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MILLENNIUM
CHALLENGE CORPORATION
UNITED STATES OF AMERICA

MCC ANTICORRUPTION THRESHOLD PROGRAM PERFORMANCE MONITORING PLAN

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MCC ANTICORRUPTION THRESHOLD PROGRAM

PERFORMANCE MONITORING PLAN



A subsidiary of Coffey International, Ltd.

Management Systems International

Corporate Offices

600 Water Street, SW

Washington, DC 20024



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Acronyms

ATP	ANTICORRUPTION THRESHOLD PROGRAM
BL	BASELINE
CNM	NATIONAL JUDICIAL COUNCIL
CSO	CIVIL SOCIETY ORGANIZATION
CSTL	PUBLIC REPORT LINE
DQA	DATA QUALITY ASSESSMENT
GOP	GOVERNMENT OF PERU
ICITAP	INTERNATIONAL CRIMINAL INVESTIGATIVE TRAINING ASSISTANCE PROGRAM
ICO	INTERNAL CONTROL OFFICE
JD	JUDICIAL DISTRICTS
MCC	MILLENNIUM CHALLENGE CORPORATION
MININTER	MINISTRY OF INTERNAL AFFAIRS
MSI	MANAGEMENT INTERNATIONAL SYSTEMS
M&C	MONITORING AND COMMUNICATION
M&E	MONITORING AND EVALUATION
OCG	OFFICE OF THE COMPTROLLER GENERAL OF THE REPUBLIC OF PERU
OCMA	INTERNAL AFFAIRS OFFICE OF THE JUDICIARY
ODECMA	DECENTRALIZED INTERNAL AFFAIRS OFFICE OF THE JUDICIARY
OMB	OMBUDSMAN OFFICE
PCM	PRIME MINISTER'S OFFICE
PMP	PERFORMANCE MONITORING PLAN
PNP	PERUVIAN POLICE FORCE
SOAG	STRATEGIC OBJECTIVE GRANT AGREEMENT
SOW	STATEMENT OF WORK
TBD	TO BE DEFINED
USAID	UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT

I. INTRODUCTION

The purpose of the Anticorruption Threshold Program (ATP) is to reduce corruption in public administration through a group of activities approved by the Millennium Challenge Corporation (MCC) to be implemented by the Government of Peru. These activities are funded by the MCC and administered by the United States Agency for International Development (USAID) over a period of 24 months. The objective of the activities as a whole is to reduce corruption, promote increased public awareness, strengthen internal controls and sanction mechanisms and improve the government procedures and processes that currently allow corruption to flourish.

ATP activities have been grouped into components and beneficiary entities. Hence, Component 1 is associated with the Internal Affairs Office of the Judiciary (OCMA) (which will participate in two ATP Activities) and the Ministry of Internal Affairs (MININTER) (which is involved in three ATP Activities). Component 2 includes the Office of the Comptroller General of the Republic of Peru (OCG) with three activities and the Ombudsman Office (OMB) with one activity. Unlike Components 1 and 2, Component 3 (Communications) has no specific Activities assigned in the ATP; it conducts cross-cutting tasks related to the counseling, supervision and support of communications topics related to Components 1 and 2. In addition, Component 3 develops products related to communication activities for the ATP as a whole.

Figure 1: Work Breakdown Structure

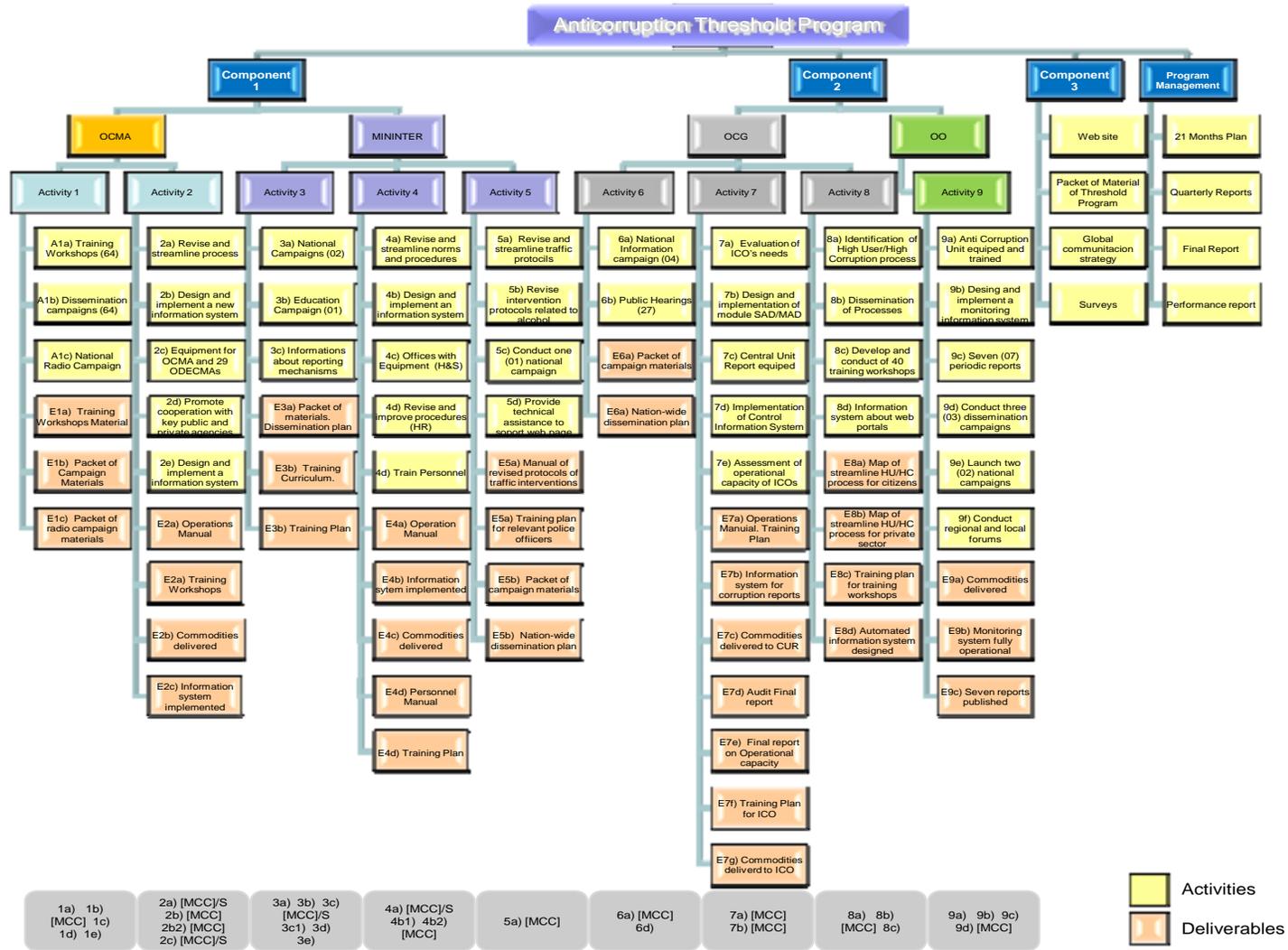


Figure 1 does not reflect Monitoring and Evaluation (M&E). However, the PMP has been prepared in terms of monitoring and evaluation activities and in accordance with MCC, USAID and GOP procedures, and will be implemented between January 2009 and September 2010.

A. PURPOSE

This report will provide a standardized and comprehensive source for monitoring and evaluating the Anticorruption Threshold Program, on the basis of the established documentation and requirements for the ATP. It corresponds to USAID contract N° DFD-I-00-08-00072-00, Task Order 371, along with its amendments and subsequent agreements.

- MSI. Local (program team) and headquarters (MSI Washington)
- USAID/MCC.
- The Government of Peru through the participating entities (PCM, OCMA, MININTER, OCG and OMB).

Although the information collected in this report involves different entities, it can be shared between them if necessary.

Bearing this in mind, the M&E process will be implemented according to the following principles:

- **Obtaining Results:** It measures performance based on the intended results. Costs, funding, resources, deliverables and equipment are not being considered in the process; only the results obtained during the monitoring periods.
- **Taking Action:** Decision-making is intended for correcting, preventing and solving problems, not for identifying and sanctioning guilty parties.
- **Being Dynamic:** The PMP is considered a dynamic document that is directly affected by the results of the program. Thus, it adapts to circumstances that affect the contexts of the project. This does not grant carte blanche to change or eliminate indicators unilaterally if results are not as expected. Changes can be made as needed using a systematic and grounded analysis to show when indicators are of little utility, inapplicable or provide no added value.
- **Being Participatory:** The PMP will be prepared with ongoing coordination from the GOP agencies that participate in the Anticorruption Threshold Program, and with USAID and MCC. It has not been an isolated effort on the part of MSI, although it has staff specifically dedicated for this purpose. This PMP has also taken expert judgment into consideration as required. M&E will also be conducted through a Monitoring and Communication Team with participation from all the entities involved in the ATP. Annex A shows the team's tasks and participants.
- **Being Cost-Effective:** The PMP collates information in a number of ways that may be used simply for different indicators. Additionally, information will be collected through registries (physical or electronic) provided by the agencies, and will be duly coordinated and validated by the project's Component Coordinators with the support of the M&E specialist. This approach allows for a balance between the cost of collecting information and budgetary constraints.
- **Performance Management:** It seeks to apply management efforts. This means that through evaluation, lessons learned are collected and disseminated to interested parties in the project.

B. INFORMATION COLLECTION STRATEGIES

To collect feasible and timely information for the indicators, the following sources and methodologies were established:

- **National Surveys:** Three surveys will be applied to the general public. The first will determine the program baseline and the other two will measure if project activities have had the expected results. The first survey was applied in November 2008, when the information for formulating the baseline of some indicators was collected. The results of the second and third survey were expected by November 2009 and August 2010.
- **Particular Surveys:** In case the range of the national surveys is not sufficient for the objective to be measured, particular surveys will be applied to specific target groups. Like the national surveys, the first would be to determine the baseline and the remainder used to measure project impact. The application of the first particular survey depends on the indicators. The next two particular surveys would take place on dates closer to the national survey.
- **Process Analysis:** There are certain measures that require knowing the result of the processes or procedures. To determine the baseline and to measure the program's influence, the process must be analyzed. To understand the process flow, it must be documented, the registries (if available) need to be reviewed, the parameters that are part of the indicator (such as time) need to be measured over a set period of time and their value must be determined. This is part of a methodology coordinated with the entity involved in its application.
- **Registry Evaluation:** Where processes are defined and documented in some way, the registries (physical and/or electronic) will be used to measure the indicator. In this case, the registries are officially validated, since the organization's data is filed there. The same data is used for developing reports, supervising activities, etc.
- **Event Evaluation:** Events will be evaluated to measure - depending on the event - client satisfaction, the level of knowledge acquired, attendance and perception, providing not only a registry but also a tool to prepare lessons learned.
- **Review of Official Documentation:** Official documents such as decrees, reports, web publications, etc. may also be used as a source of information to prepare indicators. Their use must be justified by valid criteria.

Application Outline

Table 1: Application Outline

Fiscal Year USA Strategy	Qtr 1 2009 (Oct- Dec 2008)	Qtr 2 2009 (Jan-Mar 2009)	Qtr 3 2009 (Apr-Jun 2009)	Qtr 4 2009 (Jul-Sep 2009 ¹)	Qtr 1 2010 (Oct- Dec 2009)	Qtr 2 2010 (Jan-Mar 2010)	Qtr 3 2010 (Apr-Jun 2010)	Qtr 4 2010 (Jul-Sep 2010)
National Surveys	✓				✓			✓
Particular Surveys		✓	✓	✓	✓			✓
Process Analysis			✓	✓	✓			✓
Registry Evaluation			✓		✓			✓
Events Evaluation			✓	✓	✓	✓	✓	✓
Document Review			✓		✓			✓

Constraints

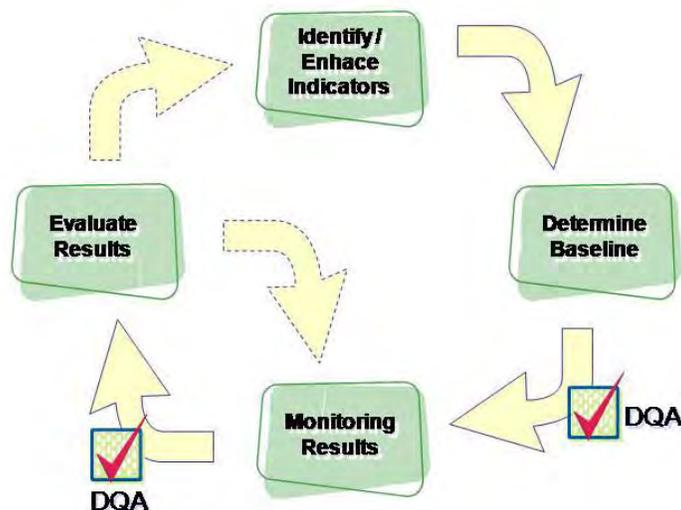
- Time.** For the national surveys, the date established has been defined for the length of the project and related factors. Since the project needs to be measured annually and this evaluation occurs towards the end of the calendar year, it is not recommended to carry out surveys in late November or December. For particular surveys, there are vacation periods (such as judicial vacations) when the target population would not be available. Hence time restrictions need to be taken into account when applying surveys.
- Political Arena.** Work with the GOP agencies is by nature subject to political changes, such as the appointment of the Comptroller of the Republic, or potential turnover in the leadership or senior management of partner entities, as well as staffing changes at other levels, especially if they have activities related to the ATP. This could lead to some activities being stopped or held up for approval or review.
- Budget.** Information can be collected by different means and at varying levels. The means chosen should be the most effective in terms of use of resources and cost, given the Program's budget. For this reason, requests for additional studies, particular surveys, activities or processes that had not previously been considered must be evaluated in consideration of the budget and the added value they bring to the program's objectives.
- Change in Regulations.** The public sector is governed by laws and regulations, and can therefore only do what an agency's governing authorities permit. Changes in regulations can affect the program at all levels.

¹The Disciplinary System Act governing the Peruvian police force has been published. Its regulations will be drafted by July 2009, and indicators to be measured may be considered after the regulations are published. This is particularly relevant to national surveys and the process analysis.

C. IMPLEMENTATION PROCESS AND SUMMARY OF INDICATORS

In view of the project purpose and the contract commitments, the PMP will be implemented as follows:

Figure 2: Implementation Process



As shown above, the implementation consists of five procedures and one control procedure (applied twice), which are described as follows:

1. **Identifying/Enhancing Indicators:** A series of meetings with involved parties were conducted: GOP agencies, USAID, MCC, groups of specialists (such as the CONECTA team), and the MSI team to work on identifying and defining indicators. This included:
 - Identifying and describing the indicator
 - Justification
 - Means of collecting information for the indicator
 - Frequency of measurement and evaluation
 - Baseline (if it can be established)
2. **Determining the Baseline:** Once the indicator has been identified and defined, the baseline is determined in each case for the means and frequency of collecting the information.
3. **Apply the Data Quality Assessment (DQA):** DQAs are quality control documents that are applied to the indicators to ensure that the information collection process has been adapted in such a way that it guarantees that the indicator measures the corresponding value in an objective and reliable manner. The DQAs are applied in two instances: (i) when obtaining information from the baseline; and (ii) during the results monitoring process.
4. **Monitoring Results:** Based on the information collected in the baseline and the following measurements, the results of such measurements are taken and compared to what had been planned in order to evaluate the operation results against what was originally intended, in order to take corrective and preventive measures or, if necessary, present a duly supported request for a change in the scope of the program or to establish new priorities for the measurement.

For the Anticorruption Threshold Program, results will be monitored with three tools:

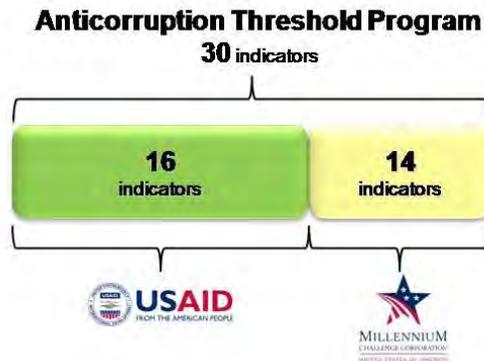
- PMP. The present document.
- Quarterly Reports. The regular performance reports that the program is required to make according to the contract.

- Project Management Software. Files prepared in the project management software to record and manage the project's progress in detail. The timeline defined in the 21-Month Work Plan is printed on the basis of this file.

5. **Evaluating Results:** After the results are compared with the baseline, a variation analysis is conducted to determine the causes of the results. Evaluations are relatively structured analyses whose objective is to determine if the program's joint results obtained during the evaluation period will enable the program to reach its objectives. Unlike the monitoring of results, the evaluation is a more in-depth analysis focused on the program objective. Monitoring, by contrast, is focused on compliance with the objectives of the activities. Evaluation of results will make it possible to redesign the program (in case an extension is required) or to strengthen or redefine indicators.

The Anticorruption Threshold Program has defined 30 indicators for Monitoring and Evaluation purposes. These indicators are divided into two groups, based on their function. The first group includes those indicators that have been selected by MCC for the monitoring of the ATP; the second group involves those related to program strategies and objectives.

Figure 3: Distribution of Indicators



Analyzing the groups according to the type of indicator helps to organize the M&E process, in addition to helping to define the detail of the strategies mentioned above. The following types of indicators have been considered for the Anticorruption Threshold Program:

How they are measured:

- National or particular surveys

What they measure:

- Knowledge of the entity
- Knowledge of the entity's procedures (for anticorruption initiatives)
- Willingness to use the procedures for anticorruption initiatives
- Perception of the effectiveness of the entity's anticorruption activities
- Opinion about the entity

Process improvement indicators: These measure the progress of the process results, identified by the agencies, which need to be more efficient in order to improve how the entity is perceived.

How they are measured:

- Evaluation study of the results of improved processes

What they measure:

- How long it took to improve processes identified

Product Indicators: These verify compliance with the preparation of a deliverable required by the agencies:

How they are measured:

- Verifying that a deliverable has been prepared or evaluating if it works

What they measure:

- That a required deliverable has been formulated.
- Compliance with the minimum characteristics established for each deliverable to function.

As mentioned above, the PMP contains 30 indicators that are reported to USAID. From these, 14 have been chosen by MCC to monitor the Anticorruption Threshold Program in Peru. The remaining 16 indicators have been defined by USAID as complementary measurement of the program.

Table 2: Distribution of Indicators

INDICATORS											
	ENTITY	N°	TYPE OF INDICATOR								
			PERCEPTION			PROCESS IMPROVEMENT			PRODUCT		
Threshold Program Partner Entities	COMPONENT 1										
	OCMA	09	1a	1b	1d	1c	2a	2b			
			1e			2b2	2c				
	MININTER	10	3a	3b	3c	3d	4a	4b1			
			3c1	3e	5a	4b2					
	COMPONENT 2										
	OCG	07	6a	6c					7a	7e	8a
									8b	8c	
	OMB	04	9a	9b	9c						
			9d								

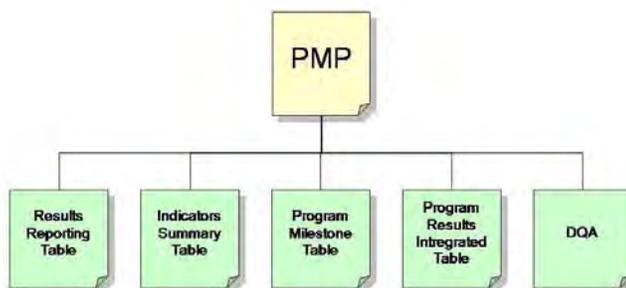
- Indicators reported to USAID that are reported to MCC
- Indicators reported to USAID that are not reported to MCC

The Anticorruption Threshold Program indicators will be registered and administered with the support of an information management system to ensure timeliness and quality in the Monitoring and Evaluation process. This system will be designed, developed and implemented for use in the ATP.

D. PMP STRUCTURE

The PMP document is organized in four tables and a control document (the DQA), where the information on indicators and their relationship with the activities and expected results from the ATP are consolidated and summarized. The PMP structure is outlined in the following figure:

Figure 4: PMP Tables



The following is a general description of the documents that are part of the PMP as shown in the figure:

- **Results Reporting Table (RRT):** The purpose of this table is to provide overall information for the MCC and USAID, offering a quick glance at the program’s progress.
- **Indicator Summary Table:** This table contains a separate classification of the RRT where more detailed information can be found, such as the definition of the indicator, unit of measure, source of information, baseline, collection means, person in charge, and goals.
- **Program Milestones Table:** This table describes the milestones established in the RRT.

These first three tables reflect the results agreed upon by the MCC, USAID and the GOP for the program as of March 2009.

- **Program Results Integrated Table:** This document consolidates the information of the entire program into a single format to provide a general view of the results. This table includes the updates or variations that have occurred based on the program results after the cut-off date of March 2009. For this table, the cut-off date is May 29, 2009.
- **DQA:** As noted above, this is a quality control tool. The purpose of this tool is to validate the quality of the information used to measure the indicator, in terms of the reliability and accountability of the source, etc.

With the exception of the Integrated Program Results Table, all the documents have been drafted in accordance with USAID’s forms and requirements.

E. DATA QUALITY ASSESSMENT (DQA) BASELINE RESULTS

The DQA is part of a Management Information System (MIS) focused on providing information for project monitoring and evaluation in a timely and reliable manner, and is used to take appropriate corrective and preventive measures.

The application of the DQA will take place twice during the program. The first instance will be when the baselines corresponding to the first measurement of the indicators are finished; the second will be upon completion of the intermediate evaluations, which will serve to validate the information collected through the corresponding collection mechanisms.

The following DQA forms are related to this first application, and contain the results of the quality control applied to the collection tools for the preparation of the baseline. They have been prepared with the participation of all interested parties with the ATP, and under the supervision of the Monitoring and Communication Committee and USAID.

II. MANAGEMENT DOCUMENTS

A. RESULTS REPORTING TABLE (RRT)

Indicator			End Result	Base Line (BL)	Fiscal Year	2009				2010				Notes
						Quarter	Q1-09 (Oct-Dec)	Q2-09 (Jan-Mar)	Q3-09 (Apr-Jun)	Q4-09 (Jul-Sep)	Q1-10 (Oct-Dec)	Q2-10 (Jan-Mar)	Q3-10 (Apr-Jun)	
Activity 1: Fostering Awareness – Increasing public knowledge of Judiciary anti-corruption control mechanisms														
1	1a	% of citizens aware of existing report, control, and sanction mechanisms within the Judiciary	62%	32%	Target			BL national survey [MSI]		Mid-term national survey [MSI]			Final national survey (62%) [MSI]	
					Actual			32%						
2	1b	% of Judiciary system users who know how to use reporting and control of corruption mechanisms MCC-01	75%	60%	Target		Training plan approved by OCMA 05/18/09 [MSI]	Particular survey for users [MSI]	550 stakeholders trained in 11 judicial districts (JD) [MSI]	Mid-term particular survey for users [MSI]	Mid-term target = 70% [MSI]	800 stakeholders trained in 16 judicial districts [MSI]	Final Particular survey for users (75%) [MSI]	
							400 stakeholders trained in 8 judicial districts [MSI]		500 stakeholders trained in 10 judicial districts [MSI]	650 stakeholders trained in 13 judicial trained [MSI]				
						Approved by	60%	315 stakeholders						

							OCMA 06/26/09	178 stakeholders trained in 3 judicial districts	trained in 5 JD (pending from Q3). 479 stakeholders in 8 JD					
3	1c	% of “frivolous” reports received by OCMA and ODECMAs	45%	25%	Target			BL study (May 2009) [MSI]			Mid-term evaluation study [MSI]		Final evaluation study 45% [MSI]	
					Actual			25%						
4	1d	% of citizens willing to file a complaint about corruption at OCMA	69%	49%	Target			BL national survey [MSI]		Mid-term national survey (56%) [MSI]			Final national survey (69%) [MSI]	
					Actual									
5	1e	% in the level of citizen trust in OCMA’s performance and independence	28%	8%	Target			BL national survey [MSI]		Mid-term national survey (18%) [MSI]			Final national survey (28%) [MSI]	
					Actual			8%						
Activity 2: Enhancing Enforcement – Reducing corruption in the Judiciary through strengthened central and decentralized Internal Affairs Offices														
6	2a	Number of days required by OCMA to process disciplinary cases (for Judiciary			Target		Sample of OCMA and ODECMAs cases reviewed [MSI]	Information required for reengineering available [OCMA]	Equipment delivered [MSI]	Information system implemented (30%) [MSI]	Information system implemented (by 60%) [MSI]	Information system implemented (100%) [MSI]	20% reduction [OCMA]	

		employees) SOAG MCC-02					BL study (May 2009) [MSI]				Number of days required to process a corruption report (TBD) [MSI]	Number of days required to process a corruption report (TBD) [MSI]	
							YES						
		OCMA (days)	174	218	Actual		218	YES	NO				174
		ODECMA (days)	129	161			161						129
7	2b	% of cases resolved by OCMA's and ODICMA's, within statute of limitation MCC-03	TBD	99%	Target			BL study (June 2009) [MSI]			Mid-term evaluation study [MSI]		Final evaluation study [MSI]
					Actual			99%					
8	2b2	% of appeals on sanctions recommended by ODECMA's confirmed by the OCMA. MCC-04	TBD	49%	Target			BL study (June 2009) [MSI]			Mid-term evaluation study (55%) [MSI]		Final evaluation study (65%) [MSI]
					Actual			49%					
9	2c	% of OCMA decisions where a sanction is recommended that are executed by the CNM SOAG MCC-05	47%	17%	Target			BL study (June 2009) [MSI]			Mid-term evaluation study [MSI]		Final evaluation study [MSI]
					Actual			17%					
Activity 3: Fostering Awareness – Increasing knowledge among public and police about anti-corruption mechanisms available													
10	3a	% of citizens that know about the mechanism to report potential acts of corruption by the	65%	35%	Target			BL national survey [MSI]		Mid-term national survey (45%) [MSI]			Final national survey (65%) [MSI]

		police			Actual			35%					
11	3b	% of citizens that know how to use the reporting mechanisms for potential corruption actions	45%	15%	Target			BL national survey [MSI]		Mid-term national survey (25%) [MSI]			Final national survey (45%) [MSI]
					Actual			15%					
12	3c	% of citizens willing to file a complaint against the police SOAG MCC-06	78%	48%	Target		BL national survey [MSI]	Materials for interaction between community and police station designed [ICITAP]	Information campaign held together with MININTER and the Peruvian police force [MSI]	Mid-term national survey (58%) [MSI]	50% of police stations in Lima reporting community interaction activities on a monthly basis [ICITAP]	50% of selected provincial police stations report community interaction activities on a monthly basis [ICITAP]	Final national survey (78%) [MSI]
							Sustainability strategy developed [ICITAP]	Information campaign implemented [MSI]		Budget for the department requested [MININTER]			
					Actual			In progress	Campaign design finished				
							In progress						
13	3c1	% of police officers willing to file a complaint against the police	n/d	TBD	Target			Particular BL survey [MSI]		Mid-term particular survey [MSI]			Final particular survey [MSI]
					Actual			NO					

14	3d	% of calls that pertain to the functions of the Public Report Line (CSTL)	75%	12%	Target		BL study (March 2009) [MSI]				Mid-term evaluation study [MSI]		Final evaluation study (75%) [MSI]		
					Actual		12%								
15	3e	% of police officers who are aware of what is defined as a corrupt practice in citizen-police interaction	TBD	n/d	Target			BL study (June 2009) [MSI]				Mid-term evaluation study [MSI]		Final evaluation study [MSI]	
					Actual			NO							
Activity 4: Enhancing Enforcement – Reducing corruption in the police force through strengthened central and decentralized Internal Affairs Offices															
16	4a	Number of days required from when the formal report is made (through the report reception desk) to the issue of the decision. MCC-07	TBD	0%	Target			Handling process diagnostic completed [MSI]	Methodology and process designed [ICITAP]	Process implemented [ICITAP]	Reduction of at least 7 days in Lima [ICITAP]		Reduction to 7 days in regions with access to Internet [ICITAP]		
					Actual			Diagnostic designed	NO						
17	4b1	% of reports processed within the terms established by law.	TBD	0%	Target			BL study (June 2009) [MSI]			Mid-term evaluation study [MSI]		Final evaluation study [MSI]		
					Actual			NO							
18	4b2	% of decisions issued by the National Disciplinary Court that are publicized MCC-08	100%	0%	Target			BL study (June 2009) [MSI]			Mid-term evaluation study [MSI]		Final evaluation study (100%) [MSI]	The baseline is "0". No National Disciplinary Court decisions are Actually published.	
					Actual			0							

Activity 5: Reducing Opportunities – Increasing public knowledge about improved procedures governing citizen-police interactions

19	5a	% of citizens aware of the streamlined norms and procedures that govern their interaction with a police officer MCC-09	TBD	0%	Target	Standard operating procedures reviewed [ICITAP]	BL national survey [MSI]	New procedures improved and implemented [ICITAP]	National information campaign [MSI]	50% of police stations in Lima reporting community interaction activities [ICITAP]	Review and evaluation of new procedures [ICITAP]	Final national survey (TBD) [MSI]
						Analysis of corruption cases between a citizen and a police officer [ICITAP]			Mid-term national survey (TBD) [MSI]			
					Actual	In progress	YES (with the exception of the previous indicator)	NO				

Activity 6: Fostering Awareness – Increasing public awareness about OCG anti-corruption prevention initiatives and results obtained

20	6a	% of citizens aware of public sector anti-corruption initiatives conducted by the OCG. MCC-10	35%	10%	Target	Global Communications Plan approved by OCG [MSI]	Information provided by OCG for public hearings [OCG]	OCG staff assigned for public hearings [OCG]	Mid-term national survey (15%) [MSI]	Stakeholders in 15 Regions informed [MSI]	Stakeholders in all regions informed [MSI]	Final National survey (35%) [MSI]
							Pack of Materials produced [MSI]	Information campaign launched [MSI]		Lessons learned manual for public hearings [MSI]		Public hearings included in OCG budget [OCG]
					Actual	YES	In progress	In progress				

								YES						
21	6c	% of citizens that can identify results from these initiatives as effective.	73%	48%	Target			BL national survey [MSI]		Mid-term national survey [MSI]			Final national survey (73%) [MSI]	
					Actual			YES						
Activity 7: Enhancing Enforcement – Improving effectiveness of reporting corruption while strengthening internal control procedures of state institutions														
22	7a	ICOs empowered to receive and process corruption reports according to revised and complemented OCG Guidebook. MCC-11	250	0%	Target			Evaluation of ICOs completed [MSI]	Equipment delivered to ICOs [MSI]	Training on manual for 125 ICOs [MSI]	Training on the manual for 125 ICOs with capacity- building [MSI]	125 ICOs strengthened [MSI]	250 ICOs strengthened [MSI]	
								OCG manual reviewed for use by ICOs [MSI]		Corruption report monitoring system implemented [MSI]	40 ICOs strengthened [MSI]			
					Actual			In progress	NO					
								In progress						
23	7b	% of OCG's implementable recommendations regarding internal control of selected processes within the Judiciary, the Ministry of Internal	TBD	0%	Target			Criteria established for selecting internal control procedures for agencies to be evaluated [OCG]	Agreements with 28 selected agencies made (signed) [OCG]	Analysis of procedures in 20 agencies completed [MSI]	Analysis of procedures in 8 agencies completed [MSI]	Recommendations identified as "feasible" agreed upon with 8 agencies (TBD) [OCG]	at least 75% [OCG]	

		Affairs, the Ministry of Health and all Regional Governments are fully implemented. MCC-12							Criteria to define “feasible recommendations ” established [OCG]	Recommendations identified as “feasible” agreed with 4 agencies [OCG]	Recommendations identified as “feasible” agreed with 16 agencies (TBD) [OCG]		
				Actual				In progress	Under evaluation				
									Under evaluation				

Activity 8: Reducing Opportunities – Streamlining and increasing knowledge about common administration procedures

24	8a	% of customers using processes identified as having both “high user demand” and “high incidence of corruption” have access to published information (easy-to-read diagrams showing all steps needed, time required, associated costs, etc.)	TBD	0%	Target					Campaign materials for the dissemination of Type A procedures [MSI]	HU/HC processes that have been prioritized, and will not be improved, are duly mapped [MSI]	Public is informed about HU/HC procedures that are a priority, and will not be improved. [MSI]	
					Actual							Particular study for entrepreneurs [MSI]	

25	8b	% of processes defined as having both “high user demand” and “high incidence of corruption” (citizen and private sector) had been streamlined. MCC-13	TBD	0%	Target		Methodology to define the universe of HU/HC procedures [MSI]	Universe of HU/HC procedures identified and completed with the information received from PCM and OCG [MSI]	List of Type A administrative procedures and report on risk analysis for each process [MSI]	Methodology to improve HU/HC procedures developed [MSI]	% of HU/HC procedures improved (TBD) [OCG]	% of HU/HC procedures implemented (TBD) [OCG]	% of HU/HC procedures implemented (TBD) [OCG]
					Actual		YES	NO	NO				
26	8c	% of public agencies, with an ICO, that have a transparency web site and maintain and update their web site.	TBD	%	Target				Needs assessment [MSI]	Selection of agencies [OCG]	Analysis and design [MSI]	System development [MSI]	System implementation [MSI]
					Actual				In progress				
Activity 9: Fostering Awareness: Informing the public about anti-corruption initiatives, public participation and results achieved													
27	9a	% of citizens aware of public sector anti-corruption initiatives.	47%	27%	Target			BL national survey [MSI]		Mid-term national survey [MSI]			Final national survey (47%) [MSI]
					Actual			27%					
28	9b	% of citizens that can identify results from these initiatives as effective	26%	6%	Target			BL national survey [MSI]		Mid-term national survey [MSI]			Final national survey (26%) [MSI]
					Actual			6%					
29	9c	% of citizens that recognize the Ombudsman Office as an impartial institution.	52%	37%	Target			BL national survey [MSI]		Mid-term national survey [MSI]			Final national survey (52%) [MSI]

					Actual			37%						
30	9d	% of citizens that recognize the Ombudsman Office as an institution that monitors anti-corruption initiatives developed by the GOP. MCC-14	45%	30%	Target	Program on Ethics, Corruption Prevention, and Public Policies equipped (PEPCPP) [MSI]	BL national survey [MSI]	1 Report from the OMB [MSI]	Mid-term National survey [MSI]	3 Reports from the OMB [MSI]	2 Reports from the OMB [MSI]	Final national survey (45%) [MSI]		
							Monitoring system functioning in the PEPCPP [MSI]	PEPCPP is incorporated into ROF [OMB]			PEPCPP budget requested to MEF [OMB]			
							PEPCPP Budget 2010 requested [OMB]							
					Actual	YES	30%	NO						
							In progress							
							YES	YES						

B. INDICATORS SUMMARY TABLE (IST)

Indicator	Definition	Unit of measurement	Source / responsible agency	Data Collection Method	Data Collection Frequency	Baseline information	Year 2 (goal)
Activity 1: Fostering Awareness – Increasing knowledge among public about Judiciary anti-corruption control mechanisms							
1a	% of public aware of existing report, control, and sanction mechanisms within the Judiciary	%	National survey / CONECTA	National survey The question used is the same as that asked in the baseline survey and its results are considered	Annually November 2009 (baseline, submitted in January 2009) November 2009 August 2010	32%	62%
	<p>This is a perception indicator. The percentage is calculated by dividing the number of people who claim to know or be aware of the mechanisms for information, control and sanction in the Judiciary by the total number of people interviewed.</p> <p>The calculation considers the number of people who answered in the affirmative this question in the national survey of November 2008:</p> <p>Q52 - Did you or did you not know that the Judiciary has an office called OCMA specifically for receiving reports and monitoring and sanctioning any corruption offenses that occur in court?</p>						

1b	<p>% of Judiciary system users who know how to use corruption reporting and control mechanisms</p> <p>MCC-01</p>	<p>Percentage of users of the judicial system who claim to know how to use the OCMA and ODECMA information and control mechanisms.</p> <p>There are two types of users:</p> <ul style="list-style-type: none"> • Internal: staff of the judicial system staff (judges and administration staff) • External: any person who files a complaint (lawyers and stakeholders in the process results, such as attorneys, public or private sector institutions, NGOs, etc.) <p>For calculating this indicator, only external users will be measured through a particular targeted survey.</p> <p>This is a perception indicator. The percentage is calculated by dividing the number of users who claim to know how to use the OCMA and ODECMA information and control mechanisms by the total number of users interviewed.</p>	%	National survey / CONECTA	Particular survey	<p>Annually</p> <p>April 2009 (Baseline)</p> <p>January 2010</p> <p>September 2010</p>	60%	75%
1c	<p>% of “frivolous” reports received by OCMA and ODECMA’s</p>	<p>% of complaints filed to OCMA which do not lead to a disciplinary process after evaluation, the conclusion being that such complaints do not correspond to OCMA’s or ODECMA’s functions or responsibilities.</p> <p>This is a process improvement indicator. The OCMA database has been considered for the baseline.</p>	%	OCMA / MSI records	Process study, database analysis	<p>May 2009 (Baseline)</p> <p>January 2010</p> <p>September 2010</p>	25%	45%

1d	% in the level of public willingness to file a complaint for corruption at OCMA	<p>% of people prepared to file a corruption complaint at OCMA.</p> <p>This is a perception indicator. The percentage is calculated by dividing the number of people who claim to be willing to file a corruption complaint by the total number of people interviewed.</p> <p>The calculation considers the number of people who answered in the affirmative to this question in the national survey of November 2008:</p> <p>Q49- If you were involved in a judicial proceeding, and felt the judge was acting corruptly, would you file a complaint with the Judiciary, hesitate to do it, or rather not to do it?</p>	%	Survey / CONECTA	National survey	Annually November 2009 (Baseline, presented in January 2009) November 2009 August 2010	49%	69%
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1e	% of public trust in OCMA's performance and independence	<p>% of public trust in OCMA's performance and independence.</p> <p>This is a perception indicator. The percentage is calculated by dividing the number of people who claim to trust in OCMA's performance by the total number of interviewed citizens.</p> <p>The calculation considers the number of people who answered in the affirmative this question in the national survey of November 2008: Q53 - Did you or did you not know that the Judiciary has an office called ODECMA specifically for receiving reports, monitoring and sanctioning corruption in court?</p> <p>For those who answered "YES" to question 53, ask the following question: Q55 - To what extent do you agree with the statement that OCMA/ODECMAs is an impartial institution and cannot be influenced?</p>	%	National survey / CONECTA	National survey The question is the same as in the baseline survey and its results are considered	Annually November 2009 (Baseline, submitted in January 2009) November 2009 August 2010	8%	28%
Activity 2: Enhancing Enforcement – Reducing corruption in the Judiciary through strengthened central and decentralized Internal Affairs Offices								
2a	<p>Number of days required by OCMA to process disciplinary cases (for Judiciary employees)</p> <p>SOAG MCC-02</p>	<p>Time required to process the cases handled by OCMA. These cases include those where OCMA decides on a sanction and those that are referred to the National Judicial Council (CNM) with a recommendation for a sanction. The indicator does not consider the time frame for the appeal.</p> <p>This is a process improvement indicator. The evaluation of the cases closed from January 1, 2005 to December 31, 2008 has been considered for the baseline.</p>	days	OCMA / MSI records	BL survey	Annually	218	174

2a1	Number of days required by ODECMA to process disciplinary cases (for Judiciary employees)	Time required for ODECMA to process the cases. These cases include those where ODECMA decides on a sanction and those that are referred to CNM with a recommendation for a sanction. The indicator does not consider the time frame for the appeal. It is a process improvement indicator. The evaluation of the cases closed from January 1, 2005 to December 31, 2008 has been considered for the baseline.	days	OCMA / MSI records	BL survey	Annually	161	129
2b	% de cases duly resolved by OCMA and ODECMA, within statute of limitation MCC-03	% of cases processed by OCMA and ODECMA, with a proper ruling and solid arguments. It is a process improvement indicator. The percentage is calculated by adding the processed cases which have a final resolution (acquittal or sanction) and dividing it by the number of cases processed (those with a final resolution and those shelved). The indicator only considers those cases where OCMA and the ODECMA decide on a sanction. This means that only the results of sanctions (fines, notifications or suspension) are considered. This indicator aims to evaluate the effectiveness of the OCMA and ODECMA procedures.	%	OCMA / MSI records	Reports prepared from database records	Annually	99%	TBD
2b2	% of appeals against sanctions recommended by ODECMA confirmed by the OCMA. MCC-04	% of appeals or sanctions recommended by ODECMA and confirmed by OCMA. This is a process improvement indicator. The percentage is calculated by dividing the number of ODECMA appeals confirmed by OCMA by the total number of appeals made. This indicator aims to evaluate the quality of ODECMA resolutions.	%	OCMA / MSI records	Reports prepared from database records	Annually	49%	TBD

2c	<p>% of OCMA decisions which recommend a sanction which are implemented by the CNM</p> <p>SOAG MCC-05</p>	<p>% of OCMA decisions which recommend a sanction that are enforced by the CNM. While this is a process improvement indicator, there are no activities in the ATP to influence it. It will therefore only be measured for statistical purposes with no responsibility for possible results.</p> <p>The percentage is calculated by dividing the number of OCMA resolutions recommending sanctions which are enforced by the by the total number of OCMA resolutions which recommend sanctions.</p>	%	OCMA, TJ, CNM / MSI physical and electronic records	Review and evaluation of OCMA, TJ and CNM records	Annually	17%	47%
Activity 3: Fostering Awareness – Increasing knowledge among public and police about anti-corruption mechanisms available								
3a	<p>% of the public who know about the mechanisms for reporting possible police corruption</p>	<p>% of people aware of the mechanisms for reporting possible police corruption, established in MININTER.</p> <p>This is a perception indicator. The percentage is calculated by dividing the number of people who claim to know the mechanisms for reporting possible police corruption offenses, established in MININTER by the total number of people interviewed.</p> <p>This indicator was calculated by combining the results of questions Q74 and Q75 of the national survey of November 2008.</p> <ul style="list-style-type: none"> • Q74 - Do you know where you can report a police officer for corruption? <p>If the answer is “YES”, the next question is asked:</p> <ul style="list-style-type: none"> • Q75 ¿ Where? (SPONTANEOUS MULTIPLE) 	%	National survey / CONECTA	<p>National survey</p> <p>The question is the same as that asked in the baseline survey and its results are considered</p>	<p>Annually</p> <p>November 2009 (Baseline, submitted in January 2009)</p> <p>November 2009 August 2010</p>	35%	65%

3b	<p>% of people who know how to use mechanisms for reporting possible corruption</p>	<p>% of people who know how to use the mechanisms for reporting possible corruption, provided by MININTER.</p> <p>This is a perception indicator. The percentage is calculated by dividing the number of people who claim to know how to use the mechanisms for reporting possible corruption provided by MININTER by the total number of people interviewed.</p> <p>The calculation considers the number of people who answered in the affirmative this question in the national survey of November 2008: Q76 - Do you know what procedure to follow for reporting a police officer for corruption?</p>	%	National survey / CONECTA	National survey The question is the same as in the baseline survey and its results are considered	Annually November 2009 (baseline, submitted in January 2009) November 2009 August 2010	15%	45%
3c	<p>% of people willing to file a complaint against the police</p> <p>SOAG MCC-06</p>	<p>% of people who are ready to file a report on alleged police corruption.</p> <p>This is a perception indicator. The percentage is calculated by dividing the number of people who claim to be willing to present a report on alleged police corruption by the total number of people interviewed.</p> <p>The calculation considers the number of people who answered in the affirmative this question in the national survey of November 2008: Q71 - If you had contact with a police officer who you felt was acting corruptly, would you report him?</p>	%	National survey / CONECTA	Particular survey	Annually April 2009 (baseline) January 2010 September 2010	48%	78%

3c1	% of police officers willing to file a complaint against the police	% of police officers who are willing to make a report. This is a perception indicator. The percentage is calculated by dividing the number of police officers willing to file a report by the total number of police officers interviewed.	%	Specific Survey / CONECTA	Particular survey The question used is the same as in the baseline survey and the results are considered	Q2-2010 and T4-2010	n/d	TBD
3d	% of calls corresponding to CSTL functions	% of telephone calls relevant to the duties of the Public Report Line. This is a process improvement indicator. The percentage is calculated by dividing the number of telephone calls relevant to the public report line functions by the total number of calls received in the interval evaluated.	%	MININTER / MSI records	Review of MININTER records	Q1-2010 and Q4-2010	12%	75%
3e	% of police officers who are aware of what is defined as corrupt practice in citizen-police interaction	% of police officers who are aware of what is considered as corrupt practice in citizen-police interaction. This is a perception indicator. The percentage is calculated by dividing the number of police officers aware of what is considered corrupt practice in citizen-police interaction by the total number of police officers interviewed.	%	Specific survey / CONECTA	Particular survey The question asked is the same as in the baseline survey and its results are considered	Annually	n/d	TBD

Activity 4: Enhancing Enforcement – Reducing corruption in the police force through strengthened central and decentralized Internal Affairs Officers

4a	<p>Number of days required from when the formal report is made (through the report reception desk) to when the decision is made.</p> <p>MCC-07</p>	<p>Time (weekdays) needed from when a report goes to the investigation entity (police inspector's office or decentralized criminal investigation units), through a report (filed at the reception desk) until the decision is announced.</p> <p>This is a process improvement indicator. The percentage is calculated by counting the number of days from the moment when the report is presented at the reception desk to the date of the resolution which rules for a sanction.</p>	%	MININTER / MSI records	Mid-term evaluation study	To be defined	0%	TBD
4b1	<p>% of reports processed in within the time established by the law.</p>	<p>% of reports whose process has been enforced within the time established by law. This is process improvement indicator. The percentage is calculated by measuring the total number of cases evaluated that have been processed within the stipulated time, dividing this by the total number of cases evaluated.</p>	%	MININTER / MSI records	Mid-term evaluation study	To be defined	0%	TBD
4b2	<p>% of National Disciplinary Court decisions publicized</p> <p>MCC-08</p>	<p>% of the disciplinary court resolutions which are made public. This is process improvement indicator. The percentage is calculated by considering the number of days the process takes in the investigation phase of administration or disciplinary violations in the Police Inspectorate.</p>	%	MININTER / MSI records	Mid-term evaluation study	Semi-annually	0%	100%

Activity 5: Reducing Opportunities – Increasing public knowledge about improved procedures governing citizen-police interaction

5a	<p>% of public aware of the streamlined standards and procedures that govern their interaction with a police officer</p> <p>MCC-09</p>	<p>% of drivers with driving license who know about the new regulations and procedures that rule interaction with a police officer. This is a perception indicator. The percentage is calculated by dividing the number of drivers with a driving license who know the new regulations and procedures that govern interaction with a police officer by the total number of drivers interviewed (with driver's license).</p> <p>One of the program goals is to improve standard police operating procedures, including those that apply to interaction with police officers. This indicator intends to measure the extent to which the new procedures are known subsequent to a media campaign.</p>	%	National survey / CONECTA	<p>National survey</p> <p>A single survey in 2010 (after the information campaign)</p>	Once	0%	TBD
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Activity 6: Fostering Awareness – Increasing public awareness about OCG anti-corruption prevention initiatives and results obtained

6a	<p>% of people aware of public sector anti-corruption initiatives implemented by the OCG.</p> <p>MCC-10</p>	<p>% of people aware of OCG preventive anti-corruption activities.</p> <p>This is a perception indicator. The percentage is calculated by dividing the number of people who are aware of OCG's preventive control activities by the total number of people interviewed.</p> <p>The calculation considers the number of people who answered in the affirmative this question in the national survey of November 2008: Q103. How do you know whether the Office of the Comptroller General is carrying out any activities to prevent corruption?</p>	%	National survey / CONECTA	<p>National survey</p> <p>The question asked is the same as in the baseline survey and its results are considered</p>	<p>Annually</p> <p>November 2009 (baseline, submitted in January 2009)</p> <p>November 2009 August 2010</p>	10%	35%
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6c	% of people who identify as effective the results of these initiatives.	<p>% of people who believe in the effectiveness of OCG preventive control activities.</p> <p>This is a perception indicator. The percentage is calculated by dividing the number of people who believe in the effectiveness of OCG preventive control activities by the total number of people interviewed.</p> <p>The calculation took into account the number of people who answered that they did consider the activities to be effective. Q104: How would you rate the activities OCG is carrying out to prevent corruption?</p>	%	National survey / CONECTA	National survey The question asked is the same as in the baseline survey and its results are considered	Annually November 2009 (Baseline, submitted in January 2009) November 2009 August 2010	48%	73%
Activity 7: Enhancing Enforcement – Improving effectiveness of reporting corruption while strengthening internal control procedures of state institutions								
7a	<p>ICOs empowered to receive and process corruption reports according to revised and supplemented OCG manual.</p> <p>MCC-11</p>	<p>OCG ICOs which are able to process corruption reports in accordance with the revised manual written by GTZ.</p> <p>Selection criteria are established for ICOs which meet the requirements to implement the manual.</p> <p>This is a result indicator, which is verified through result delivery or development. In this case, the result is the 250 ICOs established.</p>	ICOs	Progress reports / MSI	Review and evaluation of reports	Annually	0%	25000%

7b	<p>% of OCG's implementable recommendations for internal control of selected procedures within the Judiciary, the Ministry of Internal Affairs, the Ministry of Health and all regional governments are fully implemented.</p> <p>MCC-12</p>	<p>After the definition of criteria to establish what type of recommendations are considered as "implementable", those resulting from the internal control of some procedures in The Judiciary, the Ministry of Internal Affairs, Ministry of Health, and all the Regional Governments are identified in order to track if those recommendations have been implemented as agreed.</p> <p>This is a result indicator, which is verified by the delivery or development of the result. In this case, at least 75% of OCG "feasible" recommendations related to internal control of some procedures in the Judiciary, the Ministry of Internal Affairs, the Ministry of Health and all the regional governments, are fully implemented.</p>	%	Progress reports / MSI	Review and evaluation of reports	Annually	0%	TBD
Activity 8: Reducing Opportunities – Streamlining and increasing knowledge about common administration procedures								
8a	<p>% of customers using procedures identified as having both "high user demand" and "high incidence of corruption" have access to published information (easy-to-read diagrams showing all steps needed, time required, associated costs etc.)</p>	<p>% of users (general public and private sector) that use services identified as "high user demand" and "high incidence of corruption" are aware of the time, cost, and requirements of the procedures established by agencies.</p> <p>This is a result indicator, verified by the delivery or development of the result. In this case, the result is a study that determines the % of users that are aware of the time, costs and requirements of procedures.</p>	%	Specific survey / CONECTA		Annually	0%	TBD

8b	<p>% of procedures defined as having both “high user demand” and “high incidence of corruption” (general public and private sector) has been streamlined. MCC-13</p>	<p>% of procedures related to the provision of these high-use/high-corruption services (citizen and private sector) are expedited.</p> <p>This is a result indicator, verified by the delivery or development of the result.</p> <p>In this case, the number of procedures related to provision of high-use/high-corruption procedures (general public and private sector) in course is compared with the total number of procedures that should be expedited.</p>	%			<p>Annually (August 2010)</p>	0%	TBD
8c	<p>% of public agencies with an ICO that have a transparency web site and maintain and update it.</p>	<p>% of public institutions, which have an ICO and have signed an agreement with the OCG which have a transparency site and maintain and update their web sites. These institutions are selected according to previously agreed criteria.</p> <p>This is a result indicator, which is verified by the delivery of development of the result. In this case, the number of public institutions that have a site on transparency and an ICO and maintain and update their web site is compared against the number of public institutions that have an agreement signed with the OCG.</p>	%			<p>Annually (August 2010)</p>	0%	TBD

Activity 9: Fostering Awareness: Informing the public about anti-corruption initiatives, public participation, and results achieved

9a	% of citizens aware of public sector anti-corruption initiatives.	<p>% of people who know about anti-corruption activities implemented by the public sector. This is a perception indicator. The percentage is calculated by dividing the number of people who are aware of the government's anti-corruption initiatives by the total number of people interviewed.</p> <p>The calculation considers the number of people who answered in the affirmative this question in the national survey of November 2008: Q13- How do you know whether if the government has implemented developed an initiative to fight corruption in the last twelve months?</p>	%	National survey / CONECTA	National survey The question asked is the same as in the baseline survey and its results are considered	Annually November 2009 (baseline, submitted in January 2009) November 2009 August 2010	27%	47%
9b	% of people who identify as effective results of these initiatives	<p>% of people who are able to identify the results of those initiatives. This is a perception indicator. The percentage is calculated by dividing the number of people who are able to identify the result of those initiatives by the total number of people interviewed.</p> <p>The calculation considers the number of people who answered in the affirmative this question in the national survey of November 2008: Q14 - How would you rate the activities implemented by the government to fight corruption?</p>	%	National survey / CONECTA	National survey The question asked is the same as in the baseline survey and its results are considered	Annually November 2009 (Baseline, submitted in January 2009) November 2009 August 2010	6%	26%

9c	% of people who recognize the Ombudsman Office as an impartial institution.	% of people who recognize the Ombudsman Office as an impartial institution. This is a perception indicator. The percentage is calculated by dividing the number of people who recognize the Ombudsman Office as an impartial institution by the total number of people interviewed. The calculation considers the number of people who answered in the affirmative this question in the national survey of November 2008: Q117 - Do you agree or disagree that the Ombudsman Office is an impartial institution that cannot be influenced?	%	National survey / CONECTA	National survey The question asked is the same as in the baseline survey and its results are considered	Annually November 2009 (Baseline, submitted in January 2009) November 2009 August 2010	37%	52%
9d	% of people who recognize the Ombudsman Office as an institution that monitors GOP anti-corruption initiatives. MCC-14	% of people who recognize the Ombudsman Office as an institution that tracks the Government's anti-corruption initiatives. This is a perception indicator. The percentage is calculated by dividing the number of people who recognize the Ombudsman Office as an institution that monitors the Government's anti-corruption initiatives by the total number of people interviewed. The calculation considers the number of people who answered in the affirmative this question in the national survey of November 2008: Q125 - How do you know whether the Ombudsman Office is actually monitoring the government's anti-corruption activities?	%	National survey / CONECTA	National survey The question asked is the same as in the baseline survey and its results are considered	Annually November 2009 (baseline, submitted in January 2009) November 2009 August 2010	30%	45%

C. PROGRAM MILESTONE EXPLANATION TABLE

Indicator		Quarter	Benchmark	Description
Activity 1: Fostering Awareness – Increasing public knowledge about Judiciary anti-corruption control mechanisms				
1a	% of citizens aware of existing report, control, and sanction mechanisms within the Judiciary	Q3-09 (Apr-Jun)	BL national survey [MSI]	Initial national survey to establish the baseline information for the indicator defined in the PMP.
		Q1-10 (Oct-Dec)	Mid-term national survey [MSI]	Mid-term national survey to monitor the program results.
		Q4-10 (Jul-Sep)	Final national survey (62%) [MSI]	Final national survey to monitor the program results.
1b	% of Judiciary system users that know how to use reporting and control of corruption mechanisms MCC-01	Q3-09 (Apr-Jun)	Training Plan approved by OCMA 05/18/09 [MSI]	The Training Plan is a document which explains the how the training workshops will be held nation-wide in the 29 judicial districts. The Training Plan also includes: agenda, tentative schedule and description of material.
		Q3-09 (Apr-Jun)	Particular survey for users [MSI]	Specific survey taken of users of the Judiciary to establish the baseline information for the indicator defined in the PMP.
		Q3-09 (Apr-Jun)	400 stakeholders in 8 judicial districts trained [MSI]	Stakeholders are all the people who will be affected - positively or adversely - by the process results or the way judicial proceedings are implemented. The term includes both individuals and entities (e.g., corporations, NGOs, associations, etc.), lawyers (for both parties) or grassroots organizations which are involved in judicial proceedings, have been affected by them or may be involved in them due to the nature of their duties.
		Q4-09 (Jul-Sep)	550 stakeholders in 11 judicial districts (JD) trained [MSI]	These stakeholders will be located in the 29 judicial districts and will be invited.
		Q1-10 (Oct-Dec)	500 stakeholders in 10 judicial districts trained [MSI]	The judicial districts defined are: Lima, Lima Norte, Amazonas, Ancash, Apurímac, Arequipa, Ayacucho, Cajamarca, Callao, Cañete,

		Q2-10 (Jan-Mar)	650 stakeholders in 13 judicial districts trained [MSI]	Cerro de Pasco, Cusco, El Santa, Huancavelica, Huánuco, Huaura, Ica, Junín, Lambayeque, La Libertad, Loreto, Madre de Dios, Moquegua, Piura, Puno, San Martín, Tacna, Tumbes and Ucayali.
		Q3-10 (Apr-Jun)	800 stakeholders in 16 judicial districts trained [MSI]	64 nationwide workshops (32 in 2009: 3 in Lima, 2 in Lima Norte, 1 in each of the remaining judicial districts) and 32 workshops in 2010: the distribution will be based on need. A minimum of 50 stakeholders need to participate per workshop. These stakeholders include leaders of civil society organizations, the media, justice administration system authorities, government authorities and trade union leaders.
		Q1-10 (Oct-Dec)	Mid-term specific survey for users [MSI]	Replication of the specific survey made of users of the Judiciary to establish the baseline information for the indicator defined in the PMP. This survey will measure the effect of the actions taken in the framework of the ATP on the users of the Judiciary one year (estimated) after its implementation.
		Q2-10 (Jan-Mar)	Mid-term target = 70% [MSI]	
		Q4-10 (Jul-Sep)	Final specific survey for users (75%) [MSI]	Replication of the specific survey taken of users of the Judiciary to establish the baseline information for the indicator defined in the PMP. This survey is intended to measure the effect of the actions taken in the framework of the ATP on the users of the Judiciary upon its completion.
1c	% of “frivolous” reports received by OCMA and ODECMA	Q3-09(Apr-Jun)	BL study (May 2009) [MSI]	Specific study to establish the baseline information for the indicator defined in the PMP.
		Q2-10 (Jan-Mar)	Mid-term evaluation study [MSI]	Mid-term specific study to monitor and evaluate results to date.
		Q4-10 (Jul-Sep)	Final evaluation study 45% [MSI]	Final study to record and evaluate the results on program completion.
1d	% of citizens willing to file a complaint about corruption at OCMA	Q3-09 (Apr-Jun)	BL national survey [MSI]	Initial national survey to establish the baseline information for the indicator defined in the PMP.

		Q1-10 (Oct-Dec)	Mid-term national survey (56%) [MSI]	Mid-term national survey to monitor program results.
		Q4-10 (Jul-Sep)	Final national survey (69%) [MSI]	Final national survey to monitor program results.
1e	% in the level of citizen trust in OCMA's performance and independence	Q3-09 (Apr-Jun)	BL national survey [MSI]	Initial national survey to establish the baseline information for the indicator defined in the PMP.
		Q1-10 (Oct-Dec)	Mid-term national survey (18%) [MSI]	Mid-term national survey to monitor program results.
		Q4-10 (Jul-Sep)	Final national survey (28%) [MSI]	Final national survey to monitor program results.
Activity 2: Enhancing Enforcement – Reducing corruption in the Judiciary through strengthened central and decentralized Internal Affairs Offices				
2a	Number of days required by OCMA to process disciplinary cases (for Judiciary employees)	Q2-09 (Jan-Mar)	Sample of OCMA and ODECMA's cases reviewed [MSI]	Specific study to establish the baseline information for the indicator defined in the PMP.
	SOAG MCC-02	Q3-09 (Apr-Jun)	Information required for reengineering available [OCMA]	Documentation of procedures and cases requested from OCG delivered to MSI or directly to the staff responsible.
		Q4-09 (Jul-Sep)	Equipment delivered [MSI]	Equipment purchased and delivered to OCMA (with receipt) for developing an information system to support the process re-engineering to be implemented in OCMA and ODECMA's.

	Q1-10 (Oct- Dec)	Information system implemented (by 30%) [MSI]	<p>A strategy has been established to implement the system in two phases: to identify the judicial districts that bear the major procedural burden (approximately 30%), where the system will be first implemented in order to have more positive effects.</p> <p>This strategy is based on an effectiveness criterion, as the implementation phase cannot be carried out simultaneously because of the significant use of resources that may result from this type of implementation. Therefore, the implementation takes place in parts, so that the same resources (mainly staff) can be used in different judicial districts.</p> <p>Given that implementation is initiated in districts that bear the major procedural burden, all the necessary adjustments will be made, if required, during the operation of the system, so that at the end of the implementation all the districts have a final version of the system that considers any potential gaps in these types of procedures.</p>
	Q2-10 (Jan- Mar)	Information system implemented (by 60%) [MSI]	Once the system is in place in the prioritized districts, the implementation phase will start in the remaining judicial districts. The system is expected to be in place in 60% of the judicial districts by that time.
	Q2-10 (Jan- Mar)	Number of days required to process a corruption report (TBD) [MSI]	Results of a partial evaluation of the implemented process. The evaluation involves the information systems already in place in 60% of the judicial districts.
	Q3-10 (Apr- Jun)	Information system implemented (100%) [MSI]	The system must be implemented in all (100%) of the judicial districts by that time.
	Q3-10 (Apr- Jun)	Number of days required to process a corruption report (TBD) [MSI]	Results of a partial evaluation of the implemented process. The evaluation involves the information system already in place in 100% of the judicial districts.
	Q4-10 (Jul- Sep)	20% reduction [OCMA]	Expected goal related to the number of days required to process a corruption report (against judges and judicial assistants) in ODECMA's, once the information system is operating.

2b	% of cases resolved by OCMA and ODICMAs, within statute of limitation MCC-03	Q3-09 (Apr-Jun)	BL study (June 2009) [MSI]	Analysis and evaluation of resolution procedures for the cases duly decided by OCMA and ODECMA with solid arguments. This concerns the cases which have been closed with a final resolution to file the case or a recommendation for sanction. It does not consider the time frame for an appeal: the evaluation process covers the period from when the complaint is officially filed to the date when a verdict is reached. To review the cases, only their registered start and end dates, as well as those started on January 1st, 2007 and closed on December 31, 2008, will be considered. The baseline information for this indicator is determined from the analysis.
		Q2-10 (Jan-Mar)	Mid-term evaluation study [MSI]	Mid-term specific study to monitor and evaluate results to date.
		Q4-10 (Jul-Sep)	Final evaluation study [MSI]	Final study to record and evaluate results at the end of the program.
2b2	% of appeals on sanctions recommended by ODECMA confirmed by the OCMA. MCC-04	Q3-09 (Apr-Jun)	BL study (June 2009) [MSI]	Specific study to establish the baseline information for the indicator defined in the PMP.
		Q2-10 (Jan-Mar)	Mid-term evaluation study (55%) [MSI]	Mid-term specific study to monitor and evaluate results to date.
		Q4-10 (Jul-Sep)	Final evaluation study (65%) [MSI]	Final study to record and evaluate results at the end of the program.
2c	% of OCMA decisions where a sanction is recommended that are executed by the CNM SOAG MCC-05	Q3-09 (Apr-Jun)	BL study (June 2009) [MSI]	Specific study to establish the baseline information for the indicator defined in the PMP. This particular indicator is measured for reporting purposes. This is because there are no activities established in the program geared to producing a direct effect on the indicator. The baseline information and mid-term results are measured by considering the official data available.
		Q2-10 (Jan-Mar)	Mid-term evaluation study [MSI]	Mid-term specific study to monitor and evaluate results to date.
		Q4-10 (Jul-Sep)	Final evaluation study [MSI]	Final study to record and evaluate results at the end of the program.

		Sep)		
Activity 3: Fostering Awareness – Increasing knowledge among public and police about anti-corruption mechanisms available				
3a	% of citizens that know about the mechanism to report potential acts of corruption by the police	Q3-09 (Apr-Jun)	BL national survey [MSI]	Initial national survey to establish the baseline information for the indicator defined in the PMP.
		Q1-10 (Oct-Dec)	Mid-term national survey (45%) [MSI]	Mid-term national survey to monitor program results.
		Q4-10 (Jul-Sep)	Final national survey (65%) [MSI]	Final national survey to monitor program results.
3b	% of citizens that know how to use the reporting mechanisms for potential corruption actions	Q3-09 (Apr-Jun)	BL national survey [MSI]	Initial national survey to establish the baseline information for the indicator defined in the PMP.
		Q1-10 (Oct-Dec)	Mid-term national survey (25%) [MSI]	Mid-term national survey to monitor program results.
		Q4-10 (Jul-Sep)	Final national survey (45%) [MSI]	Final national survey to monitor program results.
3c	% of citizens willing to file a complaint against the police SOAG MCC-06	Q2-09 (Jan-Mar)	BL national survey [MSI]	Initial national survey to establish the baseline information for the indicator defined in the PMP.
		Q3-09 (Apr-Jun)	Materials for interaction between community and police station designed [ICITAP]	Materials for activities designed to achieve integration or socialization between police officers, for example through their police stations and the community or organized civil society.
		Q3-09 (Apr-Jun)	Sustainability strategy developed [ICITAP]	Strategy to ensure that ATP efforts can continue after program activities are implemented.
		Q4-09 (Jul-Sep)	Information campaign held together with MININTER and the Peruvian police force [MSI]	Information campaign designed and conducted based on the decisions of MININTER and PNP, in coordination with the MSI and ICITAP teams, to inform the public about how police officers will interact with the community.

		Q1-10 (Oct-Dec)	Mid-term national survey (58%) [MSI]	Mid-term national survey to monitor program results.
		Q1-10 (Oct-Dec)	Information campaign implemented [MSI]	Performance of the information campaigns designed and organized.
		Q2-10 (Jan-Mar)	50% of police stations in Lima reporting community interaction activities on a monthly basis [ICITAP]	Monthly report providing information on the results of activities implemented by police stations in Lima (considered for the program) together with the community. The report structure will be based on the decisions made by the VII Territorial Police Department and the Public Participation and Safety Office (DIRPASEC).
		Q3-10 (Apr-Jun)	50% of selected provincial police stations reports community interaction activities on a monthly basis [ICITAP]	Monthly report providing information on the results of activities implemented by provincial police stations (considered for the program) together with the community. The report structure will be based on the decisions made by the VII Territorial Police Department and the Public Participation and Safety Office (DIRPASEC).
		Q3-10 (Apr-Jun)	Budget for the department requested [MININTER]	The MININTER budget will include the Public Participation Office from 2011. In order to ensure sustainability of activities for the interaction between police officers and the community, the ministry plans to incorporate into its structure a Public Participation Office, whose costs needs to be included into the ministry's core budget to ensure that the office is sustainable over time.
		Q4-10 (Jul-Sep)	Final national survey (78%) [MSI]	Final national survey to monitor program results.
3c1	% of police officers willing to file a complaint against the police	Q3-09 (Apr-Jun)	Specific BL survey[MSI]	Specific survey taken of a specific target group as required by the indicator to establish the baseline information.
		Q1-10 (Oct-Dec)	Mid-term specific survey [MSI]	Mid-term specific survey taken of a specific target group as required by the indicator to monitor and evaluate the results to date.
		Q4-10 (Jul-Sep)	Final specific survey [MSI]	Final specific survey taken of a specific target group as required by the indicator to record and evaluates the program results.
3d	% of calls that pertain to the functions of the CSTL	Q2-09 (Jan-Mar)	BL study (March 2009) [MSI]	Specific study to establish the baseline information for the indicator defined in the PMP.

		Q2-10 (Jan-Mar)	Mid-term evaluation study [MSI]	Mid-term specific study to monitor and evaluate results to date.
		Q4-10 (Jul-Sep)	Final evaluation study (75%) [MSI]	Final study to record and evaluate results at the end of the program.
3e	% of police officers who are aware of what is defined as a corrupt practice in citizen-police interaction	Q3-09 (Apr-Jun)	BL study (June 2009) [MSI]	Specific study to establish the baseline information for the indicator defined in the PMP.
		Q2-10 (Jan-Mar)	Mid-term evaluation study [MSI]	Mid-term specific study to monitor and evaluate results to date.
		Q4-10 (Jul-Sep)	Final evaluation study [MSI]	Final study to record and evaluate results at the end of the program.
Activity 4: Enhancing Enforcement – Reducing corruption in the police force through strengthened central and decentralized Internal Affairs Offices				
4a	Number of days required from when the formal report is made (through the report reception desk) to the issuance of the decision. MCC-07	Q3-09 (Apr-Jun)	Diagnostic of handling process completed [MSI]	Analysis and evaluation of the process for handling reports. The analysis covers the period from when the report is received together with a request for investigation to when a subpoena to testify is delivered to the person who made the report.
		Q4-09 (Jul-Sep)	Methodology and process designed [ICITAP]	This is based on an analysis and evaluation of the process and is redesigned and implemented to be operational and in working order.
		Q1-10 (Oct-Dec)	Process implemented [ICITAP]	Verifying how the newly implemented system operates and functions.
		Q2-10 (Jan-Mar)	Reduction of at least 7 days in Lima [ICITAP]	Expected goal of a reduction of seven days (at least) in Lima.
		Q4-10 (Jul-Sep)	Reduction to 7 days in regions with access to Internet [ICITAP]	Expected goal of a reduction of seven days (at least) in regions with access to Internet.
4b1	% of reports processed within the terms established by law.	Q3-09 (Apr-Jun)	BL study (June 2009) [MSI]	Specific study to establish the baseline information for the indicator defined in the PMP.

		Q2-10 (Jan-Mar)	Mid-term evaluation study [MSI]	Mid-term specific study to monitor and evaluate results to date.
		Q4-10 (Jul-Sep)	Final evaluation study [MSI]	Final study to record and evaluate results at the end of the program.
4b2	% of decisions issued by the National Disciplinary Court that are publicized	Q3-09 (Apr-Jun)	BL study (June 2009) [MSI]	Specific study to establish the baseline information for the indicator defined in the PMP.
	MCC-08	Q2-10 (Jan-Mar)	Mid-term evaluation study [MSI]	Mid-term specific study to monitor and evaluate results to date.
		Q4-10 (Jul-Sep)	Final evaluation study (100%) [MSI]	Final study to register and evaluate results at the end of the program.
Activity 5: Reducing Opportunities – Increasing public knowledge about improved procedures governing citizen-police interactions				
5a	% of citizens aware of the streamlined norms and procedures that govern their interaction with a police officer	Q3-09 (Apr-Jun)	BL National survey [MSI]	Initial national survey to establish the baseline information for the indicator defined in the PMP.
	MCC-09	Q1-10 (Oct-Dec)	National information campaign [MSI]	Mid-term national survey to monitor and evaluate program results.
		Q4-10 (Jul-Sep)	Final national survey (TBD) [MSI]	Final national survey to monitor program results.
Activity 6: Fostering Awareness – Increasing public awareness about OCG anti-corruption prevention initiatives and results obtained				
6a	% of citizens aware of public sector anti-corruption initiatives conducted by the OCG.	Q2-09 (Jan-Mar)	Global Communications Plan approved by OCG [MSI]	
	MCC-10	Q3-09 (Apr-Jun)	Information provided by OCG for public hearings [OCG]	

		Q3-09 (Apr-Jun)	Pack of materials produced [MSI]	
		Q3-09 (Apr-Jun)	BL national survey [MSI]	Initial national survey to establish the baseline information for the indicator defined in the PMP.
		Q1-10 (Oct-Dec)	Mid-term national survey (15%) [MSI]	Mid-term national survey to monitor program results.
		Q4-10 (Jul-Sep)	Final national survey (35%) [MSI]	Final national survey to monitor program results.
6c	% of citizens that can identify results from these initiatives as effective.	Q3-09 (Apr-Jun)	BL national survey [MSI]	Initial national survey to establish the baseline information for the indicator defined in the PMP.
		Q1-10 (Oct-Dec)	Mid-term national survey [MSI]	Mid-term national survey to monitor program results.
		Q4-10 (Jul-Sep)	Final national survey (73%) [MSI]	Final national survey to monitor program results.
Activity 7: Enhancing Enforcement – Improving effectiveness of reporting corruption while strengthening internal control procedures of state entities				
7a	ICOs empowered to receive and process corruption reports according to revised and complemented OCG Guidebook. MCC-11	Q3-09 (Apr-Jun)	Evaluation of ICOs completed [MSI]	Assessment of ICOs needs that are related to report management, including the contents of the SAD Procedure manuals and its workbooks, information systems, procedures, rules and regulations, staff capabilities, operating capacity, monitoring, etc., i.e. input for empowering ICOs to receive, evaluate, verify and report the results of report management.
		Q3-09 (Apr-Jun)	OCG manual reviewed for use by ICOs [MSI]	Supplementary documents and/or proposals of adjustments to SAD Procedure manuals and workbooks, based on the results of the final evaluation report.
		Q4-09 (Jul-Sep)	Equipment delivered to ICOs [MSI]	Assets delivered to OCG Central Complaints Unit according to a work plan, with physical safety controls and inventory control implemented.

		Q1-10 (Oct-Dec)	Training on the manual for 125 ICOs [MSI]	Training for staff of 125 ICOs to build capacity in receiving, evaluating, verifying and reporting results.
		Q1-10 (Oct-Dec)	Corruption report monitoring system implemented [MSI]	Development and implementation of an ad hoc system to control, evaluate and monitor the management of reports received by ICOs (including those from the private sector), by drafting a Supervision and Monitoring Guide (procedures, methods, indicators, roles, functions, rules, tools, instructions, manuals, etc.) to ensure compliance and quality of report management at national level (reception, processing, evaluation, and reporting).
		Q2-10 (Jan-Mar)	Training on the manual for 125 ICOs with strengthened capacities [MSI]	Training for staff of 125 ICOs to build capacity for receiving, evaluating, verifying and reporting results.
		Q4-10 (Jul-Sep)	250 ICOs strengthened [MSI]	Expected goal
7b	% of OCG's implementable recommendations regarding internal control of selected processes within the Judiciary, the Ministry of Internal Affairs, the Ministry of Health and all Regional Governments are fully implemented. MCC-12	Q3-09 (Apr-Jun)	Criteria established for selecting internal control procedures for the agencies to be evaluated [OCG]	Defining selection criteria for internal control procedures to generate recommendations for evaluation.
		Q4-09 (Jul-Sep)	Agreements with 28 selected agencies implemented (signed) [OCG]	Agreements with 28 selected agencies formalized in an interagency coordination document negotiated and signed by OCG with those agencies.
		Q4-09 (Jul-Sep)	Criteria to define "feasible recommendations" established [OCG]	Definition of criteria to establish what can be considered as feasible recommendations, which can be negotiated or coordinated with agencies where recommendations will be made.
		Q1-10 (Oct-Dec)	Analysis of procedures in 20 agencies completed [MSI]	Carry out analysis of internal control procedures that produce recommendations in 20 of the 28 agencies with which an agreement has been signed.
		Q1-10 (Oct-Dec)	Recommendations identified as "feasible" agreed with 4 agencies [OCG]	Agreement made with four agencies to implement recommendations, using the criteria established to define "feasible" recommendations.
		Q2-10 (Jan-Mar)	Analysis of procedures in 8 agencies completed [MSI]	Carry out analysis of internal control procedures that generate recommendations in 8 out of the 28 agencies (besides the other 20) with which an agreement has been signed.

		Q2-10 (Jan-Mar)	Recommendations identified as “feasible” agreed with 16 agencies (TBD) [OCG]	Agreement made with sixteen agencies to implement recommendations, using the criteria established to define "feasible" recommendations, in addition to the other 4 agencies where recommendations have already been agreed.
		Q3-10 (Apr-Jun)	Recommendations identified as “feasible” agreed with 8 agencies (TBD) [OCG]	Agreement made with eight agencies to implement recommendations, using the criteria established to define "feasible" recommendations, in addition to the other 20 agencies where recommendations have already been agreed.
		Q4-10 (Jul-Sep)	At least 75% [OCG]	Expected goal
Activity 8: Reducing Opportunities – Streamlining and increasing knowledge about common administration procedures				
8a	% of customers using processes identified as having both “high user demand” and “high incidence of corruption” (HU/HC) have access to published information (easy-to-read diagrams showing all steps needed, time required, associated costs, etc.)	Q1-10 (Oct-Dec)	Campaign materials for the dissemination of Type A procedures [MSI]	Package of materials for the dissemination of information relevant to Type A administration procedures.
		Q2-10 (Jan-Mar)	HU/HC processes that have been prioritized, and will not be improved, are duly mapped [MSI]	Once the HU/HC is identified, a group of them will be a priority, in order to focus on those considered more important (according to predefined criteria) and to be improved. The rest of the HU/HC procedures which it is decided are not for improvement within the program will be mapped, keeping the priorities to be used by the GOP as an input to develop strategies to work with them with their own resources.
		Q3-10 (Apr-Jun)	Public is informed about HU/HC procedures that are a priority, and will not be improved. [MSI]	The map of priority procedures not for improvement will be provided for the public. This is to alert the public to the fact that there are further procedures for improvement and the public can request that authorities formulate actions to address the issue.
		Q3-10 (Apr-Jun)	Specific study for entrepreneurs [MSI]	Considering that the list of Type A procedures will not be available before the second quarter of 2010 and that the campaign for dissemination of this type of procedures is scheduled for May 2010, there will not be sufficient time to develop a baseline study for this indicator or for others available after the results.
8b	% of processes defined as having both “high user demand” and “high incidence of corruption” (citizen	Q2-09 (Jan-Mar)	Methodology to define the universe of HU/HC procedures [MSI]	Determining a methodology to define the universe of HU/HC procedures. This methodology should include criteria for the selection of the universe, and selection procedures.

	and private sector) had been streamlined. MCC-13	Q3-09 (Apr-Jun)	Universe of HU/HC procedures identified and completed with the information received from PCM and OCG [MSI]	A scope of administration procedures (TUPA) on high demand and high risk of corruption for citizens and entrepreneurs will be identified using the criteria mutually agreed by USAID and the GOP.
		Q4-09 (Jul-Sep)	List of Type A administration procedures and report on risk analysis report for each process [MSI]	"High demand" and "high use" administration procedures will be analyzed (risk analysis) to classify them into Type A and Type B procedures. Procedures classified as Type A will be those not adequately disseminated among the public and/or the private sector to reduce risks of corruption. These will therefore be used in information campaigns so that both the general public and the private sector are familiar with the steps, requirements, costs etc. (information contained in the TUPA).
		Q1-10 (Oct-Dec)	Methodology to improve HU/HC procedures developed [MSI]	An action plan will be drafted in coordination with the PCM Public Management Office, for improving/optimizing/simplifying administration procedures classified as Type B.
		Q2-10 (Jan-Mar)	% of HU/HC procedures improved (TBD) [OCG]	Number of procedures that are being improved.
		Q3-10 (Apr-Jun)	% of HU/HC procedures implemented (TBD) [OCG]	Improved Type B administration procedures will be implemented from the third quarter of 2010 and will continue into the final quarter of the year.
		Q4-10 (Jul-Sep)	% of HU/HC procedures implemented (TBD) [OCG]	
		8c	% of public agencies, with an ICO, that have a transparency web site and maintain and update their site.	Q4-09 (Jul-Sep)
Q1-10 (Oct-Dec)	Selection of agencies [OCG]			OCG will be in charge of negotiation and selection of agencies, implementing the system in the agencies with which an implementation agreement has been signed.
Q2-10 (Jan-)	Analysis and design [MSI]			Analysis and design of an information system to monitor maintenance and updating of homepages in the selected agencies.

		Mar)		
		Q3-10 (Apr-Jun)	System development [MSI]	Development of an information system to monitor maintenance and update of homepages in the selected agencies.
		Q4-10 (Jul-Sep)	System implementation [MSI]	Implementation of an information system to monitor maintenance and update of homepages in the selected agencies.
Activity 9: Fostering Awareness: Informing the public about anti-corruption initiatives, public participation and results achievement				
9a	% of citizens aware of public sector anti-corruption initiatives..	Q3-09 (Apr-Jun)	BL National survey [MSI]	Initial national survey to establish the baseline information for the indicator defined in the PMP.
		Q1-10 (Oct-Dec)	Mid-term national survey [MSI]	Mid-term national survey to monitor program results.
		Q4-10 (Jul-Sep)	Final national survey (47%) [MSI]	Final national survey to monitor the program results.
9b	% of citizens that can identify results from these initiatives as effective	Q3-09 (Apr-Jun)	BL National survey [MSI]	<u>Initial</u> national survey to establish the baseline information for the indicator defined in the PMP.
		Q1-10 (Oct-Dec)	Mid-term national survey [MSI]	Mid-term national survey to monitor program results.
		Q4-10 (Jul-Sep)	Final national survey (26%) [MSI]	Final national survey to monitor program results.
9c	% of citizens that recognize the Ombudsman Office as an impartial institution.	Q3-09 (Apr-Jun)	BL national survey [MSI]	<u>Initial</u> national survey to establish the baseline information for the indicator defined in the PMP.
		Q1-10 (Oct-Dec)	Mid-term national survey [MSI]	Mid-term national survey to monitor program results.

		Q4-10 (Jul-Sep)	Final national survey (52%) [MSI]	Final national survey to monitor program results.
9d	% of citizens that recognize the Ombudsman Office as an institution that monitors anti-corruption initiatives developed by the GOP. MCC-14	Q2-09 (Jan-Mar)	Program on Ethics, Corruption Prevention, and Public Policies equipped [MSI]	Equipments purchased and delivered to the Ombudsman Office corresponding to its technical requirements. The Corruption Prevention Team was proposed by the OMB to monitor GOP anti-corruption initiatives, and therefore it needs to have the equipment for implementing these activities.
		Q3-09 (Apr-Jun)	BL National survey [MSI]	Initial national survey to establish the baseline information for the indicator defined in the PMP.
		Q3-09 (Apr-Jun)	Monitoring system functioning in the PEPCPP [MSI]	A system that will register and monitor government anti-corruption initiatives, with regular reports on their progress, results and effects. It will subsequently help to make comments, suggestions and observations that are within the purview of the OMB in a way that these can contribute to government efforts. The system includes a computer application (software) that will support the tasks required for monitoring those initiatives.
		Q3-09 (Apr-Jun)	PEPCPP Budget 2010 requested [OMB]	Given that the Ethics, Corruption Prevention and Public Policies Program is still an organizational unit of the institution, it needs funds for 2009 and 2010 so that it can operate as a project, while it is formally incorporated into the institution.
		Q4-09 (Jul-Sep)	1 Report from the OMB [MSI]	First special report on the fight against corruption drafted and disseminated. This corresponds to Activity 9c. The OMB's report would have the following structure: (1) progress and constraints in the fight against corruption; (2) problems identified in the selected sectors; (3) policies to promote public ethics, probity and transparency; (4) anti-corruption perspectives of key civil society organizations and; (5) Conclusions and Recommendations from the OMB. These reports would be presented at regional events and press conferences. Local authorities and key leaders of civil society organizations (CSOs) and grassroots organizations will be invited (CSOs are formally registered entities, while grassroots organizations are community-led organizations not formally registered and managed). In eight previously selected regions, the OMB reports will be presented at seven press conferences and at seven events, in order to disseminate

			the information and the Ombudsman Office's responsibilities in fighting and preventing corruption.
	Q4-09 (Jul-Sep)	PEPCPP is incorporated into ROF [OMB]	The Organization and Function Regulations (ROF) is a technical, regulatory document on institutional management, which describes the formal organization of a government agency (its organizational structure and the general and specific duties of each of its bodies and organizational units). These regulations govern administration or organizational matters, and dictate the duties and activities of each government agency. For the Ethics, Corruption Prevention, and Public Polices Program to be considered as an organizational unit of the Ombudsman, it should formally appear in the ROF, as approved by the Public Management Office, for the competent authority to issue a Resolution. The ROF development and management is governed by the provisions of Supreme Decree 043-2006-PCM and the recommendations of the ROF Development Manual, published by the PCM.
	Q1-10 (Oct-Dec)	Mid-term national survey [MSI]	Mid-term national survey to monitor program results.
	Q2-10 (Jan-Mar)	3 Reports from the OMB [MSI]	See definition of "1 Report from the Ombudsman"
	Q3-10 (Apr-Jun)	2 Reports from the OMB [MSI]	See definition of "1 Report from the Ombudsman"
	Q3-10 (Apr-Jun)	PEPCPP budget requested from MEF [OMB]	The incorporation of the Ethics, Corruption Prevention and Public Policies Program into the ROF and an institutional budget of the Ombudsman for 2010. This will ensure that the unit has the necessary resources to operate when the ATP is completed.
	Q4-10 (Jul-Sep)	Final national survey (45%) [MSI]	Final national survey to monitor program results.

D. PROGRAM RESULTS SUMMARY TABLE

Indicator			End Result	Base Line (BL)	Fiscal Year	2009				2010				Notes
					Quarter	Q1-09 (Oct-Dec)	Q2-09 (Jan-Mar)	Q3-09 (Apr-Jun)	Q4-09 (Jul-Sep)	Q1-10 (Oct-Dec)	Q2-10 (Jan-Mar)	Q3-10 (Apr-Jun)	Q4-10 (Jul-Sep)	
Activity 1: Fostering Awareness – Increasing public knowledge of Judiciary anti-corruption control mechanisms														
Required Activities			Organizing 32 training workshops per year in the 29 judicial districts. Each training should include at least 50 key representatives of civil society and mass media.											
			Conducting 32 dissemination campaigns per year, covering the 29 judicial districts.											
Required Deliverables			Training workshop materials;											
			Training plan covering 29 Judicial Districts											
			Packet of campaign materials											
			Dissemination plan covering 29 Judicial Districts											
			Packet of radio campaign materials											
			Nation-wide dissemination plan											
1	1a	% of citizens aware of existing report, control, and sanction mechanisms within the Judiciary	62%	32%	Target			BL national survey [MSI]		Mid-term national survey [MSI]				Final national survey (62%) [MSI]
					Actual			32%						
2	1b	% of Judiciary system users that know how to use reporting and control of corruption mechanisms MCC-01	75%	60%	Target		Training plan approved by OCMA 05/18/09 [MSI]	Particular survey for users [MSI] 400 stakeholders trained in 8 judicial districts [MSI]	550 stakeholders trained in 11 judicial districts (JD) [MSI]	Mid-term specific survey for users [MSI] 500 stakeholders trained in 10 judicial districts [MSI]	Mid-term target = 70% [MSI] 650 stakeholders trained in 13 judicial trained [MSI]	800 stakeholders trained in 16 judicial districts [MSI]	Final Particular survey for users (75%) [MSI]	
						Approved by	60%	315 stakeholders						

							OCMA 06/26/09	178 stakeholders trained in 3 judicial districts	trained in 5 JD (pending from Q3). 479 stakeholders in 8 JD				
3	1c	% of “frivolous” reports received by OCMA and ODECMAs	45%	25%	Target			BL study (May 2009) [MSI]			Mid-term evaluation study [MSI]		Final evaluation study 45% [MSI]
					Actual			25%					
4	1d	% of citizens willing to file a complaint about corruption at OCMA	69%	49%	Target			BL national survey [MSI]		Mid-term national survey (56%) [MSI]			Final national survey (69%) [MSI]
					Actual								
5	1e	% in the level of citizen trust in OCMA’s performance and independence	28%	8%	Target			BL national survey [MSI]		Mid-term national survey (18%) [MSI]			Final national survey (28%) [MSI]
					Actual			8%					

Activity 2: Enhancing Enforcement – Reducing corruption in the Judiciary through strengthened central and decentralized Internal Affairs Offices

Required Activities	Reviewing and energizing the processes involved in the reception, investigation and punishment of corruption reports.
	Designing and implementing a new information system to consolidate all the information about control activities carried out by OCMA and ODECMA.
	In order to make the use of this information system easier, computer equipments will be delivered to OCMA and the 29 ODECMA.
	Promoting cooperation between public and private sector institutions in order to share key information (e.g., financial, tax, and telephone record information) required to enhance the investigation processes.
Required Deliverables	Designing and implementing an information system to centralize the data provided by public and private sector institutions for use by OCMA.
	Operations manual of streamlined OCMA and ODECMA procedures
	Training plan for OCMA and all ODECMA
	Commodities delivered according to work plan, with physical security and inventory controls in place
	Information system(s) for tracking corruption cases and sharing inter-agency data in place and functioning

6	2a	Number of days required by OCMA to process disciplinary cases (for Judiciary employees) SOAG MCC-02			Target	Sample of OCMA and ODECMA cases reviewed [MSI]	Information required for reengineering available [OCMA]	Equipment delivered [MSI]	Information system implemented (30%) [MSI]	Information system implemented (by 60%) [MSI]	Information system implemented (100%) [MSI]	20% reduction [OCMA]
						BL study (May 2009) [MSI]				Number of days required to process a corruption report (TBD) [MSI]	Number of days required to process a corruption report (TBD) [MSI]	
					Actual	YES	YES	NO			174	
					OCMA (days)	174	218					
		ODECMA (days)	129	161								129
7	2b	% of cases resolved by OCMA and ODECMA, within statute of limitation MCC-03	TBD	99%	Target		BL study (June 2009) [MSI]			Mid-term evaluation study [MSI]		Final evaluation study [MSI]
					Actual		99%					
8	2b2	% of appeals on sanctions recommended by ODECMA confirmed by the OCMA. MCC-04	TBD	49%	Target		BL study (June 2009) [MSI]			Mid-term evaluation study (55%) [MSI]		Final evaluation study (65%) [MSI]
					Actual		49%					
9	2c	% of OCMA decisions where a sanction is recommended that is executed by the CNM SOAG MCC-05	47%	17%	Target		BL study (June 2009) [MSI]			Mid-term evaluation study [MSI]		Final evaluation study [MSI]
					Actual		17%					

Activity 3: Fostering Awareness – Increasing knowledge among public and police about anti-corruption mechanisms available

Required Activities					Designing and launching two (2) national education campaigns (targeting the public and the police, separately) based on the information that was obtained from the baseline study.								
					Developing a training workshop on ethics (to be held at least 24 times in eight different regions) for police forces according to the principles of professional ethics as established in the Law on Disciplinary System of the Peruvian National Police – RM No. 1994-2004-IN/0105 – 09/2004.								
					Ensuring that all the information about mechanisms for reporting – and the results obtained – is updated and disseminated through the MININTER and Peruvian National Police homepage and official website.								
Required Deliverables					Packet of campaign materials on corrupt practices and reporting mechanisms								
					Nationwide dissemination plan								
10	3a	% of citizens that know about the mechanism to report potential acts of corruption by the police	65%	35%	Target			BL national survey [MSI]		Mid-term national survey (45%) [MSI]			Final national survey (65%) [MSI]
					Actual			35%					
11	3b	% of citizens that know how to use the reporting mechanisms for potential corruption actions	45%	15%	Target			BL national survey [MSI]		Mid-term national survey (25%) [MSI]			Final national survey (45%) [MSI]
					Actual			15%					
12	3c	% of citizens willing to file a complaint against the police SOAG MCC-06	78%	48%	Target		BL national survey [MSI]	Materials for interaction between community and police station designed [ICITAP]	Information campaign held together with MININTER and the Peruvian police force [MSI]	Mid-term national survey (58%) [MSI]	50% of police stations in Lima reporting community interaction activities on a monthly basis [ICITAP]	50% of selected provincial police stations report community interaction activities on a monthly basis [ICITAP]	Final national survey (78%) [MSI]
								Sustainability strategy developed [ICITAP]		Information campaign implemented [MSI]		Budget for the department requested [MININTER]	
					Actual			In progress	Campaign design finished				
								In progress					

13	3c1	% of police officers willing to file a complaint against the police	n/d	TBD	Target			Specific BL survey [MSI]		Mid-term specific survey [MSI]			Final specific survey [MSI]
					Actual			NO					
14	3d	% of calls that pertain to the functions of the CSTL	75%	12%	Target		BL study (March 2009) [MSI]			Mid-term evaluation study [MSI]			Final evaluation study (75%) [MSI]
					Actual		12%						
15	3e	% of police officers who are aware of what is defined as a corrupt practice in citizen-police interaction	TBD	n/d	Target			BL study (June 2009) [MSI]			Mid-term evaluation study [MSI]		Final evaluation study [MSI]
					Actual			NO					

Activity 4: Enhancing Enforcement – Reducing corruption in the police force through strengthened central and decentralized Internal Affairs Offices

Required Activities					Reviewing and expediting rules and procedures for the reception, processing, investigation and punishment of reported cases of corruption								
					Designing and implementing an information system to centralize and monitor information on the corruption cases reported, including its reception, processing, investigation and punishment								
					Ensuring that all the offices involved in the reception, processing, investigation and punishment of corruption – Office of Human Rights, Employee Protection Unit, Office of Internal Affairs, Office of Inspector General of Police, and Disciplinary Court – are appropriately equipped								
					Reviewing and improving the procedures for selection, protection, promotion and creation of incentives for administrative staff to ensure that employees feel safe playing their roles and are rewarded for their efficiency. Providing training on new procedures for staff.								
Required Deliverables					Commodities delivered according to work plan, with physical security and inventory controls in place								
16	4a	Number of days required from when the formal report is made (through the report reception desk) to the	TBD	0%	Target			Handling process diagnostic completed [MSI]	Methodology and process designed [ICITAP]	Process implemented [ICITAP]	Reduction of at least 7 days in Lima [ICITAP]		Reduction to 7 days in regions with access to Internet [ICITAP]

		issuance of the decision. MCC-07			Actual			Diagnostic designed	NO					
17	4b1	% of reports processed within the terms established by law. MCC-07	TBD	0%	Target			BL study (June 2009) [MSI]			Mid-term evaluation study [MSI]		Final evaluation study [MSI]	
					Actual			NO						
18	4b2	% of decisions issued by the National Disciplinary Court that are publicized MCC-08	100%	0%	Target			BL study (June 2009) [MSI]			Mid-term evaluation study [MSI]		Final evaluation study (100%) [MSI]	The baseline is "0". No National Disciplinary Court decisions are Actually published.
					Actual			0						

Activity 5: Reducing Opportunities – Increasing public knowledge about improved procedures governing citizen-police interactions

Required Activities		Reviewing and expediting traffic intervention protocols; providing police training on the protocols reviewed, including tutoring, supervision, and a surveillance program to ensure compliance.												
		Reviewing intervention protocols that relate to violations attributed to use of alcohol; providing police training on the protocols reviewed, including tutoring, supervision and the surveillance component to ensure compliance												
		Running one (1) national public information/education campaign by enhancing the traffic and alcohol intervention protocols associated with interactions between citizens and police officers												
		Providing technical assistance to support a section of the Ministry homepage dedicated to the update and dissemination of all the protocols and procedures.												
Required Deliverables		Packet of campaign materials on traffic and alcohol protocols												
		Nationwide dissemination plan												
19	5a	% of citizens aware of the streamlined norms and procedures that govern their interaction with a police officer MCC-09	TBD	0%	Target		Standard operating procedures reviewed [ICITAP] Analysis of corruption cases between a citizen and a police officer [ICITAP]	BL national survey [MSI]	New procedures improved and implemented [ICITAP]	National information campaign [MSI] Mid-term national survey (TBD) [MSI]	50% of police stations in Lima reporting community interaction activities [ICITAP]	Review and evaluation of new procedures [ICITAP]	Final national survey (TBD) [MSI]	

21	6c	% of citizens that can identify results from these initiatives as effective.	73%	48%	Target			BL national survey [MSI]		Mid-term national survey [MSI]			Final national survey (73%) [MSI]
					Actual			YES					

Activity 7: Enhancing Enforcement – Improving effectiveness of reporting corruption while strengthening internal control procedures of state institutions

Required Activities	Carrying out an assessment of ICOs' needs on how to address corruption reports
	Make adjustments to the OCG Guidebook to adapt it to ICOs' needs (based on the results of the final evaluation report).
	Design, development, and implementation of training activities for officers of 250 ICOs
	Designing and implementing a monitoring module for SAD/MAD system (GTZ) in order to control, evaluate and follow up on the corruption reports received by ICOs (including those from the private sector).
	Ensuring that OCG Central Complaint Unit is adequately equipped. Ensuring that procedures for property management are developed and implemented, including physical safety guidelines.
	Developing and implementing an automated information system for the internal evaluation control of reports presented, follow-up of recommendations, supervision of staff performance, and preparation of comprehensive reports on the application of internal controls in the public sector.
	Assessing ICOs operational capacity (organization, regulations, relationships with OCG and RCO, staff training, management capability, number of staff members, salary scales, employment status, technology, equipment and infrastructure).
Required Deliverables	Final list of 250 selected ICO based on jointly developed selection methodology.
	Revised OCG Guidebook for ICO use.
	Training for staff members of 250 ICO on handling corruption reports and relevant competencies completed.
	Guide for Supervision and Monitoring
	A Monitoring Module within the SAD/MAD (GTZ) system
	Training for users of the monitoring module completed. (Ref training in 7e)
	Commodities delivered to OCG Central Report Unit according to the work plan, with physical security and inventory controls in place
	Assessment report of the system / procedural requirements audits
	An information system based on the findings of the approved final assessment system implemented in pilot entities
	Training completed on the new system for pilot users
	System adjustments based on pilot completed, and revised system and training materials delivered to OCG
	Final assessment report on the operational capacity of ICO
	Final report of the situation of district municipalities without an ICO
	Training plan for ICO based on the operational capacity assessment and development of new systems (ref activities 7b and 7d)
	Technological infrastructure in place (hardware and software)
Document detailing methodology for determining the universe of citizen and private sector HU/HC processes	

		Final report with list of selected processes that meet selection criteria, after applying the methodology											
		Document detailing methodology for risk analysis of selected processes											
22	7a	ICOs empowered to receive and process corruption reports according to revised and complemented OCG Guidebook. MCC-11	250	0%	Target			Evaluation of ICOs completed [MSI]	Equipment delivered to ICOs [MSI]	Training on manual for 125 ICOs [MSI]	Training on the manual for 125 ICOs with capacity- building [MSI]	125 ICOs strengthened [MSI]	250 ICOs strengthened [MSI]
								OCG manual reviewed for use by ICOs [MSI]		Corruption report monitoring system implemented [MSI]	40 ICOs strengthened [MSI]		
								Actual					
23	7b	% of OCG's implementable recommendations regarding internal control of selected processes within the Judiciary, the Ministry of Internal Affairs, the Ministry of Health and all Regional Governments are fully implemented. MCC-12	TBD	0%	Target			Criteria established for selecting internal control procedures for agencies to be evaluated [OCG]	Agreements with 28 selected agencies made (signed) [OCG]	Analysis of procedures in 20 agencies completed [MSI]	Analysis of procedures in 8 agencies completed [MSI]	Recommendations identified as "feasible" agreed with 8 agencies (TBD) [OCG]	at least 75% [OCG]
									Criteria to define "feasible recommendations " established [OCG]	Recommendations identified as "feasible" agreed with 4 agencies [OCG]	Recommendations identified as "feasible" agreed with 16 agencies (TBD) [OCG]		
									Actual				

Activity 8: Reducing Opportunities – Streamlining and increasing knowledge about common administration procedures

Required Activities		Identifying the universe of HU/HC processes for citizens and private sector by using the criterion mutually agreed upon by USAID and GOP.												
		Working with the PCM and relevant ministries/agencies to streamline 50% of the identified processes Type B, and to reach to a formal agreement with the appropriate authorities of the agency that will implement the streamlining/reengineering process (ministry, regional government, etc.).												
		Developing and conducting at least 40 training workshops for government employees engaged in providing services of high-use/high-corruption by citizens and the private sector.												
		Designing and implementing an automated information system to ensure that the information in the public homepage is updated and maintained on a regular basis, according to the requirements established in the Transparency and Access to Public Information Law.												
Required Deliverables		Document detailing methodology for determining the universe of citizen and private sector HU/HC processes.												
		Final report with list of selected processes that meet selection criteria, after applying the methodology.												
		Document detailing methodology for risk analysis of selected processes.												
		Analytical reports for each of the selected processes that meet the criteria established in the methodology.												
		Dissemination plan for Type A processes.												
		Campaign materials for Type A process dissemination.												
		Report on results of information campaigns for Type A processes.												
		Action plan for Type B processes selected in diagnostic.												
		48. Selected Type B processes streamlined/reengineered and presented to responsible entities for formal adoption.												
		Dissemination plan/campaign materials and training for formally adopted streamlined Type B processes that could be implemented within life of project.												
		Final status report for OCG/PCM of all selected Type B processes for OCG and PCM at end of project, which will be used as a tool for follow-up and control by the OCG.												
		Approved Plan for Workshops (developed by an academic consultant)												
		Approved workshop content/materials.												
		40 workshops.												
Report on workshops' results.														
Automated information system designed, installed, and fully functioning on selected web sites of relevant public agencies where an ICO is established.														
24	8a	% of customers using processes identified as having both “high user demand” and “high incidence of corruption” have access to published information (easy-to-read diagrams)	TBD	0%	Target						Campaign materials for the dissemination of Type A procedures [MSI]	HU/HC processes that have been prioritized, and will not be improved, are duly mapped [MSI]	Public is informed about HU/HC procedures that are a priority, and will not be improved. [MSI]	

		showing all steps needed, time required, associated costs, etc.)										Specific study for entrepreneurs [MSI]	
					Actual								
25	8b	% of processes defined as having both “high user demand” and “high incidence of corruption” (citizen and private sector) had been streamlined. MCC-13	TBD	0%	Target	Methodology to define the universe of HU/HC procedures [MSI]	Universe of HU/HC procedures identified and completed with the information received from PCM and OCG [MSI]	List of Type A administrative procedures and report on risk analysis for each process [MSI]	Methodology to improve HU/HC procedures developed [MSI]	% of HU/HC procedures improved (TBD) [OCG]	% of HU/HC procedures implemented (TBD) [OCG]	% of HU/HC procedures implemented (TBD) [OCG]	
					Actual	YES	NO	NO					
26	8c	% of public agencies, with an ICO, that have a transparency web site and maintain and update their web site.	TBD	%	Target			Needs assessment [MSI]	Selection of agencies [OCG]	Analysis and design [MSI]	System development [MSI]	System implementation [MSI]	
					Actual			In progress					

Activity 9: Fostering Awareness: Informing the public about anti-corruption initiatives, public participation and results achieved

Required Activities	Ensuring that the new Anti-Corruption Unit is adequately equipped and trained.
	Designing and implementing a system to monitor the government’s obligations to fight corruption within the selected government agencies.
	Developing periodically at least seven reports.
	Conducting three (3) broad campaigns (a national, regional, and local level) to disseminate the report results.
	Launching two (2) national campaigns, together with civil society organizations and Regional Ombudsman Offices, to promote ethics, transparency and efficiency within the Government.
	If necessary, assisting in developing and conducting public forums at regional and local level, together with civil society and ATP partners, as required by the Ombudsman Office.
	Providing technical assistance to other GOP agencies by implementing the ATP, based on the results of monitoring activities, reports, citizen feedback, and the soundness of the Anti-Corruption Unit.
Required Deliverables	Commodities delivered to Anti-Corruption Unit according to work plan, with physical security and inventory controls in place.

					Monitoring system to track state obligations to fight corruption designed and fully operational.									
					Seven reports published by the Ombudsman Office that detail progress in fighting corruption, propose solutions, promote behavior change, and contain input from civil society.									
					Nation, regional, and local dissemination plan for report findings developed									
					Packet of campaign materials to promote ethics, transparency and efficiency in public administration;									
					Nation-wide dissemination plan (activity 9)									
27	9a	% of citizens aware of public sector anti-corruption initiatives.	47%	27%	Target			BL national survey [MSI]		Mid-term national survey [MSI]			Final national survey (47%) [MSI]	
					Actual			27%						
28	9b	% of citizens that can identify results from these initiatives as effective	26%	6%	Target			BL national survey [MSI]		Mid-term national survey [MSI]			Final national survey (26%) [MSI]	
					Actual			6%						
29	9c	% of citizens that recognize the Ombudsman Office as an impartial institution.	52%	37%	Target			BL national survey [MSI]		Mid-term national survey [MSI]			Final national survey (52%) [MSI]	
					Actual			37%						
30	9d	% of citizens that recognize the Ombudsman Office as an institution that monitors anti-corruption initiatives developed by the GOP. MCC-14	45%	30%	Target	Program on Ethics, Corruption Prevention, and Public Policies equipped [MSI]	BL national survey [MSI]	1 Report from the OMB [MSI]	Mid-term National survey [MSI]	3 Reports from the OMB [MSI]	2 Reports from the OMB [MSI]	Final national survey (45%) [MSI]		
							Monitoring system functioning in the PEPCPP [MSI]	PEPCPP is incorporated into ROF [OMB]			PEPCPP budget requested to MEF [OMB]			
							PEPCPP Budget 2010 requested [OMB]							

					Actual		YES	30%	NO				
								In progress	YES				
								YES					

E. DATA QUALITY ASSESSMENT (DQA) RESULTS (FOR THE BASELINE)

The DQA is part of a Management Information System (MIS) focused on providing information for project monitoring and evaluation in a timely and reliable manner, and is used to take appropriate corrective and preventive measures.

DATA QUALITY ASSESSMENT

Activity 1: Fostering Awareness – Increase knowledge among citizens about Judiciary Anti-Corruption control mechanisms

Indicator	1a) Percentage of citizens aware of existing report, control, and sanction mechanisms within the Judiciary		
Result	Increase of at least 30 percentage points in the number of people who are aware of the information, control and sanction mechanisms within the Judiciary. This is measured by the percentage of people in the 29 judicial districts who are aware of the information, control and sanction mechanisms within the Judiciary.		
Definition	This is a perception indicator. It is an index calculated by dividing the number of people who say they are familiar with or are aware of the information, control and sanction mechanisms within the Judiciary by the total number of people surveyed.		
Reviewed by	<ul style="list-style-type: none"> • Ernesto Lechuga (OCMA) • Víctor Corante (OCMA) • Mariella Zapata (PCM) • Janet Porras (PCM) • Stephanie Molina (USAID) • Miriam Choy (USAID) • Sophia Sahaf (MCC) • Hernán Chaparro (CONNECTA) • Juan José Martínez (MSI) • Raúl Callirgos (MSI) • William Inafuku (MSI) • Joan Goodin (MSI) 		
Date	May 21, 2009		
Data source	Results from the national annual survey presented on January 15, 2009.		
The indicator is presented in the Annual Report			
Criterion	Definition	Yes/ No	Explanation and action required
1. Validity	Do the data reflect in a clear and adequate manner the expected result? Some aspects to be considered are:		
	<ul style="list-style-type: none"> • Validation: An expert on the subject or an outsider agrees that the indicator is valid and its measurement is logical for this result. 	YES	The measurement mechanism was formulated by CONECTA, a company which specializes in opinion polls, with the support of MSI and the OCMA. They designed it to be in line with established activities and deliverables, so that its approach has an expert and outsider focus.
	<ul style="list-style-type: none"> • Attribution: Does the indicator measure the contribution to the project? 	YES	The objective of the activity is to inform the public about the anticorruption initiatives of one of the program's partner entities and

			helps assess whether project efforts are reaching the citizens.
	<ul style="list-style-type: none"> Data distortion: Are there measurement mistakes that may affect the data? Both sampling and non-sampling mistakes where there is a risk of distortion should be evaluated. 	YES	The margin of error for the sample taken in the national survey is 5.7% for the regions except for Ancash – north coast (8.9%), Ancash – highlands (7.1%) and Lima (3.1%)
2. Integrity	For collected, analyzed and reported data: Were <i>in situ</i> mechanisms established to reduce handling or simple transcription mistakes?	YES	The survey’s technical index card shows that there were 387 interviewers, 37 supervisors and 35 team leaders to train and record survey results.
3. Accuracy	Were the data accurate enough to give an adequate description of performance and to allow decision-making at the corresponding levels?	YES	The question applied in the survey’s questionnaire to measure this indicator was: “Q52- Did you or did you not know that there is an office in the Judiciary called OCMA specifically devoted to receiving complaints, recording and sanctioning corruption in the courts?”
4. Reliability	Are the data a product of a consistent and stable process of information collection and an analysis method at all times?	YES	A national survey was applied in November 2009. It was jointly prepared by MSI, USAID, the agencies and the survey company CONECTA.
5. Timeliness	Are data timely enough to influence management decisions? (For instance, in terms of frequency and resources)	YES	Given that these are perception indicators and cannot be modified in the short term, there is a need to work in extended periods. The indicator aims to measure the result of such efforts, hence for this indicator timeliness is fixed on the basis of intervals defined for the program for implementing its activities.

Remarks :

Results

The results of the survey presented on January 15 are:

Q52- Did you or did you not know that there is an office in the Judiciary called OCMA, which is especially devoted to receiving complaints, recording and sanctioning corruption in the courts?”

	Total	F	M
Knows	31.6	23.7	39.6
Does not know	63.0	70.4	55.5
Does not know/no opinion	5.4	5.9	4.9

- Target for year 1: People who know = 41.6%
- Target for year 2: People who know = 61.6%

Assumption

For measuring the indicator, there will be no corruption case related to the Judiciary during the survey, since the subsequent exposure in the media would distort the measurement.

Definitions

Citizens (taken from the survey): Population made up of women and men aged 18 and up, who belong to the various social and economic strata (A, B, C, D, E) in Metropolitan Lima (Lima and Callao) and the 23 regions.

As defined during the session of the Monitoring and Communication Committee held on March 18, 2009 (Agreement 04-02); requests for changes in goals presented by entities will be evaluated after the application of the second national survey.

Recommendations:

DATA QUALITY ASSESSMENT

Activity 1: Fostering Awareness – Increase knowledge among citizens about Judiciary Anti-Corruption control mechanisms

Indicator	1b) Percentage of users that know how to use OCMA and ODECMA's report and control mechanisms.		
Result	An increase by at least 15 percentage points in the number of users who know how to use the OCMA and ODECMA information and control mechanisms. This is measured with the percentage of users, in a sample of judicial districts, who know how to use the OCMA and ODECMA information and control mechanisms.		
Reviewed by	<ul style="list-style-type: none"> • Ernesto Lechuga (OCMA) • Víctor Corante (OCMA) • Mariella Zapata (PCM) • Janet Porras (PCM) • Stephanie Molina (USAID) • Miriam Choy (USAID) • Sophia Sahaf (MCC) • Hernán Chaparro (CONNECTA) • Juan José Martínez (MSI) • Raúl Callirgos (MSI) • William Inafuku (MSI) • Joan Goodin (MSI) 		
Date	May 21, 2009		
Data source	Results from the annual national survey with lawyers and litigants presented on January 15, 2009. A survey will be conducted in the judicial districts in accordance with the regional sample and with data disaggregated by gender applied in April 2009.		
The indicator is presented in the Annual Report			
Criterion	Definition	Yes/ No	Explanation and action required
1. Validity	Do the data reflect in a clear and adequate manner the expected result? Some aspects to be considered are:		
	<ul style="list-style-type: none"> • Validation: An expert on the subject or an outsider considers the indicator valid and that its measurement is logical for this result. 	YES	The measurement mechanism was prepared by CONECTA, a company which specializes in opinion polls, with the support of MSI and the OCMA. They designed it to be in line with established activities and deliverables, so that its approach has an expert and outsider focus.

	<ul style="list-style-type: none"> • Attribution: Does the indicator measure the contribution to the project? 	YES	The aim of the activity is to ascertain if the users know how to use the OCMA information and control mechanisms.
	<ul style="list-style-type: none"> • Data distortion: Are there measurement mistakes that may affect the data? Both sampling and non-sampling mistakes where there is a risk of distortion should be evaluated. 	YES	The margin of error for the sample taken is 2.75% of a total of 1,266 effective surveys carried out.
2. Integrity	For collected, analyzed and reported data: were <i>in situ</i> mechanisms established to reduce handling or simple transcription mistakes?	YES	<p>A supervisor was present at every venue and remained there during the field work.</p> <p>In addition, data were reviewed on site before being sent to Lima. In Lima, data is reviewed before being entered and is then typed.</p> <p>The selection of users was made through systematically skipping one person in three in order to spread the sample.</p>
3. Accuracy	Were data accurate enough to give an adequate description of performance and to allow decision-making at the corresponding levels?	YES	<p>The questions applied in the survey's questionnaire to measure this indicator were:</p> <p>Q5. Did you or did you not know that in the Judiciary there is an office called OCMA (Internal Affairs Office) especially devoted to receiving reports, recording and sanctioning corruption in the courts and courts of appeal?</p> <p>Q13. Do you know if it is possible to file a complaint or report by presenting a written complaint to the report reception desk located in OCMA or ODECMA?</p> <p>Q21. Do you know if OCMA's duties include investigating disciplinary infringements by magistrates and judicial officials?</p> <p>Those who answered in the affirmative to these three questions are considered for measuring the indicator.</p>

4. Reliability	Are data a product of a consistent and stable process to leverage information as well as an analysis method during all times?	YES	<p>A survey was conducted with field work from March 23 to April 3, 2008; with the personal quantitative survey technique in the various offices of the Judiciary.</p> <p>The survey was applied in 12 judicial facilities in 11 judicial districts (out of 29) which concentrate 74% of the total case files. The number of surveys conducted was proportional to the amount of case files entered in each during the April-December 2008 period.</p> <p>The questionnaire was formulated by CONECTA with the participation of MSI and OCMA.</p>
5. Timeliness	Are data timely enough to influence management decisions? (For instance, in terms of frequency and resources)	YES	This is a perception indicator and it is measured according to the program of activities for dissemination and training campaigns.

Remarks:

- The original definition of ‘citizens’ was changed to ‘users’, since it refers to the application or use of procedures. Hence the range refers to users only.
- Users are defined as lawyers or litigants.
- The indicator was formulated considering the following results: people surveyed who know of the OCMA, who know about the reporting mechanism via a written complaint in the report reception desk and who consider that the OCMA’s duty is to investigate the disciplinary infringements of magistrates and justice operators.

Results

Survey results presented on January 15 are:

	Total	F	M
Those who know	60%	49%	68%
Those who do not know	40%	51%	32%

- Goal for year 1: People who know = undetermined.
- Goal for year 2: People who know = 75%

The percentage of women is the percentage of the total number of women surveyed, not the total of those who know; the same is true in the case of the men surveyed.

Assumption:

This indicator assumes that there are users who do know how to use the information and control mechanisms and users that do know but do not use this knowledge given their particular goals or agendas.

Recommendations:

DATA QUALITY ASSESSMENT

Activity 1: Fostering Awareness – Increase knowledge among citizens about Judiciary Anti-Corruption control mechanisms

Indicator	1c) Percentage of “frivolous” reports received by OCMA and ODECMA		
Result	<p>An increase of at least 20 percentage points in the number of “frivolous” reports received by OCMA and ODIMAS.</p> <p>Number of complaints that did not lead to a disciplinary process, over the total number of complaints presented in writing (formal documents registered at the report reception desk) and minutes (verbal complaints presented before an OCMA judge and are recorded by him/her in a log).</p>		
Reviewed by	<ul style="list-style-type: none"> • Ernesto Lechuga (OCMA) • Víctor Corante (OCMA) • Mariella Zapata (PCM) • Janet Porras (PCM) • Stephanie Molina (USAID) • Miriam Choy (USAID) • Sophia Sahaf (MCC) • Juan José Martínez (MSI) • Raúl Callirgos (MSI) • Luis Chong (MSI) • William Inafuku (MSI) • Joan Goodin (MSI) 		
Date	May 21, 2009		
Data source	OCMA and ODECMA electronic database		
The indicator is presented in the Annual Report			
Criterion	Definition	Yes/No	Explanation and action required
1. Validity	Do the data reflect in a clear and adequate manner the expected result? Some aspects to be considered are:		
	<ul style="list-style-type: none"> • Validation: An expert on the subject or an outsider agrees that the indicator is valid and its measurement is logical for this result. 	YES	The complaints process was reviewed with the technical team from MSI, with the participation of OCMA, PCM and USAID and a definition was made jointly.

	<ul style="list-style-type: none"> Attribution: Does the indicator measure the contribution to the project? 	YES	Since there are fewer complaints not referred to a disciplinary process over the total number of complaints, it could be inferred that this process is used in an appropriate manner.
	<ul style="list-style-type: none"> Data distortion: Are there measurement mistakes that may affect the data? Both sampling and non-sampling mistakes where there is a risk of distortion should be evaluated. 	NO	The universe of data registered in the OCMA 2008 database has been considered. Hence, there would not be a sampling mistake since the work was not done on a sample but on the universe of recorded data.
2. Integrity	For collected, analyzed and reported data: Were <i>in situ</i> mechanisms established to reduce handling or simple transcription mistakes?	YES	<p>The work is being conducted with official data recorded electronically. It is handled by the people responsible for the OCMA database to ensure its integrity and avoid unauthorized access to records.</p> <p>A member of the MSI staff is coordinating directly with the staff in charge of the OCMA database management. This ensures that the information required is understood.</p> <p>To do this, the person reviews what they have defined as their data dictionary and verifies that the data was recorded properly and the integrity of the data (that all the fields of a record are completed correctly) before formulating the indicator.</p>
3. Accuracy	Were data accurate enough to give an adequate description of performance and to allow decision-making at the corresponding levels?	YES	Data are taken from an electronic database and is official information collected for other OCMA reports.
4. Reliability	Are data a product of a consistent and stable process of information collection and an analysis method at all times?	YES	The data taken to formulate the indicator are the product of a formal process established by OCMA and are registered by the information technology area.

5. Timeliness	Are data timely enough to influence management decisions? (For instance, in terms of frequency and resources)	YES	The information collected in the indicator permits taking action according to the 21-month work plan. For OCMA, it is an indicator that enables evaluating its management and it is also useful as a reference to adjust ODECMA's information systems.
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Remarks:

- The original translation of the indicator 1c) was: “1c) Percentage of “frivolous” reports received by the OCMA and ODECMA’s”. This wording was changed to: “1c) Percentage of complaints that did not lead to a disciplinary process” given that the definition of frivolous reports is not understood in the framework of Peruvian regulations. The indicator was changed with regard to the expected result of the process.
- At the beginning, the agreed methodology for preparing the baseline of this indicator, and hence the subsequent means of measurement, was to work with OCMA physical records. While evaluating the electronic records in the databases they had, it was decided to work directly with these records. This had the advantage of allowing the use not only of a sample but the total of valid records from OCMA’s database.
- The information at the level of ODECMA’s is not standardized and it does not have established recording or filing procedures. This information is therefore not reliable for use in estimating an indicator. In view of this, the project opted to work with the OCMA records that are registered electronically and are more reliable.
- Working with the OCMA database does not imply in any way that it has been manipulated or that data were added to it. Only the records have been reviewed and the type of content to make a processing request to those who are responsible so that they deliver the results which are the product of that processing. All the operations to obtain information have been conducted by technicians from OCMA.

Results:

	Total
Complaints that did not lead to a disciplinary process	25%
Complaints that did lead to a disciplinary process	75%

- The goal established for year 2 is 45%

Recommendations:

DATA QUALITY ASSESSMENT

Activity 1: Fostering Awareness – Increase knowledge among citizens about Judiciary Anti-Corruption control mechanisms

Indicator	1d) Percentage in the level of citizen willingness to file a complaint for corruption with OCMA.		
Result	Increase by at least 20 percent in the citizens' level of willingness to file a corruption complaint to OCMA. It is measured with the percentage of citizens, disaggregated by gender, who are ready to file a corruption claim at the OCMA.		
Reviewed by	<ul style="list-style-type: none"> • Ernesto Lechuga (OCMA) • Víctor Corante (OCMA) • Mariella Zapata (PCM) • Janet Porras (PCM) • Stephanie Molina (USAID) • Miriam Choy (USAID) • Sophia Sahaf (MCC) • Hernán Chaparro (CONNECTA) • Juan José Martínez (MSI) • Raúl Callirgos (MSI) • William Inafuku (MSI) • Joan Goodin (MSI) 		
Date	May 21, 2009		
Data source	Results from the national survey presented on January 15, 2009		
The indicator is presented in the Annual Report			
Criterion	Definition	Yes/ No	Explanation and action required
1. Validity	Do the data reflect the expected result in a clear and adequate manner? Some aspects to be considered are:		
	<ul style="list-style-type: none"> • Validation: An expert on the subject or an outsider agrees that the indicator is valid and its measurement is logical for this result. 	YES	The measurement mechanism was prepared by CONECTA, with the support of MSI and the entities. They aimed it to be in line with established activities and deliverables, so that its approach had an expert and outsider focus.
	<ul style="list-style-type: none"> • Attribution: Does the indicator measure the contribution to the project? 	YES	The aim of the activity is to inform the public about anticorruption activities.
	<ul style="list-style-type: none"> • Data distortion: Are there measurement mistakes that may affect the data? Both sampling and non-sampling mistakes where there is a risk 	YES	The margin of error for the sample taken in the national survey is 5.7% for the regions except for Ancash – north coast (8.9%), Ancash – highlands

	of distortion should be evaluated.		(7.1%) and Lima (3.1%)
2. Integrity	For collected, analyzed and reported data: Were <i>in situ</i> mechanisms established to reduce handling or simple transcription mistakes?	YES	The technical data card of the survey shows that it had 387 interviewers, 37 supervisors and 35 team leaders to train and control the result of interviews.
3. Accuracy	Were data accurate enough to give an adequate description of performance and to allow decision-making at the corresponding levels?	YES	The question applied in the survey's questionnaire to measure this indicator was: "Q49- If you were involved in a trial and you felt that the judge was acting in a corrupt manner, would you file a complaint to the Judiciary, would you hesitate to do this or would you prefer not do it?"
4. Reliability	Are data a product of a consistent and stable process of information collection and an analysis method at all times?	YES	A national level survey was applied in November 2009, which was jointly prepared by MSI, USAID, the agencies, the survey company CONECTA.
5. Timeliness	Are data timely enough to influence management decisions? (For instance, in terms of frequency and resources)	YES	This procedure is now being implemented. To begin with it is adjusted to the program, but once in operation, the frequency should be reduced.

Remarks:

Results

- The results of the survey presented on January 15 are produced by the combination of the following questions:

Q74- Do you know where you can report a police officer for acts of corruption?

Q75- Where? (multiple spontaneous)

	Total	F	M
Ready to	48.5	44.6	52.5
Has doubts	22.0	23.7	20.3
Rather not	22.5	23.6	21.3
Does not know /say	7.0	8.1	5.9

- Goal for year 1: People who know = 55.5% (increase of 7%)
- Goal for year 2: People who know = 68.5% (increase of 20%)

Definitions

Citizens (taken from the survey): Population of women and men aged 18 and up, from the various social and economic strata (A, B, C, D, E) in Metropolitan Lima (Lima and Callao) and the 23 regions in the country.

Recommendations:

DATA QUALITY ASSESSMENT

Activity 1: Fostering Awareness – Increase knowledge among citizens about Judiciary Anti-Corruption control mechanisms

Indicator	1e) Percentage of the level of citizen trust in OCMA's performance and independence		
Result	An increase by at least 20 percent in citizens' level of trust in OCMA performance and independence. This is measured by the percentage level of public confidence, disaggregated by gender, in OCMA's performance and independence.		
Reviewed by	<ul style="list-style-type: none"> • Ernesto Lechuga (OCMA) • Víctor Corante (OCMA) • Mariella Zapata (PCM) • Janet Porras (PCM) • Stephanie Molina (USAID) • Miriam Choy (USAID) • Sophia Sahaf (MCC) • Hernán Chaparro (CONNECTA) • Juan José Martínez (MSI) • Raúl Callirgos (MSI) • William Inafuku (MSI) • Joan Goodin (MSI) 		
Date	May 21, 2009		
Data source	Results of national survey presented on January 15, 2009		
The indicator is presented in the Annual Report			
Criterion	Definition	Yes/No	Explanation and actions required
1. Validity	Do the data reflect the expected result in a clear and adequate manner? Some aspects to be considered are:		
	<ul style="list-style-type: none"> • Validation: An expert on the subject or an outsider agrees that the indicator is valid and its measurement is logical for this result. 	YES	The measurement mechanism was formulated by CONECTA, with the support of MSI and the entities. They designed it to be in line with established activities and deliverables, so that its approach had an expert and outsider focus.
	<ul style="list-style-type: none"> • Attribution: Does the indicator measure the contribution to the project? 	YES	The objective of the activity is to inform the public about anticorruption activities.
	<ul style="list-style-type: none"> • Data distortion: Are there measurement mistakes that may affect the data? Both sampling and non-sampling 	YES	The margin of error for the sample taken in the national survey is 5.7% for the regions with the exceptions of Ancash –

	mistakes where there is a risk of distortion should be evaluated.		north coast (8.9%), Ancash – highlands (7.1%) and Lima (3.1%)
2. Integrity	For collected, analyzed and reported data: Were <i>in situ</i> mechanisms established to reduce handling or simple transcription mistakes?	YES	The survey technical data card shows that it had 387 interviewers, 37 supervisors and 35 team leaders to train and record the result of interviews
3. Accuracy	Were the data accurate enough to give an adequate description of performance and to allow decision-making at the corresponding levels?	YES	Two questions from the questionnaire were combined to measure this indicator, questions 53 and 55: Q5. “Did you or did you not know that the Judiciary has an office called OCMA (Internal Affairs Office) specially devoted to receiving complaints, controlling and sanctioning corruption the activities of the courts?” Those who answered ‘Yes’ were asked the following question: “Q55- How far do you agree with the statement that the OCMA/ODECMA is an impartial institution which does not allow itself to be influenced by others?”
4. Reliability	Are the data a product of a consistent and stable process of information collection and an analysis method at all times?	YES	A national level survey was applied which was jointly prepared by MSI, USAID, the agencies and the survey company CONECTA.
5. Timeliness	Are the data timely enough to influence management decisions? (For instance in terms of frequency and resources)	YES	This procedure is now being implemented. To begin with it is adjusted to the program, but once in operation, the frequency should be reduced.

Remarks or general comments:

Results

- The results of the survey presented on January 15 were generated with the combination of the following questions:
Q53- “Did you or did you not know that in the Judiciary there is an office called OCMA (Internal Affairs Office) especially devoted to receiving complaints, controlling and sanctioning corruption in the courts?”
Q55- How far do you agree with the statement that the OCMA/ODECMA is an impartial institution, which does not allow itself to be influenced by others?”

	Total	F	M
Trusts	8.4	5.5	10.6
Does not trust	21.1	13.6	26.5
Does not know /say	2.6	1.8	0.3

Goal for year 1: People who know = 18.4% (10% increase)

Goal for year 2: People who know = 28.4% (20% increase)

Definitions

Citizens (taken from the survey): Population of women and men aged 18 years or above, who belong to the various social and economic strata (A, B, C, D, E) in Metropolitan Lima (Lima and Callao) and the 23 regions in the country.

Recommendations:

DATA QUALITY ASSESSMENT

Activity 2: Enhancing Enforcement – Reduce corruption in the Judiciary through strengthened Internal Affairs Offices at the central and decentralized levels

Indicator	2a) Number of days required by OCMA to process disciplinary cases (for Judiciary employees)		
Result	A reduction of at least 20% in the time required to process a corruption report (from its presentation to its completion with a resolution issued by OCMA). This is measured considering the (calendar) days required to process a corruption case file from the start to its completion with a decision issued by the OCMA or the ODECMA.		
Reviewed by	<ul style="list-style-type: none"> • Ernesto Lechuga (OCMA) • Víctor Corante (OCMA) • Mariella Zapata (PCM) • Janet Porras (PCM) • Stephanie Molina (USAID) • Miriam Choy (USAID) • Sophia Sahaf (MCC) • Juan José Martínez (MSI) • Raúl Callirgos (MSI) • Luis Chong (MSI) • William Inafuku (MSI) • Joan Goodin (MSI) 		
Date	May 21, 2009		
Data source	OCMA and ODECMA electronic database		
The indicator is presented in the Annual Report			
Criterion	Definition	Yes/ No	Explanation and action required
1. Validity	Do the data reflect the expected result in a clear and adequate manner? Some aspects to be considered are:		
	<ul style="list-style-type: none"> • Validation: An expert or outsider on the subject agrees that the indicator is valid and its measurement is logical for the result. 	YES	MSI staff includes an expert on processes and IT capable of evaluating the indicator and confirming its validity.
	<ul style="list-style-type: none"> • Attribution: Does the indicator measure the contribution to the project? 	YES	The indicator directly measures the time taken for preparing a report on corruption and hence reflects the objective of the program.

	<ul style="list-style-type: none"> Data distortion: Are there measurement mistakes that may affect the data? Both sampling and non-sampling mistakes where there is a risk of distortion should be evaluated. 	YES	The work is conducted not on a sample but with the universe of official OCMA records from January 1, 2005 to December 31, 2008.
2. Integrity	For collected, analyzed and reported data: Were <i>in situ</i> mechanisms established to reduce handling or simple transcription mistakes?	YES	<p>The work is being conducted with official data that is registered electronically. It is handled by the people responsible for the OCMA database to ensure its integrity and to avoid unauthorized access to records.</p> <p>One MSI staff member is coordinating directly with the staff in charge of OCMA database management. This ensures that the information required is understood.</p>
3. Accuracy	Were data accurate enough to give an adequate description of performance and to allow decision-making at the corresponding levels?	YES	Data are taken from an electronic database of official information collected for other OCMA reports.
4. Reliability	Are the data a product of a consistent and stable process of information collection and an analysis method at all times?	YES	The data taken to formulate the indicator is the product of a formal process established by OCMA and is recorded by the information technology area staff as part of routine duties.
5. Timeliness	Are data timely enough to influence management decisions? (For instance, in terms of frequency and resources)	YES	The information collected in the indicator permits taking action according to the 21-month work plan. For OCMA, it is an indicator that permits evaluating its management and it is also useful as a reference to adjust ODECMA's information systems.

Remarks or general comments:

- Originally, the agreed methodology for creating a baseline for this indicator, and hence the form of subsequent measurement, was to work with OCMA’s physical records. During the evaluation of the electronic records in the OCMA database, it was decided to work directly with those records. This had the advantage of working with the total valid records in their database.
- Working with the OCMA database does not imply in any way that it has been manipulated or that data were added to it. Only the records have been reviewed and the type of content for requesting those in charge to give us the results of the process. OCMA technical staff has been in charge of all operations to obtain information.
- The information for calculating indicators has been provided by the OCMA (team appointed by lawyers Víctor Corante and Ernesto Lechuga).
- Calculations have been made based on 656 records. The 2005-2008 period was selected in order to consider how the OCMA/ODECMAs have worked in the recent past, partially including previous OCMA directors years (2005 and 2006) and current director years 2006 and 2007.

Results:

Number of days required to process a corruption report (against judges and Judicial Assistants)	Total
• OCMA	218 days
• ODECMAs	161 days

- Target for year 2: OCMA: reduction to 174 days
- Target for year 2: ODECMAs: reduction to 129 days

Recommendations:

DATA QUALITY ASSESSMENT

Activity 2: Enhancing Enforcement – Reduce corruption in the Judiciary through strengthened Internal Affairs Offices at the central and decentralized levels

Indicator	2b) Percentage of cases duly resolved by OCMA and ODECMA, within statute of limitation.		
Result	Increase at least 20 percentage points in the total number of reports processed by the OCMA that have been duly solved with solid arguments.		
Reviewed by	<ul style="list-style-type: none"> • Ernesto Lechuga (OCMA) • Víctor Corante (OCMA) • Mariella Zapata (PCM) • Janet Porras (PCM) • Stephanie Molina (USAID) • Miriam Choy (USAID) • Sophia Sahaf (MCC) • Juan José Martínez (MSI) • Raúl Callirgos (MSI) • Luis Chong (MSI) • William Inafuku (MSI) • Joan Goodin (MSI) 		
Date	May 21, 2009		
Data source	OCMA and ODECMA electronic database		
The indicator is presented in the Annual Report			
Criterion	Definition	Yes/ No	Explanation and action required
1. Validity	Do the data reflect the expected result in a clear and adequate manner? Some aspects to be considered are:		
	<ul style="list-style-type: none"> • Validation: An expert or outsider on the subject agrees that the indicator is valid and its measurement is logical for the result. 	YES	MSI staff includes an expert on processes and IT able to evaluate the indicator and confirm its validity.
	<ul style="list-style-type: none"> • Attribution: Does the indicator measure the contribution to the project? 	YES	The indicator directly measures the cases duly solved with solid arguments, and hence reflects the objective of the program.

	<ul style="list-style-type: none"> Data distortion: Are there measurement mistakes that may affect the data? Both sampling and non-sampling mistakes where there is a risk of distortion should be evaluated. 	NO	<p>The total amount of records from the databases is considered. This is official information.</p> <p>It is assumed that the data have been duly evaluated and reviewed before being entered in the databases, besides being reviewed subsequently to ensure the quality of the content.</p>
2. Integrity	For collected, analyzed and reported data: Were <i>in situ</i> mechanisms established to reduce handling or simple transcription mistakes?	YES	<p>The work is being conducted with official data that is registered electronically. It is handled by the people responsible for the OCMA database to ensure its integrity and avoid unauthorized access to records.</p> <p>One MSI staff member is coordinating directly with the staff in charge of OCMA database management. This ensures that it is understood what information is required.</p>
3. Accuracy	Were the data accurate enough to give an adequate description of performance and to allow decision-making at the corresponding levels?	YES	Data are taken from an electronic database and it is official information collected for other OCMA reports.
4. Reliability	Are the data a product of a consistent and stable process of information collection and an analysis method at all times?	YES	The data taken to formulate the indicator are the product of a formal OCMA process and routinely registered by the information technology staff as part of their regular duties.
5. Timeliness	Are data timely enough to influence management decisions? (For instance, in terms of frequency and resources)	YES	The information collected in the indicator permits taking action according to the 21-month work plan. For OCMA, it is an indicator that permits evaluating its management and it is also useful as a reference to adjust ODECMA's information systems.

Remarks:

- This indicator replaces the one planned to measure the number of reports processed by the OCMA that recommend a sanction. The discarded indicator could have produced distorted results given that it encouraged an increased number of decisions recommending a sanction without any type of variable to define the quality of the decision.
- It focuses on efficiency of the process, measuring whether the process is duly completed. The hypothesis of this indicator was that some processes are deliberately delayed to avoid finishing in due time, allowing them to be annulled because they exceeded time limitations.
- Originally, the agreed methodology for preparing a baseline for this indicator, and the means for its subsequent measurement, was to work with OCMA's physical records. During an evaluation of the electronic records in the database at the time, it was decided to work directly with these records.
- The ODECMA's have no information organized electronically that permits an evaluation of this kind and hence the indicator has been concentrated on the OCMA.
- Working with the OCMA database does not imply in any way that it has been manipulated or that data were added to it. Only the records and the type of content have been reviewed, for requests for those who are responsible to provide the results of the processes. OCMA technicians have handled all actions for obtaining information.
- The OCMA team has provided information for calculating indicators (team appointed by the lawyers Víctor Corante and Ernesto Lechuga).

Results:

	Total
Perception of cases duly solved with a solid argument	99%

- Target for year 2: Increase OCMA cases by 20%

Definitions:

- Duly solved cases are those that have a final decision of exoneration or sanction.
- Processed cases are those that have a final decision, and those filed.
- The indicator only considers those cases in which OCMA and ODECMA's dictate a sanction. It only considers the results of the sanction: fine, notification or suspension.

Recommendations:

DATA QUALITY ASSESSMENT

Activity 2: Enhancing Enforcement – Reduce corruption in the Judiciary through strengthened Internal Affairs Offices at the central and decentralized levels

Indicator	2b2) Percentage of appeals of sanctions recommended by ODECMA confirmed by the OCMA.		
Result	Increase of at least 10 percentage points in the total number of appeals to the sanctions recommended by the ODECMA confirmed by the OCMA.		
Reviewed by	<ul style="list-style-type: none"> • Ernesto Lechuga (OCMA) • Víctor Corante (OCMA) • Mariella Zapata (PCM) • Janet Porras (PCM) • Stephanie Molina (USAID) • Miriam Choy (USAID) • Sophia Sahaf (MCC) • Juan José Martínez (MSI) • Raúl Callirgos (MSI) • Luis Chong (MSI) • William Inafuku (MSI) • Joan Goodin (MSI) 		
Date	May 21, 2009		
Data source	OCMA and ODECMA electronic database		
The indicator is presented in the Annual Report			
Criterion	Definition	Yes/ No	Explanation and action required
1. Validity	Do the data reflect the expected result clearly and adequately? Some aspects to be considered are:		
	<ul style="list-style-type: none"> • Validation: An expert on the subject or an outsider agrees that the indicator is valid and its measurement is logical for the indicated result. 	YES	MSI staff includes an expert on processes and IT able to evaluate the indicator and confirm its validity.
	<ul style="list-style-type: none"> • Attribution: Does the indicator measure the contribution to the project? 	YES	The indicator directly measures the cases duly solved with solid arguments and hence reflects the objective of the program.
	<ul style="list-style-type: none"> • Data distortion: Are there measurement mistakes that may affect the data? Both sampling and non-sampling mistakes where there is a risk of distortion should be evaluated. 	NO	<p>The total amount of records from the databases is considered. This is official information.</p> <p>It is assumed that the data have been duly evaluated and reviewed before being entered</p>

			in the databases, and have been subsequently reviewed to ensure the quality of the content.
2. Integrity	For collected, analyzed and reported data: Were <i>in situ</i> mechanisms established to reduce handling or simple transcription mistakes?	YES	The work is being conducted with official data that is registered electronically. It is handled by the people responsible for the OCMA database to ensure its integrity and avoid unauthorized access to records. One MSI staff member is coordinating directly with the staff in charge of OCMA database management. This ensures that it is understood what information is required.
3. Accuracy	Were the data accurate enough to give an adequate description of performance and to allow decision-making at the corresponding levels?	YES	Data are taken from an electronic database and it is official information that is collected for other OCMA reports.
4. Reliability	Were the data a product of a consistent and stable process of information collection and an analysis method at all times?	YES	The data taken to formulate the indicator are the product of a formal OCMA process and routinely registered by the information technology area.
5. Timeliness	Are the data timely enough to influence management decisions? (For instance, in terms of frequency and resources)	YES	The information collected in the indicator permits taking action according to the 21-month work plan. For OCMA, it is an indicator that permits evaluating its management and it is also useful as a reference to adjust ODECMA information systems.

Remarks:

- Originally, the methodology agreed for making a baseline for this indicator and hence the form of subsequent measurement, was to work with OCMA’s physical records. During the evaluation of the electronic records in the OCMA database, it was decided to work directly with those records. This offered the advantage of working with the total valid records in their database.
- Working with the OCMA database does not imply in any way that it has been manipulated or that data was added to it. Only the records and the type of content have been reviewed for requesting those in charge to provide the results of the process. OCMA technical staff has been in charge of all operations to obtain information.

- The information for calculating indicators has been provided by the OCMA (team appointed by lawyers Víctor Corante and Ernesto Lechuga).
- Calculations have been made on 656 records. The 2005-2008 period has been selected to consider how the OCMA/ODECMAs have worked in the recent past, partially including the OCMA directors in previous years (2005 and 2006) and current years (2006 and 2007) .

Results:

	Total
Percentage of appeals against sanctions recommended by ODECMA's that are confirmed by the OCMA	49%

- Target for year 2: Reach 60% of appeals

Recommendations:

DATA QUALITY ASSESSMENT

Activity 2: Enhancing Enforcement – Reduce corruption in the Judiciary through strengthened Internal Affairs Offices at the central and decentralized levels

Indicator	2c) Percentage of OCMA decisions where a sanction is recommended which are implemented by the National Judicial Council (CNM)		
Result	Percentage of OCMA decisions that recommend sanctions should be enforced by the CNM		
Reviewed by	<ul style="list-style-type: none"> • Ernesto Lechuga (OCMA) • Víctor Corante (OCMA) • Mariella Zapata (PCM) • Janet Porras (PCM) • Stephanie Molina (USAID) • Miriam Choy (USAID) • Sophia Sahaf (MCC) • Juan José Martínez (MSI) • Raúl Callirgos (MSI) • Luis Chong (MSI) • William Inafuku (MSI) • Joan Goodin (MSI) 		
Date	May 21, 2009		
Data source	OCMA and ODECMA's electronic database and official publications.		
The indicator is presented in the Annual Report			
Criterion	Definition	Yes/No	Explanation and action required
1. Validity	Do the data reflect the expected result in a clear and adequate manner? Some aspects to be considered are:		
	<ul style="list-style-type: none"> • Validation: An expert on the subject or an outsider agrees that the indicator is valid and its measurement is logical for this result. 	YES	This was implemented with the OCMA and specialists in legal procedures.
	<ul style="list-style-type: none"> • Attribution: Does the indicator measure the contribution to the project? 	NO	As stated, the indicator measures results that have not been influenced by the project, given that there are no activities that have an impact on this indicator.

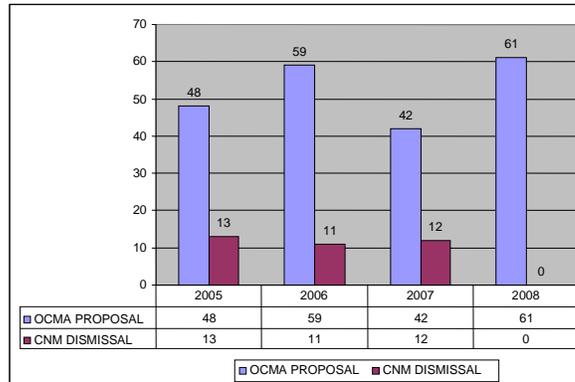
	<ul style="list-style-type: none"> Data distortion: Are there measurement mistakes that may affect the data? Both sampling and non-sampling mistakes where there is a risk of distortion should be evaluated. 	NO	The total universe of the OCMA records and CNM publications has been considered. There would not be a sampling error since the universe of records has been considered.
2. Integrity	For collected, analyzed and reported data: Were <i>in situ</i> mechanisms established to reduce handling or simple transcription mistakes?	YES	The information has been presented by the OCMA and a review was made of the official publications in <i>El Peruano</i> (Peruvian government gazette). The program has worked with registered and official information.
3. Accuracy	Were the data accurate enough to give an adequate description of performance and to allow decision-making at the corresponding levels?	YES	It is official information and contains accurate decisions.
4. Reliability	Are the data a product of a consistent and stable process of information collection and an analysis method at all times?	YES	Information is regularly registered by agencies, which permits information collection from their records.
5. Timeliness	Are data timely enough to influence management decision making? (For instance, in terms of frequency and resources)	NO	There are no activities related to this indicator, so decisions cannot be taken regarding the project.

Remarks:

- OCMA is not directly involved in CNM decisions and although it can make arrangements and coordinate to improve the work and quality of the decisions, the CNM’s decision prevails. This is why it is difficult for the planned activities to have a direct influence on the program.
- USAID is coordinating meetings with the CNM to establish a mechanism which will enable it to participate, for this indicator to reflect the program’s actions.

Results

- Results are the product of a review of OCMA records and information about published CNM decisions.



- Since 2005, 210 cases have been presented in which the OCMA has proposed a sanction; the CNM only presented 36 cases with a sanction matching the request (17.14%).

Recommendations:

This indicator should only be considered as a periodic measure, not affecting the program since there are no related activities to make this possible.

DATA QUALITY ASSESSMENT

Activity 3: Fostering Awareness – Increase knowledge among citizens and police about anti-corruption mechanisms available

Indicator	3a) Percentage of citizens that know about the mechanism to report potential acts of corruption by the police		
Result	Increase by at least 30 per cent of the number of citizens that are aware of the information mechanisms provided by MININTER		
Reviewed by	<ul style="list-style-type: none"> • General Julio Salas (MININTER) • Jorge Vigil (MININTER) • Javier Gonzáles (MININTER) • Mariella Zapata (PCM) • Janet Porras (PCM) • Stephanie Molina (USAID) • Miriam Choy (USAID) • Sophia Sahaf (MCC) • Gabriel Grimes (ICITAP) • Nataly Ponce (ICITAP) • Raúl Callirgos (MSI) • Juan José Martínez (MSI) • William Inafuku (MSI) • Joan Goodin (MSI) 		
Date	May 21, 2009		
Data source	Results from the annual national survey presented on January 15, 2009.		
The indicator is presented in the Annual Report			
Criterion	Definition	Yes/ No	Explanation and action required
1. Validity	Do the data reflect the expected result in a clear and adequate manner? Some aspects to be considered are:		
	<ul style="list-style-type: none"> • Validation: An expert on the subject or an outsider agrees that the indicator is valid and its measurement is logical for this result. 	YES	The measurement mechanism was formulated by CONECTA, with the support of MSI and the entities. They designed it to be in line with established activities and deliverables, so that its approach has an expert and outsider focus.
	<ul style="list-style-type: none"> • Attribution: Does the indicator measure the contribution to the project? 	YES	The activity aims to inform the public about anticorruption initiatives.

	<ul style="list-style-type: none"> Data distortion: Are there measurement mistakes that may affect the data? Both sampling and non-sampling mistakes where there is a risk of distortion should be evaluated. 	YES	The margin of error for the sample taken in the national survey is 5.7% for the regions except for Ancash – north coast (8.9%), Ancash – highlands (7.1%) and Lima (3.1%).
2. Integrity	For collected, analyzed and reported data: Were <i>in situ</i> mechanisms established to reduce handling or simple transcription mistakes?	YES	The technical data card of the survey shows that it had 387 interviewers, 37 supervisors and 35 team leaders to train and control the result of interviews.
3. Accuracy	Were the data accurate enough to give an adequate description of performance and to allow decision-making at the corresponding levels?	YES	Two questions from the questionnaire were combined to measure this indicator: 74 and 75: “Q74- Do you know where you can report a policeman for acts of corruption?” “Q75- Where?” (multiple spontaneous)
4. Reliability	Are the data a product of a consistent and stable process of information collection and an analysis method at all times?	YES	A national survey was applied, jointly prepared by MSI, USAID, the MININTER and the survey company CONECTA. The fact that the national survey will be repeated in November 2009 and August 2010 should be taken into consideration so that the results of the actions taken by the Threshold Program may be observed.
5. Timeliness	Are the data timely enough to influence management decision making? (For instance, in terms of frequency and resources)	YES	This procedure is now being implemented. To begin with it is adjusted to the program, but once in operation, the frequency should be reduced.

Remarks:

- This indicator is related to the national anticorruption education campaign for citizens.
- The sustainability of this indicator also depends on the mechanisms to receive the reports being ready, especially the 0800-16016 line.

Results

- The results of the survey presented on January 15 are generated by the combination of the following questions:

Q74- Do you know where you can report a police for acts of corruption?

Q75- Where? (multiple spontaneous)

	Total	F	M
Knows	34.9	28.4	41.5
Does not know	63.9	70.4	57.4
Does not know /say	1.2	1.2	1.1

- Target for year 1: People who know = 44.9% (increase of 10%)
- Target for year 2: People who know = 64.9% (increase of 30%)

Assumptions

- For measuring the indicator, during the application of the survey there will be no high-profile corruption case (like the “Petro Audios” scandal) with subsequent media exposure, since this distorts the measurement.
- Planning of activities will allow for the appropriate infrastructure needed to provide the services that will be part of the campaign.

Definitions

- Citizens (taken from the survey): Population made up of women and men aged 18 and up, who belong to the different social and economic strata (A, B, C, D, E) from Metropolitan Lima (Lima and Callao) and from the 23 regions.

Recommendations:

DATA QUALITY ASSESSMENT

Activity 3: Fostering Awareness – Increase knowledge among citizens and police about anti-corruption mechanisms available.

Indicator	3b) Percentage of citizens that know how to use the reporting mechanisms for potential corruption actions		
Result	Increase of at least 30 percentage points in the rate of citizens that know how to use the mechanisms provided by MININTER		
Reviewed by	<ul style="list-style-type: none"> • General Julio Salas (MININTER) • Jorge Vigil (MININTER) • Javier Gonzáles (MININTER) • Mariella Zapata (PCM) • Janet Porras (PCM) • Stephanie Molina (USAID) • Miriam Choy (USAID) • Sophia Sahaf (MCC) • Gabriel Grimes (ICITAP) • Nataly Ponce (ICITAP) • Raúl Callirgos (MSI) • Juan José Martínez (MSI) • William Inafuku (MSI) • Joan Goodin (MSI) 		
Date	May 21, 2009		
Data source	Results from the annual national survey presented on January 15, 2009.		
The indicator is presented in the Annual Report			
Criterion	Definition	Yes/ No	Explanation and action required
1. Validity	Do the data reflect the expected result in a clear and adequate manner? Some aspects to be considered are:		
	<ul style="list-style-type: none"> • Validation: An expert on the subject or an outsider agrees that the indicator is valid and its measurement is logical for this result. 	YES	The measurement mechanism was formulated by CONECTA, with the support of MSI and the MININTER. It is designed to be in line with established activities and deliverables, so that its approach has an expert and outsider focus.
	<ul style="list-style-type: none"> • Attribution: Does the indicator measure the contribution to the project? 	YES	The activity aims to inform the public about anticorruption initiatives.

	<ul style="list-style-type: none"> Data distortion: Are there measurement mistakes that may affect the data? Both sampling and non-sampling mistakes where there is a risk of distortion should be evaluated. 	YES	The margin of error for the sample taken in the national survey is 5.7% for the regions except for Ancash – north coast (8.9%), Ancash – highlands (7.1%) and Lima (3.1%).
2. Integrity	For collected, analyzed and reported data: Were <i>in situ</i> mechanisms established to reduce handling or simple transcription mistakes?	YES	The technical data card of the survey shows that it had 387 interviewers, 37 supervisors and 35 team leaders to train and control the result of interviews.
3. Accuracy	Were the data accurate enough to give an adequate description of performance and to allow decision-making at the corresponding levels?	YES	The question applied in the survey’s questionnaire to measure this indicator was: “Q 76- “Do you know what procedure to follow to report a policeman for an act of corruption?””
4. Reliability	Are the data a product of a consistent and stable process of information collection and an analysis method at all times?	YES	A national survey was applied, jointly prepared by MSI, USAID, the MININTER and the survey company CONECTA. The fact that the national survey will be repeated in November 2009 and August 2010 should be taken into consideration so that the results of the actions taken by the Threshold Program may be observed.
5. Timeliness	Are the data timely enough to influence management decision making? (For instance, in terms of frequency and resources)	YES	This procedure is now being implemented. To begin with it is adjusted to the program, but once in operation, the frequency should be reduced.

Remarks:

- This indicator is related to the national anticorruption education campaign for citizens.
- The sustainability of this indicator depends also on the mechanisms to receive the reports being ready, especially the 0800-16016 line.

Results

The results of the survey presented on January 15 are:

Q 76- - Do you know what procedure to follow to report a policeman for an act of corruption?

	Total	F	M
Yes	15.0	10.4	19.6
No	84.2	89.0	79.4
Does not know /say	0.8	0.6	1.0

- Target for year 1: People who do know = 25.0% (10 % increase)
- Target for year 2: People who do know = 45.0% (30% increase)

Assumptions

- For measuring the indicator, there will be no high-profile corruption case (like the “Petro Audios” scandal) with subsequent media exposure, since this distorts the measurement.
- Planning activities will permit having the appropriate infrastructure for providing the services in the campaign.

Definitions

- Citizens (taken from the survey): Population made up of women and men aged 18 years and up, from the various social and economic strata (A, B, C, D, E) in Metropolitan Lima (Lima and Callao) and the 23 regions.

Recommendations:

Infrastructure must be installed and those in charge need to know how to use it. Communication should also focus on this.

DATA QUALITY ASSESSMENT

Activity 3: Fostering Awareness – Increase knowledge among citizens and police about anti-corruption mechanisms available

Indicator	3c) Percentage of citizens willing to file a complaint against the police.		
Result	Increase of at least 30 percentage points in the number of citizens willing to file a complaint.		
Reviewed by	<ul style="list-style-type: none"> • General Julio Salas (MININTER) • Jorge Vigil (MININTER) • Javier Gonzáles (MININTER) • Mariella Zapata (PCM) • Janet Porras (PCM) • Stephanie Molina (USAID) • Miriam Choy (USAID) • Sophia Sahaf (MCC) • Gabriel Grimes (ICITAP) • Nataly Ponce (ICITAP) • Raúl Callirgos (MSI) • Juan José Martínez (MSI) • William Inafuku (MSI) • Joan Goodin (MSI) 		
Date	May 21, 2009		
Data source	Results from the annual national survey presented on January 15, 2009.		
The indicator is presented in the Annual Report			
Criterion	Definition	Yes/ No	Explanation and action required
1. Validity	Do the data reflect the expected result in a clear and adequate manner? Some aspects to be considered are:		
	<ul style="list-style-type: none"> • Validation: An expert on the subject or an outsider agrees that the indicator is valid and its measurement is logical for this result. 	YES	The measurement mechanism was formulated by CONECTA, with the support of MSI and the MININTER. It is designed to be in line with established activities and deliverables, so that its approach has an expert and outsider focus
	<ul style="list-style-type: none"> • Attribution: Does the indicator measure the contribution to the project? 	YES	The activity aims to inform the public about anticorruption initiatives.

	<ul style="list-style-type: none"> Data distortion: Are there measurement mistakes that may affect the data? Both sampling and non-sampling mistakes where there is a risk of distortion should be evaluated. 	YES	The margin of error for the sample taken in the national survey is 5.7% for the regions except for Ancash – north coast (8.9%), Ancash – highlands (7.1%) and Lima (3.1%).
2. Integrity	For collected, analyzed and reported data: Were <i>in situ</i> mechanisms established to reduce handling or simple transcription mistakes?	YES	The technical data card of the survey shows that it had 387 interviewers, 37 supervisors and 35 team leaders to train and control the result of interviews.
3. Accuracy	Were the data accurate enough to give an adequate description of performance and to allow decision-making at the corresponding levels?	YES	The question applied in the survey’s questionnaire to measure this indicator was: “Q71- If you had contact with a police officer who was acting in a corrupt manner, would you report him/her?”
4. Reliability	Are the data a product of a consistent and stable process of information collection and an analysis method at all times?	YES	<p>A national survey was applied, jointly prepared by MSI, USAID, the agencies and the survey company CONECTA.</p> <p>The fact that the national survey will be repeated in November 2009 and August 2010 should be taken into consideration so that the results of the actions taken by the Threshold Program may be observed.</p>
5. Timeliness	Are the data timely enough to influence management decisions? (For instance, in terms of frequency and resources)	YES	This procedure is now being implemented. To begin with, it is adjusted to the program, but once in operation, the frequency should be reduced.

Remarks:

- This indicator is for the national anticorruption education campaign for citizens.
- The sustainability of this indicator depends also on the mechanisms to receive the reports being ready, especially the 0800-16016 line.
- This indicator has been defined to measure citizens only and a new indicator has been formulated for police officers, since it is not possible to measure in only one indicator the types of target population with different characteristics.
- The word ‘complaint’ (from the indicator statement) was changed to ‘report’ to distinguish from calls that are not relevant or that are not related to corruption.

Results

The results from the survey presented on January 15 are:

Q71- If you had any contact with a police officer who was acting in a corrupt manner, would you report him/her?

	Total	F	M
Yes	47.9	45.1	50.8
Doubtful	24.5	26.6	22.3
Rather not	25.7	26.4	25.1
Does not know/ say	1.9	1.9	1.8

- Target for year 1: People who are willing = 52.9% (increase in 5%)
- Target for year 2: People who are willing = 57.9% (increase in 10%)

Assumptions

For measuring the indicator, any high-profile corruption case (such as the “Petro Audios” scandal) during the application of the survey, with subsequent media coverage, could distort the measurement.

Definitions

Citizens (taken from the survey): Population made up of women and men aged 18 and up who belong to the various social and economic strata (A, B, C, D, E) in Metropolitan Lima (Lima and Callao) and the 23 regions.

Recommendations:

DATA QUALITY ASSESSMENT

Activity 3: Fostering Awareness – Increase knowledge among citizens and police about anti-corruption mechanisms available

Indicator	3c1) Percentage of police officers willing to file a complaint against the police.		
Result	Increase of at least 30 percentage points the number of police officers who are willing to file a report.		
Reviewed by	<ul style="list-style-type: none"> • General Julio Salas (MININTER) • Jorge Vigil (MININTER) • Javier Gonzáles (MININTER) • Mariella Zapata (PCM) • Janet Porras (PCM) • Stephanie Molina (USAID) • Miriam Choy (USAID) • Sophia Sahaf (MCC) • Gabriel Grimes (ICITAP) • Nataly Ponce (ICITAP) • Raúl Callirgos (MSI) • Juan José Martínez (MSI) • William Inafuku (MSI) • Joan Goodin (MSI) 		
Date	May 21, 2009		
Data source	Specific survey of police officers (in police stations)		
The indicator is presented in the Annual Report			
Criterion	Definition	Yes/ No	Explanation and action required
1. Validity	Do the data reflect the expected result in a clear and adequate manner? Some aspects to be considered are:		
	<ul style="list-style-type: none"> • Validation: An expert on the subject or an outsider agrees that the indicator is valid and its measurement is logical for this result. 	YES	The indicator was proposed in the meeting held with the MINITER, ICITAP, CONECTA and MSI, with specialists and experts on the subject from each of the entities, agreeing that the target population, as defined in the original indicator, cannot be measured in a reliable manner and requires a different tool for this information to be considered valid.

	<ul style="list-style-type: none"> Attribution: Does the indicator measure the contribution to the project? 	YES	This indicator specifically measures the willingness of the national police to file complaints regarding corruption. This is part of the change in attitude sought in the objective of this activity.
	<ul style="list-style-type: none"> Data distortion: Are there measurement mistakes that may affect the data? Both sampling and non-sampling mistakes where there is a risk of distortion should be evaluated. 	N/A	It will depend on the statistical error defined for the sample and the study to be conducted.
2. Integrity	For collected, analyzed and reported data: Were <i>in situ</i> mechanisms established to reduce handling or simple transcription mistakes?	N/A	Mechanisms to help secure the reduction of this manipulation will be proposed in the Work Statements.
3. Accuracy	Were the data accurate enough to give an adequate description of performance and to allow decision-making at the corresponding levels?	N/A	It would be based on the special study of a specific target objective. The sector must also take part in preparing this study. This will be stated in the Work Statement.
4. Reliability	Are the data a product of a consistent and stable process of information collection and an analysis method at all times?	N/A	It is a study conducted with an established methodology and by an accredited technical team. The fact that the national survey will be repeated in November 2009 and August 2010 should be taken into consideration so that the results of the actions taken by the Threshold Program may be observed.
5. Timeliness	Are the data timely enough to influence management decisions? (For instance, in terms of frequency and resources)	N/A	Not in terms of frequency and resources, since a study of this nature cannot be carried out very often and there are no procedures to measure this attitude. Besides, as it is a behavioral variable (it measures the intention or readiness), there needs to be an environment that allows for change, which cannot be achieved in the short term.

Remarks:

- This indicator was suggested from the previous one. There is no baseline and it will hopefully be established after the approval for the corresponding study. The goals will be defined once the baseline is known.
- The results from the national survey of police officers are expected by June 30, 2009.
- The word ‘complaint’ (from the indicator’s statement) was changed to ‘report’ to distinguish those calls that are not relevant or that are not related to corruption.
- This indicator is framed with the same logic as the questions to the public:
 - Do you know how to make a report?
 - Of those who know, do you know how to use them?
 - Are you willing to use them?

Recommendations:

DATA QUALITY ASSESSMENT

Activity 3: Fostering Awareness – Increase knowledge among citizens and police about anti-corruption mechanisms available

Indicator	3d) Percentage of calls that pertain to the functions of the Public Report Line (CSTL)		
Result	Increase from 12% to 75% for the number of reports through the Public Report Line.		
Reviewed by	<ul style="list-style-type: none"> • General Julio Salas (MININTER) • Jorge Vigil (MININTER) • Javier Gonzáles (MININTER) • Mariella Zapata (PCM) • Janet Porras (PCM) • Stephanie Molina (USAID) • Miriam Choy (USAID) • Sophia Sahaf (MCC) • Gabriel Grimes (ICITAP) • Nataly Ponce (ICITAP) • Raúl Callirgos (MSI) • Juan José Martínez (MSI) • William Inafuku (MSI) • Joan Goodin (MSI) 		
Date	May 21, 2009		
Data source	Available records		
The indicator is presented in the Annual Report			
Criterion	Definition	Yes/ No	Explanation and action required
1. Validity	Do the data reflect the expected result in a clear and adequate manner? Some aspects to be considered are:		
	<ul style="list-style-type: none"> • Validation: An expert on the subject or an outsider agrees that the indicator is valid and its measurement is logical for this result. 	YES	The indicator has been reviewed with ICITAP and the representatives of the MININTER. They have validated its implementation since it measures the quality of calls received by the Public Report Line. Quality is understood as time of opportunity for answering a real call and the use of resources as intended.

	<ul style="list-style-type: none"> Attribution: Does the indicator measure the contribution to the project? 	YES	This indicator specifically measures the quality of the calls received through the Public Report Line. Proper use shows that the public knows how to use this particular mechanism.
	<ul style="list-style-type: none"> Data distortion: Are there measurement mistakes that may affect the data? Both sampling and non-sampling mistakes where there is a risk of distortion should be evaluated. 	YES	<p>This may happen when data are sampled since it is not sampled continuously.</p> <p>The line only operates from Monday through Friday from 8:00 am to 6:00 pm. Outside these times there is information that is not registered. This is because the work is done manually. By adding an information system, this distortion may be reduced since it is expected to operate 24/7.</p>
2. Integrity	For collected, analyzed and reported data: were <i>in situ</i> mechanisms established to reduce handling or simple transcription mistakes?	YES	A list of criteria for the line operators to use. Although it does not reduce the risk of discretionary actions by 100%, it reduces it considerably.
3. Accuracy	Were the data accurate enough to give an adequate description of performance and to allow decision-making at the corresponding levels?	YES	This data is collected with a form prepared by the ministry. Thus, the same measurement procedure is maintained.
4. Reliability	Are the data a product of a consistent and stable process of information collection and an analysis method at all times?	YES	There are only two people designated to keep a record of the calls during working hours. This means it is a consistent and stable procedure.
5. Timeliness	Are the data timely enough to influence management decisions? (For instance, in terms of frequency and resources)	YES	The results will be reported every month as part of the mechanisms established in the anticorruption plan for the internal sector. Before, these were only presented upon request.

Remarks:

- The indicator is defined as positive, regarding the number of relevant calls, so the target can also be perceived as having grown.
- A relevant call is a call that is received and is related to alleged corruption cases of staff in the Internal Affairs sector (police and non-police).

Results

	Total
Number of relevant calls (%)	12%

- For this indicator, some measurements are conducted by the sector, and therefore this information may be considered as partial results. It is official information.
- For measuring this indicator, only calls to the report line are considered, not those to the Ombudsman Office.
- The data are currently registered in a notebook and are then entered into an Excel file where the results are kept and where the statistics are deduced. The Excel file record must be drafted by the same person on the shift to reduce the risk of mistakes being made or the record being forgotten.

Recommendations:

DATA QUALITY ASSESSMENT

Activity 3: Fostering Awareness – Increase knowledge among citizens and police about anti-corruption mechanisms available.

Indicator	3e) Percentage of police officers who are aware of what is defined as a corrupt practice in citizen-police interaction.		
Result	Increase of at least 40 percentage points in the number of police officers who know what is defined as a corrupt practice in citizen-police officer interactions.		
Reviewed by	<ul style="list-style-type: none"> • General Julio Salas (MININTER) • Jorge Vigil (MININTER) • Javier Gonzáles (MININTER) • Mariella Zapata (PCM) • Janet Porras (PCM) • Stephanie Molina (USAID) • Miriam Choy (USAID) • Sophia Sahaf (MCC) • Gabriel Grimes (ICITAP) • Nataly Ponce (ICITAP) • Raúl Callirgos (MSI) • Juan José Martínez (MSI) • William Inafuku (MSI) • Joan Goodin (MSI) 		
Date	May 21, 2009		
Data source	Specific survey of police officers (in police stations)		
The indicator is presented in the Annual Report			
Criterion	Definition	Yes/ No	Explanation and action required
1. Validity	Do the data reflect the expected result in a clear and adequate manner? Some aspects to be considered are:		
	<ul style="list-style-type: none"> • Validation: An expert on the subject or an outsider agrees that the indicator is valid and its measurement is logical for this result. 	YES	The indicator has been reviewed with ICITAP and the representatives of MININTER and they have validated its implementation.
	<ul style="list-style-type: none"> • Attribution: Does the indicator measure the contribution to the project? 	YES	This indicator specifically measures whether police officers know what a corrupt practice is.

	<ul style="list-style-type: none"> Data distortion: Are there measurement mistakes that may affect the data? Both sampling and non-sampling mistakes where there is a risk of distortion should be evaluated. 	N/A	It will depend on the statistical error that is defined for the sample and the study that will be conducted.
2. Integrity	For collected, analyzed and reported data: Were <i>in situ</i> mechanisms established to reduce handling or simple transcription mistakes?	N/A	Mechanisms to help ensure the reduction of this manipulation will be proposed in the Statement of Work (SOW).
3. Accuracy	Were the data accurate enough to give an adequate description of performance and to allow decision-making at the corresponding levels?	N/A	They would be based on the particular study addressed to a specific target objective. To prepare this study, the participation of the sector will also be required and this will be established in the SOW.
4. Reliability	Are the data a product of a consistent and stable process of information collection and an analysis method at all times?	N/A	The study is conducted with and established by an accredited technical team, and data are expected to be the output of a consistent process. The fact that the national survey will be repeated in November 2009 and August 2010 should be taken into consideration so that the results of the actions adopted by the Threshold Program may be observed.
5. Timeliness	Are the data timely enough to influence management decisions? (For instance, in terms of frequency and resources)	N/A	Because a study of this nature cannot be carried out very often and because there are no procedures that enable measuring the level of knowledge, use of frequency and resources is not appropriate in this case.
Remarks:			
There is no baseline, and it is expected to be developed once there is approval for the corresponding study. Goals will be defined once the baseline is known.			
Recommendations:			
There are a variety of potential situations or events that could be classified as corrupt practices, so a typology of cases must be made and validated before applying the survey to police officers.			

DATA QUALITY ASSESSMENT

Activity 4: Enhancing Enforcement – Reduce corruption in the police force through strengthened Internal Affairs Officers at the central and decentralized level.

Indicator	4a) Number of days required from when the formal report is made (through the report reception desk) to the issue of the decision		
Result	To be defined		
Reviewed by	<ul style="list-style-type: none"> • Mariella Zapata (PCM) • Stephanie Molina (USAID) • Miriam Choy (USAID) • Gabriel Grimes (ICITAP) • Raúl Callirgos (MSI) • Juan José Martínez (MSI) • William Inafuku (MSI) • Ramón Balestino (MSI) 		
Date	May 21, 2009		
Data source	MININTER records on corruption reports.		
The indicator is presented in the Annual Report			
Criterion	Definition	Yes/ No	Explanation and action required
1. Validity	Do the data reflect the expected result in a clear and adequate manner? Some aspects to be considered are:		
	<ul style="list-style-type: none"> • Validation: An expert on the subject or an outsider agrees that the indicator is valid and its measurement is logical for this result. 	YES	The indicator has been reviewed with ICITAP and the representatives of the MININTER and they have agreed on its implementation.
	<ul style="list-style-type: none"> • Attribution: Does the indicator measure the contribution to the project? 	YES	This indicator measures the time it takes to process a report received at the report reception desk.
	<ul style="list-style-type: none"> • Data distortion: Are there measurement mistakes that may affect the data? Both sampling and non-sampling mistakes where there is a risk of distortion should be evaluated. 	N/A	It will depend on the statistical error that is defined for the sample and the study that will be conducted.
2. Integrity	For collected, analyzed and reported data: Were <i>in situ</i> mechanisms established to reduce handling or simple transcription mistakes?	N/A	In analyzing the process, potential instruction mistakes will be taken into consideration.

3. Accuracy	Were the data accurate enough to give an adequate description of performance and to allow decision-making at the corresponding levels?	N/A	The entity carries out a record of the process and uses the information as required.
4. Reliability	Are the data a product of a consistent and stable process of information collection and an analysis method at all times?	N/A	A formal organization procedure is currently followed.
5. Timeliness	Are the data timely enough to influence management decisions? (For instance, in terms of frequency and resources)	N/A	The design of the procedure related to this indicator will need to establish how this criterion will be considered. MSI is participating indirectly in ICITAP's work and will be able to coordinate the way in which it is considered.
Remarks:			
<ul style="list-style-type: none"> • The indicator does not have a baseline because no process has been conducted in the framework of the new regulations, since to date there are no regulations describing related procedures or stated terms for each of them. • At the request of USAID and the PCM, the time it takes for the process with the revoked law will be determined solely for statistical and historical purposes. The definition of this data will depend on the availability of the information and its quality. Access to the data will be required in order for it to be analyzed. 			
Recommendations:			

DATA QUALITY ASSESSMENT

Activity 4: Enhancing Enforcement – Reduce corruption in the police force through strengthened Internal Affairs Officers at the central and decentralized level

Indicator	4b) Percentage of reports that are processed within the terms established by the law		
Result	To be defined		
Reviewed by	<ul style="list-style-type: none"> • Mariella Zapata (PCM) • Stephanie Molina (USAID) • Miriam Choy (USAID) • Gabriel Grimes (ICITAP) • Raúl Callirgos (MSI) • Juan José Martínez (MSI) • William Inafuku (MSI) • Ramón Balestino (MSI) 		
Date	May 21, 2009		
Data source	Significant statistical sample from MININTER case files and statistics.		
The indicator is presented in the Annual Report			
Criterion	Definition	Yes/ No	Explanation and action required
1. Validity	Do the data reflect the expected result in a clear and adequate manner? Some aspects to be considered are:		
	<ul style="list-style-type: none"> • Validation: An expert on the subject or an outsider agrees that the indicator is valid and its measurement is logical for this result. 	YES	The indicator has been reviewed with ICITAP and the representatives of the MININTER and they have agreed on its implementation.
	<ul style="list-style-type: none"> • Attribution: Does the indicator measure the contribution to the project? 	YES	This indicator measures the time it takes to process a report received by the report reception desk.
	<ul style="list-style-type: none"> • Data distortion: Are there measurement mistakes that may affect the data? Both sampling and non-sampling mistakes where there is a risk of distortion should be evaluated. 	N/A	It will depend on the statistical error that is defined for the sample and the study that will be conducted.
2. Integrity	For collected, analyzed and reported data: Were <i>in situ</i> mechanisms established to reduce handling or simple transcription mistakes?	N/A	In analyzing the process potential instruction mistakes will be taken into consideration.

3. Accuracy	Were the data accurate enough to give an adequate description of performance and to allow decision-making at the corresponding levels?	N/A	<p>There are no mechanisms to collect the data since there is no procedure related to this indicator. This is one of the products to be developed by ICITAP.</p> <p>The design of the procedure for this indicator must establish how this criterion will be considered. MSI is participating indirectly in the work with ICITAP to coordinate the way in which it is considered.</p>
4. Reliability	Are the data a product of a consistent and stable process of information collection and an analysis method at all times?	N/A	<p>There are no mechanisms to collect the data because there is no procedure related to this indicator. This is one of the products to be developed by ICITAP.</p> <p>The design of the procedure related to this indicator will need to establish how this criterion will be considered. MSI is participating indirectly in the work with ICITAP to coordinate the way in which it is considered.</p>
5. Timeliness	Are the data timely enough to influence management decisions? (For instance, in terms of frequency and resources)	N/A	<p>There are no mechanisms to collect the data since there is no procedure related to this indicator. This is one of the products to be developed by ICITAP.</p> <p>The design of the procedure related to this indicator will need to establish how this criterion will be considered. MSI is participating indirectly in the work with ICITAP to coordinate the way in which it is considered.</p>
<p>Remarks:</p> <p>The Police Force Disciplinary System Act (N° 29356) was published on May 12, 2009, so this indicator needs to be in the framework of these regulations. This will be possible after respective regulations take effect.</p>			
<p>Recommendations:</p>			

DATA QUALITY ASSESSMENT

Activity 4: Enhancing Enforcement – Reduce corruption in the police force through strengthened Internal Affairs Officers at the central and decentralized level

Indicator	4c) Percentage of decisions issued by the National Disciplinary Court and publicized		
Result	100 percent of decisions issued by the National Disciplinary Court are publicized		
Reviewed by	<ul style="list-style-type: none"> • General Julio Salas (MININTER) • Jorge Vigil (MININTER) • Javier Gonzáles (MININTER) • Mariella Zapata (PCM) • Janet Porras (PCM) • Stephanie Molina (USAID) • Miriam Choy (USAID) • Sophia Sahaf (MCC) • Gabriel Grimes (ICITAP) • Nataly Ponce (ICITAP) • Raúl Callirgos (MSI) • Juan José Martínez (MSI) • William Inafuku (MSI) • Joan Goodin (MSI) 		
Date	May 21, 2009		
Data source	Significant statistical sample of MININTER case files and statistics		
The indicator is presented in the Annual Report			
Criterion	Definition	Yes/ No	Explanation and action required
1. Validity	Do the data reflect the expected result in a clear and adequate manner? Some aspects to be considered are:		
	<ul style="list-style-type: none"> • Validation: An expert on the subject or an outsider agrees that the indicator is valid and its measurement is logical for this result. 	YES	The indicator directly measures the percentage of the decisions dictated by the Disciplinary Court
	<ul style="list-style-type: none"> • Attribution: Does the indicator measure the contribution to the project? 	NO	The effective contribution to the project cannot be measured since there is no procedure currently available.

	<ul style="list-style-type: none"> Data distortion: Are there measurement mistakes that may affect the data? Both sampling and non-sampling mistakes where there is a risk of distortion should be evaluated. 	YES	They depend on the definition of the sample that can be taken.
2. Integrity	For collected, analyzed and reported data: Were <i>in situ</i> mechanisms established to reduce handling or simple transcription mistakes?	N/A	There are no mechanisms to collect the data since there is no procedure yet related to this indicator. This is one of the products to be developed by ICITAP.
3. Accuracy	Were the data accurate enough to give an adequate description of performance and to allow decision-making at the corresponding levels?	N/A	<p>There are no mechanisms to collect the data since there is no procedure related to this indicator. This is one of the products to be developed by ICITAP.</p> <p>The design of the procedure related to this indicator will need to establish how this criterion will be considered. MSI is participating indirectly in the work with ICITAP to coordinate the way in which it is considered.</p>
4. Reliability	Are the data a product of a consistent and stable process of information collection and an analysis method at all times?	N/A	<p>There are no mechanisms to collect the data since there is no procedure related to this indicator. This is one of the products to be developed by ICITAP.</p> <p>The design of the procedure related to this indicator will need must to establish how this criterion will be considered. MSI is participating indirectly in the work with ICITAP to coordinate the way in which it is considered.</p>

5. Timeliness	Are the data timely enough to influence management decisions? (For instance, in terms of frequency and resources)	N/A	<p>There are no mechanisms to collect the data since there is no procedure related to this indicator. This is one of the products to be developed by ICITAP.</p> <p>The design of the procedure related to this indicator will need to establish how this criterion will be considered. MSI is participating indirectly in the work with ICITAP to coordinate the way in which it is considered.</p>
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Remarks:

The Police Force Disciplinary System Act (No. 29356) was published on May 12, 2009. It stipulates that the only (and final) appeal court is the National Disciplinary Court, instead of the Lima Territorial Court and the National Court. The indicator has therefore been changed as it now measures the activities in a single court.

The National Disciplinary Court's duties have changed, so the performance and processes of the new disciplinary body can be measured. The baseline for this indicator starts at zero.

Results

	Total
Percentage of decisions dictated by the National Disciplinary Court published	0%

Recommendations:

DATA QUALITY ASSESSMENT

Activity 5: Reduce Opportunities – Increase citizen knowledge about improved procedures governing citizen-police interactions

Indicator	5a) Percentage of citizens aware of the streamlined norms and procedures that govern their interaction with a police officer.		
Result	N/D		
Reviewed by	<ul style="list-style-type: none"> • General Julio Salas (MININTER) • Jorge Vigil (MININTER) • Javier Gonzáles (MININTER) • Mariella Zapata (PCM) • Janet Porras (PCM) • Stephanie Molina (USAID) • Miriam Choy (USAID) • Sophia Sahaf (MCC) • Gabriel Grimes (ICITAP) • Nataly Ponce (ICITAP) • Raúl Callirgos (MSI) • Juan José Martínez (MSI) • William Inafuku (MSI) • Joan Goodin (MSI) 		
Date	May 21, 2009		
Data source	Results of the annual national survey presented on January 15, 2009.		
The indicator is presented in the Annual Report			
Criterion	Definition	Yes/ No	Explanation and action required
1. Validity	Do the data reflect the expected result in a clear and adequate manner? Some aspects to be considered are:		
	<ul style="list-style-type: none"> • Validation: An expert on the subject or an outsider agrees that the indicator is valid and its measurement is logical for this result. 	YES	The measurement mechanism was formulated by CONECTA, with the support of MSI and MININTER.
	<ul style="list-style-type: none"> • Attribution: Does the indicator measure the contribution to the project? 	YES	Knowledge of the new procedures designed and implemented in the framework of the Anticorruption Threshold Program is measured.

	<ul style="list-style-type: none"> Data distortion: Are there measurement mistakes that may affect the data? Both sampling and non-sampling mistakes where there is a risk of distortion should be evaluated. 	YES	As in every statistical survey, the measurement error will be determined in relation to the sample to be defined in order to have a reliable result.
2. Integrity	For collected, analyzed and reported data: Were <i>in situ</i> mechanisms established to reduce handling or simple transcription mistakes?	N/A	<p>There are no mechanisms to collect the data since there is no procedure related to this indicator. This is one of the products to be developed by ICITAP.</p> <p>The design of the procedure related to this indicator will need to establish how this criterion will be considered. MSI is participating indirectly in the work with ICITAP to coordinate the way in which it is considered.</p>
3. Accuracy	Were the data accurate enough to give an adequate description of performance and to allow decision-making at the corresponding levels?	N/A	<p>There are no mechanisms to collect the data since there is no procedure related to this indicator. This is one of the products to be developed by ICITAP.</p> <p>The design of the procedure related to this indicator will need to establish how this criterion will be considered. MSI is participating indirectly in the work with ICITAP to coordinate the way in which it is considered.</p>
4. Reliability	Are the data a product of a consistent and stable process of information collection and an analysis method at all times?	N/A	<p>There are no mechanisms to collect the data since there is no procedure related to this indicator. This is one of the products to be developed by ICITAP.</p> <p>The design of the procedure related to this indicator will need to establish how this criterion will be considered. MSI is participating indirectly in the work with ICITAP to coordinate the way in which it is considered.</p>

5. Timeliness	Are the data timely enough to influence management decisions? (For instance, in terms of frequency and resources)	N/A	<p>There are no mechanisms to collect the data since there is no procedure related to this indicator. This is one of the products to be developed by ICITAP.</p> <p>The design of the procedure related to this indicator will need to establish how this criterion will be considered. MSI is participating indirectly in the work with ICITAP to coordinate the way in which it is considered.</p>
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Remarks:

The results of the survey presented on January 15 are:
 Q90: Do you know what procedures to follow in an interaction with a police officer?

	Total
Percentage of drivers with a driver's license informed about the new regulations and procedures that govern interaction with a police officer.	90%

This indicator cannot be improved, and if it is kept it would be necessary to see if it has negatively affected the program. In addition, this process could be modified, and if that were the case it could not be considered as the baseline.

These results are based on the current processes. The baseline for the new indicator would be established in the first measurement.

Recommendations:

DATA QUALITY ASSESSMENT

Activity 6: Fostering Awareness – Increase citizen awareness about OCG Anti-Corruption prevention initiatives and results obtained

Indicator	6a) Percentage of citizens aware of public sector anti-corruption initiatives conducted by the OCG.		
Result	Increase by at least 15 percent in the number of citizens that know that OCG carries out activities to prevent corruption.		
Reviewed by	<ul style="list-style-type: none"> • Fernando Ortega (OCG) • Víctor Taboada (OCG) • Guillermo Bode (OCG) • Mónica Castillo (OCG) • Mariella Zapata (PCM) • Janet Porras (PCM) • Stephanie Molina (USAID) • Miriam Choy (USAID) • Sophia Sahaf (MCC) • Astrid Leigh (MSI) • Renato Andrade (MSI) • María Inés Vásquez (MSI) • William Inafuku (MSI) • Joan Goodin (MSI) 		
Date	May 21, 2009		
Data source	Results of the annual national survey from January 15, 2009. National surveys of 2009 and 2010.		
The indicator is presented in the Annual Report			
Criterion	Definition	Yes/ No	Explanation and action required
1. Validity	Do the data reflect the expected result in a clear and adequate manner? Some aspects to be considered are:		

	<ul style="list-style-type: none"> Validation: An expert on the subject or an outsider agrees that the indicator is valid and its measurement is logical for this result. 	YES	<p>The measurement mechanism was formulated by CONECTA, with the participation of the OCG and the support of USAID and MSI.</p> <p>CONECTA is a company specialized in this type of study and monitors the development of this indicator to ensure the validity of its application.</p> <p>The participation of the OCG made it possible to validate the degree to which the indicator is in line with the expected results.</p>
	<ul style="list-style-type: none"> Attribution: Does the indicator measure the contribution to the project? 	YES	<p>Program Activity 6 related to the OCG operates four national information campaigns on the preventive anticorruption activities conducted by the OCG and their results. The indicator focuses directly on the public's knowledge of the OCG activities.</p>
	<ul style="list-style-type: none"> Data distortion: Are there measurement mistakes that may affect the data? Both sampling and non-sampling mistakes where there is a risk of distortion should be evaluated. 	YES	<p>The margin of error for the sample taken in the national survey is 5.7% for the regions except for Ancash – north coast (8.9%), Ancash – highlands (7.1%) and Lima (3.1%).</p>
2. Integrity	For collected, analyzed and reported data: Were <i>in situ</i> mechanisms set to reduce handling or simple transcription mistakes?	YES	<p>The survey's technical index card shows that there were 387 interviewers, 37 supervisors and 35 team leaders to train and control survey results.</p>

3. Accuracy	Were the data accurate enough to give an adequate description of performance and to allow decision-making at the corresponding levels?	YES	<p>The question applied in the survey questionnaire to measure this indicator was: “Q103. Do you know if the Office of the Comptroller General of Peru has been conducting any kind of activity to prevent corruption or has no prevention activities?”</p> <p>This is a direct question that collects precise data of what needs to be measured and therefore shows results in such a way that decisions can be made regarding levels identified as responsible in the frame of the Threshold Program.</p>
4. Reliability	Are the data a product of a consistent and stable process of information collection and an analysis method at all times?	YES	<p>Data are a product of a national survey that was jointly formulated by MSI, USAID, the agencies and the survey company CONECTA.</p> <p>The survey is an analytical calculation technique that delivers ordered and objective information.</p> <p>The survey is applied at the beginning of the program to determine the baseline, then at the end of the first year and again when the program is over.</p> <p>The complementary analysis in time is conducted by measuring the compliance with the products needed to complete Activity 6.</p>
5. Timeliness	Are the data timely enough to influence management decisions? (For instance, in terms of frequency and resources)	YES	<p>The first national survey helped define the baseline. The remaining surveys are applied after the national information campaigns are launched so that the survey results will allow for any necessary corrective actions for the future campaigns to be developed by the OCG.</p>

Remarks:

Results

The results of the survey presented on January 15 are:

Q103. Do you know if the Office of the Comptroller General has been conducting any kind of activity to prevent corruption or has no prevention activities?"

	Total	F	M
Knows	10.1	8.6	11.7
Does not know	70.8	70.1	71.5
Does not know /say	19.1	21.3	16.8

- Target for year 1: People who know = 15.1% (increase of 5%)
- Target for year 2: People who know = 25.1% (increase of 15%)

The goal established in the contract was for an increase of 25 percentage points by the end of year 2.

Recommendations:

DATA QUALITY ASSESSMENT

Activity 6: Fostering Awareness – Increase citizen awareness about OCG Anti-Corruption prevention initiatives and results obtained

Indicator	6d) Percentage of citizens that can identify results from these initiatives as effective.		
Result	An increase of at least 15 percentage points in the number of citizens who believe in the effectiveness of the activities conducted by the OCG to prevent corruption		
Reviewed by	<ul style="list-style-type: none"> • Fernando Ortega (OCG) • Víctor Taboada (OCG) • Guillermo Bode (OCG) • Mónica Castillo (OCG) • Mariella Zapata (PCM) • Janet Porras (PCM) • Stephanie Molina (USAID) • Miriam Choy (USAID) • Sophia Sahaf (MCC) • Astrid Leigh (MSI) • Renato Andrade (MSI) • María Inés Vásquez (MSI) • William Inafuku (MSI) • Joan Goodin (MSI) 		
Date	May 21, 2009		
Data source	Results of the annual national survey from January 15, 2009. National surveys of 2009 and 2010.		
The indicator is presented in the Annual Report			
Criterion	Definition	Yes/ No	Explanation and action required
1. Validity	Do the data reflect the expected result in a clear and adequate manner? Some aspects to be considered are:		

	<ul style="list-style-type: none"> Validation: An expert on the subject or an outsider agrees that the indicator is valid and its measurement is logical for this result. 	YES	<p>The measurement mechanism was prepared by CONECTA, with the participation of the OCG and the support of USAID and MSI.</p> <p>CONECTA is a company specialized in this type of study and monitors the development of this indicator to ensure the validity of its application.</p> <p>The participation of the OCG made it possible to validate the degree to which the indicator is in line with the expected results.</p>
	<ul style="list-style-type: none"> Attribution: Does the indicator measure the contribution to the project? 	YES	<p>Program Activity 6, related to the OCG, operates four national information campaigns on the preventive anticorruption activities conducted by the OCG and their results. The indicator is focused directly on the knowledge by citizens of the activities conducted by the OCG.</p>
	<ul style="list-style-type: none"> Data distortion: Are there measurement mistakes that may affect the data? Both sampling and non-sampling mistakes where there is a risk of distortion should be evaluated. 	YES	<p>The margin of error for the sample taken in the national survey is 5.7% for the regions except for Ancash – north coast (8.9%), Ancash – highlands (7.1%) and Lima (3.1%)</p>
2. Integrity	For collected, analyzed and reported data: Were <i>in situ</i> mechanisms established to reduce handling or simple transcription mistakes?	YES	<p>The survey's technical index card shows that there were 387 interviewers, 37 supervisors and 35 team leaders to train and control survey results.</p>

3. Accuracy	Were the data accurate enough to give an adequate description of performance and to allow decision-making at the corresponding levels?	YES	<p>The question applied in the survey's questionnaire to measure this indicator was: "Q104. How would you rate the activities that the OCG is conducting to prevent corruption?"</p> <p>This is a direct question that collects precise data on what needs to be measured and therefore shows results in such a way that decisions can be made related to the levels identified as responsible in the framework of the Threshold Program.</p>
4. Reliability	Are the data a product of a consistent and stable process of information collection and an analysis method at all times?	YES	<p>The data are a product of a national survey jointly formulated by MSI, USAID, the agencies and the survey company CONECTA.</p> <p>The survey is an analytical calculation technique that delivers ordered and objective information.</p> <p>The survey is applied at the beginning of the program to determine the baseline, then at the end of the first year and again when the program is over.</p> <p>The complementary analysis is conducted by measuring the compliance with the products needed to complete Activity 6.</p>
5. Timeliness	Are the data timely enough to influence management decisions? (For instance, in terms of frequency and resources)	YES	<p>The first national survey helped to define the baseline. The remaining surveys are applied after the national information campaigns are launched so that the survey results will allow for any necessary corrective actions to be applied to future campaigns developed by the OCG.</p>

Remarks:

Results:

The results of the survey presented on January 15 are:

Q104. How would you rate the activities that the OCG is conducting to prevent corruption?"

	Total	F	M
Effective	47.9	46.9	48.5
Ineffective	52.1	53.1	51.5

- Target for year 1: People who consider it effective = 52.9% (increase of 5%)
- Target for year 2: People who consider it effective = 62.9% (increase of 15%)

The target established in the contract was an increase of 25 percentage points by the end of year 2.

Recommendations:

DATA QUALITY ASSESSMENT

Activity 7: Enhancing Enforcement – Improve effectiveness of reporting corruption while strengthening internal control processes of state institutions

Indicator	7a) ICOs empowered to receive and process corruption reports according to revised and complemented OCG Manual.		
Result	250 ICOs empowered to receive and process corruption reports according to the Reviewed and Complemented Manual.		
Reviewed by	<ul style="list-style-type: none"> • Fernando Ortega (OCG) • Víctor Taboada (OCG) • Guillermo Bode (OCG) • Mónica Castillo (OCG) • Mariella Zapata (PCM) • Janet Porras (PCM) • Stephanie Molina (USAID) • Miriam Choy (USAID) • Sophia Sahaf (MCC) • Astrid Leigh (MSI) • Renato Andrade (MSI) • María Inés Vásquez (MSI) • William Inafuku (MSI) • Joan Goodin (MSI) 		
Date	May 21, 2009		
Data source	OCG records on corruption reports received from the private sector.		
The indicator is presented in the Annual Report			
Criterion	Definition	Yes/ No	Explanation and action required
1. Validity	Do the data reflect the expected result in a clear and adequate manner? Some aspects to be considered are:		
	<ul style="list-style-type: none"> • Validation: An expert on the subject or an outsider agrees that the indicator is valid and its measurement is logical for this result. 	YES	This is a result indicator. It measures the performance and delivery of a concrete result, that is, if what is required is fulfilled or not.
	<ul style="list-style-type: none"> • Attribution: Does the indicator measure the contribution to the project? 	YES	By measuring whether there are ICOs authorized to receive and process corruption reports, this measures compliance with a specific project activity.

	<ul style="list-style-type: none"> Data distortion: Are there measurement mistakes that may affect the data? Both sampling and non-sampling mistakes where there is a risk of distortion should be evaluated. 	NO	In this case, there are no measurement mistakes since it measures compliance with the result. There are no potential intermediate measurement results.
2. Integrity	For collected, analyzed and reported data: Were <i>in situ</i> mechanisms set to reduce handling or simple transcription mistakes?	YES	Each deliverable comes with an acceptance letter stating that the criteria for acceptance have been fulfilled. This letter provides a mechanism for avoiding manipulation of the data or errors in transcription.
3. Accuracy	Were the data accurate enough to give an adequate description of performance and to allow decision-making at the corresponding levels?	YES	As a results indicator, this only measures whether it complies or not.
4. Reliability	Are the data a product of a consistent and stable process of information collection and an analysis method at all times?	YES	This measures compliance with results.
5. Timeliness	Are the data timely enough to influence management decisions? (For instance, in terms of frequency and resources)	YES	There is a schedule of activities for delivering the results of the activity for this indicator, and therefore the results program is measured against actual progress.
Remarks:			
<ul style="list-style-type: none"> Current baseline = “0” ICOs empowered 			
Recommendations:			

DATA QUALITY ASSESSMENT

Activity 7: Enhancing Enforcement – Improve effectiveness of reporting corruption while strengthening internal control processes of state institutions

Indicator	7b) Percentage of OCG recommendations for internal control of selected procedures in the Judiciary, the Ministry of Internal Affairs, the Ministry of Health and all Regional Governments are fully implemented.		
Result	At least 75% of internal control recommendations which can feasibly be implemented in the framework of the ATP over the selected processes in the Judiciary, the Ministry of Internal Affairs, the Ministry of Health and all the Regional Governments are duly implemented.		
Reviewed by	<ul style="list-style-type: none"> • Fernando Ortega (OCG) • Víctor Taboada (OCG) • Guillermo Bode (OCG) • Mónica Castillo (OCG) • Mariella Zapata (PCM) • Janet Porras (PCM) • Stephanie Molina (USAID) • Miriam Choy (USAID) • Sophia Sahaf (MCC) • Astrid Leigh (MSI) • Renato Andrade (MSI) • María Inés Vásquez (MSI) • William Inafuku (MSI) • Joan Goodin (MSI) 		
Date	May 21, 2009		
Data source	OCG records, cooperation agreements		
The indicator is presented in the Annual Report			
Criterion	Definition	Yes/ No	Explanation and action required
1. Validity	Do the data reflect the expected result in a clear and adequate manner? Some aspects to be considered are:		
	<ul style="list-style-type: none"> • Validation: An expert on the subject or an outsider agrees that the indicator is valid and its measurement is logical for this result. 	YES	This is a result indicator. It measures the performance and delivery of a concrete result, that is, if what is required is fulfilled or not.
	<ul style="list-style-type: none"> • Attribution: Does the indicator measure the contribution to the project? 	YES	By measuring whether or not there are ICOs authorized to receive and process corruption reports, this measures the compliance with a specific project activity.

	<ul style="list-style-type: none"> Data distortion: Are there measurement mistakes that may affect the data? Both sampling and non-sampling mistakes where there is a risk of distortion should be evaluated. 	NO	In this case, there are no measurement mistakes since it measures the compliance (or failure to comply) with the result. There are no potential intermediate measurement results.
2. Integrity	For collected, analyzed and reported data: Were <i>in situ</i> mechanisms established to reduce handling or simple transcription mistakes?	YES	Each deliverable comes with an acceptance letter stating that the criteria for acceptance have been met. This letter provides a mechanism for avoiding manipulation of the data or errors in transcription.
3. Accuracy	Were the data accurate enough to give an adequate description of performance and to allow decision-making at the corresponding levels?	YES	Since it is a results indicator, it only measures compliance.
4. Reliability	Are the data a product of a consistent and stable process of information collection and an analysis method at all times?	YES	They measure the compliance with results.
5. Timeliness	Are the data timely enough to influence management decisions? (For instance, in terms of frequency and resources)	YES	There is a schedule of activities for delivering results of the activity for this indicator, and therefore the results program is measured against actual progress.
<p>Remarks:</p> <ul style="list-style-type: none"> This indicator requires establishing the criterion to define what is “do-able”. This indicator also involves the commitment of other entities which are not part of the Threshold Program, and therefore the OCG is wholly responsible for including them in the activities. The baseline is zero. 			
<p>Recommendations:</p> <ul style="list-style-type: none"> Define what is “do-able” for the OCG. It can be understood, for instance, in terms of budget, of installed capacity (at the level of infrastructure, human resources, equipping, etc.), implementation time, strategic aligning, among other criteria to be considered. The OCG should sign inter-institutional cooperation agreements with the entities interested in implementing the activity 7e), and establish good rapport. 			

DATA QUALITY ASSESSMENT

Activity 8: Reducing Opportunities – Streamline and increase knowledge about common administrative procedures

Indicator	8a) Percentage of customers using processes identified as having both “high user demand” and “high incidence of corruption” have access to published information (easy-to-read diagrams showing all steps needed, time required, associated costs, etc.)		
Result	At least 50% of users of procedures identified in both cases as “in greater demand” and “having high corruption incidence” have access to published information (simple charts that show all the necessary steps, time, related expenses, etc.).		
Reviewed by	<ul style="list-style-type: none"> • Fernando Ortega (OCG) • Víctor Taboada (OCG) • Guillermo Bode (OCG) • Mónica Castillo (OCG) • Mariella Zapata (PCM) • Janet Porras (PCM) • Stephanie Molina (USAID) • Miriam Choy (USAID) • Sophia Sahaf (MCC) • Astrid Leigh (MSI) • Renato Andrade (MSI) • María Inés Vásquez (MSI) • William Inafuku (MSI) • Joan Goodin (MSI) 		
Date	May 21, 2009		
Data source	Regular progress reports of activities and cooperation agreements.		
The indicator is presented in the Annual Report			
Criterion	Definition	Yes/ No	Explanation and action required
1. Validity	Do the data reflect the expected result in a clear and adequate manner? Some aspects to be considered are:		
	<ul style="list-style-type: none"> • Validation: An expert on the subject or an outsider agrees that the indicator is valid and its measurement is logical for this result. 	YES	<p>The indicator has been formulated with the participation of the OCG, PCM and some specialists from the entities, supported by the MSI.</p> <p>The indicator will be measured using the criteria established in the process and the methodology for process analysis for the related activities.</p>

	<ul style="list-style-type: none"> Attribution: Does the indicator measure the contribution to the project? 	YES	It directly measures the impact of the results of activities designed and implemented in the Anticorruption Threshold Program.
	<ul style="list-style-type: none"> Data distortion: Are there measurement mistakes that may affect the data? Both sampling and non-sampling mistakes where there is a risk of distortion should be evaluated. 	NO	<p>At the beginning, the work will be conducted with an established universe of processes, and the measurement will be conducted across this overall universe.</p> <p>Results are also the product of an established methodological process.</p>
2. Integrity	For collected, analyzed and reported data: Were <i>in situ</i> mechanisms established to reduce handling or simple transcription mistakes?	N/A	<p>Mechanisms to collect data have not yet been determined since this concerns the methodology of work to still be designed. This is one of the products to be developed.</p> <p>The procedure for this indicator will be designed to establish how this criterion will be considered.</p>
3. Accuracy	Were the data accurate enough to give an adequate description of performance and to allow decision-making at the corresponding levels?	N/A	<p>Mechanisms to collect data have not yet been determined since this concerns the work methodology to be designed. This is one of the products to be developed.</p> <p>The procedure for this indicator will be designed to establish how this criterion will be considered.</p>
4. Reliability	Are the data a product of a consistent and stable process of information collection and an analysis method at all times?	N/A	<p>Mechanisms to collect data have not yet been determined since this concerns the work methodology still to be designed. This is one of the products to be developed.</p> <p>The procedure for this indicator will be designed to establish how this criterion will be considered.</p>

5. Timeliness	Are the data timely enough to influence management decisions? (For instance, in terms of frequency and resources)	N/A	<p>Mechanisms to collect data have not yet been determined since this concerns the work methodology still to be designed. This is one of the products to be developed.</p> <p>The procedure for this indicator will be designed to establish how this criterion will be considered.</p>
<p>Remarks:</p> <ul style="list-style-type: none"> • This indicator measures different characteristics – for instance, citizens and the private sector (these are two different types of measurements), who use these services and are also familiar with the cost, time and requirements, which requires another OCG definition. • The “high user demand” and “high corruption incidence” will be considered definitions that correspond to an action which is a project deliverable. Therefore the beginning of the measurement, the determination of the baseline and the application of a DQA cannot be applied until the range of this indicator is clearly defined. • The definition of “necessary information” may be subject to many different positions or approaches and, thus, cannot be applied to an indicator in those conditions. 			
<p>Recommendations:</p> <ul style="list-style-type: none"> • Knowledge of the cost, time and requirements should be considered as only one variable and should not be addressed on three simultaneous fronts. If the user knows about the cost and time, but not the requirements, then “he/she does not know at all”. • In view of the above, for the purposes of the indicator, the definition of necessary information is not being considered. 			

DATA QUALITY ASSESSMENT

Activity 8: Reducing Opportunities – Streamline and increase knowledge about common administrative procedures

Indicator	8b) Percentage of processes defined as having both “high user demand” and “high incidence of corruption” (citizen and private sector) have been streamlined.		
Result	At least 50% of the processes related to the provision of services identified as high-demand/high-corruption services (citizen and private sector) are expedited.		
Reviewed by	<ul style="list-style-type: none"> • Fernando Ortega (OCG) • Víctor Taboada (OCG) • Guillermo Bode (OCG) • Mónica Castillo (OCG) • Mariella Zapata (PCM) • Janet Porras (PCM) • Stephanie Molina (USAID) • Miriam Choy (USAID) • Sophia Sahaf (MCC) • Astrid Leigh (MSI) • Renato Andrade (MSI) • María Inés Vásquez (MSI) • William Inafuku (MSI) • Joan Goodin (MSI) 		
Date	May 21, 2009		
Data source	Regular progress reports of related activities, cooperation agreements.		
The indicator is presented in the Annual Report			
Criterion	Definition	Yes/ No	Explanation and action required
1. Validity	Do the data reflect the expected result in a clear and adequate manner? Some aspects to be considered are:		
	<ul style="list-style-type: none"> • Validation: An expert on the subject or an outsider agrees that the indicator is valid and its measurement is logical for this result. 	YES	This is a result indicator. It specifically measures how a concrete result has been achieved and delivered, i.e. if what is required is fulfilled or not.
	<ul style="list-style-type: none"> • Attribution: Does the indicator measure the contribution to the project? 	YES	By measuring whether there are ICOs authorized to receive and process corruption reports, it is measuring compliance with a specific project activity.

	<ul style="list-style-type: none"> Data distortion: Are there measurement mistakes that may affect the data? Both sampling and non-sampling mistakes where there is a risk of distortion should be evaluated. 	NO	In this case, there are no measurement mistakes since the indicator measures whether the result has been complied with. There are no potential intermediate measurement results.
2. Integrity	For collected, analyzed and reported data: Were <i>in situ</i> mechanisms established to reduce handling or simple transcription mistakes?	YES	Each deliverable comes with a statement of approval which states that the criteria for acceptance have been met. This statement is the mechanism which will prevent manipulation or transcription mistakes.
3. Accuracy	Were the data accurate enough to give an adequate description of performance and to allow decision-making at the corresponding levels?	YES	This is a results indicator and measures only compliance.
4. Reliability	Are the data a product of a consistent and stable process of information collection and an analysis method at all times?	YES	It measures compliance with results.
5. Timeliness	Are the data timely enough to influence management decisions? (For instance, in terms of frequency and resources)	YES	There is a schedule of activities for delivering the results of the activity for this indicator, and therefore the results are measured against actual progress.
Remarks:			
<ul style="list-style-type: none"> Initially, this indicator requires a major commitment by the Public Management Secretariat in PCM so that it can have a framework of action and greater possibilities for implementation. For this reason it was agreed that the PCM would participate directly in the activities related to this indicator. This indicator also involves the commitment of other entities that are not part of the Threshold Program, and hence the OCG is wholly in charge of their participation. 			
Recommendations:			
The OCG should make inter-institutional agreements with the entities interested in implementation, and establish a good rapport with them.			

DATA QUALITY ASSESSMENT

Activity 8: Reducing Opportunities – Streamline and increase knowledge about common administrative procedures

Indicator	8c) Percentage of public agencies, with an ICO, that have a transparency web site and maintain and update their web site.		
Result	80% of entities have a web site and an ICO to keep their web site updated.		
Reviewed by	<ul style="list-style-type: none"> • Fernando Ortega (OCG) • Víctor Taboada (OCG) • Guillermo Bode (OCG) • Mónica Castillo (OCG) • Mariella Zapata (PCM) • Janet Porras (PCM) • Stephanie Molina (USAID) • Miriam Choy (USAID) • Sophia Sahaf (MCC) • Astrid Leigh (MSI) • Renato Andrade (MSI) • María Inés Vásquez (MSI) • William Inafuku (MSI) • Joan Goodin (MSI) 		
Date	May 21, 2009		
Data source	Regular reports on evaluations from the OCG on the entities' web sites and cooperation agreements.		
The indicator is presented in the Annual Report			
Criterion	Definition	Yes/ No	Explanation and action required
1. Validity	Do the data reflect the expected result in a clear and adequate manner? Some aspects to be considered are:		
	<ul style="list-style-type: none"> • Validation: An expert on the subject or an outsider agrees that the indicator is valid and its measurement is logical for this result. 	YES	This is a result indicator. It measures the performance and delivery of a concrete result, that is, if what is required is fulfilled or not.
	<ul style="list-style-type: none"> • Attribution: Does the indicator measure the contribution to the project? 	YES	By measuring whether there are ICOs authorized to receive and process corruption reports, it is measuring compliance with a specific project activity.

	<ul style="list-style-type: none"> Data distortion: Are there measurement mistakes that may affect the data? Both sampling and non-sampling mistakes where there is a risk of distortion should be evaluated. 	NO	In this case, there are no measurement mistakes since it measures the compliance (or failure to comply) with the result. There are no potential intermediate measurement results.
2. Integrity	For collected, analyzed and reported data: Were <i>in situ</i> mechanisms established to reduce handling or simple transcription mistakes?	YES	Each deliverable comes with an acceptance letter that states that the criteria for acceptance have been fulfilled. This letter provides a mechanism for avoiding manipulation of the data or transcription mistakes.
3. Accuracy	Were the data accurate enough to give an adequate description of performance and to allow decision-making at the corresponding levels?	YES	Since this is a results indicator, it only measures compliance.
4. Reliability	Are the data a product of a consistent and stable process of information collection and an analysis method at all times?	YES	It measures compliance with results.
5. Timeliness	Are the data timely enough to influence management decisions? (For instance, in terms of frequency and resources)	YES	There is a schedule of activities for delivering the results of the activity for this indicator, and therefore the programming of results can be measured against actual progress.
Remarks:			
For this indicator to be applied, the entities must be committed to evaluating the web site content, since there is no model to standardize the contents, and a special system cannot be designed for the structure of each of the entities.			
Recommendations:			

DATA QUALITY ASSESSMENT

Activity 9: Fostering Awareness: Inform the public about anti-corruption initiatives, citizen participation, and results being achieved

Indicator	9a) Percentage of citizens aware of public sector anticorruption initiatives.		
Result	An increase of at least 20 percentage points in the number of people who know about the state's anticorruption initiatives.		
Reviewed by	<ul style="list-style-type: none"> • Alison Hospina (OMB) • Carlos Fonseca (OMB) • Silvia Esquivés (OMB) • Mayte González (OMB) • Mariella Zapata (PCM) • Janet Porras (PCM) • Stephanie Molina (USAID) • Miriam Choy (USAID) • Sophia Sahaf (MCC) • Astrid Leigh (MSI) • María Inés Vásquez (MSI) • Renato Andrade (MSI) • William Inafuku (MSI) • Joan Goodin (MSI) 		
Date	May 21, 2009		
Data source	National survey of January 15, 2009.		
The indicator is presented in the Annual Report			
Criterion	Definition	Yes/ No	Explanation and action required
1. Validity	Do the data reflect the expected result in a clear and adequate manner? Some aspects to be considered are:		
	<ul style="list-style-type: none"> • Validation: An expert on the subject or an outsider agrees that the indicator is valid and its measurement is logical for this result. 	YES	The measurement mechanism was formulated by CONECTA, with the support of MSI, USAND and the Ombudsman Office. It is designed to be in line with established activities and deliverables, so that its approach has an expert and outsider focus.
	<ul style="list-style-type: none"> • Attribution: Does the indicator measure the contribution to the project? 	YES	The activity aims to inform the public about anticorruption initiatives.

	<ul style="list-style-type: none"> Data distortion: Are there measurement mistakes that may affect the data? Both sampling and non-sampling mistakes where there is a risk of distortion should be evaluated. 	YES	The margin of error for the sample taken in the national survey is 5.7% for the regions except for Ancash – north coast (8.9%), Ancash – highlands (7.1%) and Lima (3.1%)
2. Integrity	For collected, analyzed and reported data: Were <i>in situ</i> mechanisms established to reduce handling or simple transcription mistakes?	YES	The survey’s technical index card shows that there were 387 interviewers, 37 supervisors and 35 team leaders to train and control survey results.
3. Accuracy	Were the data accurate enough to give an adequate description of performance and to allow decision-making at the corresponding levels?	YES	The question applied in the survey to measure this indicator was: “Q13- Do you know if in the last twelve months the government has launched an initiative to fight corruption?”
4. Reliability	Are the data a product of a consistent and stable process of information collection and an analysis method at all times?	YES	<p>A national-level survey was implemented that was jointly prepared by MSI, USAID, the agencies, and the survey company CONECTA.</p> <p>Two additional surveys will be conducted in November 2009 and August 2010 to analyze the results from the activities made in the framework of the Threshold Program.</p>
5. Timeliness	Are the data timely enough to influence management decisions? (For instance, in terms of frequency and resources)	YES	Data will help in making decisions to propose more appropriate goals. It will also help describe actions required to obtain expected results.

Remarks:Results

The results of the survey presented on January 15 are:

Q13- Do you know if in the last twelve months the government has implemented any initiative to fight corruption?

	Total	F	M
Knows	26.6	23.6	29.8
Does not know	57.5	58.2	57.6
Does not know /say	15.9	18.2	13.5

- Target for year 1: People who know = 30.6% (increase of 10%)
- Target for year 2: People who know = 46.6% (increase of 20%)

The original wording of the indicator was changed to: “Percentage of citizens who know about the anticorruption initiatives of the public sector.”

The change made in the definition considers that the initiatives included in the Threshold Program are included within the “initiatives conducted by the State.” In addition, the activities of the Threshold Program will not be a product of exclusive measurement because the measurement for the baseline taken in the survey has not previously considered them. Additionally, in accordance with its constitutional mandate and institutional competencies, the Ombudsman Office is interested in learning the results of all state initiatives.

Assumption

In order to measure the indicator, during the application of the survey it is assumed that there will not be a corruption case (like that of the “petro audios”) with subsequent media exposure since this would distort the measurement.

Definitions

- Citizens (taken from the survey): Population of women and men aged 18 years and up, who belong to the various social and economic strata (A, B, C, D, E) in Metropolitan Lima (Lima and Callao) and the 23 regions of the country.
- In the survey, ‘government’ = ‘State’, since they are not necessarily differentiated and it is easier to link them this way.
- State (proposed indicator) refers to the group of public entities that represent it and that conduct anticorruption initiatives.

Recommendations:

- The Ombudsman also needs to make an initial measurement of the level of knowledge that civil society organizations (CSOs) have of these anticorruption initiatives, as established in the agreement. Hence the need for a tool specifically designed for this audience. They too have requested that this tool be designed and applied, in order to establish a CSO baseline.
- The indicator proposed for this is: “Percentage of CSO members that know about the anticorruption initiatives conducted by the State.”

DATA QUALITY ASSESSMENT

Activity 9: Fostering Awareness: Inform the public about anti-corruption initiatives, citizen participation, and results being achieved

Indicator	9b) Percentage of citizens that can identify results of these initiatives as effective.		
Result	An increase of at least 20 percentage points in the number of people who can identify the results of anticorruption initiatives conducted by the State.		
Reviewed by	<ul style="list-style-type: none"> • Alison Hospina (OMB) • Carlos Fonseca (OMB) • Silvia Esquivel (OMB) • Mayte González (OMB) • Mariella Zapata (PCM) • Janet Porras (PCM) • Stephanie Molina (USAID) • Miriam Choy (USAID) • Sophia Sahaf (MCC) • Astrid Leigh (MSI) • María Inés Vásquez (MSI) • Renato Andrade (MSI) • William Inafuku (MSI) • Joan Goodin (MSI) 		
Date	May 21, 2009		
Data source	National survey of January 15, 2009.		
The indicator is presented in the Annual Report			
Criterion	Definition	Yes/ No	Explanation and action required
1. Validity	Do the data reflect the expected result in a clear and adequate manner? Some aspects to be considered are:	YES	
	<ul style="list-style-type: none"> • Validation: An expert on the subject or an outsider agrees that the indicator is valid and its measurement is logical for this result. 	YES	The measurement mechanism was formulated by CONECTA, with the support of MSI, USAID and the Ombudsman Office. They designed it to be in line with established activities and deliverables, so its approach has an expert and outsider focus.
	<ul style="list-style-type: none"> • Attribution: Does the indicator measure the contribution to the project? 	YES	The activity aims to inform the public about anticorruption initiatives.
	<ul style="list-style-type: none"> • Data distortion: Are there measurement mistakes that may affect the data? Both 	YES	The margin of error for the sample taken in the national survey is 5.7% for the regions

	sampling and non-sampling mistakes where there is a risk of distortion should be evaluated.		except for Ancash – north coast (8.9%), Ancash – highlands (7.1%) and Lima (3.1%)
2. Integrity	For collected, analyzed and reported data: Were <i>in situ</i> mechanisms established to reduce handling or simple transcription mistakes?	YES	The survey's technical index card shows that there were 387 interviewers, 37 supervisors and 35 team leaders to train and control survey results.
3. Accuracy	Were the data accurate enough to give an adequate description of performance and to allow decision-making at the corresponding levels?	YES	The question applied in the survey's questionnaire to measure this indicator was: "Q14 – How would you evaluate the activities that the government has implemented to fight corruption?"
4. Reliability	Are the data a product of a consistent and stable process of information collection and an analysis method at all times?	YES	A national level survey was applied which was jointly prepared by MSI, USAID, the agencies, and the survey company CONECTA. Two additional surveys will be held in November 2009 and August 2010 to analyze the results of the activities carried out in the framework of the Threshold Program.
5. Timeliness	Are the data timely enough to influence management decisions? (For instance, in terms of frequency and resources)	YES	The data will help in making decisions to propose more appropriate goals. The data will also help describe actions required to obtain expected results.

Remarks:

Results

The results of the survey presented on January 15 are:

Q14 – How would you evaluate the activities that the government has implemented to fight corruption?"

(Of those who answered that they do know about the government initiative in Question 13.)

	Total	F	M
Identifies results	6.3	6.3	6.2
Does not identify results	93.7	93.7	93.8

- Target for year 1: People who know = 16.3%
- Target for year 2: People who know = 26.3%

The original wording of the indicator was changed to: "Percentage of citizens who can identify the results of these initiatives."

The change made in the definition considers that the initiatives included in the Threshold Program are included within the “initiatives conducted by the State.” In addition, the activities of the Threshold Program will not be a product of exclusive measurement because the measurement for the baseline taken in the survey has not previously considered them. Additionally, in accordance with its constitutional mandate and institutional competencies, the Ombudsman Office is interested in learning the results of all state initiatives.

In its last review on May 22, 2009 the Ombudsman Office removed the word “effective” from the definition of the indicator, as it believes “...this wording would permit greater results management in the final surveys and would avoid the risk of not being able to increase the indicator sufficiently.”

Assumptions

In order to measure the indicator, during the application of the survey it is assumed that there will not be a corruption case (like that of the “petro audios”) with subsequent media exposure since this would distort the measurement.

Definitions

- Citizens (taken from the survey): Population of women and men aged 18 years and up, from the various social and economic strata (A, B, C, D, E) in Metropolitan Lima (Lima and Callao) and the 23 regions of the country.
- In the survey, ‘government’ = ‘State’, since they are not necessarily differentiated and it is easier to link them this way.
- State (proposed indicator) refers to the group of public entities that represent it and that conduct anticorruption initiatives.

Recommendations:

- The Ombudsman also needs to make an initial measurement of the level of knowledge that civil society organizations (CSOs) have of these anticorruption initiatives, as established in the agreement. Hence the need for a tool specifically designed for this audience. They too have requested that this tool be designed and applied, in order to establish a CSO baseline.
- The indicator proposed for this is: “Percentage of CSO members that know about the anticorruption initiatives conducted by the State.”

DATA QUALITY ASSESSMENT

Activity 9: Fostering Awareness: Inform the public about anti-corruption initiatives, citizen participation, and results being achieved

Indicator	9c) Percentage of citizens that recognize the Ombudsman Office as an impartial institution.		
Result	An increase of 15 percentage points in the number of people who recognize the Ombudsman Office as an impartial institution.		
Reviewed by	<ul style="list-style-type: none"> • Alison Hospina (OMB) • Carlos Fonseca (OMB) • Silvia Esquivés (OMB) • Mayte González (OMB) • Mariella Zapata (PCM) • Janet Porras (PCM) • Stephanie Molina (USAID) • Miriam Choy (USAID) • Sophia Sahaf (MCC) • Astrid Leigh (MSI) • María Inés Vásquez (MSI) • Renato Andrade (MSI) • William Inafuku (MSI) • Joan Goodin (MSI) 		
Date	May 21, 2009		
Data source	National survey of January 15, 2009.		
The indicator is presented in the Annual Report			
Criterion	Definition	Yes/ No	Explanation and action required
1. Validity	Do the data reflect the expected result in a clear and adequate manner? Some aspects to be considered are:	YES	
	<ul style="list-style-type: none"> • Validation: An expert on the subject or an outsider agrees that the indicator is valid and its measurement is logical for this result. 	YES	The measurement mechanism was prepared by CONECTA, with the support of MSI, USAID and the Ombudsman Office. They designed it to be in line with established activities and deliverables, so its approach has an expert and outsider focus.
	<ul style="list-style-type: none"> • Attribution: Does the indicator measure the contribution to the project? 	YES	The activity aims to inform the public about anticorruption initiatives.

	<ul style="list-style-type: none"> Data distortion: Are there measurement mistakes that may affect the data? Both sampling and non-sampling mistakes where there is a risk of distortion should be evaluated. 	YES	The margin of error for the sample taken in the national survey is 5.7% for the regions except for Ancash – north coast (8.9%), Ancash – highlands (7.1%) and Lima (3.1%)
2. Integrity	For collected, analyzed and reported data: Were <i>in situ</i> mechanisms established to reduce handling or simple transcription mistakes?	YES	The survey’s technical index card shows that there were 387 interviewers, 37 supervisors and 35 team leaders to train and control survey results.
3. Accuracy	Were the data accurate enough to give an adequate description of performance and to allow decision-making at the corresponding levels?	YES	The question applied in the survey’s questionnaire to measure this indicator was: “Q117 – Tell me whether you agree with the fact that the Ombudsman ... is an impartial institution, which is not influenced by others?”
4. Reliability	Are the data a product of a consistent and stable process of information collection and an analysis method at all times?	YES	A national level survey was applied which was jointly prepared by MSI, USAID, the agencies, and the survey company CONECTA. Two additional surveys will be made in November 2009 and August 2010 to analyze the results of the activities carried out in the framework of the Threshold Program.
5. Timeliness	Are the data timely enough to influence management decisions? (For instance, in terms of frequency and resources)	YES	Data will help in making decisions to propose more appropriate goals. It will also help describe actions required to obtain expected results.

Remarks:

Results

The results of the survey presented on January 15 are:

Q117 – Tell me whether you agree that the Ombudsman ... is an impartial institution not influenced by others?

	Total	F	M
Yes	37.1	35.1	39
No	42.1	40.9	43.4
Do not know what the Ombudsman is	10.6	12.9	8.3
Do not know /say	10.2	11.1	9.3

- Target for year 1: People who recognize it as impartial = 44.1%
- Target for year 2: People who recognize it as impartial = 52.1%

The original wording of the indicator was changed to: “Percentage of citizens who recognize the Ombudsman Office as an independent institution.”

Assumptions

During the application of the survey it is assumed that there will not be a corruption case that affects the image of the State in general and which may also influence the institutional image and credibility of the Ombudsman Office.

Definitions

Citizens (taken from the survey): Population of women and men that are 18 years old and up, who belong to the different social and economic strata (A, B, C, D, E) from Metropolitan Lima (Lima and Callao) and the 23 regions of the country.

Recommendations:

DATA QUALITY ASSESSMENT

Activity 9: Fostering Awareness: Inform the public about anti-corruption initiatives, citizen participation, and results being achieved

Indicator	9d) Percentage of citizens that recognize the Ombudsman Office as an institution that monitors anti-corruption initiatives developed by the GOP.		
Result	An increase of 15 percentage points in the number of people who recognize the Ombudsman Office as an institution that monitors anticorruption activities conducted by the State.		
Reviewed by	<ul style="list-style-type: none"> • Alison Hospina (OMB) • Carlos Fonseca (OMB) • Silvia Esquivés (OMB) • Mayte González (OMB) • Mariella Zapata (PCM) • Janet Porras (PCM) • Stephanie Molina (USAID) • Miriam Choy (USAID) • Sophia Sahaf (MCC) • Astrid Leigh (MSI) • María Inés Vásquez (MSI) • Renato Andrade (MSI) • William Inafuku (MSI) • Joan Goodin (MSI) 		
Date	May 21, 2009		
Data source	National survey of January 15, 2009.		
The indicator is presented in the Annual Report			
Criterion	Definition	Yes/ No	Explanation and action required
1. Validity	Do the data reflect the expected result in a clear and adequate manner? Some aspects to be considered are:		
	<ul style="list-style-type: none"> • Validation: An expert on the subject or an outsider agrees that the indicator is valid and its measurement is logical for this result. 	YES	The measurement mechanism was prepared by CONECTA, with the support of MSI, and the entities. They designed it to be in line with established activities and deliverables, so its approach has an expert and outsider focus.
	<ul style="list-style-type: none"> • Attribution: Does the indicator measure the contribution to the project? 	YES	The activity aims to inform the public about anticorruption initiatives.

	<ul style="list-style-type: none"> Data distortion: Are there measurement mistakes that may affect the data? Both sampling and non-sampling mistakes where there is a risk of distortion should be evaluated. 	YES	The margin of error for the sample taken in the national survey is 5.7% for the regions except for Ancash – north coast (8.9%), Ancash – highlands (7.1%) and Lima (3.1%)
2. Integrity	For collected, analyzed and reported data: Were <i>in situ</i> mechanisms established to reduce handling or simple transcription mistakes?	YES	The survey's technical index card shows that there were 387 interviewers, 37 supervisors and 35 team leaders to train and control survey results.
3. Accuracy	Were the data accurate enough to give an adequate description of performance and to allow decision-making at the corresponding levels?	YES	The question applied in the survey's questionnaire to measure this indicator was: "Q125 – Do you know whether the Ombudsman Office currently monitors anticorruption activities conducted by the State?"
4. Reliability	Are the data a product of a consistent and stable process of information collection and an analysis method at all times?	YES	A national survey was applied which was jointly prepared by MSI, USAID, the agencies, and the survey company CONECTA. Two additional surveys will be conducted in November 2009 and August 2010 to analyze the results of the activities made in the framework of the Threshold Program.
5. Timeliness	Are the data timely enough to influence management decisions? (For instance, in terms of frequency and resources)	YES	Data will help in decisions to propose more appropriate goals. It will also help describe actions required to obtain expected results.

Remarks:**Results**

The results of the survey presented on January 15 are:

Q125 - Do you know whether the Ombudsman Office currently monitors anticorruption activities conducted by the State?

	Total	F	M
Yes	30.4	28.8	32.1
No	40.6	40.2	41
Do not know what the Ombudsman is	13.8	16.3	11.1
Do not know /say	15.2	14.7	15.8

- Target for year 1: People who recognize it as impartial = 37.4%
- Target for year 2: People who recognize it as impartial = 45.4%

The original wording of the indicator was changed to: “Percentage of citizens who recognize the Ombudsman Office as an independent institution dedicated to anticorruption policies.”

Assumptions

During the application of the survey it is assumed that there will not be a corruption case that affects the image of the State in general and which may also influence the institutional image and credibility of the Ombudsman Office.

Definitions

Citizens (taken from the survey): Population of women and men that are 18 years old and up, who belong to the different social and economic strata (A, B, C, D, E) from Metropolitan Lima (Lima and Callao) and the 23 regions of the country.

Recommendations:

ANNEX A: MONITORING AND COMMUNICATION TEAM

Organization

A Monitoring and Communication Committee was established as stipulated in the Task Order contract. It is made up of two representatives from each agency (one for monitoring and one for communications), as well as a representative from the PCM.

As was agreed during the first session (see note below), the leader of the committee is the coordinator of Component 3 (Communication) with the ATP; and the Technical Secretary is the Monitoring and Evaluation specialist of the ATP.

Committee's Duties

1. Monitoring compliance with results and the measurement of results through the ATP.
2. Monitoring adherence to agreements made concerning compliance with ATP objectives.
3. Delivering requested information in the appropriate format and time established for consolidating results.
4. Providing information on ATP progress upon request.
5. Ensuring that those in charge or responsible for providing support for ATP activities perform the agreed tasks.
6. Informing their own entity about the ATP progress according to the corresponding channels established to do so.

Coordination Process

The coordination process for complying with the committee's duties will be the following:

1. An agenda will be sent by e-mail two or three days before the agreed date with the topics to be discussed and the estimated time for each of them.
2. The subjects presented in the agenda may be amended (or others may be added) whenever the change or addition has been requested one day before the meeting.
3. The Monitoring and Communication sessions will be documented in electronic minutes. There will be no need to sign the minutes. Attendance at the meeting will be considered as an acceptance of what was agreed upon, unless a disagreement is expressed by writing in the same document.

The minutes will have the following structure:

- Number of session
- Date
- Place
- Participants
- Agenda
- Information about the progress
- Requests
- Agreements

Communications will be mainly via e-mail.

Monitoring and Communication Team

NAME	DEPARTMENT (POSITION)	ENTITY	PHONE (EXT.)	CELL PHONE	E-MAIL
Fernando ORTEGA	Central Development Management	OCG	330-3000 (4304)	999-049-152	fortega@contraloria.gob.pe
Mónica CASTILLO ANDALUZ	Corruption Prevention Management	OCG	330-3000 (4184)	999-326-157	mcastillo@contraloria.gob.pe
Víctor Lázaro TABOADA ALLENDE	Central Development Management –Audit Supervisor	OCG	330-3000 (4269)	993-559-207	vtaboada@contraloria.gob.pe
Guillermo BODE	Central Development Management	OCG	330-3000 (3407)	996-703-505	gbode@contraloria.gob.pe
Alison HOSPINA	Program for Public Ethics, Corruption Prevention and Public Policies	OMB	311-0308 (3158)	993-423-979	ahospina@defensoria.gob.pe
Julio SALAS PINO	General Director of the Office of Internal Affairs	MININTER	475-0436	980-122-665	jsalasp@mininter.gob.pe
Tessy KCOMT BARBA	Communication Director	MININTER	224-2414	980-122-710 RPM #422710	tkcomt@mininter.gob.pe
Jorge VIGIL CARRERA	Internal Affairs	MININTER	475-0436 226-5142	994-746-177 980-122-755 RPM #422755	jorge_vigil@hotmail.com
Ernesto LECHUGA PINO	Development Manager	OCMA	428-2816	999-403-080	elp99@hotmail.com
Karenina TAPIA PACHECO	Assistant	OCMA	428-2816	084 984-257-163	kmnall@hotmail.com
Mariella ZAPATA	Technical Secretariat, Threshold Program	PCM			mzapata@pcm.gob.pe
Janet PORRAS	Technical Secretariat, Threshold Program	PCM			jporras@pcm.gob.pe
Stephanie MOLINA	Deputy Contracting Officer's Technical Representative, ATP	USAID		998-603-924	smolina@usaid.gov
Gabriel GRIMES	Project Manager	ICITAP	441-1483 441-1393 441-1174		gabriel.grimes@gmail.com
Nataly PONCE	Technical Adviser	ICITAP			natalyponce@hotmail.com
William INAFUKU TAIRA	Monitoring and Evaluation Specialist	MSI	441-1483 441-1393 441-1174	997-917-186	winafuku@msi-peru.com
Segundo ARMAS	Component 3 Coordinator (Communications)	MSI	Ext 209 (WI) Ext 231 (SA)		sarmas@msi-peru.com

ANNEX B: PENDING ISSUES FOR THE PMP

INDICATORS AND BASELINE

Pending issues related to the indicators described in the PMP as of June 1, 2009 include the following:

Pending Issue 1:

Regarding Activity 2 (Enhancing Enforcement: Reducing Corruption in the Judiciary through Strengthened centralized and decentralized Internal Affairs Offices)

Indicator:

“2c) Percentage of OCMA decisions where a sanction is recommended which are implemented by the National Judicial Council (CNM)”

USAID and MSI have discussed the possibility of breaking up this indicator into three parts:

- Number of proposed sanctions of dismissal.
- Percentage of proposals sent to the CNM (by the executive council of the Judiciary).
- Percentage of sanctions (of dismissal) proposed by the Judicial Control Office and confirmed by the CNM.

These three are simply results indicators, they measure what happened. No goals can be established for them as this would distort the indicators. The concern here is not that more sanctions should be applied, but that there should be of better quality.

The third indicator is only for measurement. No specific activities affect this indicator, and therefore no target should be established.

Next Steps for Pending Issue 1:

- Through USAID, to negotiate with Peruvian partners to access the information necessary for formulating and validating the indicator.
- To draft a specific request for information from the Executive Council of the Judiciary (CEPJ) and from the CNM.

Conclusion as of June 30, 2009, for Pending Issue 1:

The indicator will be measured against official information published by the CNM.

Pending Issue 2:

Regarding Activity 4 (Enhancing Enforcement – Reduce corruption in the Police Force through strengthened Internal Affairs Officers at the central and decentralized level)

- 4a) Number of days from when the formal report is received to when plaintiffs are notified to give their declaration.
- 4b1) Length of time from when the investigation is opened to when the administrative procedure is initiated.
- 4b2) Number of days taken for administrative and infraction cases to be investigated by the Inspectors Office.
- 4c) Percentage of Disciplinary Court decisions announced.

The Police Force Disciplinary Measures (Law N° 29356) was published on May 12, 2009. This law establishes a new approach for disciplinary measures. For instance: the investigation (evaluation) the administrative process (sanction or acquittal) used to be conducted separately and is now a single procedure.

The indicator was formulated prior to the enactment of the new law. It is based on a two-phase procedure and cannot be measured in the terms of the new law.

Next Steps for Pending Issue 2:

The regulations for Law 29356 must be published before it can be decided which processes to implement. The indicator (4a) can then be defined without losing the objective (efficiency) that needs to be measured.

The wording of indicator 4c) must be changed to “percentage of resolutions dictated by the National Disciplinary Court that are publicized” (because this was combined into one).

- The baseline for indicators of this activity would be zero (0), because the processes are new. There is no information to make comparisons.

One of the law’s final provisions stipulates that the law’s regulations will be published within 60 days, approximately by July 12. Without this regulation an evaluation cannot be made regarding the process that must be measured. This has two consequences: (i) the project must wait until the regulation is published to define the indicator and (ii) the baseline must be established as “0” because there are no results according to the new procedures.

Conclusion as of June 30, 2009 for Pending Issue 2:

MININTER, ICITAP and USAID have worked jointly to redefine the indicators for Activity 4. ICITAP, USAID and MSI will take part in the activity following the enactment of the Police Disciplinary Measures Law (No. 29356) in May. As a result, the following new indicators have been proposed in line with the new law’s stipulations.

Currently	Change to:
<ul style="list-style-type: none"> • 4a) Number of days from when the formal complaint is received to when plaintiffs are notified to make their declarations. (MCC) • 4b1) Time taken from when the investigation is announced to when the administrative process begins. • 4b2) How many days the investigation of administration or infraction cases take in the police station. (MCC) • 4c) Percentage of resolutions issued by the Disciplinary Court which are published. • 4d1) Time taken for the Lima Territorial Court to make a decision once the complaint has been filed. • 4d2) Time taken for the national court to make a decision once the formal complaint has been filed. 	<ul style="list-style-type: none"> • 4a) How many days it takes from the filing of the formal complaint at the reception office to the issuance of the resolution. • 4b) Percentage of complaints processed within the terms established by law. • 4c) Percentage of resolutions issued by the national disciplinary court which are published.

This would reduce the number of indicators from six to three. The changes are in accordance with Law 29356. The processes established in indicators 4b1) and 4b2) no longer correspond to the current situation and therefore implementation cannot be measured. Because implementing regulations for the law have not yet been issued, it is not clear what steps have to be taken. The indicator proposed (4a) organized the whole process from the original complaint to the final document or result (in this case a resolution).

Pending Issue 3: (Indicator and Baseline)

Regarding Activity 5 (Reduce Opportunities – Increase Citizen Knowledge about Improved Procedures Governing Citizen-Police Officer Interactions)

Indicator:

5b) Percentage of drivers with a license that identify procedures that govern citizen-police officer interactions as "better than before"

USAID had a question pending with MCC about whether to use this indicator. Should it be approved, the baseline would be zero, since this process has been implemented recently.

Next Steps for Pending Issue 3:

ICITAP, USAID and MSI must meet to decide whether to use this indicator.

Conclusion as of June 30, 2009 for Pending Issue 3:

The proposal for Activity 5 is to keep indicator 5a and remove indicator 5b. Indicator 5b is a perception indicator and this is covered by indicator 5a, so the former has no additional value. The Activity 5a benchmarks are related to evaluating and monitoring the standard operating procedures to be improved by ICITAP. The baseline is zero as the procedure measured is new.

Pending Issue 4: (Indicators and Baseline)

Regarding Activity 6 (Fostering Awareness – Increase Citizen Awareness about OCG Anti-corruption Prevention Initiatives and Results Obtained)

The OCG has asked for an indicator focused on young people to be included, because a youth campaign is planned. Formulating a new indicator involves further research and the corresponding cost. USAID has given instructions that the results information is to be taken from the national census of January 15, 2009 to construct the indicator's baseline.

The INEI (Statistics and Information Institute) defines 'youth' as those aged between 15 and 24 when considered as part of the workforce. In terms of demographics, the age group is 15 to 29. The CONECTA survey covered those aged 18 and up. The formal definition clearly has gaps. A further reference is that the United Nations defines 'youth' as people between the ages of 15 and 24.

Next Steps for Pending Issue 4:

- Coordinating with OCG to define the definition of young people to be applied. Component 3 of the ATP will provide assistance from the communications perspective, but it should be established by the entity itself. This point was agreed upon in the monitoring and communication team meeting on May 20.
- From the results of the national survey presented on January 15, 2009, taking as a reference point the youngest age covered by the sample with another age group. This is a subgroup of the base study, which was conducted for the ATP. In this analysis, the population consists of men and women between the ages of 18 and 24 who belong to various social and economic strata (A, B, C, D and E) in Metropolitan Lima (Lima and Callao) and the 23 regions.
- Of the same questions established for the entire population sample, the results are:

INDICATOR	RESULTS
6a1) Percentage of young people aware of public sector anti-corruption initiatives conducted by the OCG	9%

6d1) Percentage of young people who believe in the effectiveness of the OCG's prevention measures	49%
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Should these results satisfy OCG goals, this reference could be used as the baseline. Two aspects however should be kept in mind:

- This is a random sample of citizens from across the country. It does not necessarily represent young people in the regions and is not disaggregated by gender. The results should therefore be evaluated at a national level.
- This sample comes from the national survey. Any information or filter required for application which is unavailable in the sample results must be requested as an additional survey. It has been mentioned on various occasions for example that the OCG wants to organize campaigns aimed at the last two years of high school. This group is not measured in the national survey and therefore an additional study would be required.

Pending Issue 5: (Indicator)

Regarding Activity 6 (Fostering Awareness – Increase Citizen Awareness about OCG Anti-corruption Prevention Initiatives and Results Obtained)

Indicators:

- 6b) Number of professionals who are aware of OCG's preventative measures
- 6e) Number of professionals who believe in the effectiveness of OCG's preventative measures.

Last year's national survey did not include questions to identify professionals. It did identify self-employed professionals, but the meaning was different.

Next Steps for Pending Issue 5:

The OCG needs to define what is understood by “professionals” for this indicator. There are several concepts for this, but it is not a matter of simply using any of them, but rather of seeing which characteristics of professionals interest the OCG as part of their organizational strategy. Component 3 can provide communications advice but the OCG must provide the definition.

Conclusion as of June 30, 2009, for Pending Issues 4 and 5:

A meeting was held by the OCG, attended by officials from the OCG, USAID and MSI. The following agreements were reached regarding Activity 6 indicators:

- **090625-OCG/ME-01.** The PMP will only retain indicators 6a) and 6d) for measuring the Threshold Program, specifying as part of the population young people (18 to 24); professionals (those who so describe themselves , who are hired by or provide services for the state) and public servants (those who describe themselves as such).
- **090625-OCG/ME-02.** The indicator will be measured in the national survey as established at the beginning of the program.
- **090625-OCG/ME-03.** The indicators for public servants, young people and professionals will only be measured for use in the communication campaigns and no target will be defined. The source of this information is the national survey.
- **090625-OCG/ME-04.** The same filter will be used for public servants and young people as that which was used in the first national survey. This will be coordinated with CONECTA so that the questionnaire will include extra questions to identify public servants and professionals (according to the definition mentioned in the first agreement).

Pending Issue 6:

In respect to Activity 8 (Reducing Opportunities – Streamline and increase knowledge about common administrative procedures)

Indicator:

8a) Percentage of customers using processes identified as having both “high user demand” and “high incidence of corruption” have access to published information (easy-to-read diagrams showing all steps needed, time required, associated costs, etc.). (For all Type A projects selected and all Type B procedures which may be expedited and adopted during the project).

Indicators should be designed to be one-dimensional measurements so that the means of measuring them is direct and practical. This indicator is grouping together more than one characteristic.

The indicator seems to be measuring two types of clients: citizens and the private sector. The definition of ‘citizen’ is easy to understand and can be taken from the national survey. But the ‘private sector’ is (or could be understood to be) defined differently from simply ‘professionals’. If the intention is to measure these two clients separately, then two indicators are needed, not one.

Moreover, the definition is “... using...and knowing about time, cost, requirements and/or other necessary information to reduce the corruption in the process ...” This measures two issues, one being use and the other the specific knowledge of time, cost and requirements. Additionally, an open variable is being incorporated as: “information necessary to reduce corruption in the process”. A study is required to define this. Finally, the text indicates that the measurement should be for selected Type A and streamlined Type B procedures.

Next Steps for Pending Issue 6:

In light of the expected result, “at least 50% of users of procedures identified in both cases as “in greater demand” and “having high corruption incidence” have access to published information (simple charts that show all the necessary steps, time, related expenses, etc.)”, a change is suggested in the definition of the indicator based on this result: “percentage of users of procedures identified in both cases as “high demand” and “high incidence of corruption” have had access to published information.”

Users would be defined as: citizens or businesspersons who have made use of the procedures identified as both “high demand” and “high incidence of corruption”.

For this indicator, the following considerations should be kept in mind:

- As what is being measured is the percentage of users of procedures, and this may include citizens or professionals, the specific study should include questions that allow filtering of these two objective groups.
- The meaning of ‘professionals’ must be defined for formulating filter questions in the study.
- The possibility of measurement through specific studies must be evaluated. A measurement in a national survey might not be significant because would not ensure the inclusion of these user characteristics among the citizens who are the object of the survey.
- Information is being gathered from those who state they are using the procedures and also that they have had access to the information published.
- This indicator depends on whether the activities established have been concluded because the procedures have to be identified and information about them published.
- The meaning of “published information” should also be defined. This would make it possible to delimit measurements with reference to the media in which it is published and those that are related to the Threshold Program.
- The indicator should not include the words “and/or information necessary to reduce corruption in the process,” because this is an open question.

- It should be specified for the specific study collecting information that people’s knowledge of the costs, time and procedures are equally important. Users should know all three.

Conclusion as of June 30, 2009, for Pending Issue 6:

Indicator 8a) would be:

8a) Percentage of clients (citizen and private sector) using services identified both “high demand by the user” and “with a high corruption incidence” that know the time, cost and requirements. (For all processes Type A selected, and for processes Type B that may be streamlined and adopted, during the time of the project).

Remove the phrase “... and/or information necessary to reduce corruption in the process.” That information could be drawn from the procedure itself, and without specification as to what type of information is necessary, no criteria can be defined to measure it. Therefore, it is generalized and the process could not be classified.

Pending Issue 7:

Regarding activity 8 (Reducing Opportunities – Streamline and increase knowledge about common administrative procedures)

Indicator:

8b) % of processes defined as having both “high user demand” and “high incidence of corruption” (citizen and private sector) have been streamlined

The scope of indicator 8b should be limited because – in accordance with the activity definition – it is not in the OCG’s mandate. The Public Management Secretariat (SGP) at the PCM must therefore be incorporated for the activity to be implemented. The SGP’s mandate does not include giving direct instructions for a particular procedure to be implemented in any part of the public sector. This may only be done with the prior coordination and formal commitment of the departments in question.

In view of the OCG’s and SGP’s jurisdictions, the proposed outcome (“At least 50 percent of the processes concerning the provision of services identified as high-use/high corruption (general public and private sector) are expedited”) is too broad and will not have the desired scope.

Thus, it is suggested that the objective be edited as follows: “... are expedited in departments where there is a prior agreement for inter-institutional cooperation”.

The indicator must also differentiate between the general public and the private sector, which have different characteristics. One indicator to measure both populations would not be enough.

As the time for defining these activities is a constraint on the remainder of the work, the established targets should be evaluated.

Next Steps for Pending Issue 7:

A meeting between OCG and USAID to decide on indicator 8b

Pending Issue 8:

Regarding Activity 9 (Fostering Awareness: Inform the public about anti-corruption initiatives, citizen participation, and results being achieved)

The Ombudsman requested two new indicators to measure the perception of organized civil society. This required an additional study further to those originally considered. CONECTA was asked to submit an economic and technical proposal to conduct the study. The proposal was carried out with the Ombudsman Office (for their definition of organized civil society) and sent to them on May 7, 2009. On May 20, Stephanie Molina (USAID) indicated that the current work of PROÉTICA and the IEP could cover that requirement. The Ombudsman Office has asked to see the results of that study because they want to know if PROÉTICA's definition of organized civil society is the same as their own, to see the scope of the study, to confirm if it fulfils the Ombudsman Office's expectations and to verify that it contains the indicators they are requesting.

The Ombudsman Office wishes to evaluate whether the study is in line with their interests and the objectives of the Threshold Program. This will be addressed at PROÉTICA's presentation meeting. After the meeting, the Ombudsman Office will evaluate whether the study results meet their requirements and whether the information in it can be used to construct the indicator in question. The issue pending is how to measure the results over the next two years. It is assumed that PROÉTICA will conduct the two subsequent studies to measure the results.

Next Steps in Pending Issue 8:

After PROÉTICA's presentation, a meeting will be held with Ombudsman Office and USAID to define the relevance of the indicator in the light of the study results. A meeting has been scheduled with the OMB and USAID to establish whether or not to include these indicators.

Conclusion as of July 16, 2009 for Pending Issue 8:

A meeting with CONECTA, USAID and the OMB was held on July 16, 2009 at MSI's offices to determine whether the results of PROÉTICA's work can be considered to define the indicator and make the baseline more effective. The following agreements were reached at the meeting:

- The results of PROÉTICA's work will be considered, with the list of the civil society organizations identified that the Ombudsman Office has reviewed and approved.
- The questions in the national survey established for the indicators of Activity 9 will be used in a telephone survey.
- The survey will measure the results as an aggregate, i.e., the value is representative only at the national level, and results cannot be disaggregated by region.
- CONECTA will send a technical and economic proposal for evaluation by USAID. If approved, the company will apply the survey.

SUMMARY OF CHANGES IN INDICATORS

During the identification process for the indicators, a review of the first version of indicators established in the contract was conducted with the entities involved, and the following modifications were made to the project objectives, feasibility of measuring them, and the most appropriate measurement mechanisms to obtain the corresponding information for each of them.

ORIGINAL	CHANGE	REMARKS
1a) Percentage of people who are aware of information, control and sanction mechanisms within the Judiciary.		
1b) Percentage of people who know how to use the OCMA and ODECMA information and control mechanisms.	1b) Percentage of users that know how to use OCMA and ODECMA report and control mechanisms.	The target was changed from 'citizens' to 'users', since the objective is focused on people who use the Judiciary mechanisms This was derived into a new study for users.
1c) Percentage of "frivolous" reports received by OCMA and ODECMA's.	1c) Percentage of "frivolous" reports received by OCMA and ODECMA's.	The wording was changed. The translation 'frivolous' is not adequate for the process followed in these cases.
1d) Percentage of the number of people willing to file a corruption complaint with OCMA.		
1e) Percentage of level of public trust in OCMA's work and independence.		
2a) Percentage of time required to process a corruption report.	2a) Number of days required by OCMA/ODECMA's to process disciplinary cases (for Judiciary employees).	The wording was changed so that the meaning of the indicator would be better understood.
2b) Percentage of OCMA decisions that recommend sanctions.		Removed. This indicator produces a perverse incentive, since it can be oriented to recommend more sanctions in order to fulfill the goal.
	2b) Percentage of cases duly resolved by OCMA's and ODECMA's, within statute of limitation.	New. To replace the previous indicator. This indicator is closer to the objective of efficiency that needs to be measured.
	2b2) Percentage of appeals against sanctions recommended by ODECMA's, confirmed by the OCMA.	New. To replace the previous indicator (2b). This indicator is closer to the goal of efficiency that needs to be measured.

ORIGINAL	CHANGE	REMARKS
2c) Percentage of OCMA decisions which recommend sanctions and which should be enforced by the National Judicial Council (CNM).		Even though this is not related to OCMA processes, it was kept.
2d) Percentage of decisions enforced by the CNM which are confirmed after being appealed.		Removed. This is related to processes not connected with OCMA, and which cannot be influenced.
3a) Percentage of public who know about information mechanisms.	3a) Percentage of public who know about the mechanism for reporting potential corrupt police action.	The wording was changed so that the meaning of the indicator would be better understood.
3b) Percentage of public who know how to use the mechanisms provided by the Public Report Line, the Internal Affairs Office and the General Inspector's Office.	3b) Percentage of public who know how to use the reporting mechanisms for potential corrupt action.	The wording was changed so that the meaning of the indicator would be better understood.
3c) Percentage of citizens (and police officers) willing to file a complaint.	3c) Percentage of citizens willing to file a complaint against the police.	Modified. The target public that was mentioned in the original indicator was divided into two groups.
	3c1) Percentage of police officers willing to file a complaint against the police.	New. It requires a particular survey for police officers.
3d) Percentage of surveys not related to the duties of the Citizen Report Line.	3d) Percentage of calls that pertain to the functions of the CSTL.	Modified. The wording was changed be more positive.
3e) Percentage of police officers who are aware of what is defined as a corrupt practice in citizen-police officer interactions.		
4a) Time required to determine and inform the plaintiff if a corruption report has been admitted for investigation.	4a) Number of days from when the formal report is received until the notice is issued for the plaintiff to render his/her statement.	Removed. The new law on the police force disciplinary system affects this procedure. Its wording had been previously modified for the indicator to be better understood.
	4a) Number of days required from when the formal report is filed (through the report reception desk) to when the decision is announced.	Modified in accordance with the regulations of the new law on police force disciplinary system.

ORIGINAL	CHANGE	REMARKS
4b) Percentage of reports which are notified that the complaint will be investigated and that its conclusions and the final report will be delivered to the Disciplinary Court.	4b1) Time from the opening of the investigation to the start of the administrative procedure.	Removed The new law on the police force disciplinary system affects this procedure. It has been previously modified because the original indicator was not in line with any existing process in the MININTER. It was divided into indicators (4b1 and 4b2).
	4b2) Number of days of the investigation stage in inspectorate, for cases of administrative-disciplinary infraction.	Removed. The new law on the police force disciplinary system affects this procedure. It has been previously modified because the original indicator was not in line with any existing process in the MININTER.
4c) Percentage of decisions issued by the National Disciplinary Court that are published.	4c) Percentage of decisions issued by the National Disciplinary Court that are published.	Modified. The wording was changed so that the indicator would be better understood.
4d) Percentage of final reports that recommend a sanction by the Disciplinary Court.	4d1) Time the Lima Territorial Court takes to make a decision, since the date the complaint was filed.	Modified. The original indicator was not in line with any existing process in the MININTER. It was divided in two indicators (4d1 and 4d2).
	4d2) Times it takes for the National Court to make a decision, from the date the complaint was filed.	Removed. The new law of the national police's disciplinary regime affects this procedure. It has been previously modified because the original indicator was not aligned to any existing process in the MININTER.
4e) Percentage of all the plaintiffs who state that they received adequate attention and were kept informed of the corruption report that was presented.		Removed This cannot be applied since it affects the due process, both for the plaintiff and the defendant.
5a) Percentage of drivers with a driver's license who are informed about the new regulations and procedures that govern interaction with a police officer.		Removed. The procedure will be changed and therefore the measurement will not be applicable.
	5a) Percentage of citizens aware of the streamlined norms and procedures that govern their interaction with a police officer.	New. It replaces the original 5a).

ORIGINAL	CHANGE	REMARKS
5b) Percentage of drivers with a driver's license who feel that the procedures that govern citizen-police officer interactions are "simple".		Removed. The procedure will be changed and therefore the measurement will not be applicable.
	5b) Percentage of drivers with a driver's license who describe the procedures which govern citizen-police officer interactions as "better than the previous ones".	Removed. 5a) is considered enough.
6a. Percentage of citizens (also entrepreneurs and public officials) who are aware of the OCG's prevention and control activities.	6a) Percent of people who know about the OCG's prevention and control activities.	Modified. The target population originally stated in the indicator was differentiated. The indicator was divided into three, one for each target population.
	6b) Percentage of entrepreneurs aware of OCG prevention and control activities.	For information purposes only. It has no specific goals. It requires an adjustment in the next national survey questionnaire.
	6c) Percentage of public servants who are aware of the OCG's prevention and control measures.	For information purposes only. It has no specific goals.
6 b) Percentage of citizens (also entrepreneurs and public servants) who believe that the OCG prevention and control activities are effective.	6d) Percentage of citizens aware of OCG public sector anti-corruption initiatives.	Modified. The target population originally stated in the indicator was differentiated. The indicator was divided in three, one for each target population.
	6e) Percentage of entrepreneurs who believe that the OCG prevention and control activities are effective.	For information purposes only. It has no specific goals. It requires an adjustment in the next national survey questionnaire.
	6f) Percentage of public servants who believe that the OCG prevention and control activities are effective.	For information purposes only. It has no specific goals.
7a) Time required to investigate a corruption report from the private sector.		Removed. The OCG has stated that it has already taken action, so there is no point in measuring this indicator.
	7a) ICOs empowered to receive and process corruption reports according to revised and complemented OCG Manual.	New. Redefinition of activities requested by the OCG.
7b) Percentage of public award processes, where there is evidence of corruption which is immediately reported to the OCG and action to control it will be taken.		Removed. Change of activities requested by the OCG.

ORIGINAL	CHANGE	REMARKS
7c) Percentage of cases awaiting business licenses where there is evidence of corruption, which will be immediately reported by the OCG and action to control it will be started.		Removed. Change of activities requested by the OCG.
7d) Percentage of all OCG recommendations regarding internal control processes presented to the key public institutions and fully implemented.	7e) Percentage of OCG's recommendations which can be implemented regarding internal control of selected processes within the Judiciary, the Ministry of Internal Affairs, the Ministry of Health and all regional governments are fully implemented.	Modified. Redefinition of activities requested by the OCG.
8a) Percentage of public using services which have been identified as having both "high user demand" and "high corruption incidence" who know about the cost and administrative steps involved. (TUPA, <i>Standardized text of administrative procedures</i>).	8a) Percentage of public using processes which have been identified as having both "high user demand" and "high incidence of corruption" have access to published information (easy-to-read diagrams showing all steps needed, time required, associated costs, etc.).	Modified. Redefinition of activities requested by the OCG.
8b) Percentage of processes involved in measuring these high-demand/high-corruption services (citizen and private sector) that are simplified through information systems.	8b) Percentage of processes defined as having both "high user demand" and "high incidence of corruption" (public and private sector) had been streamlined.	Modified. Redefinition of activities requested by the OCG.
8c) Percentage of public institutions that have an ICO and maintain and update their web sites.	8c) Percentage of public agencies, with an ICO, that have a transparency web site and maintain and update their web site.	Modified. Redefinition of activities requested by the OCG.
9a) Percentage of public (and civil society organizations) that know about anticorruption activities conducted by the public sector, including those launched through the Threshold Program.	9a) Percentage of public aware of public sector anti-corruption initiatives.	Modified. The wording was changed so that the meaning of the indicator would be better understood.
9b) Percentage of public (and civil society organizations) that can identify the results of these initiatives, including those supported through the Threshold Program initiatives.	9b) Percentage of citizens who can identify the results of these initiatives.	Modified. The wording was changed so that the meaning of the indicator would be better understood.
9c) Percentage of citizens who recognize the Ombudsman Office as an independent institution devoted to monitoring anticorruption policies.	9c) Percentage of citizens who recognize the Ombudsman Office as an impartial institution.	Modified. The wording was changed so that the meaning of the indicator would be better understood.

ORIGINAL	CHANGE	REMARKS
	9d) Percentage of citizens who recognize the Ombudsman Office as an institution that monitors anti-corruption initiatives implemented by the GOP.	Modified. The wording was changed so that the meaning of the indicator would be better understood.

The program originally had 33 indicators. During and after the identification stage, as many as 50 was considered. This has entailed the need to conduct three additional studies which have been submitted to USAID for its consideration and approval to proceed with the contract. These include: a Survey for Police Officers (already approved and now being coordinated with MININTER for implementation), a Survey for the Private Sector, and a Survey for Civil Society Organizations (awaiting a technical and economic proposal from CONECTA).

ANNEX C: SUMMARY OF MONITORING RESULTS

INDICATOR	ORIGINAL MILESTONES	RESULTS	REMARKS
1b) Percentage of Judiciary system users that know how to use reporting and control of corruption mechanisms	T3 – 2009: 400 stakeholders in 8 Judicial Districts Trained	T3 – 2009: 150 stakeholders in 8 Judicial Districts Trained	Workshops have been re-programmed as agreed with OCMA and USAID.
	T4 – 2009: 550 stakeholders in 11 Judicial Districts Trained.	T4 – 2009: 850 stakeholders in 17 Judicial Districts	Workshops have been re-programmed as agreed with OCMA and USAID.
	T1 – 2010: 650 stakeholders in 13 Judicial Districts Trained	T1 – 2010: 600 stakeholders in 12 Judicial Districts Trained.	Workshops have been re-programmed as agreed with OCMA and USAID.
	T1 – 2010: Mid-term particular survey for users.	T2 – 2010: Mid-term particular survey for users.	To measure impact after 32 training workshops.

ANNEX D: MONITORING OUTLINE

