily play in politics and government?' Pct. (N).

	Ministry		Presidential Administration		Total	
Public should elect representatives and let them run the country	44.4	(36)	45.5	(10)	44.7	(46)
Public should take interest in politics and communicate view	17.3	(14)	13.6	(3)	16.5	(17)
Public should become engaged in organizations to gain influence	38.3	(31)	40.9	(9)	38.8	(40)
Total	100.0	(81)	100.0	(22)	100.0	(103)

Table 31: Responses to question 44: 'What is your preferred degree of state involvement in the economy?' Pct. (N).

	Ministry		Presidential Administration		Total	
Much more state involvement and/or social provisions	3.7	(3)	4.5	(1)	3.9	(4)
Some more state involvement and/or social provisions	32.1	(26)	36.4	(8)	33.0	(34)
Current balance	11.1	(9)	18.2	(4)	12.6	(13)
More individual initiative	27.2	(22)	27.3	(6)	27.2	(28)
Much more individual initiative	18.5	(15)	4.5	(1)	15.5	(16)
Do not know	7.4	(6)	9.1	(2)	7.8	(8)
Total	100.0	(81)	100.0	(22)	100.0	(103)

Table 32: Responses to question 44a: 'What is your preferred degree of state involvement in the society?' Pct. (N).

	Ministry		Presidential Administration		Total	
Much more state involvement and/or social provisions	13.6	(11)	13.6	(3)	13.6	(14)
Some more state involvement and/or social provisions	55.6	(45)	63.6	(14)	57.3	(59)
Current balance	7.4	(6)	4.5	(1)	6.8	(7)
More individual initiative	12.3	(10)	18.2	(4)	13.6	(14)
Much more individual initiative	7.4	(6)			5.8	(6)
Do not know	3.7	(3)			2.9	(3)
Total	100.0	(81)	100.0	(22)	100.0	(103)

Table 33: Responses to question 54a: 'Which other country in the world do you think Mongolia resembles most *at present?*' Pct. (N).

	Ministry		Presidential Administration		Total	
Russia and other CIS countries (excl. Central Asia)	58.7	(27)	26.3	(5)	49.2	(32)
A developing country	13.0	(6)	10.5	(2)	12.3	(8)
Central and Eastern Europe	15.2	(7)	10.5	(2)	13.8	(9)
South East Asia	8.7	(4)	5.3	(1)	7.7	(5)
Other newly industrialized countries	2.2	(1)			1.5	(1)
A Western democracy	2.2	(1)			1.5	(1)
Do not know			47.4	(9)	13.8	(9)
Total	100.0	(46)	100.0	(19)	100.0	(65)

Table 34: Responses to question 54b: 'Which other country in the world do you think Mongolia will resemble most in 10 years?' Pct. (N).

	Ministry		Presidential Administration		Total	
Russia and other CIS countries (excl. Central Asia)	24,3	(9)	5,9	(1)	18,5	(10)
A developing country	13,5	(5)	-	-	9,3	(5)
Central and Eastern Europe	24,3	(9)	41,2	(7)	29,6	(16)
South East Asia	18,9	(7)	-	-	13,0	(7)
Other newly industrialized countries	13,5	(5)	17,6	(3)	14,8	(8)
A Western democracy	5,4	(2)	5,9	(1)	5,6	(3)
Do Not Know	-	-	29,4	(5)	9,3	(5)
Total	100,0	(37)	100,0	(17)	100,0	(54)

### Technical Capacity

Table 35: Responses to question 3: 'Could you trust your ministerial/departmental officials to provide reliable and intelligent information?' Pct. (N).

	Ministry		Presidential Administration		Total	
Yes, mostly	61.3	(49)	45.5	(10)	57.8	(59)
Yes, sometimes	37.5	(30)	40.9	(9)	38.2	(39)
Rarely	1.3	(1)	9.1	(2)	2.9	(3)
No, not at all			4.5	(1)	1.0	(1)
Total	100.0	(80)	100.0	(22)	100.0	(102)

Table 36: Responses to question 5: 'Has the quality of civil servants improved or declined since 1991 regarding the ability to provide advice?' Pct. (N).

	Ministry		Presidential Administration		Total	
	Pct.	(N)	Pct.	(N)	Pct.	(N)
Significant improvement	19.0	(15)	15.4	(2)	18.5	(17)
Some Improvement	62.0	(49)	84.6	(11)	65.2	(60)
No change	8.9	(7)	-	-	7.6	(7)
Declined	10.1	(8)	-	-	8.7	(8)
<b>Total</b>	<b>100.0</b>	<b>(79)</b>	<b>100.0</b>	<b>(13)</b>	<b>100.0</b>	<b>(92)</b>

Table 37: Responses to question 4: 'If you needed external advice, whom would you prefer to rely on, or have you relied on, to get the information you need?' Pct. (N).

	Ministry		Presidential Administration		Total	
	Pct.	(N)	Pct.	(N)	Pct.	(N)
Political advisors	2.5	(2)	27.3	(6)	7.8	(8)
Political Parties	1.2	(1)	-	-	1	(1)
Academic specialists	91.4	(74)	45.5	(10)	81.6	(84)
NGO specialists	34.6	(28)	13.6	(3)	30.1	(31)
Others	21.0	(17)	31.8	(7)	23.3	(24)

Table 38. Responses to question 4a: 'To what extent are external advisors used in policymaking process?' Pct. (N).

	Ministry		Presidential Administration		Total	
	Pct.	(N)	Pct.	(N)	Pct.	(N)
Always	1.2	(1)	4.5	(1)	1.9	(2)
Often	28.4	(23)	18.2	(4)	26.2	(27)
Sometimes, concerning important issues	63.0	(51)	68.2	(15)	64.1	(66)
Rarely	7.4	(6)	9.1	(2)	7.8	(8)
<b>Total</b>	<b>100.0</b>	<b>(81)</b>	<b>100.0</b>	<b>(22)</b>	<b>100.0</b>	<b>(103)</b>

Table 39: Responses to question 12a: Ministerial officials should advice on technical matters?

	Ministry		Presidential Administration		Total	
	Pct.	(N)	Pct.	(N)	Pct.	(N)
Agree	51.3	(41)	54.5	(12)	52.0	(53)
Disagree	48.8	(39)	45.5	(10)	48.0	(49)
<b>Total</b>	<b>100.0</b>	<b>(80)</b>	<b>100.0</b>	<b>(22)</b>	<b>100.0</b>	<b>(102)</b>

Table 40: Responses to question 12b: 'Ministerial officials should advise on political strategy?'

	Ministry		Presidential Administration		Total	
Agree	91.4	(74)	90.9	(20)	91.3	(94)
Disagree	8.6	(7)	9.1	(2)	8.7	(9)
Total	100.0	(81)	100.0	(22)	100.0	(103)

Table 41: Responses to question 13: 'In your opinion, is it better if the ministries themselves can appoint their officials?' Pct. (N).

	Ministry		Presidential Administration		Total	
Strongly agree	2.5	(2)			1.9	(2)
Agree	38.3	(31)	22.7	(5)	35.0	(36)
Disagree	38.3	(31)	40.9	(9)	38.8	(40)
Strongly disagree	11.1	(9)	13.6	(3)	11.7	(12)
Do not know	9.9	(8)	22.7	(5)	12.6	(13)
Total	100.0	(81)	100.0	(22)	100.0	(103)

Table 42: Responses to question 37: 'If solutions to problems are hindered or cannot be solved by current legislation, what do you believe to have been the general response in various ministries?' Pct. (N).

	Ministry		Presidential Administration		Total	
Solve problems by administrative means, regardless laws	6.2	(5)	-	-	4.9	(5)
Solve problems by administrative means, initiate law change	45.7	(37)	9.5	(2)	38.2	(39)
Initiate change of legislation before addressing the problem	45.7	(37)	66.7	(14)	50.0	(51)
Other	2.5	(2)	23.8	(5)	6.9	(7)
Total	100.0	(81)	100.0	(21)	100.0	(102)

### Implementation capacity

Table 43: Responses to question 38: 'Were you generally confident that decisions made in your ministry/department would be implemented as intended by your staff?' Pct. (N).

	Ministry		Presidential Administration		Total	
Yes	96.3	(78)	100.0	(22)	97.1	(100)
No	3.7	(3)	-	-	2.9	(3)
Total	100.0	(81)	100.0	(22)	100.0	(103)

Table 44. Responses to question 38a: 'Were you often in a situation in which you had to control the work of your ministerial staff?' Pct. (N).

	Ministry		Presidential Administration		Total	
	Pct.	(N)	Pct.	(N)	Pct.	(N)
Yes, often	77.8	(63)	57.1	(12)	73.5	(75)
Seldom	22.2	(18)	28.6	(6)	23.5	(24)
Almost never			14.3	(3)	2.9	(3)
Total	100.0	(81)	100.0	(21)	100.0	(102)

Table 45 Responses to question 39: 'Some people claim that there are many obstacles to implementing a policy effectively and efficiently. I am now going to read out some of these obstacles. Please specify whether you have experienced these in your ministry/department.' Affirmative answers. Pct. (N).

	Ministry		Presidential Administration		Total	
	Pct.	(N)	Pct.	(N)	Pct.	(N)
(1) Inadequate resources (time and finances)	87.7	(71)	81.8	(18)	86.4	(89)
(2) Lack of understanding of and agreement on objectives by the involved officials	28.8	(23)	4.5	(1)	23.5	(24)
(3) Poor policy design (no or inappropriate relation between cause and effect)	63	(51)	45.5	(10)	59.2	(61)
(4) Lack of co-ordination and information	53.8	(46)	36.4	(8)	52.4	(54)
(5) Lack of monitoring and evaluation activity on decision-making process and implementation	42	(34)	13.6	(3)	35.9	(37)
(6) Tasks were insufficiently specified	17.3	(14)	4.5	(1)	14.6	(15)
(7) Outside interference in the program (please specify)	11.1	(9)	–		8.7	(9)
(8) Staff insufficiently motivated	17.3	(14)	9.1	(2)	15.5	(16)
N		81		22		103

Table 46. Responses to question 39b: 'Do you agree that regional interests are the greatest obstacles to an efficient and effective implementation of policies?' Pct. (N).

	Ministry		Presidential Administration		Total	
	Pct.	(N)	Pct.	(N)	Pct.	(N)
Agree	33.8	(27)	47.4	(9)	36.4	(36)
Do not agree	66.3	(53)	52.6	(10)	63.6	(63)
Total	100.0	(80)	100.0	(19)	100.0	(99)

Table 47: Responses to question 40: ‘In cases where either the implementation or a policy-program faced difficulties, did you or the management of your ministry take the political responsibility?’

	Ministry		Presidential Administration		Total	
Yes	73.8	(59)	72.7	(16)	73.5	(75)
No	26.3	(21)	27.3	(6)	26.5	(27)
Total	100.0	(80)	100.0	(22)	100.0	(102)

Table 48: Responses to question 41: ‘To what extent do you agree with the following proposition: To ensure compliance in the process of implementation, it is better when organizations, private business or other concerned interests assist in formulating the implementation design’ Pct. (N).

	Ministry		Presidential Administration		Total	
Strongly agree	15.0	(12)	4.5	(1)	12.7	(13)
Agree	70.0	(56)	81.8	(18)	72.5	(74)
Disagree	12.5	(10)	4.5	(1)	10.8	(11)
Do not know	2.5	(2)	9.1	(2)	3.9	(4)
Total	100.0	(80)	100.0	(22)	100.0	(102)

Table 49: Responses to question 42.1: ‘To what extent do you agree with the following proposition: Powerful individual non-state actors can escape regulatory measures?’ Pct. (N).

	Ministry		Presidential Administration		Total	
Strongly agree	15.0	(12)	4.5	(1)	12.7	(13)
Agree	70.0	(56)	81.8	(18)	72.5	(74)
Disagree	12.5	(10)	4.5	(1)	10.8	(11)
Do not know	2.5	(2)	9.1	(2)	3.9	(4)
Total	100.0	(80)	100.0	(22)	100.0	(102)

Table 50. Responses to question 42.2: ‘To what extent do you agree with the following proposition: ‘Powerful interest organizations non-state actors can escape regulatory measures’ Pct. (N).

	Ministry		Presidential Administration		Total	
Strongly Agree	1.2	(1)			1.0	(1)
Agree	44.4	(36)	68.2	(15)	49.5	(51)
Disagree	43.2	(35)	18.2	(4)	37.9	(39)
Strongly Disagree	3.7	(3)			2.9	(3)
Do not know	7.4	(6)	13.6	(3)	8.7	(9)
Total	100.0	(81)	100.0	(22)	100.0	(103)

Table 51. Responses to question 42.3: 'To what extent do you agree with the following proposition: 'Powerful business non-state actors can escape regulatory measures.' Pct. (N).

	Ministry		Presidential Administration		Total	
Strongly Agree	4.9	(4)			3.9	(4)
Agree	66.7	(54)	77.3	(17)	68.9	(71)
Disagree	18.5	(15)	9.1	(2)	16.5	(17)
Strongly Disagree	4.9	(4)			3.9	(4)
Do not know	4.9	(4)	13.6	(3)	6.8	(7)
Total	100.0	(81)	100.0	(22)	100.0	(103)

Table 52. Responses to question 43: 'In your opinion, did the civil servants implement political decisions more efficiently under the communist system than they do now?' Pct. (N).

	Ministry		Presidential Administration		Total	
Strongly agree	6.3	(5)	4.5	(1)	5.9	(6)
Agree	50.6	(40)	63.6	(14)	53.5	(54)
Disagree	26.6	(21)	27.3	(6)	26.7	(27)
Strongly disagree	3.8	(3)			3.0	(3)
Do not know	12.7	(10)	4.5	(1)	10.9	(11)
Total	100.0	(79)	100.0	(22)	100.0	(101)