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MCC ANTICORRUPTION THRESHOLD PROGRAM INFORMATION, EDUCATION AND COMMUNICATION PLAN FOR THE OMBUDSMAN OFFICE

APRIL 21, 2010

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MCC ANTICORRUPTION THRESHOLD PROGRAM

INFORMATION, EDUCATION AND COMMUNICATION PLAN FOR THE OMBUDSMAN OFFICE



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Corporate Offices

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I. INTRODUCTION

The Ombudsman Office is one of the four (4) implementing entities of the MCC Anticorruption Threshold Program. Thanks to its reputation, credibility, neutrality, and constitutional framework, the Ombudsman Office has been conducting effective monitoring of anticorruption policies and measures adopted by institutions of the Peruvian Government. It also provides a link between the initiatives of public entities and the efforts of civil society. Therefore, under the framework of the Anticorruption Threshold Program it will be provided with technical assistance, commodities, and financing to the Program for Public Ethics, the Prevention of Corruption and Public Policies of the Ombudsman Office, which will enable the achievement of the Anticorruption Threshold Program's objectives.

The Ombudsman Office is responsible for Activity 9 of the Anticorruption Threshold Program, *"Fostering Awareness: Informing the Public about Anticorruption Initiatives, Citizen Participation, and Results Achieved,"* which is composed of six (6) required sub-activities.

- A. Strengthening the Program for Public Ethics, the Prevention of Corruption and Public Policy of the Ombudsman Office;
- B. Design and implement a system to monitor initiatives related to the fight against corruption developed by the Government of Peru, particularly those included in the Anticorruption Threshold Program;
- C. Develop three special reports regarding the progress and limitations that the Government of Peru faces in the fight against corruption;
- D. Conduct three wide dissemination campaigns at a national, regional, and local level to distribute the special reports;
- E. Launch two national campaigns to promote ethics, transparency and efficiency in public administration; and
- F. Help organize and conduct courses – ethics training and dissemination workshops to increase awareness of the initiatives of the Program and the role of the citizens, their rights and responsibilities in these new processes.

The Ombudsman Office, under the framework of the 1993 Political Constitution of Peru, is responsible for supervising the performance of the public administration in relation to the citizens and the defense of their fundamental rights.

The initiatives of the Ombudsman Office in relation to the fight against corruption are focused on (i) the prevention of corrupt practices; (ii) the promotion of ethical practices in the civil service, and (iii) the promotion of transparency in all public entities.

Within this context and in order to support the efforts of the Peruvian Government in the fight against corruption, the Ombudsman Office has defined its institutional intervention in the prevention of corruption through three institutional action strategies (i) generation of information, (ii) promotion of collective action, and (iii) impact on public policy.

The Global Communications Strategy of the Anticorruption Threshold Program is the starting point for the Information, Education and Communication Plan for the Ombudsman Office. The Plan is intended as a tool to facilitate and stimulate actions that will help achieve the objective of promoting citizen awareness regarding the anticorruption initiatives undertaken by the Government of Peru, as well as the participation and commitment of citizens in the fight against corruption.

A. BACKGROUND

In 2007 the Ombudsman Office, with the support of the Peruvian organization Proética, implemented an anticorruption campaign in the education sector in six regions of the country. The pilot highlighted the main areas of corruption that directly affect the quality of education. This experience was documented in the Ombudsman working paper N° 001, *With Corruption There Is No Education*. The recommendations put forward in the paper are currently being evaluated by an ad-hoc commission created within the Ministry of Education. Due to its success, the 2007 campaign was implemented in 12 additional regions, including three that also participated in the Pilot Campaign. Through the Anticorruption Threshold Program, the Ombudsman Office is looking to increase its engagement in the fight against corruption by encouraging greater transparency, more active monitoring of public administration, and improved citizen oversight. To spearhead this commitment, the Ombudsman Office created the Program for Public Ethics, the Prevention of Corruption and Public Policies in 2009.

During 2009 and 2010, the Anticorruption Threshold Program will provide technical assistance, commodities, and financing to the Program for Public Ethics, the Prevention of Corruption and Public Policies of the Ombudsman Office for the achievement of the program's objectives.

In the Threshold Program, Proética will be in charge of the civil society component. For this purpose, it has already launched the National Anticorruption School, which is responsible of promoting leadership and citizen oversight. This activity is important to the Anticorruption Component, since its objective is focused on increasing citizen awareness with respect to the fight against corruption. To complement and reinforce the intervention that Proética has been implementing, the activities that will be carried out from the Ombudsman Office are intended to improve and increase information presented to the target population, seek to change practices, and promote collective action against corruption.

B. ANTICORRUPTION THRESHOLD PROGRAM WITH THE OMBUDSMAN OFFICE

The **main focus of the Anticorruption Threshold Program with the Ombudsman Office** is the promotion of citizen awareness in regards to the anticorruption initiatives undertaken by the Government of Peru, and the promotion of citizen participation and commitment in the fight against corruption.

The activities are: (i) strengthening the Program for Public Ethics, the Prevention of Corruption and Public Policies of the Ombudsman Office; (ii) design and implement a monitoring system of initiatives related to the fight against corruption developed by the Government of Peru, particularly those included in the Anticorruption Threshold Program; (iii) develop three special reports regarding the progress and challenges faced in the fight against corruption in the Peruvian Government; (iv) Lead three dissemination campaigns at a national, regional, and local level to publicize the special reports; (v) launch two national campaigns to promote ethics, transparency and efficiency in the public administration; and (vi) assist in the organization and guidance of courses – ethics training and dissemination workshops to expand the knowledge of the initiatives of the Program and the role of the citizens, their rights and responsibilities in these new processes.

II. SCOPE OF INTERVENTION

The Anticorruption Threshold Program has considered the execution of two national awareness campaigns that will be carried out with the regional Ombudsman Offices and the Service Modules at a national level. Additionally, a dissemination campaign will be carried out at the local and regional levels about the results of three reports that the Ombudsman Office will develop in five Regions that have been previously selected for the following reasons:

- A pilot campaign was previously carried out in 2006 and another expanded campaign in 2007 about Corruption in Education. They were conducted in the framework of an Agreement with PROETICA. Preventive actions against corruption were performed by other entities or civil society organizations.
- Presence of civil society organizations with a working disposition.

National	Regional
Peru	Ayacucho
	Apurímac
	Arequipa
	Cusco
	Lambayeque

III. DIAGNOSIS

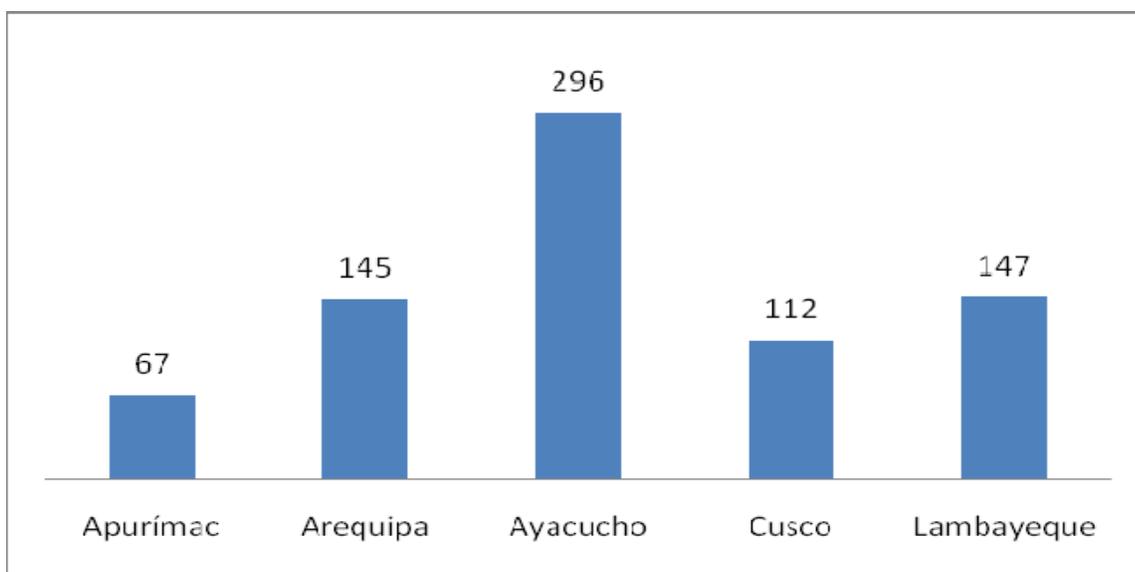
The Ombudsman Office conducted a diagnostic on the principal expressions of corruption of which it is aware, occurring in five regions. The study of this information will allow us to refine the intervention strategies regarding prevention and citizen oversight. For this purpose, a methodology of systematization and analysis of citizen complaints on alleged cases of corruption has been established.

Complaints presented to the Ombudsman Office illustrate some of the most common corruption cases in the citizen-public official relationship. The analysis of complaints allows us to obtain information on: 1) most common corruption types, 2) frequency in sectors, and 3) geographic and temporal recurrence.

Some of the results obtained in 2007 are included below:

A total of 767 complaints on alleged cases of corruption were substantiated and determined in the five selected regions. Of these, 67 were received in the Ombudsman Office of Apurímac (8.7%), 145 in Arequipa (18.9%), 296 in Ayacucho (38.6%), 112 in Cusco (14.6%) and 147 in Lambayeque (19.2%).

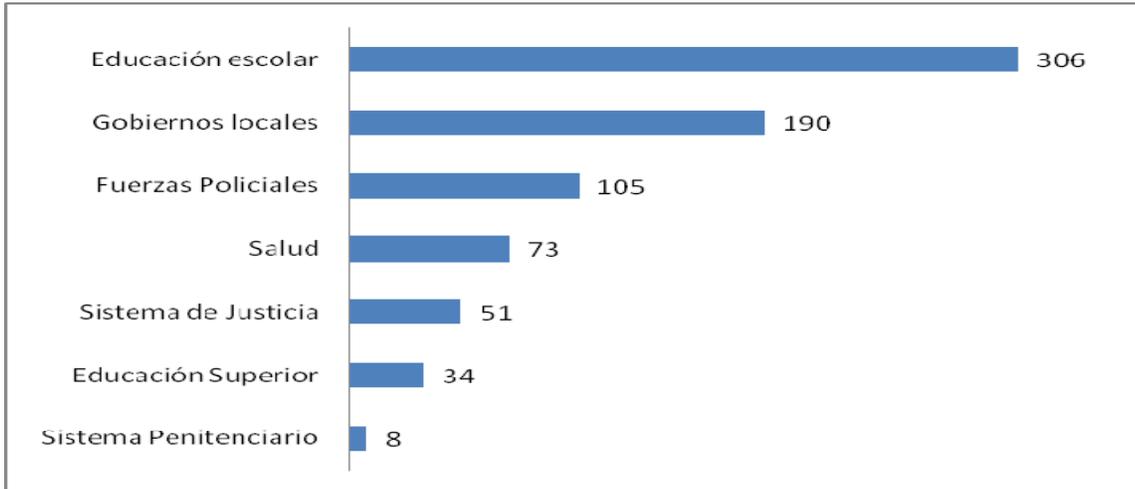
CORRUPTION COMPLAINTS RECEIVED IN 2007 BY THE OMBUDSMAN OFFICE IN THE FIVE SELECTED REGIONS. 767 COMPLAINTS IN TOTAL



Source: Ombudsman Office

The 767 registered complaints fell into one of the following categories: Primary and Secondary Education, Local Governments, Police Forces, Health Sector, Judiciary, Penitentiary System, and Post-Secondary Education. 306 of the complaints corresponded to corruption cases in primary and secondary education, 190 to corruption in local governments, 105 to police forces (13.7%), 73 in the health sector (9.5%), 51 in the Judiciary (6.6%), 34 in post-secondary education (4.4%) and finally, 8 in the penitentiary system (1%).

CORRUPTION COMPLAINTS IN THE 7 PRIORITIZED SECTORS 2007



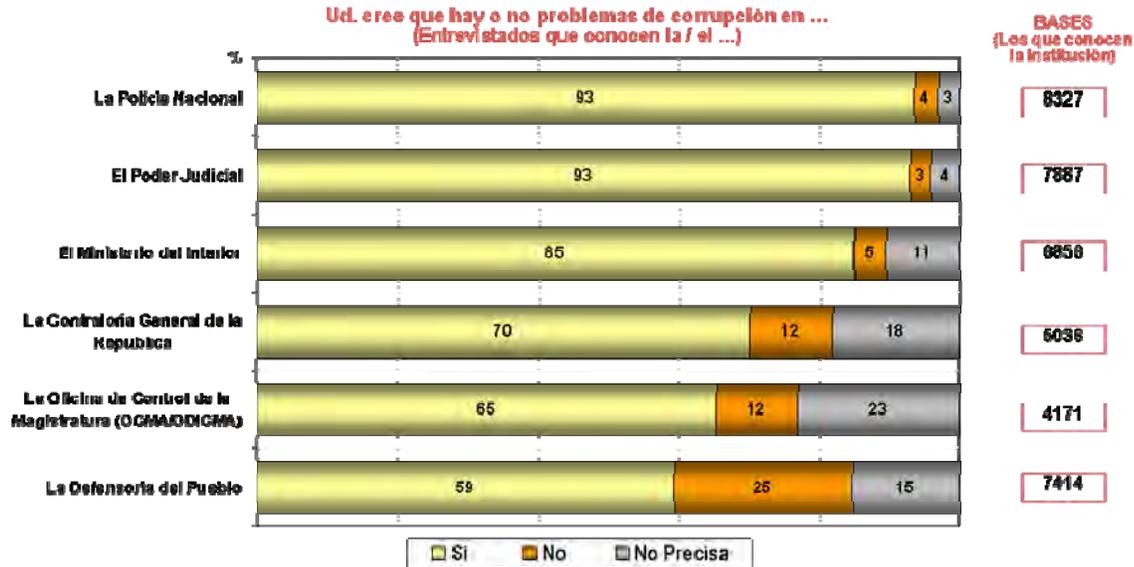
Source: Ombudsman Office

A. NATIONAL SURVEY ON CORRUPTION

In November 2008, the firm CONECTA Asociados conducted a national survey on corruption to assess the awareness, attitudes, and behaviors of citizens in relation to corruption in the country and the perceptions of the initiatives undertaken by the Implementing Agencies of the Anticorruption Threshold Program. This survey was useful to establish a baseline, and its main findings included the following:

- 63% reported that corruption is the main problem of the country (with assisted information).
- 55% reported that the public sector of Peru is very corrupt.
- 58% reported that the Government of Peru has not developed initiatives against corruption in the past 12 months.
- 89% are aware of the existence of the Ombudsman Office.
- 59% considered that there are corruption problems in the Ombudsman Office (of respondents who are aware of its existence).
- 41% would hesitate to go to or report a corruption case to the Ombudsman Office.
- 37% reported that the Ombudsman Office provides a good service and that it is an impartial institution not influenced by third parties.
- 35% are aware that the Ombudsman Office has a service that allows citizens to file corruption complaints.

PERCEPCION DE CORRUPCION (Entre los que conocen la institucion)

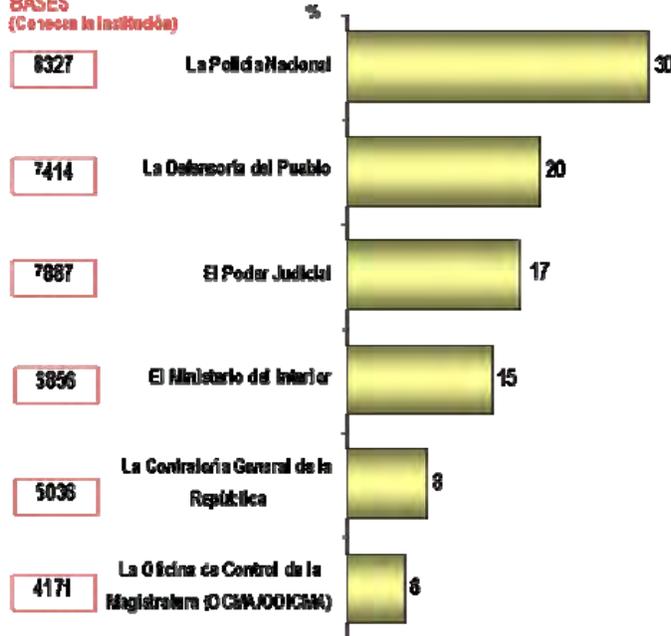


ACTIVIDADES DE LAS INSTITUCIONES PARA COMBATIR LA CORRUPCION

¿Sabe si ... en los últimos 12 meses ha realizado actividades para combatir la corrupcion?

(Entrevistados que Si perciben que dicha institucion lucha contra corrupcion)

BASES
(Conocen la institucion)

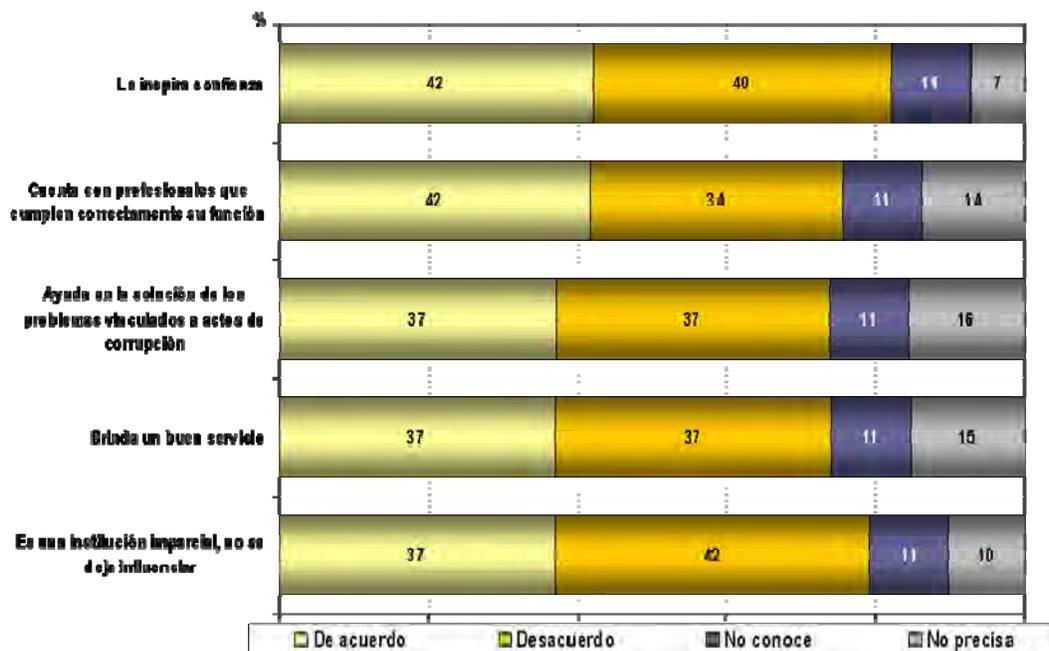


	¿...son efectivas o no son efectivas?	
	EFECTIVAS (Entre los que conocen las actividades)	EFECTIVAS (Entre los que conocen la institucion)
La Policia Nacional	24%	7%
La Defensoria del Pueblo	37%	7%
El Poder Judicial	18%	3%
El Ministerio del Interior	23%	3%
La Contraloria General de la Republica	31%	2%
La Oficina de Control de la Magistratura (OCMAJODICMA)	32%	2%

85

CARACTERÍSTICAS INSTITUCIONALES

Ud. está de acuerdo o en desacuerdo con que la Defensoría del Pueblo ...



B. IDENTIFICATION OF THE PROBLEM

Main Challenge

- The lack of credibility of public agencies hinders citizen interest and participation in the anticorruption initiatives undertaken by the government.

Causes

- There is a widespread perception of corruption within public agencies and the idea of corruption is socially accepted in Peru.

Effects

- Opportunities and the level of corruption in the country will increase, and citizens' rights will be violated.

IV. TARGET AUDIENCES

A. PRIMARY TARGET AUDIENCE

Citizen Sectors: In compliance with the terms of our Contract, we are continuing to use the category of citizens in general. However, for the purposes of our communications intervention, this category has focused on: men and women of socioeconomic level C between 25 and 45 years old, living in marginal urban areas, are part of the discussion group at the national level, the potential users of the counterpart institutions, and eventually could become the protagonists in the fight against corruption in the country. *It should be pointed out here that, although we are focusing on level C because of a strategic necessity, it does not mean that the message will not reach other levels, such as B and D. It will obviously be at a lower intensity, but it will not necessarily be less effective.*

B. SECONDARY TARGET AUDIENCE

Citizen Sectors, men and women of socioeconomic levels B and D.

Regional Offices of the Ombudsman in the five prioritized regions: Apurímac, Arequipa, Ayacucho, Cusco, Lambayeque.

C. STRATEGIC PARTNERS

Leaders of citizen networks: Committee presidents, working group leaders, directors of professional schools, and leaders of student associations, among others, will mobilize organized citizens to assume their role in the fight against corruption.

Citizen Networks: Individuals or groups that in general work in a collective manner to make decisions in the public area of society outside of government structures. Organized citizens to work in the public area for the common good of the country, who are not looking for any personal profit, political power, or adherence to a particular party.

Opinion Makers: Opinion makers include the media coverage at the national, regional, and local levels, capable of generating public opinion flows. They also include public opinion leaders, leaders of professional organizations, and members of the three branches of government.

USAID Partners: USAID | PERU | COMUN@S Project, in charge of the Academy for Educational Development (AED), is part of the “Rural Connectivity” Project, which aims to promote transparency and efficiency in municipal administration, and increase citizen access to public information, strengthening the relationship between local authorities and residents.

The Project has focused its strategy in 84 municipalities located in five departments of the country: Apurímac, Arequipa, Ayacucho, Cusco, and Lambayeque, which are located in areas of extreme poverty, and were affected by terrorist violence and drug trafficking. Its main strategy involves the use of information technologies. In this case, the idea is to develop the capacities of authorities and officials in the use of the Internet and management tools, promoting the transparency of processes through open access to public information.

V. PRIORITIZING OF BEHAVIORS

CURRENT BEHAVIORS	POSSIBLE BEHAVIORS
27% of citizens are aware of public sector anticorruption initiatives	47% of citizens are aware of public sector anticorruption initiatives
6% of citizens can identify the results of public sector anticorruption initiatives	26% of citizens identify the results of public sector anticorruption initiatives supported through the Anticorruption Threshold Program
37% of citizens recognize the Ombudsman Office as an independent institution.	52% of citizens recognize the Ombudsman Office as an independent institution
30% of citizens recognize the Ombudsman Office as an institution devoted to monitoring anticorruption initiatives performed by the Government	45% of citizens recognize the Ombudsman Office as an institution devoted to monitoring anticorruption initiatives performed by the Government

VI. COMMUNICATION OBJECTIVES

POSSIBLE PERCEPTIONS	COMMUNICATION OBJECTIVES
47% of citizens are aware of public sector anticorruption initiatives	After 8 months, 47% of citizens are aware that the Ombudsman Office is also concerned with fighting corruption through preventive actions.
26% of citizens can identify the results of the anticorruption initiatives led by the partner agencies of the Anticorruption Threshold Program	<p>After 8 months, 26% of citizens in the five prioritized regions can identify the efforts by the Ombudsman Office in respect to the progress, constraints, challenges, and recommendations of the fight against corruption.</p> <p>After 8 months, 26% of citizen sectors acknowledge the effectiveness of preventive and monitoring measures of the Ombudsman Office, in particular through the Program of Public Ethic, the Prevention of Corruption and Public Policies.</p>
52% of citizens recognize the Ombudsman Office as an impartial institution	After 8 months, 52% of citizens acknowledge that corruption violates their rights, and that they have rights and duties in the face of corruption (complaints, use of legal channels to express their demands).
45% of citizens recognize the Ombudsman Office as an institution devoted to monitoring anticorruption initiatives performed by the Government	After 8 months, 45% of citizen sectors acknowledge that the Ombudsman Office also focuses on the prevention and monitoring of corruption practices in public administration.

VII. MESSAGES AND GUIDING APPROACHES

The messages and guiding approaches correspond to the Program’s Global Communications Strategy, and have been conceived to achieve the communication objectives. It is important to note that CONECTA’s qualitative report concludes that the Ombudsman Office is the institution best identified by the citizens, even when they do not have a clear idea about the general functions it performs or about specific functions in the fight against corruption. Citizens wish to be informed about these examples in which actions performed by the institution can be identified.

1. Emphasize that acts of corruption emerge from a specific type of relation between citizens and public officials, who in a deliberate manner, use power and/or public goods for their own benefit or for the benefit of a third party. Public ethics principles are broken, and fundamental rights of the population are violated.
2. Highlight the role of the Ombudsman Office in the fight against corruption through preventive measures: a) Publicizing this phenomenon as a subject of national debate, b) training citizens about their role in the issue (citizen participation and vigilance) and c) detecting inefficient processes that imply a risk of corruption. In this case, the Ombudsman Office studies the problem and develops recommendations intended to improve government policy on the subject.
3. Emphasize that the Ombudsman Office focuses on the citizen-state relationship within its constitutional jurisdiction of protecting citizens’ rights by supervising public administration and companies providing public services. In other words, the Ombudsman Office is not in charge of the private-state relationship, except for those companies providing public services, for example.
4. Emphasize that citizens have duties and rights against corruption.
5. Show citizens as well as public officials in everyday cases of corruption. Emphasize that bribes are demanded not only by public officials, police, educational authorities, administrative staff of health centers, or court clerks, among others, but that they are also frequently offered by citizens to obtain what they need, to avoid a sanction or to break the law.

General Concept of the National Campaign Directed at Citizens

The citizens-officials of the Ombudsman Office unite to prevent corruption from violating your rights.

Messages/Guiding Approaches

1. Show the significance of corruption; citizens will be surprised for not previously being aware of it.
2. Demonstrate that by breaking the chain of corruption, we contribute to the fight against corruption and prevent the violation of citizens’ rights.
3. Citizens will understand that falling into the “small corruption” of corrupting an official brings significant consequences that affect their rights, and the rights of their community.
4. Promote reflection about the fight against corruption.

VIII. MEDIA MIX AND SELECTION

1ST NATIONAL CAMPAIGN DIRECTED AT CITIZENS

Objective	Mass Communication	Interpersonal, Community and Educational Communication	
Demonstrate that the citizen is the protagonist in the fight against corruption.	<u>Package of Materials:</u> 1 TV spot (30 seconds) 2 Radio spots (30 seconds) Media Plan April 2010	Kickoff meetings with heads of Regional Offices of the Ombudsman August – September 2009 Training workshops for chief spokespersons and commissioners of the Regional Offices of the Ombudsman in the 5 prioritized regions. February 2010	Power Point Presentation Executive Summary Media training Key Messages

2ND NATIONAL CAMPAIGN DIRECTED AT CITIZENS

Objective	Mass Communication	Interpersonal, Community and Educational Communication	
Demonstrate that the citizen is part of the problem	<u>Package of Materials:</u> 1 TV spot (30 seconds) 2 Radio spots (30 seconds) Media Plan June 2010	01 Informative meeting with heads of Regional Offices of the Ombudsman	

DISSEMINATION CAMPAIGN FOR THE OMBUDSMAN OFFICE SPECIAL REPORTS AT THE LOCAL AND REGIONAL LEVELS

Objectives	Mass Communication	Interpersonal, Community and Educational Communication	
Disseminating results and recommendations of the Ombudsman Office's special reports	<u>Six Press Conferences</u> <ul style="list-style-type: none"> • Lima • Apurímac • Arequipa • Ayacucho • Cusco • Lambayeque 	Publish the three Ombudsman Office special reports	Printing the Ombudsman Office special reports Flyer: Summary of the Ombudsman Office special report (friendly version) 1 per report Press release
Disseminate the role of the Ombudsman Office in the prevention of corruption		<u>Six Working Groups with Authorities</u> Meeting with authorities, civil society members, and local press of each region to present the results of our intervention. Training leaders of prevention networks, officials, and journalists.	Power point presentation Work materials (Executive summary) 02 educational videos and viewing guide 01 ethics game and user's guide 01 educational content guide about corruption, ethics and values
		<u>Five Informational Fairs</u> <ul style="list-style-type: none"> • Apurímac • Arequipa • Ayacucho • Cusco • Lambayeque 	Social Poster Informative Brochure This activity will be developed in the framework of the working groups with local stakeholders.
		<u>Street Theater (Approx 10 min.)</u> Three presentations in each of the five prioritized regions	This activity will be developed in the framework of the working groups with local stakeholders: Town centers, schools, markets, main streets, and universities, and others.

SUMMARY OF CAMPAIGNS

Type of Communication	
Mass Media	<ul style="list-style-type: none"> • 2 Radio and TV campaigns (6 weeks each)
Institutional	<ul style="list-style-type: none"> • 02 technical advisory meetings, training of spokespersons, coordination, participatory evaluation
Other Media	<ul style="list-style-type: none"> • 1 National, Regional and Local Campaign
Total Events	<ul style="list-style-type: none"> • 6 press conferences • 5 informational fairs • 6 meetings with authorities, civil society members, and local academics • 15 Street Theater Presentations (3 in each region)
Package of Materials	<ul style="list-style-type: none"> • 4 radio spots – 30 seconds each • 2 TV spots – 30 seconds each • 1,000 copies of each report (3 reports in total). These reports will be published on the website of the Ombudsman Office and other linked institutions • 5,000 copies of friendly version of each report • 5,000 posters • 15, 000 informative flyers • 5,000 campaign flyers • 2 educational videos and viewing guide (300 copies of each) • 1 educational game and user’s guide (2,500 of each) • 2 educational content guides about corruption, ethics, transparency and values (2,500 of each)

IX. INTERVENTION

A. PRODUCTION OF MATERIALS; SPECIFIC RECOMMENDATIONS FOR EACH MEDIUM

Educational Guides

- Responsibilities of the Ombudsman Office regarding anticorruption
- Role of citizens in the fight against corruption
- Government structure to fight corruption: body of laws and organization of the state
- Government anticorruption initiatives

Informative/ Educational Flyer (Brochure)

- Identify, summarize, translate, and package on the reports published
- Types of corruption

Educational Video (For the technical meetings for dissemination of the reports)

- Summarize the duties of the Ombudsman Office in the prevention of corruption, showing real cases in which corruption practices are developed

Social Poster

- Role of citizens in the fight against corruption
- Role of the state

Four Radio Spots

- Make sure the language used is colloquial, emphatic, and that creates closeness and identification with the target audience of level C to which the campaign is directed
- Appeal to emotions

Two TV Spots

- Expose acts of corruption and their consequences
- Ombudsman Office's role in the prevention of corruption
- Ombudsman Office Hotline

B. DISTRIBUTION OF MATERIALS

The Regional Offices of the Ombudsman will be in charge of the distribution of materials, based on the percentage of the population estimated within each jurisdiction. To facilitate the distribution of printed materials, packages of 50 units will be put together, and areas and contact networks of each Regional Office of the Ombudsman will be identified.

The Communications Specialist assigned to the Ombudsman Office will be responsible for assessing the implementation of the system for the distribution of materials, as well as supervising and monitoring the distribution process in order to ensure that materials reach their final destination.

ACTIVITIES	RESPONSIBLE PARTY	PRODUCTS
Identify distribution points (mapping) of printed communication products according to the material type and POP: General Points Specific Points	Regional Offices of the Ombudsman at the national level (With the assistance of the Communications Specialist assigned to the Ombudsman Office)	Identified and mapped distribution points
Distribution of printed communication products: Assemble packages Organize distribution groups based on the points Arrange with partners	Regional Offices of the Ombudsman (under the coordination and supervision of the Communications Specialist assigned to the Ombudsman Office) Production Company	Distributed printed products
Dissemination of the radio communication product: Contract with radio station(s) Present the product to radio station(s)	Producer Communications Specialist	Radio products placed in radio stations for dissemination

X. MONITORING AND EVALUATION SYSTEM

The chart on the following page illustrates the monitoring and evaluation system of the communication campaign and includes the objectives, indicators, and methodologies for data collection to establish a baseline, periodic monitoring of indicators, and a final measurement of the objectives.

Three types of indicators are considered, and included in the present strategy:

1. **Perception Indicators:** Those related with the perception of individuals regarding the image and actions of the partner institutions of the Anticorruption Threshold Program (familiarity with the entity, awareness of the entity's procedures, disposition to use the procedures, perception with respect to the effectiveness of activities performed by the entity, opinion about the entity). Measured by national or individual surveys.
2. **Process Improvement Indicators:** Measure the progress of results of the processes identified by the entities that are required to be more efficient to improve the perception of the entity (time for improvement of identified processes). Measured by evaluating the results of the improved processes. This evaluation is part of a study.
3. **Product Indicators:** Measure performance of the development of a deliverable required by agencies (performance of the development of required deliverable, compliance with minimum functionality requirements established for each deliverable). Measured by verifying the performance of the development of a deliverable, or by evaluating compliance with functionality.

A final evaluation of the Anticorruption Threshold Program will be conducted in February 2011 based on the following methodologies:

- Collection and analysis of quantitative data using tools to calculate final values related to each indicator.
- Collection and analysis of qualitative data to examine in depth and analyze quantitative results, and identify and systemize the lessons learned by the project implementation process.

The results of this methodology will be included in a final evaluation report. This document will provide USAID, MCC, and the Government of Peru a baseline for future interventions, using the Results Matrix on the following page.

RESULTS MATRIX

INDICATORS	TYPE OF INDICATOR	BASELINE	MONITORING	OBJECTIVE
(9a) % of citizens aware of anticorruption initiatives implemented by the Government.	Perception	27% of citizens are aware of initiatives implemented by the Government to fight against corruption.	This indicator will be monitored once a year through a National Survey	An increase of 20% in the proportion of citizens aware of initiatives implemented by the Government to fight against corruption.
(9b) % of citizens able to identify outcomes of the public sector anticorruption initiatives.	Perception	6% of citizens are able to identify outcomes of the public sector anticorruption initiatives.	This indicator will be monitored once a year through a National Survey	An increase of 20% in the proportion of citizens aware of anticorruption initiatives implemented by counterpart agencies.
(9c) % of citizens who recognize the Ombudsman Office as an institution devoted to monitoring anticorruption initiatives implemented by the Government.	Perception	37% of citizens recognize the Ombudsman Office as an institution devoted to monitoring anticorruption initiatives.	This indicator will be monitored once a year through a National Survey	An increase of 15% in the proportion of citizens who recognize the Ombudsman Office as an institution that leads anticorruption preventive activities.
(9d) % of citizens who recognize the Ombudsman Office as an institution devoted to monitoring anticorruption initiatives.	Perception	30% of citizens recognize the Ombudsman Office as an institution devoted to monitoring anticorruption initiatives.	This indicator will be monitored once a year through a National Survey	An increase of 15% in the proportion of citizens who recognize the Ombudsman Office as an institution devoted to monitoring anticorruption initiatives.