

FINAL REPORT - OUTCOME EVALUATION

“PARTICIPATORY POLICYMAKING AMONG TARGETED GROUPS IS PROMOTED”

UNDP ARMENIA

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SEPTEMBER 2008

ACKNOWLEDGEMENTS

The author would like to acknowledge the support and collaboration of all of the UNDP – Armenia staff, including the Resident Representative – as well as the thoughtful comments and time of various stakeholders from donor and international agencies, non-governmental organizations in Yerevan and the regions and the volunteers who worked on the participatory monitoring. He also wishes to thank the Canadian International Development Agency (CIDA) for their financial support to the evaluation.

ABBREVIATIONS

ACPM	Anti-Corruption Participatory Monitoring
APMM	Anti-Corruption Participatory Monitoring Methodology
AWP	Annual Work Plan
CEGS	Community E-Governance System
CoE	Council of Europe
CO	Country Office
CPAP	Country Programme Action Plan
CPD	Country Programme Document
CRD/TI	Center for Regional Development/Transparency International
CSA	Civil Society Anticorruption
CSA Network	Civil Society Corruption Network
CSO	Civil Society Organization (CSO and NGO are often used interchangeably)
DGTF	UNDP Democratic Governance Thematic Trust Fund
EGSTA	E-Governance System for Territorial Administration
ENP	European Neighbourhood Policy of EU
EU	European Union
GIPI	Global Internet Policy Initiative
GoN	Government of Norway
GRECO	Group of States Against Corruption
ICT	Information and Communication Technology
LPO	Local Partner Organizations
NGO	Non-Governmental Organization
OECD	Organization of Economic Cooperation and Development
OSCE	Organization for Security and Cooperation in Europe
OSI	Open Society Institute
PRSP	Poverty Reduction Strategy and Plan
RBM	Results Based Management
SDC	Swiss Agency for Development and Cooperation
TA	Technical Assistance
TI	Transparency International
TORs	Terms of Reference
TOT	Training of Trainers
UNCAC	United Nations Convention on Anti-Corruption
UNDAF	United Nation Development Assistance Framework
UNDP	United Nations Development Programme
UNDP/PACT	United Nations Development Programme/Programme for Accountability and Transparency
USAID	US Agency for International Development
WB	World Bank

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EXECUTIVE SUMMARY

This report provides the results of an evaluation carried out over the period June 30 to July 12th 2008 of UNDP Armenia's **Country Programme Outcome 4 "Promotion of Participatory Policymaking Among Targeted Groups"**. The selection of the outcome to be evaluated was reinforced by several reasons, both internal and external, for UNDP. Participation is considered as a cross-cutting issue for the UNDP Armenia Country Office as it is an important basis for democracy and means for ensuring transparency, accountability and anti-corruption. Another consideration was that fighting corruption is a priority issue for Armenia and in both in the PRSP as well as the five year government programme. Another factor affecting the selection of the Outcome is that a number of projects have been conducted and results delivered. The evaluation will also help to inform the next United Nations Development Assistance Framework (UNDAF) and UNDP Country Programme cycles, the planning of which will start in 2009.

The purpose of the evaluation was assess the outputs of the projects and their contribution to the outcome, their relevance to the county, as well as to define lessons learned and identify possible future entry points for similar projects.

The methods used included a desk review of key documents, key informant interviews, focus group discussions with different groups including project experts, civil society organizations, and NGO volunteers, who supported implementation of the project. A wrap up session with UNDP staff was conducted at the end to discuss and validate draft findings, concerns and recommendations to ensure the evaluator's clear understanding of the issues, to deepen understandings on the part of all involved, and to ensure there are no major surprises when the draft report is received.

Several projects and sub-projects have contributed to the outcome. The focus of the evaluation was on the project "Strengthening Awareness and Response in Exposure of Corruption in Armenia" which started in 2006 and is on-going. Two other projects - (a) Support to Information Society and Democratic Governance and (b) Civil Society Monitoring Nat'l Strategy on Anti-Corruption preceded the first project which built on their results. The first project is, in essence, a number of sub-projects of different durations, sizes, and expected results. The sub-projects involved support to:

- a CRD/TI Armenia 2006 Corruption Perception Survey;
- a gap analysis of the preventative measures section of UNCAC;
- participatory monitoring by civil society in the education and health sectors;
- media and journalists (training, capacity building and television programs);
- a variety of e-governance initiatives.

The status of the outcome was assessed by reviewing progress relative to its indicators, the status of the outputs and their indicators, as well as by a more qualitative analysis of the narrative reports, interviews and focus group discussions. If looked at strictly from

the standpoint of the indicators, one can be easily justified in saying that the Outcome has been achieved. However, the indicators are at the level of very “immediate outcomes” – which really cannot be described as “developmental”. At the same time, they reflect the short-term nature of the sub-projects which really should not claim to have developmental outcomes. There are no indicators related to changes in levels or types of corruption which is entirely reasonable and defensible given the short term nature of the sub-projects.

Major factors which contributed to progress toward outputs and the outcome included:

- UNDP staff competency and commitment;
- Sound selection of competent partners and good communication with them and government agencies;
- Selection of “doable” projects;
- In the case of more complex projects, good partners, a willingness to revisit methodology and a lot of UNDP staff involvement;
- Management support, particularly when there were problems (CRD/TI study, lobbying legislation, and
- Donor financial support, as well as support from other parts of the UN system.

The major concerns identified related to the short term nature of the projects in an area where progress is well known to be long term. The concerns about the way the outcome and output indicators are framed have been mentioned. It would be very helpful if it were possible during the planning process to develop the results chain in a more realistic way that might conceive of results of outcomes in various stages such as immediate, intermediate and longer term. Donor support is also short term and contributes to the overall short term approach. Support to Civil Society Organizations is also short term which weakens their role as strong, longer term partners. The short term approach also affects sustainability. It has also encouraged the selection of short term activities, such as studies, which have been quite useful but lack a strategic or programmatic framework which would allow for more coherent follow-up. The requirements and complexities of the UN and UNDP system were also seen as issues, particularly in the way that different results areas are intended to but do not really fit together in a particularly coherent way. The causal links between the project, sub-projects and the outcome statement are tenuous.

The recommendations section discusses possible options for UNDP Armenia’s future engagement in anti-corruption work and makes a series of recommendations concerning:

- Making the expression of a future Outcome statement, the linkages with outputs and their related indicators clearer;
- Taking a more programmatic approach, planning projects with a longer time frame in mind, and seek funding arrangements with donors that are more programmatic and long term;

- Building on accomplishments, particularly continuing the work in the regions of Armenia, working with CSOs, supporting monitoring of the next Anti-corruption Action Plan, a future CRD/TI Corruption Perceptions Survey or other studies of that nature, as well as e-governance. The recommendations also encourage taking a more strategic and longer term, programmatic approach;
- Strengthening Planning and Monitoring Tools, particularly strengthening diagnostic work, building longer term outcomes into the planning process, strengthening the identification of key sustainability issues during project design;
- Investigating with bilateral donors ways to provide funds over a longer period of time and combine donor fund in order to provide greater and longer term predictability in order to reduce the transactions involved in approvals and monitoring reports;
- Finally, the report recommends working with other donors to find ways to encourage longer term approaches with CSOs and ways to strengthen their professionalism and capacity to do more sustainable anti-corruption work.

INTRODUCTION

Purpose, Organization and Structure of the Report

This report provides the results of an evaluation carried out over the period June 30 to July 12th 2008 of UNDP Armenia's **Country Programme Outcome 4 "Promotion of Participatory Policymaking Among Targeted Groups"**. The report follows the required Outcome Evaluation Report Template found in the UNDP Guidelines for Outcome Evaluators.

Selection of Outcome For Evaluation

In accordance with UNDP policies and procedures on evaluations the following outcome was selected from the Democratic Governance field to be evaluated. The selection of the outcome to be evaluated was reinforced by several reasons, both internal and external, for UNDP. Participation is considered as a cross-cutting issue for the UNDP Armenia Country Office as it is an important basis for democracy and means for ensuring transparency and accountability. In the framework of the Outcome, participatory policy making is promoted in several fields, particularly in the field of combating corruption. A further consideration was the fact that corruption is a priority issue for Armenia and combating it was considered as an important factor for development both in the PRSP Armenia 2 (draft) and the five year government programme. Another factor affecting the selection of the Outcome is that a number of projects have been conducted and results delivered. Finally, support available from the Canadian International Development Agency (CIDA) assisted in making the overall evaluation process more cost-effective.

Purpose of Evaluation

The purpose of the outcome evaluation of UNDP Armenia's **Country Programme Outcome 4: "Participatory Policymaking Among Targeted Groups is Promoted"** is to assess the outputs of the projects and their contribution to the outcome, their relevance to the county, as well as to define lessons learned and identify possible future entry points for similar projects. The objective of the outcome evaluation is to assess how the outputs of the above projects contribute to the specified outcome, as well as to assess their linkages with national priorities on governance. The timing of this evaluation is strategic in that it identifies results and defines lessons learned which will assist in informing future interventions as part of the CP review and planning cycle. The evaluation reviews the extent to which programme, projects, soft assistance, partners' interventions and synergies among partners have contributed to the achievement of the outcome. It includes five categories of analysis: design, outcome status, relevance, the UNDP contribution and lessons learned (See full Terms of Reference – Annex 1).

Approach and Methodology

The evaluation was carried out in two stages. The consultant came to Armenia for one week at the end of March to work with the UNDP staff to clarify certain aspects of the Terms of Reference and to develop a mutually agreeable work plan. The Work Plan was subsequently approved by CIDA and the actual evaluation was carried out from June 30th to July 12th.

The methods used involved:

- **Desk Review:** An analysis of all key documents, including the United Nations Development Assistance Framework (UNDAF), the Country Program Action Plan (CPAP), Annual Work Plans (AWP), regular monitoring reports, various reports produced by projects, reports by international organizations, and reports by experts. (See List of Documents Consulted - Annex 2). The purpose of this analysis was to determine the nature and type of results in relationship to outcome and output indicators – as well as more broadly;
- **Key Informant Interviews:** Interviews with key people involved in the projects (See List of Interviewees - Annex 3) and the Interview Question Guide - Annex 4). The purpose of the interviews was to obtain another perspective in terms of the questions in the Terms of Reference (TORs), particularly results achieved, and to cross check or validate them with what was found in reports;
- **Focus Group Discussions:** Focus group discussions with experts, civil society organizations, and volunteers (See Question Guide – Focus Groups -Annex 5). The purpose was the same as above;
- **A wrap up session with UNDP staff to discuss and validate draft findings, concerns and recommendations as well as a similar wrap-up session with the Resident Representative.** The purpose of these wrap-up sessions was to ensure the evaluator’s clear understanding of the issues, to deepen understandings on the part of all involved, and to ensure there are no major surprises when the draft report is received.

Challenges – Conceptual and Practical

The UNDP template for outcome evaluations does not suggest this section. However, since UNDP systems and approaches are going through some evolution, these comments may be helpful.

The shift in the UNDP evaluation process to focussing on outcomes, as opposed to outputs, is welcome. However, as with any change, it is not without its issues. Several challenges were encountered during the course of the evaluation. Some were conceptual. Some were practical.

Briefly the challenges and concerns raised were:

- The causal linkages between various project documents (such as annual work plans and monitoring reports which refer primarily to outputs), and the UNDAF, CPAP (the country programme documents), which refer to outcomes, is tenuous;
- The results and conclusions from aggregating various outputs into outcomes can be uncertain and misleading;
- The tendency of many agencies to use (and misuse) Results Based Management, to show they are achieving “results”, often in areas where experience and common sense tell us that the achievement of substantive results is long-term and often (predictably) uneven;
- The words used to describe outcomes are often so broad that they do not provide clear, operational direction – which is one of their purposes;
- Finally, making the practical connections between documents and working though different outcome statements in different documents (as well as changing output indicators, regardless of the rationale for their changes), can be confusing¹

In any programme or project there is a potential continuum of results – often uncertain and uneven. Training leads to increased knowledge and skills which in turn may be applied on the job to improve personal and organizational performance. Such improvements result in new challenges for clients/stakeholders and/or staff, and new “needs”, which in turn may require new technology, different management approaches, improved procedures, further training, etc. Simplistically, these could be described as immediate, intermediate and long-term results. To use other language, they can be seen as a continuum of outcomes. The outcome in this evaluation can best described as being at the “immediate outcome” level. As a result, and quite reasonably, there are no indicators or reference to effects on corruption – which is usually only influenced in the mid – to long-term. However, it is important to try to establish or think about these longer term connections, no matter how complex and messy the causal relationships involved.

¹ There are two separate issues. The first is simply trying to track the connections between different documents. The second is changing and updating documents. Most evaluators agree that planning and project documents, LFAs etc. should be “living documents” and adjusted as situations change and/or learning takes place. If changes are to be made, they should be referenced and relatively easy to track.

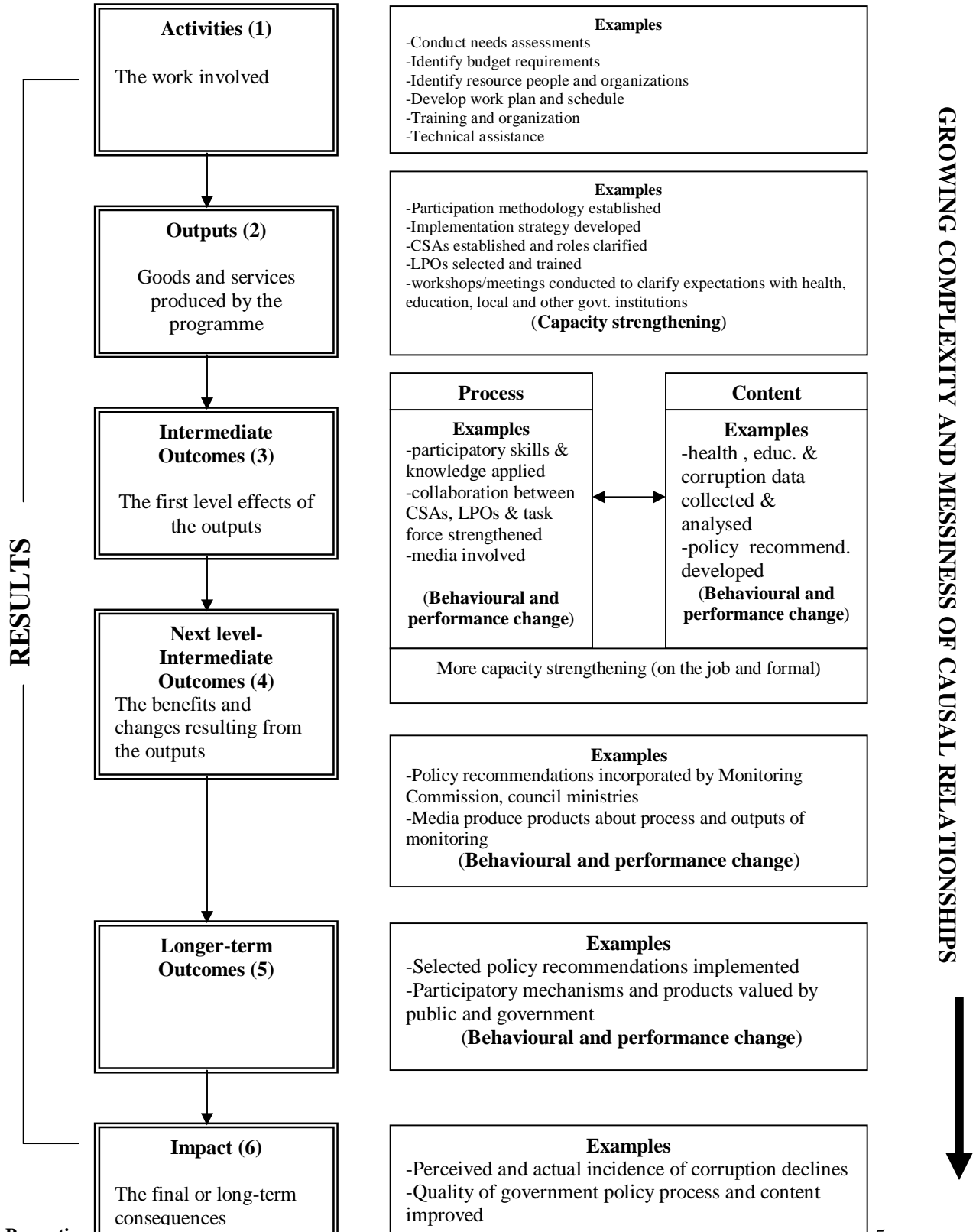
Figure 1 illustrates how a sub-project, such as participatory monitoring in health and education, might be de/reconstructed. It provides examples of how a continuum of results or outcomes might be conceived, how “process” and “content” results could evolve somewhat in parallel, and at what points corruption results might emerge.

The chart attempts to include many things in one page and is, of necessity, incomplete and simplistic. However, hopefully it gives a snapshot of the logic of moving from activities to outputs, to different levels of outcomes – and provides examples at each level. At the first level (1) are the activities (the work involved) and examples such as needs assessments, training, etc. These in turn produce outputs (2) such as methodologies and people who are trained. These are primarily capacity building or strengthening outputs which in turn lead (hopefully) to the first level of intermediate (3) outcomes which are changes in behaviour and performance on the part of organizations, groups and organizations. These results might then be seen in terms of process (better application of participatory skills) and content (improved policy analysis). At this point, one is building awareness and an ability to analyse corruption issues. Substantive or sustainable changes in behaviour related to corruption are unlikely to occur at this stage, although in discussions volunteers reported some individual examples of changes. For lack of a better term, there is now a next-level of intermediate outcomes (4) which might see policy recommendations being taken to another level and the involvement of the media. The longer term outcomes (5) illustrate another level of behaviour and performance change – in this case, actual implementation of selected policy recommendations - as well as validation of the use and value of the process components. This very linear presentation disguises the complexity and messiness of causal relationships and simplistically suggested that it may be at this stage (6) that actual changes to corruption actually take place. Reality will, of course, be different.

There are several benefits to attempting to capture these complex relationships in one, overly simplistic, chart such as this or an LFA. The potential benefits involve both process and substantive aspects. From a process perspective, it is important motivationally for key stakeholders to have a solid grasp on what their efforts are for, not just in the immediate but in the longer term. The participatory process of key stakeholders putting together a chart or an LFA such as this, including the struggle, discussion and debate, is a key part of objective setting. Finally, one or two pages, while overly simplistic, has numerous advantages for donors, evaluators as well as staff who have may have to work through several documents which serve different purposes to get an overall perspective of intended results.

Donor focus on relatively immediate outcomes contributes to several problems. Fairly immediate outcomes tend to be relatively “achievable”, which is not to suggest that they are easily achievable. Focussing on immediate outcomes such as capacity building, awareness raising or advocacy often does not encourage adequate attention to and analysis of the much harder and more complex issues related to behaviour and performance change. Such a focus also tends to minimize the challenges of very difficult larger, systemic issues such as public service reform.

Figure 1: RESULTS CHAIN-PARTICIPATORY MONITORING



Promotion of participatory policymaking among targeted groups (anti-corruption accountability) - OUTCOME 4
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OUTCOME 4: PARTICIPATORY POLICY MAKING AMONG TARGETED GROUPS IS PROMOTED

THE ANTI-CORRUPTION CONTEXT

Several reports prepared by other consultants² were reviewed, including those from Transparency International (TI), and, of course, those from GRECO, the Istanbul Anti-Corruption Actions plan of the Network for Transition Economies, and the UNCAC Self-Assessment Report submitted by the Government of Armenia to the UN Office on Drugs and Crime (UNDOC) on the progress made by Armenia in terms of its compliance with UNCAC.

Political and many other forms of corruption are widespread in Armenia. Transparency International's Corruption Perceptions Index (CPI) ranked Armenia at 3.0 out of 10 in 2007 (the lower the score the higher the perceived level of corruption, placing it 99th out of 180 countries surveyed and clustered with Algeria, Belize, the Dominican Republic, Lebanon and Mongolia. The UNDP Armenia views corruption as a serious challenge to Armenia's development.³ This ranking has not changed between 2003 and 2007.

The main-anti-corruption institutions of the Armenian government are the Anti-Corruption Council (headed by the prime minister) and the Anti-Corruption Strategy Monitoring commission, which was established in 2004. These institutions have barely functioned since they have been established. The government's new anti-corruption strategy for 2008-2012 is still under development.

Presidential elections were held in February of this year which were followed by a series of mass protests to demand the annulment of results amidst allegations of ballot stuffing and intimidation. Western election monitors said that the election was broadly in line with international standards but that improvements were necessary. Clashes between protesters and police resulted in injuries, deaths and arrests. A state of emergency was declared which ended on March 21st. Stability has been restored but there is an ongoing standoff between the opposition parties and the government.

In the meantime, the Prime Minister Tigran Sarkisian has declared that corruption is Armenia's number one problem that obstructs all reforms and the government has undertaken a series of reforms targeting the passport office, the tax department, customs service and the police. The official crackdown has involved in changes to regulations, tax inspections of companies owned by pro-government business people and resulted in the firing of a number of officials. So far the anti-corruption efforts have met with mixed reactions. The head of the Sociometer Center, which polls public opinion, argues that the crackdown should not be seen as artificial. The head of Transparency International

² Report on Anti-Corruption Initiatives of UNDP Armenia, March 2006; Development of the Anti-Corruption Strategy of the Republic of Armenia, Mr. Bertrand de Speville, Nov. 2005; Report on Anti-Corruption Initiatives of UNDP Armenia, March 2006, Prepared by Elaine M. Conkievich; Armenia Case Study on Anti-Corruption Initiatives, Draft Final Report – 26 Nov. 2005, By Cathy Stevulak

³ "Strengthening Cooperation between the National Assembly, Civil Society and the Media in the Fight Against Corruption, Speech by Ms. Consuelo Vidal, (UN RC/UNDP RR, April 6, 2006

(Armenia) believes that the government's ongoing political standoff with the opposition has prompted officials to try to convince sceptics that it means to stamp out corruption once and for all this time. She added that the government must really show whether they have the will to fight corruption or not.⁴ The opposition argues that the measures are more show than substance. At the time the evaluation was conducted, interviewee reactions to recent anti-corruption reforms clustered around very cautious, "wait and see", short-term, cynical and pessimistic. Given what we know about the time required for anti-corruption reforms to have sustainable results, it is fair to say that it is still too early to give a definite evaluation of the campaign's results.

FINDINGS AND CONCLUSIONS

At the outcome level, the focus was on UNDP Armenia's **Country Programme Outcome 4**: "Participatory policy making among targeted groups is promoted". The Terms of Reference asked four sets of questions related to design, outcome status (including which outputs were most significant), relevance and the UNDP contribution.

Several projects and sub-projects have contributed to the outcome. The focus of the evaluation was on the project "Strengthening Awareness and Response in Exposure of Corruption in Armenia" which started in 2006 and is on-going. Two other projects - (a) Support to Information Society and Democratic Governance (Project Number: 0011255) and (b) Civil Society Monitoring Nat'l Strategy on Anti-Corruption (Project Number 00043615) preceded the first project which built on their results. The first project is, in essence, a number of sub-projects of different durations, sizes, and expected results. It was created to provide a "home" for anti-corruption initiatives.

The sub-projects involve support to:

- a CRD/TI Armenia Perceptions Survey;
- a gap analysis of the preventative measures section of UNCAC;
- participatory monitoring by civil society in the education and health sectors;
- media and journalists (training, capacity building and television programs);
- a variety of e-governance initiatives;

The sub-projects fall into three categories. The first involves support to short-term, more or less self-contained strategic activities such as the TI Corruption Perception Survey and the UNCAC Gap Analysis, which (from the UNDP perspective) are not complex in design or implementation. The second category of e-governance sub-projects, are often carried out in collaboration with other donors and involve short-term technical support or training and some provision of equipment. They are not design or implementation intensive. The third group, which includes Participatory Monitoring and media

⁴ Armenia: Getting Serious About Corruption, Marianna Grigoryan, Eurasia Insight (<http://www.eurasianet.org/departments/insight/articles/eav> 7/11/08

/journalistic support, are more complex in terms of design, redesign, as well as implementation.

While the sub-projects have a number of differences, they have clear links, some more direct than others. More importantly, there are important synergies between them that were deliberately developed.

Design

The TORs asked three design related questions:

- How did the outcome statement affect the design of the projects?
- What were the substantive design issues? (These include stakeholder/partner involvement and capacity, parallel work by other agencies, UN management capacity, sustainability, etc.)
- To what extent and in what ways were past experience, findings from evaluations, dialogue with stakeholders, etc. used to design the projects?

How did the outcome statement affect the design of the projects? There seem to be two issues. The first is whether and in what ways the outcome statement provided direction for the design and selection of sub-projects or whether other factors were more important. The second is strength of the connections between the outcome statement and the sub-projects. The main question asked was the effect of the outcome statement on the design. In the view of the evaluator, the outcome statement had limited influence on the design of sub-projects, particularly in terms of potential anti-corruption results. It was essentially an existing umbrella in the country program action plan which was used to group a number of anti-corruption sub-projects. The projects and sub-projects were supported and developed essentially on the basis of needs and opportunities and then fitted into the outcome statement. There are various connections between the outcome statement and the projects. The outcome statement, in general, is concerned with participation, of which the NGO related project had a strong component. Arguably other components such as media activities and e-governance systems also support participation. All components are related, directly or indirectly to supporting both government and civil society organizations to fight corruption, strengthen transparency of government systems and to increase the awareness of civil society to more effectively use those systems.

There were three broad, substantive, design issues. First, a number of sub-projects such as the UNCAC Gap Analysis and some of the e-governance activities involved short, limited amounts of funding and or Technical Assistance (TA) and have achieved the results intended. These projects seem more opportunity driven (in the positive sense) than being part of a more strategic approach. While staff may see them in a longer term perspective, they do not appear in documents as part of a longer term approach to fighting corruption.

Second, most of the projects are short term. With short-term sub-projects, particularly those that are demand or request driven, significant or additional upfront design work does not seem to make sense. While they may be short term, at the same time it is important to understand the enabling (or disabling) environment in which small projects must operate. Too often small projects lack perspective about the challenges to their sustainability – because of lack of analysis. Specific examples are awareness raising and advocacy projects which often fail to adequately assess resistance and the resources and effort needed to deal with the underlying issues at work that affect sustainability. As with many things, there is a balance to be struck between adequate upfront analysis and over-analysis.

The third design issue involved the challenges of more complex projects such as Anti-Corruption Participatory Monitoring (ACPM) in the health and education sectors, which required design, assessment, redesign, and monitoring as well as considerable interaction and communication with a diverse group of stakeholders. Such projects are relatively labour intensive for UNDP staff. Different implementing arrangements might reduce the work load. This issue is important in terms of thinking about the size and scope of a possible anti-corruption portfolio and the next generation of projects. This is not an argument against such projects but a reality check in terms of staff requirements.

Use of past experience, findings from evaluations, dialogue with stakeholders, etc. to design projects: Project design took into account the experience of other organizations and stakeholders. The UNDP staff work closely with a variety of donors, civil society organizations who have regional networks and other stakeholders in the development of projects. They also link with democratic governance networks and draw upon the expertise of other international organizations such as the European Union (EU), the Council of Europe, the Organization for Security and Cooperation in Europe (OSCE), the Organization of Economic Cooperation and Development (OECD), USAID/CASALS and, of course, UNDP Bratislava. One limitation is that a great deal of the evaluative work of donors and partners tends to focus on short term results such as the fairly immediate results of training. In addition many donors or agencies do not make evaluations easily available to others and providing wider access still needs improvement.

Outcomes

The UNDP defines outcomes as “developmental changes between the completion of outputs and the achievement of impact, and are achieved in partnership with others.”⁵ While in the past, UNDP evaluations often focussed on the level of inputs and outputs, now the focus is on outcomes. This shift to greater consideration of outcomes, rather than outputs, is highly welcome. At the same time, the results chain is a rolling (and often up-down, back-forth) process which involves immediate outcomes, levels of

⁵ P. 6, Guidelines for Outcome Evaluators, Monitoring and Evaluation Companion Series # 1, UNDP Evaluation Office, 2002

intermediate ones and eventually, impacts – before a new process is set in motion. This process and the effect it has on measuring results and setting indicators will be discussed at more length in the “Concerns” section.

The Outcome, Outputs and Their Respective Indicators

At the simplest level, the status of the outcome can be measured by four indicators which have been developed by UNDP Armenia. The outcome indicators, their status and relationships to baseline information are shown in Annex 6 (Progress in Relation to Outcome and Output Indicators). Three of the four outcome indicators are quantitative. Outcome Indicator 3 is more qualitative. The outputs indicators, which have been updated from the CPAP, are shown for 2006 – 2008. Because the order of the outputs in the Annual Work Plan (AWP) varies from year to year, so does their numbering. The table in Annex 6 has been organized to group the same indicators from year to year to make comparison easier. As with the outcome indicators, the output indicators are also primarily quantitative, with the exception of Output Indicator 3 in 2008. Reference to a sub-project on lobbying, has been removed.

Status of the Outcome⁶

The status of the outcome was assessed by reviewing progress relative to its indicators, the status of the outputs and their indicators, as well as by a more qualitative analysis of the narrative reports, interviews and focus group discussions.

If looked at strictly from the standpoint of the indicators, one can be easily justified in saying that the Outcome has been achieved. There are several concerns about attempting to measure an outcome in this way, including the limitations involved with purely quantitative indicators. The indicators are at the level of very “immediate outcomes” – which really cannot be described as “developmental”. At the same time, they reflect the short-term nature of the sub-projects which really should not claim to have developmental outcomes. Finally, there are no indicators related to changes in levels or types of corruption. This is entirely reasonable and defensible, again, given the short term nature of the sub-projects. Also at issue are the tradeoffs involved between developing more complete indicators and the time and cost of collecting the information upon which to base them. These issues will be discussed in more detail in the “Concerns” section.

In order to have a full sense of the results at the outcome level as well as the potential for the future, it is necessary to look at the outputs from the various sub-projects,⁷ their

⁶ Figure 1 provides example of outputs and different levels of outcomes which could be used to develop indicators.

⁷ The term sub-project is used to describe the various components (UNCAC Gap Analysis, support to the TI Corruption Perceptions Study, etc.) which all go to make up the project “Strengthening Awareness and Response in Exposure of Corruption in Armenia”

synergies, and qualitative results which are discussed in reports and by interviewees but which do not show up in the indicators – all of which make a contribution to the outcome statement.

Outputs

This section summarizes the results of the various sub-projects. The conclusions are based upon an analysis of Standard Progress Reports, Donor Reports, other monitoring reports (see List of Documents Consulted in Annex 2) combined with individual interviews and focus group discussions. A summary of the results from the Standard Monitoring Reports is found in Annex 7 – Assessment of Achievements of Outputs)

One previous project concerning the development of lobbying legislation generated very active public debate because of a controversial provision related to registration requirements for civil society organizations (CSOs). Due to strong pressure from civil society the draft legislation was shelved. The sub-projects under the anti-corruption project have had positive results, whether measured narrowly by their output indicators or more qualitatively. The Participatory Monitoring and E-Governance sub-projects built on previous projects. All sub-projects are different in terms of purpose, size, scope, length, intended results and are at different places in the results chain in terms of directly or indirectly fighting corruption. There are important interconnections and synergies, some clearer than others. It is important to reemphasize that the projects are, for the most part short-term, as is the outcome. Nevertheless, the sub-projects have, individually and collectively, contributed to the outcome results. They also have the potential to contribute to longer-term results.

To better appreciate the contributions of the sub-projects to the outcome, and their potential for achieving results it is useful to look at each individually.

Anti-Corruption Participatory Monitoring in health and education sectors

The current phase of the ACPM is the longest term sub-project and builds on an earlier project. It has two parallel results areas: (a) strengthening civil society (CSOs, local partners and community volunteers) to participate in identifying areas that are vulnerable to corruption in the health and education sectors, and (b) the development of a series of policy recommendations for both sectors which are channelled back to the ministries as well as to the anti-corruption commission for possible inclusion in the next anti-corruption strategy.

This sub-project has several interesting features which include a methodology for participation (which has gone through assessment and changes), training for CSOs, local partners and volunteers, the use of a group of experts at the central level who provide a combination of advice and guidance in terms of methodology as well as content related to the sectors, focal point contacts in the ministries to facilitate communication with CSOs,

local groups and regional offices of the ministries, and links through the experts to the anti-corruption commission.

The deliberate building of linkages from the central level to the local level and back is worthy of deeper study and consideration. At this stage, there are several significant areas of results, which include (a) improved capacity of national and local CSOs and volunteers to do analysis of areas of vulnerability to corruption (without duplicating the work of inspection agencies or attempting to identify corrupt individuals), and (b) a series of recommendations in the health and education sectors which involve policy and administrative reforms which have the potential to make important service delivery improvements and at the same time reduce corrupt practices. The latter came out of the community-based work, which then were shaped into recommendations by the group of experts with direct engagement from the designated ministry representatives. Finally, the level of knowledge about corruption among CSOs and community members was increased and, although it was not the intention to expose specific cases, some were identified and action taken.

Some synergies have also been created between other sub-projects, such as work done with the press and journalists as well as between various stakeholders in this sub-project, and the work of the anti-corruption commission to develop the next anti-corruption strategy.

An important issue was raised on several occasions during focal group discussions. There was strong recognition that while increased public awareness was very important, there were systemic issues such as the need for improved public sector performance (from recruitment, placement of the right person in the right job, to appraisal and advancement/dismissal), and the need to address salary issues, streamlining regulations, etc.), that could only very partially be addressed at the local level. It was recognized that strengthened public awareness and exercising public opinion could help to strengthen resolve, for changes but the government and politicians also have a major role to play in the process.

These positive results should be balanced with concerns or challenges about how to take them to a new level: how to use the newly-created capacity and motivation of CSOs and community groups, to continue pressure for reform in health and education, to strengthen the next anti-corruption strategy, and other issues related to sustainability (not to keep doing the same thing, but to move results to another level). These will be discussed in more detail in the section on “Concerns”.

The CRD/TI Corruption Perception Survey

The CRD/TI Perceptions Study was seen by almost everyone interviewed as very important as both a diagnostic and advocacy tool. The publication of the study itself was seen as important in increasing public and government awareness, but equally important was the follow-up work discussing findings in various fora. Not unexpectedly, some

concerns were expressed about methodological issues, perceptions versus more experiential types of measurement, and the interpretation and uses of results for various purposes. There was some tendency to confuse the results of the Corruption Study done by the Center for Regional Development/Transparency International Armenia with the results of the TI Corruption Perceptions Index (CPI), produced by TI Berlin as part of their annual survey of countries. The study itself and the awareness raising activities are, in and of themselves, important results. Support to such studies is also important for deepening capacity to continue to do such work, to identify new areas for investigation, to generate support for independent diagnostic work and to establish a basis for measuring change.

The UNCAC Gap Analysis

The UNCAC Gap Analysis on preventative measures supported by the project is a straightforward, logical activity to support. The next level of challenge is how this and other work is incorporated into an anti-corruption strategy, an action plan and a monitoring process. In addition to case studies, there is some useful research available that provide useful lessons and recommendations about UNCAC implementation and monitoring. This sub-project has clearly met its objectives. However, to what extent it was undertaken with a view to the future and possible support to other UNCAC-related activities, strategy or action plan development and monitoring, and the possible involvement of civil society, is not clear. Short-term financing and related mechanisms do not encourage a more strategic and deliberate approach to supporting longer term thinking beyond the immediate project.

Media Component

There were two interrelated aspects to the media component. The first focussed on training of journalists and government press-secretaries. The second involved a competition inviting organizations, individuals and groups to develop and broadcast TV programmes (talk shows, debates, discussions, etc.) dedicated to anti-corruption.

The media training was intended to strengthen research and analytic capacities to more objectively report on issues such as corruption, as well as to foster dialogue between the journalists and government press-secretaries. The London training brought together journalists from Armenia as well as those from Georgia and Azerbaijan. A key feature was Training of Trainers (TOT) that was used by journalists upon their return in order to spread capacities to the different regions of Armenia. Other aspects included a study tour to Lithuania with participation of journalists and government press-secretaries, workshops, and the publication of a Journalists' Handbook in several languages.

The TV competition was held in two stages. 69 TV programmes (mostly talk shows), 5 film-sketches, 4 Public Service announcements and 4 special reports were produced. Three TV companies continue to broadcast programmes related to anti-corruption on their own. Public response was high and for the most part positive. Increased awareness

of the public about corruption issues was clearly raised as was the capacity of TV stations to deal with such issues. Local authorities were initially reluctant to participate but came around. Another side benefit was greater collaboration between local authorities, NGOs and community members in the resolution of some cases. Synergies with the ACPM were also developed.

All aspects of the media component achieved or surpassed the intended results.

E-Governance

The most recent sub-projects have built on a previous project “Support to Information Society and Democratic Governance” which began in 2004. The different components include support to an e-Governance System of Territorial Administration (EGSTA), the judiciary and the National Assembly. Essentially this group of activities provides software development, web-based tools, some equipment and training to both government officials and citizens. The aim is to create an enabling environment in which the capacity to provide and to facilitate access to information is raised. Operationally, this means providing a range of tools which include access to judicial and legislative information, ways to track court agendas and cases, legal acts, ways to communicate with a member of parliament, amongst others. The projects have all achieved their outputs, whether measured by their indicators or more broadly. The government appears to be providing the necessary recurrent costs and developing expertise to manage and develop systems further. Sustainability does not appear to be an issue at this stage.

Longer term and next-stage technical issues include expanding access, clarifying improvements needed to systems that have been developed, and a long term strategy for ICT development. Other issues and questions include difficult “systemic” issues which affect, for example, the judiciary, and will not be resolved through technology. More qualitative issues of access also need to be addressed from several perspectives including poorer people, regional access, age and gender, etc. Another issue concerns the causal connections between improved e-government/e-governance and reduced corruption, and how this is taken into consideration in framing expected results and outcome statements.

To sum up, all sub-projects met or exceeded their intended results, whether measured by their indicators or in more substantive and qualitative ways.

Major factors contributing to progress toward outputs and the outcome

A brief evaluation of this nature cannot do justice to such a complex issue. From limited observations, the key factors seemed to be:

- UNDP staff competency and commitment;
- Sound selection of competent partners and good communication with them;

- Good communications with various government agencies;
- Selection of “doable” projects;
- In the case of more complex projects, good partners, a willingness to revisit methodology and a lot of UNDP staff involvement;
- Management support, particularly when there were problems (CRD/TI study, lobbying legislation)

Obviously, donor financial support, and support from other parts of the UN system were also important contributions.

Major sustainability issues

Sustainability at the most immediate level means ensuring that systems, institutions, the use of training, etc. continue to meet the results achieved during a project and have the resources to be able to continue to do so. However, sustainability does not mean continuing to the same thing over again but rather building on results achieved to push them to another level, by extending efforts into another region of the country, for example. To be fair, efforts have been made to encourage sustainability but short-term projects are limited by unpredictable future support, particularly those aiming to build capacity to undertake a higher level result. Sustainability is not simply a donor issue. It involves all key stakeholders who can complicate or minimize the problems. There are two broad sustainability issues.

The first involves sub-projects that involve awareness raising. Awareness raising in and of itself is only a means toward a higher level objective of better exercising rights and responsibilities. Awareness raising activities that “drop” people before they have the capacity to exercise their rights risk feeding cynicism and reinforcing dependencies or apathy. There is obviously no simple solution. Strengthening public participation, like public sector reform, involves the equivalent of systemic issues, and requires long term involvement - not doing the same things repeatedly but finding ways of helping to push results to a higher level.

The second issue involves donor support to government institutions that, in the best of circumstances need time, and even then, tend to go through ups and downs. There are numerous examples from other countries where the institutions were never designed to work well in the first place because government leadership and commitment were weak, adequate resources were not made available and the institutions represented donor needs more than a government’s. Anti-corruption commissions are one example. The donor challenges go beyond providing resources to policy and operational dialogue to advocacy. It is not enough to provide support to improved strategy and policy making if the institutional base for implementation is seriously weak. As a consequence, donors have to be prepared to take a long term approach. This may mean difficult negotiations for both sides and the possibility of disengaging, temporarily or for the longer term, if common ground on issues such as commitment and resources cannot be resolved.

There is no simple answer. A starting point in developing a solution is a serious (not pro forma) identification of sustainability issues during project design, and the development of deliberate actions on the part of different stakeholders to minimize the problems.

Relevance

The TORs asked in what ways the design and implementation of the projects were relevant to:

- A-C issues in Armenia
- Government of Armenia priorities (Equality, etc.)
- UNDP programming
- Work of other donors
- Constraints and opportunities in current environment

All of the sub-projects were relevant, in the sense of being pertinent to all of the above – but in different ways. Clearly the UNCAC gap analysis, the CRD/TI Corruption Perception Survey and the work with media and television approached corruption issues directly. The ACPM combined awareness raising with policy reform which relates to both direct aspects of corruption as well as more indirectly through sector reforms. The e-governance sub-projects (along with parallel e-government projects in, for example, procurement) are of a different nature. They tackle corruption issues less directly through a combination of reducing opportunities, improving access to information, making government services more transparent and efficient, and simplifying the regulatory environment. The sub-projects complement and do not compete with the work of other donors.

Are they relevant to the constraints and opportunities in the current environment? The short answer is yes. They contribute to both government efforts to strengthen both enforcement as well as the preventative sides. The efforts also support those of civil society to strengthen awareness and to exercise the use of that awareness. However, the current environment is highly tentative. The current government has undertaken a number of positive initiatives, yet public doubt and cynicism remain very high about both the government's will and the long term effects of the initiatives. This is the challenge of applying short-term approaches to long-term, deeply rooted problems.

UNDP Contribution and Partnership Strategy

The most innovative of the sub-projects was the ACPM with its links to both regional and national activities at the sectoral level, and with the development of the next anti-corruption strategy and action plan.

The UNDP contributed in its role as a neutral, multilateral organization. Not unexpectedly, there are various perceptions about the UNDP role. Some see it as too close to the government, insufficiently critical and taking too much initiative in terms of writing project documents, TORs, etc. – things the government should be doing more of itself. Others commented on the credibility the UNDP can bring in attracting representatives, particularly government ones, to attend workshops and meeting – something that other development agencies cannot do in the same way. Still others felt that it could play a stronger role, along with other international organizations in the area of policy dialogue and advocacy for strengthening the fight against corruption. Certainly discussions that took place in relationship to the CRD/TI Corruption Perception Survey, as well as efforts to claw back the proposed anti-lobbying legislation illustrate that there is a healthy relationship between the UNDP and the government, one which allows both sides to debate and disagree – and to agree to disagree.

The sub-projects involved a number of different partners depending on the nature of the projects. Partners ranged from central government agencies to local government ones, international NGOs, domestic NGOs and other donors. The implicit strategy involved finding a balance between government and CSOs, the selection of competent partners and consultants, capacity development training and workshops to strengthen partners, and considerable attention to communications. Given this kind of approach, stakeholders were always strongly involved in project design and implementation. Naturally, this varied somewhat depending on the nature of the sub-project. Participatory Monitoring involved more partners and more frequent contact that did, for example, some of the e-governance work which, because of the nature of the sub-project was more technical and involved fewer partners.⁸

Cross-cutting themes

Cross cutting themes such as gender, the environment, the PRSP, Millennium Development Goals (MDGS), etc. are not consciously part of the anti-corruption project or sub-project design. Most monitoring reports do not mention cross-cutting themes with the exception of annual results reporting against outcomes. Similarly, fighting corruption is not a cross-cutting issue for other programmes.

Mainstreaming anti-corruption across UNDP programmes is a potentially high-resource consuming activity, and one with the possibility of uncertain results. Nevertheless, corruption issues do cut across all sectors and should be a concern for all programmes and projects. Without imposing a significant additional level of work load on either the staff involved in corruption activities or other programmes staff, there are lessons,

⁸ A couple of issues related to communications with partners was reported during the wrap up. The consultant did not report the issue fully accurately. More important, such communications issues seem to be very much the exception.

experiences and tools which could be exchanged through periodic meetings, lunches, seminars, etc.

Gender and Corruption

The terms of reference did not call for a section on gender and corruption. Because the topic is potentially very large, this section focuses on issues which might be directly helpful to future programming.

There is a growing literature, which for the most part, looks at rather broad issues such as the correlation between representation of women and levels of corruption.⁹ There is relatively little at the sector level although a recent article from GTZ, which focuses on trafficking and corruption, has broader applicability and useful, operational suggestions.¹⁰ The literature concerning the transition countries raises a number of interesting issues including the relationships between privatization, gender and corruption. There does not appear any specific research related to Armenia, with the exception of questions asked in the TI study (see below).

A theme running through the anti-corruption literature is that the causes and manifestations of corruption vary from country to country and even within countries, and that an understanding of these differences is important to programming. This applies equally to gender and corruption. At the same time, it is important to disaggregate issues in order to understand them better and to develop practical ways of dealing with them. The reasons why women are less represented in different institutions such as parliament, councils, in different levels of the civil service or in the private sector are different from why women pay bribes for medical services. At the same time, the issues are clearly related but each requires different analysis. Dependencies and lack of power, perceived or real, are critical factors influencing why people pay bribes or tolerate various forms of corrupt behaviour.

If the UNDP Armenia were to directly support or encourage work on gender and corruption, there are several areas it could support that have the potential to inform programming and project design, particularly in the areas of advocacy and information.

⁹ See *Gender and Corruption in South East Europe: Making an Impact* (Council of Europe, 30 August 2004). The first part contains a review of current literature and the second part identifies and discusses the links between high levels of corruption and gender inequality, with particular reference to Southeast Europe.

¹⁰ Schimmel, Bianca and Pech, Birgit (2004), *Corruption and Gender; Approaches and Recommendations for TA*.

First, it would make sense for the UNDP to focus on areas where it has experience such as the education and health sectors, and/or in e-governance. The ACPM sub-project focused on the education and health sectors which have much higher representation of women than men on the staff (although the clientele is more or less equal). There is relatively little known about gender access to e-services and improved information would be relatively easy to develop.

Second, and related, there is very little in the way of gender and corruption statistics and analysis. The CRD/TI Armenia Corruption Perception Survey has some gender specific information and analysis, particularly concerning the view of housewives in terms of taking or receiving bribes. Future work, whether by TI or others, could expand on gender analysis and also consider gender and poverty. Graduate students could be encouraged to do research in this area.

Third, there is very little research done on the family dynamics of corruption, particularly in service delivery areas such as health and education where women and particularly poor women are disproportionately affected by corruption. How decisions to bribe (or the equivalent) are made? Are they family or individual decisions? Who in the family actually makes what kinds of bribes? The answers could be helpful to the design of projects and awareness raising activities. Very superficial discussions during the focus group discussions suggest several dynamics may be at play with respect to corruption decisions and actions.

Lessons Learned and Best Practices

The purpose of this section is to concentrate on a few main issues and is not meant to be exhaustive. There are two areas in particular that require comments. First is the recurring theme in the evaluation of (a) putting more conscious effort into understanding larger systemic issues (and developing strategies to deal with them better) and (b) taking a longer term view and going beyond immediate outcomes in the design and implementation of anti-corruption projects including the indicators needed to measure results. There is absolutely nothing wrong with short term interventions such as support to a diagnostic study. However, support should ideally be part of a longer term strategy. If it is not, the intervention can still be useful, but reporting on “outcomes” should not be overstated.

Second is Results Based Management (RBM), which is part process and part content. Part of the purpose of the process is to produce clarity with stakeholders in terms of expected short and longer term results – and to build commitment to them. Any key stakeholder should be able to say that they understand the results statements and be able to articulate the results the project is intended to achieve. Results chains that obfuscate purpose by trying to fit too many cross cutting themes into them, by trying to fit, artificially, into existing goal statement developed at another time or for a different context are not helpful. Stakeholders should know where they are going and how they will know whether they got there or not.

Third, the term “lessons learned” is a somewhat curious phrase that is subject to frequent misuse and lists of statements that may or may not be lessons and often do not help us with other questions such as: lessons for whom, for what – and under what circumstances? There are frequent references to lessons learned in regular project reports and staff have benefited from learning experiences (UNDP Bratislava, study tours) as well as from good Internet resources and access to other reports and evaluations, from the UNDP and others. However, learning (not unlike RBM) is a messy process and, somewhat like Participatory Monitoring, combines process and content. A future anti-corruption outcome or project could benefit from a more consistent and deliberate approach to learning which would include a range of stakeholders and might undertake regular reflection on results achieved – and why or why not. Other kinds of evaluation could also be strengthened and does not need to be costly. For example, evaluation of training immediately after its conclusion is useful, but only to a point. More, longer term evaluation is needed to better understand how and if training is being applied, how it may be contributing to longer term results, and what else can be done to strengthen those results.

CONCERNS

The requirements and complexities of the UN and UNDP system

While beyond the scope of the evaluation, it is important to note the complexities involved in the larger UN system, as well as the UNDP system of programming, planning and administration. The resources and need to service the system are significant and involve important opportunity costs at the expense of sound diagnostic work, project design and stakeholder relationships. In an era where donors are seeking ways to reduce overlap, duplication of effort and ways to reduce transaction costs between themselves and with partner countries, there is still much to be done internally.

Short term scope and indicators

In a development area where progress is well known to be long term, the outcome, its indicators, the projects and sub-projects and their indicators are all short term. The indicators are, for the most part, quantitative and provide limited information. For example, the Outcome Indicator 1 is “# of recommendations channelled through participatory mechanisms and through legal/policy analysis and the proportion of those incorporated into the national strategies, policies and programmes”. One of the critiques of anti-corruption work is the need to go beyond new laws and regulations to enforcement – or in the case of policy to move to policy implementation. None of the indicators concern changes to corrupt practices because it would not be reasonable to expect such results in the time involved. This is not an argument against short term

projects such as the UNCAC gap analysis. However, such projects should ideally be part of a more strategic, longer term and more programmatic type of approach. Indicators which have a longer term perspective might, for example, monitor numbers or types of corrupt behaviour which are identified and successfully dealt with through legal or administrative processes. In the case of preventative measures, which are intended to reduce corrupt activities, indicators could examine changes to numbers and types of complains through surveys or records of both.

Tenuous linkages between projects and the outcome statement

The causal linkages between the “Strengthening Awareness and Response in Exposure of Corruption” project” (and sub-projects) and the outcome statement of “Promoting Participatory Policymaking” are tenuous. The reasons for framing outcomes in this way have more to do with the requirements of the UNDP programming approach (and making changes) than a need to establish reasonable or probably causal links between outputs and outcomes that various stakeholders can relate to and which provide a beacon as to where efforts are headed.

Need to Improve Diagnosis

Short term projects do not encourage deeper diagnosis. There does not appear to be strong encouragement or rewards to examine more deeply the challenges of larger, systemic issues, to do deeper diagnostic work and use the results strategically or in terms of project design. This is part of the rather circular problem of emphasizing relatively short term outcomes. This should not be interpreted as suggesting staff and many stakeholders are not aware of larger issues such as the roles of powerful economic interests, the need for broader public service reform, or changes to media ownership or the judicial system. This is also not meant to suggest that small projects should somehow take on such larger issues or invest heavily in diagnostic work. However, a reasonable understanding of broader issues or how even a sub-sector “works” is important to having a better judgement about whether one is supporting the right thing for informed reasons, or because we believe that what we are doing is intuitively the right thing. A better sense of the issues and the problem also provides a basis to consider how the combined efforts of various stakeholders (donors, international organizations, government and CSOs) might mitigate some of the challenges.

Short-term perspective on capacity development

Capacity development needs tend to be seen from a short-term perspective which may minimize the importance of larger, systemic impediments to making change. Diagnosis of capacity needs from a larger perspective, which is related to the issue above, does not appear in project documents in any significant way – which again does not mean that

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staff and stakeholders do not think about them. However, short term approaches tend to mean that capacity development is frequently approached in terms of training, workshops and awareness raising. What effects these have on larger impediments and how they contribute to higher level, longer term outcomes is uncertain.

Bilateral donors contribute to small project, short term approaches

Project funding from Norway and SDC is project based and short term. The Paris Declaration emphasizes, among several things, the importance of more programmatic approaches, greater and long term predictability of financing and the reduction of transaction costs through more common reporting systems. The support of the Government of Norway and the SDC are important and strategic to the work of the UNDP and the government of Armenia. However, longer term and more programmatic approaches could make them more valuable.

Support to civil society organizations is short term

This is not unique to the UNDP but part of the general donor approach to civil society. Donors increasingly acknowledge the importance of civil society in areas such as fighting corruption. The various weaknesses of civil society organizations are also well known. However, if they are valuable partners in the fight against corruption and the development process, it is not clear why donors take such short-term approaches with CSOs. Donors have agreed that it is important to support country partners through a package of measures such providing predictable, long-term financing (Direct Budget Support), strengthening financial management, and developing common reporting systems. However, with CSOs they continue, for the most part, to “support” them through small, short-term projects which forces them to spend a disproportionate amount of time making project proposals and forces many to make shifts to respond to the constantly shifting policy directions of donors. This is not meant as a simplistic suggestion for core funding but to point out the need for more long-term thinking and strategies vis-à-vis civil society.

Labour intensity and opportunity costs of small projects

The planning and management of several small projects, particularly those such as ACPM is labour intensive. The reasons that the projects and sub-projects have achieved the results that have been achieved, speaks highly of the commitment of individual staff members. However, managing small labour-intensive projects, combined with inevitable staff turnover and the possible loss of organizational memory, should be consideration in

the development of a future anti-corruption project or projects. This is not an argument against such projects but another reason for more programmatic approaches.

Need for improved donor coordination

Despite a number of mechanisms for donor coordination, there were repeated concerns expressed about the lack thereof. More broadly, this also involves the need to ensure good communication and coordination not only with traditional OECD donors but also with international organizations involved in fighting corruption (Council of Europe) who are not OECD donors. In addition stronger mechanisms are needed to involve key CSOs, both international and domestic. This is a general observation for all donors, and not a suggestion that this is a role the UNDP should take on.

Next Government Anti-Corruption Strategy and Plan

In discussion with donors, international organizations and CSOs there was concern about possible delays in completing the next anti-corruption strategy and action plan. The main concern was that because the issues are complex and there are many interests to satisfy, there could be a danger of over complicating the strategy by making it too comprehensive at the expense of being selective and focussed.

The strategy was due in 2007, however because it is a sensitive political document, it was delayed until after the parliamentary (May 2007) and the presidential (February 2008) elections. After the new Cabinet was formed and some initial signals from the leadership were made about the government's commitment to fight corruption, the drafting of the Strategy resumed and it is expected to be adopted by the end of 2008. However, there are still two open issues: (a) whether the government will be able to meet its own deadline, and (b) the quality of the document. These are important indicators for measuring the government's commitment in fighting corruption. Pressure from the international community, including support from the UNDP and others in strategy development and monitoring the strategy's implementation will be important.

Broader Lessons

Before discussing the recommendations, it may be useful to reflect on some of the broader lessons learned as well as the broader considerations which could affect how the UNDP Armenia might consider fighting corruption in its programme.

- The manifestations and causes of corruption have many common threads but every situation is unique and between countries and even between the national and the local levels. Approaches have to be tailored to the situation.

- Leadership and commitment, whatever the difficulties of measuring them, are critical.
- We do not need a lot more laws and regulations. Better enforcement of existing is the main issue, along with eliminating many overly complex regulations.
- The issues are long term, require “systemic” change and comprehensive approaches – whether we are talking about government, the private sector, CSOs or civil society.
- Awareness raising of issues and improving people’s understanding of how government works, laws, their rights and obligations is obviously important to strengthen the demand for change, as well as to provide support to politicians and public servants who want change, and to stiffen resolve when there is resistance. However, awareness raising in itself is not sufficient. Without perceptible change, it may feed cynicism.
- Strengthening public service performance, and making “public service” a greater reality, is a crucial aspect of fighting corruption.
- Fighting corruption is long term and continual. Corruption is highly adaptable; the work is never completed.

RECOMMENDATIONS

Fighting Corruption As One Component Of the UNDP Programme

Whether and to what extent anti-corruption should be a component of the overall UNDP programme and what level of resources or effort might be allocated to it is a question beyond the scope of this evaluation. The UNDP obviously cannot do everything (well) and priorities have to be set, a focus established.

Some of the questions to be addressed in making a decision about the size, nature and focus of an anti-corruption programme include:

- The nature and manifestations of corruption in Armenia and whether the situation seems to be improving or not;
- The status of the “enabling environment”, particularly the leadership and commitment of the government to fight corruption – now and into the medium term future;
- The actual and potential influence of civil society;
- How and to what extent corruption affects the achievement of UNDP and other United Nations objectives;
- Sustaining what has been accomplished;
- UNDP priorities, capacities, resources and comparative advantage;
- What it seems possible to accomplish;
- The roles and activities of other donors and international organizations.

Obviously fighting corruption is an important issue which cuts across sectors. At the same time, other issues are also important and the UNDP must decide where it makes the most sense to focus its efforts and to what extent it may have some reasonable effect on corruption. In the final analysis, this is not an either-or question. Fighting corruption is a serious development issue in which the UNDP must be involved. The question is more to what degree and how.

At the strategic level, there are three broad options, each with possible variations. The first is to take a small scale, low risk, essentially short term approach, with selective efforts to support such things as diagnostic studies (the next round of a TI survey, studies in support of UNCAC implementation, etc.) or short technical assistance for very specific tasks. These kinds of limited, short term efforts can be extremely useful, particularly if they can be provided in a timely, responsive way. The approach would be primarily reactive but within a framework that has criteria for the kinds of efforts to be supported. Support would not be given to activities that aim at longer outcomes which require longer term commitments and where the risk of poor sustainability is high.

A second option is to focus on lower risk activities that approach fighting corruption less directly but that hope for longer term results. Examples include more support to e-governance/government, or audit agencies, financial management systems, etc. The third option would involve a somewhat larger, longer term and more substantive commitment to fighting corruption which primarily addresses corruption issues and institutions directly and which also takes a more programmatic approach.

List of Recommendations

Recommendation #1 – Expression of the Outcome

Whichever option is pursued, be as clear as possible in expressing the results expected in the CPAP outcome statement, the results of the proposed projects and the linkages between them. To the extent possible, go beyond immediate outcomes.

Recommendation # 2 - Program Directions

Be very focused, take a more programmatic approach, plan projects with a longer time frame in mind, and seek funding arrangements with donors that are more programmatic and long term.

Recommendation # 3 - Build on Accomplishments

- The importance of continuing the work in the regions was mentioned by several interviewees, particularly given the tendency of Yerevan to attract so much attention and resources. Other donors will be doing work in the regions but there remains considerable scope;
- Experience and capacity to monitor has been developed with CSOs. It will be important to have CSO involvement in the monitoring of the next Anti-corruption Strategy and its Action Plan. Considering ways to assist CSOs in the monitoring of the second phase of the Anti-Corruption Strategy would be a logical next step;
- Consider CSO involvement in implementing different projects in the region that would also contribute to raising awareness of the population in the regions regarding the Anti-corruption Strategy implementation. Initiatives could also relate to raising awareness in different sectors such as education and health and building on previous work;
- Work done through the UNCAC gap analysis and policy recommendations for health and education have provided important input to the development of the next strategy and have helped to develop relationships with technical experts as well as government people involved. The UNCAC gap analysis will be

completed in 2008 and it would be logical to assist the government in further UNCAC implementation.

- The CRD/TI Perceptions Survey provides a very important baseline. Support to future study which uses a similar methodology will provide important information about changing perceptions;
- Valuable experience has been obtained through support to e-governance. If further work is to continue, it would be useful to have a more strategic approach in the careful examination of specific areas where further improvement is needed, including issues related to people's access to e-governance systems;
- Finally, there are a number of useful connections and synergies between existing sub-projects that could be built on in the future, particularly in the regions. This includes the media components.

Recommendation # 4- Planning and Monitoring Tools

- Consider cost-effective, effort-effective ways (including collaboration with other donors) of strengthening the diagnosis of significant systemic or sector specific issues and how strategies for dealing with them might be identified;
- Consider how longer term outcomes can be built into the planning process so that the intended or hoped for results at various stages are more obvious to stakeholders. Keeping in mind the cost and effort involved in measuring results, search for indicators that provide more qualitative information;
- Strengthen the identification of key sustainability issues during project design and plans to minimize their effect;
- With bilateral donors look for ways to provide funds over a longer period of time and combine donor fund in order to provide greater predictability and to reduce the transactions involved in approvals and monitoring reports;
- Look for ways to reduce duplication of effort and to simplify the reporting process;

Recommendation 5 – Civil Society

- With other donors to encourage longer term approaches to CSOs and ways to strengthen their professionalism and capacity to do more sustainable anti-corruption work.

Conclusion

Earlier scholarly work about corruption goes back to the 1970s. Since then, the theory, practice and discourse related to fighting corruption have evolved rapidly. TI launched its first survey in 1995. By the late 1990s the World Bank Institute had established comprehensive data sets covering broad governance issues. Macro-level econometric studies have been able to establish strong causal links between corruption and poor governance. Empirical research has progressed in a number of directions. In many respects we have seen a continuing effort to deconstruct issues and to “drill down” to more specific levels using, for example, diagnostic tools such as Public Expenditure Tracking Surveys. Others are investigating the use of developing more detailed “road maps” that identify corruption opportunities and vulnerabilities at the sector or sub-sector level. More detailed approaches offer the possibilities of more specific policy and related advice.

The days are long past when discussions of corruption with partner governments have to be approached with great caution. The greater danger is that officials and politicians are learning “the talk” while avoid taking significant action. Fighting corruption is becoming increasingly operational. Project design and related tools of monitoring increasingly need to recognize this. Project design should recognize intermediate results such as awareness raising or policy improvement but should also, be able to design plausible links with changes in corruption or corrupt behaviour.

Annex 1: TERMS OF REFERENCE FOR EVALUATION

INTRODUCTION

In recent years, the Government of Armenia has undertaken a number of measures against corruption. In particular, in 2003 the Government drafted and adopted the RA Anti-Corruption Strategy and its Action Plan. The RA Anti-Corruption Strategy defines corruption, with a particular focus on wide public participation in the fight against corruption, setting out the main priorities and emphasizing the significance of monitoring anti-corruption measures. A number of bodies to fight and prevent corruption have been created. The country has joined international anti-corruption initiatives and bodies. Armenia signed the UN Convention against Corruption on May 19, 2005 and ratified it on March 8, 2007.

Armenia's Anti-Corruption Strategy is mainly oriented towards the improvement of corruption prevention interventions, newly created institutions and the legal framework. In the framework of the Strategy, numerous pieces of legislation were adopted (more than 50 laws and regulations), new institutional structures were created, the country has joined reputable international organizations combating corruption (GRECO and OECD Anti-Corruption Network for Transition Economies), as well as signed and ratified international agreements and conventions against corruption (Council of Europe Civil Law and Criminal Law Conventions Against Corruption, UN Convention Against Corruption), etc.

Several structures are working on combating and prevention of corruption. Pursuant to a Presidential decree of June 1, 2004, an Anti-Corruption Council headed by the Prime Minister was established. According to the rules of procedure of the Council, a Monitoring Commission for the Implementation of the Anti-Corruption Strategy was setup under the leadership of the Assistant to the President. An Anti-Corruption Department was established at the Prosecution. At the same time, respective structural divisions of the Police and the National Security Service established specialized anti-corruption units.

UNDP Armenia's contribution is provided through Country Program Outcome 4: Improving the transparency and accountability of Government Institutions in accordance with the MDGs and PRSP. Its second outcome statement is: Participatory policymaking among targeted is promoted. The outputs of three projects contribute to this outcome.

- a. "Support to Information Society and Democratic Governance" (Project Number: 0011255)
- b. "Civil Society Monitoring Nat'l Strategy on Anti-Corruption" (Project Name: 00043615)
- c. "Strengthening Awareness and Response in Exposure of Corruption in Armenia" project started in 2006 and on-going. The project is aiming at improving transparency and accountability of government institutions in Armenia through strengthening the institutional capacity of government and civil society organizations to effectively participate in anti-corruption initiatives and to monitor the implementation of the National Anti-Corruption Strategy. The project is implemented in cooperation with Government of Armenia.

Purpose and subject of the evaluation

The evaluations of UNDP Armenia's **Country Programme Outcome 4**: "Participatory policymaking among targeted groups is promoted" is to be conducted as the issue of citizen's participation is critical for development of democracy in Armenia in general, and particularly for overcoming problems like corruption. The purpose of the evaluation is to assess the outputs of the projects and their contribution to the outcome, their relevance to the country, as well as to define lessons learned and identify possible future entry points for similar projects. An evaluation of the ICT project and an internal review of Anti-Corruption project 1 were conducted in 2006. Thus it is recommended that these reports be reviewed and that the evaluation should concentrate on "Strengthening Awareness and Response in Exposure of Corruption in Armenia" project.

Objectives and scope of the evaluation

The objective of the outcome evaluation is to assess how the outputs of the above projects contribute to the specified outcome, as well as to assess their linkages with national priorities on governance. The timing of this outcome is strategic to identify results and define lessons learned which will assist in informing future interventions as part of the CP review and planning cycle.

The evaluation will review the extent to which program, projects, soft assistance, partners' interventions and synergies among partners have contributed to the achievement of the outcome. Thus it will include five categories of analysis:

This outcome evaluation will address the following questions

Design:

- How did the outcome statement affect the design of the projects?
- What were the substantive design issues? (stakeholder/partner involvement and capacity, parallel work by other agencies, UN management capacity, sustainability, etc.)
- To what extent and in what ways were past experience, findings from evaluations, dialogue with stakeholders, etc. used to design the projects?

Outcome Status:

- What is the status of the key outputs, particularly for project (c above)?
- Were the outputs realistic?
- In what ways can progress towards outcomes be observed?
- What were the major factors contributing to progress toward outcomes? (UNDP interventions, CSO partnerships, other donors, government, etc.)
- What UNDP interventions can be linked to progress toward outcomes?
- What are the major sustainability issues?
- What needs to be done to address these?

- What unintended changes (positive or negative) occurred?

Relevance:

In what ways was the design and implementation of the projects relevant to:

- A-C issues in Armenia
- Government of Armenia priorities (Equality, etc.)
- UNDP programming
- Work of other donors
- Constraints and opportunities in current environment

UNDP Contribution

- What innovative approaches were tried and capacities developed through UNDP assistance?
- How were UNDP crosscutting issues mainstreamed in the projects? (Gender equality, CD, etc.)

Evaluation duration

Planning phase: 5 days

Preparatory work, field work and feedback: 19

Drafting and finalizing report: 5 days

Geographic coverage: To be determined but will include field visits

Evaluation Methodology:

While selecting the methods of evaluation that fact needs to be considered that outcomes are influenced by a full range of UNDP activities (projects, programmes, non-project activities and “soft” assistance within and outside of projects) as well as the activities of other development actors. Thus, a number of variables beyond the projects need to be considered during the evaluation. More specifically evaluation methodology is to be defined by the evaluator. The evaluator is expected to use all relevant methods to obtain data and information for the analysis and drawing up of findings, conclusions, lessons learned and recommendations. The possible methods include:

- a) Documentation review: Review of MYFF/Strategic Plan of UNDP for a description of the intended outcome, the baseline for the outcome and the indicators and benchmarks used. Examine contextual information and baselines contained in project documents, the Country Programme, Common Country Assessment/United Nations Development Assistance Framework (CCA/UNDAF), corresponding project documents, their evaluation reports and other sources;
- b) Interviews, field visits, questionnaires and meeting including participatory forums to validate information about the status of the outcome that is culled from contextual

sources; also use to the extent possible the data collected and analysis undertaken by the country office prior to the outcome evaluation; and examine local sources of knowledge about factors influencing the outcome;

Stakeholders to be involved in the evaluation: Will be defined jointly by UNDP and the evaluator.

Products Expected from the Evaluation:

A Final Report, which covers, at least:

- *Assessment of progress made towards the intended outcome*
- *Assessment of achievement of outputs*
- *Lessons learned concerning best / or less ideal practices in producing outputs and achieving the outcome*
- *Strategies and recommendations for continued UNDP assistance towards the achievement of the outcome, and while addressing the issue in future programming.*

The outcome evaluation report should be written in English and include the following:

- Title Page
- List of acronyms and abbreviations
- Table of contents, including list of annexes
- Executive Summary
- Introduction: background and context of the programme
- Description of the program – its logic theory, results framework and external factors likely to affect success
- Purpose of the evaluation
- Key questions and scope of the evaluation with information on limitations and delimitations
- Approach and methodology
- Findings
- Summary and explanation of findings and interpretations
- Conclusions
- Recommendations
- Lessons, generalizations, alternatives
- Annexes

Composition, skills and experience of the evaluation expert

1. At least 15 years of related professional experience at international level;
2. Ability to analyse problems, make recommendations and present proposals for improvement or change in policies and procedures;
3. Strong experience in dealing with policies and practices in the area of anti-corruption in other countries (Eastern European/CIS countries preferable);
4. Excellent knowledge on anti-corruption best practices;
5. Knowledge of regulatory and institutional framework of the country, and of governance, civil society in Armenia is an asset;

6. Knowledge of integrative anti-corruption approaches supporting equality between men and women
7. Strong background in developing assessment reports, conducting research etc;
8. Openness to new ideas, ability to express ideas clearly and concisely, both orally and in writing, demonstrated initiative, tact and high sense of responsibility and discretion;
9. Excellent communication and teamwork skills, ability to negotiate with the government and non-governmental and international entities;
10. Capacity to take initiative and good judgment in understanding of her/his responsibilities;
11. High level of integrity, professionalism and respect for diversity and gender
12. Fluency in English is a must

Plan for evaluation implementation

- a) The UNDP Country Office has appointed an Evaluation Focal Person that will be responsible for the evaluation mission.
- b) The modalities of carrying out the evaluation have been agreed to between the Country Office and the Evaluation consultant in an initial planning mission. This included:
 - Finalization of this ToR for the outcome evaluation;
 - Agreement on the methodology and approach;
 - Identification and provision of the key documents needed for evaluation;
 - Identification and addressing all the controversial and problematic issues;
 - Identification of key stakeholders;
 - Agreement on the evaluation questions;
 - Agreement of the schedule for completing the evaluation in May as well as the draft and final evaluation reports.
- c) A wrap up meeting will be held in UNDP Armenia prior to the scheduled completion date of the evaluation mission. The consultant will give a presentation of the initial evaluation findings and recommendations.
- d) The Evaluation consultant will forward a Draft Report of the Evaluation to the Resident Representative, UNDP Armenia within three weeks of completion of the evaluation mission.
- e) The Final Report will be sent within one week following the receipt of feedback.

Annexes. The following documents are appended to this TOR and will be provided to the evaluator:

- [Quality Criteria for Evaluation Report](#)
- [Ethical Code of Conduct for Evaluation in UNDP](#)

- [Guidelines for Outcome Evaluators](#)

Annex 2: LIST OF DOCUMENTS CONSULTED

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- Goetz, Anne-Marie. 2003. *Political Cleaners: How Women are the New Anti-Corruption Force. Does the Evidence Wash?* Brighton: University of Sussex, Institute of Development Studies.
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_____. 2006. *Call for Proposals: A Competition to Develop and Broadcast TV Programs on Corruption Issues*. Yerevan: UNDP.

_____. 2006. *Anti-Corruption Report, Final Report on the Media Component*. Yerevan: UNDP Armenia

- _____. 2006. *Award 00044123 - Strengthening Awareness and Response in Exposure of Corruption in Armenia, 17 May 06 – 31 Dec 08*. Yerevan: UNDP Armenia, Ministry of Foreign Affairs (MFA).
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Name of Stakeholder (interviewee)	Day	Time	Proposed interview methodology	Venue
Mr. Ashot Hambartsumyan	June 30	10:00-10:45	Key informant interview	UNDP Hall (4 th floor)
Ms. Astghik Martirosyan		11:00-11:45	Key informant interview	UNDP Hall (4 th floor)
Ms. Aida Arutyunova		12:00-12:45	Key informant interview	UNDP Hall (4 th floor)
Ms. Alla Bakunts		14:15-15:00	Key informant interview	UNDP Hall (4 th floor)
Shirak (LPOs and AC CSO volunteers - 10)	July 01	10:30-12:00	Focus Group 1	Shirak, V. Sargsyan 8a, apt.4
Shirak (Health/Edu sector repres-s - 10)		12:30-14:00	Focus Group 2	Shirak, V. Sargsyan 8a, apt.4
Mr. Khachik Muradyan (Min of Edu/focal point)		16:30-17:30	Key informant interview	UN Hall (1 st floor)
		18:00-18:45	Key informant interview	UN Hall (1 st floor)
Ms. Zara Allahverdyan (SDC PC for Armenia)	July 02	10:00-11:00	Key informant interview	SDC, Koryun 1 st lane (524088)
Mr. Davit Melikyan (WB)		14:00-15:00	Key informant interview	World Bank office
Mr. Timothy Straight (Norway)		15:30-16:30	Key informant interview	Zodiac Café, Citadel Business Center
Ms. Larisa Minasyan (OSI)		17:00-18:00	Key informant interview	OSI Armenia Office
Mr. Mark Boyanic (OSCE GG Program Manager)	July 03	10:00-11:00	Key informant interview	OSCE Office (Teryan str)
Mr. Arsen Mkrtchyan (Cassation court)		11:30-12:30	Key informant interview	RA Cassation court
Media (Heads of TV Companies-6)		14:00-15:30	Focus Group	UN Hall (1 st floor)
Journalists and Press-Secretaries (10)		16:00-17:30	Focus Group	UNICEF Hall (UN 1 st floor)
Yerevan (Health/Edu sector representatives - 10)	July 4	12:00-13:30	Focus Group 2	Bagramyan 50g (next to Kamo school, AUA road)
Ms. Karine Saribekyan (Min of Health/focal point)		16:00-17:00	Key informant interview	Ministry of Health

Annex 3: LIST OF INTERVIEWEES AND SCHEDULE

Name of Stakeholder (interviewee)	Day	Time	Proposed interview methodology	Venue
Armavir (LPOs and AC CSO volunteers - 10)	July 07	10:00-11:30	Focus Group 1	Armavir, Shahumyan 68a
Armavir (Health/Edu sector representatives - 10)		12:00-13:30	Focus Group 2	Note: Two meetings combined into one.
Mr. Armen Khudaverdyan (TF Team Leader/UNCAC expert)		15:00-16:00	Key informant interview	UN Hall (1 st floor)
Ms. Dziunik Aghajanian (MFA)		17:00-18:00	Key informant interview	MFA, 544041 (ext. 303)
Mr. Francois Vezina (CASALS)	July 08	09:30-10:30	Key informant interview	UNICEF Hall (UN 1 st floor)
Ms. Amalia Kostanyan (TI)		10:45-11:45	Key informant interview	UNICEF Hall (UN 1 st floor)
ACPM TF Experts (3H+2E)		12:00-13:30	Focus Group	UNICEF Hall (UN 1 st floor)
Mr. Narek Tovmasyan (BC)		15:45-16:30	Key informant interview	British Council Armenia office
Ms. Narine Sahakyan (UNDP)		17:00-17:45	Key informant interview	UNDP Hall (4 th floor)
Mr. Bagrat Yesayan - Deputy Minister of Education and Science	July 09	14:30-15:45	Key informant interview	Ministry of Education
Ms. Anna Ghukasyan (Council of Europe)	July 10	11:00-12:00	Key informant interview	D. Anhakht 10
Ms. Narine Sahakyan, Ms. Alla Bakunts, Ms. Aida Arutyunova, Ms. Astghik Martirosyan		14:15-15:15	WRAP UP SESSION	UN Hall, 4 th floor
Mr. Armen Baibourtian Sr. Advisor (UNDP)		16:30-17:30		UNDP, 3 rd floor
De Briefing with UNDP RR Ms. Consuelo Vidal	July 11	11:30-12:30	DE-BRIEFING SESSION	UN RR Office, UN House, 3 rd floor

Annex 4: QUESTION GUIDE - INDIVIDUALS

Outcome Four – Participatory policy making among targeted groups is promoted

Categories of Questions	Questions for Individual Interviews	UNDP	MFA, A-C Monitoring Comm.	Judic. Dept.	Norway & SDC	CoE, USAID, WB, OSI	OSCE, Brit. Council, TI A, Team Leader	Focal Point Min. Health	Focal Point Min. Educ.
INTRODUCTION	What do you feel are the most important corruption problems in Armenia?	√	√	√	√	√	√	√	√
DESIGN	• Were you involved in all or part of the project design? If so, how did the outcome statement affect the design of the projects?*	√	√	√	√		√	√	√
	• What were the substantive design issues?*	√	√	√	√		√	√	√
	• To what extent and in what ways were past experience, findings, evaluations, dialogue with stakeholders, etc. used to design the projects?*	√	√	√	√		√	√	√
OUTCOME STATUS	(The status of outputs will be compiled primarily from reports) *								
	• Which outputs do you see as being the most significant? *	√	√	√	√		√	√	√
	• In what ways can progress towards outcomes be observed? * Please give examples.	√	√	√	√		√	√	√
	• Were the outputs realistic? If not why?	√	√	√	√		√	√	√

Categories of Questions	Questions	UNDP	MFA, A-C Monitoring Comm.	Judic. Dept.	Norway & SDC	CoE, USAID, WB, OSI	OSCE, Brit. Council, TI A, Team Leader	Focal Point Min. Health	Focal Point Min. Educ.
OUTCOMES	Progress towards outcomes will be reviewed according to each outcome indicator.*								
Outcome Indicator One:	#s and proportions will be obtained from reports, as possible								
a.Number of recommendations channelled through participatory mechanisms and through legal/policy analysis and	<ul style="list-style-type: none"> In what ways do you feel satisfied/dissatisfied with the content of the recommendations that that been channelled? ¹¹ If this is being done again, what would you like to see different in terms of the organization or expression of the content of the recommendations? 	√	√		√		√	√	√
b.proportion of those incorporated into the national strategies, policies and programmes	<ul style="list-style-type: none"> In what ways do you think that civil society participation in decision making has improved? (Get examples as specific as possible) (This is not part of the indicator but may provide helpful information.) How or in what way do feel these improvements can be attributed to the project? Are there other factors affecting civil society participation? (Not part of the indicator but related to TOR questions) If you were involved in doing this again, what would you like to see different in terms of the approach to the process of civil society participation? 	√	√		√		√	√	√

¹¹ Is the expression and organization of the content helpful to those who have to work with the recommendations? Are the recommendations user friendly?

Categories of Questions	Questions	UNDP	MFA, A-C Monitoring Comm.	Judic. Dept.	Norway & SDC	CoE, USAID, WB, OSI	OSCE, Brit. Council, TI A, Team Leader	Focal Point Min. Health	Focal Point Min. Educ.
Outcome Indicator Two									
Number of initiatives to promote dialogue on participatory processes, including elections and related issues	<p>This will be assessed primarily from reports.*</p> <ul style="list-style-type: none"> Which initiative to promote dialogue on participatory processes do you feel was the most valuable? Why? 	√	√		√		√	√	√
Outcome Indicator Three									
Feedback received from public on TV Programmes increased (Positive vs. negative). “Feedback” will be identified by phone calls related to the programme and comments of the audience.	<p>This will be assessed primarily from reports.*</p> <p>What feedback do you regard as the most significant? Give specific examples.</p>	√			√		√		

Categories of Questions	Questions	UNDP	MFA, A-C Monitoring Comm.	Judic. Dept.	Norway & SDC	CoE, USAID, WB, OSI	OSCE, Brit. Council, TI A, Team Leader	Focal Point Min. Health	Focal Point Min. Educ.
Outcome Indicator Four									
(a) Number of state agencies offering on-line services and information and (b) numbers of users of those on-line services.	This will be assessed primarily from reports.* Please comment on how results related to this indicator may be linked to progress towards outcomes or higher level achievements.	√		√	√				
OUTCOME STATUS – CONTINUED	<ul style="list-style-type: none"> • What are/were the major factors contributing toward progress toward outcomes? * • What UNDP interventions can be linked to progress toward outcomes? * • What are the major sustainability issues? * • What needs to be done to address these? * • What unintended changes (positive or negative) occurred? * 	√	√	√	√		√	√	√
		√	√	√	√		√	√	√
		√	√	√	√		√	√	√
		√	√	√	√		√	√	√
		√	√	√	√		√	√	√

Categories of Questions	Questions	UNDP	MFA, A-C Monitoring Comm.	Judic. Dept.	Norway & SDC	CoE, USAID, WB, OSI	OSCE, Brit. Council, TI A, Team Leader	Focal Point Min. Health	Focal Point Min. Educ.
RELEVANCE	<p>In what ways is the design and implementation of the project or its component relevant to:</p> <ul style="list-style-type: none"> A-C issues in Armenia, * Government of Armenia priorities, * UNDP programming, * Work of other donors, * Constraints and opportunities in the current environment. * 	√	√	√	√	√	√	√	√
UNDP CONTRIBUTION	<ul style="list-style-type: none"> What innovative approaches were tried through UNDP assistance? * What capacities were developed through UNDP assistance? * How or in what ways were UNDP crosscutting issues mainstreamed (or taken into account) in the projects? * 	√	√	√	√		√	√	√
THE FUTURE	<ul style="list-style-type: none"> What factors should be taken into consideration for future project or program design? 	√	√	√	√	√	√	√	√
CLOSING	<ul style="list-style-type: none"> Are there any additional comments you would like to add, particularly in terms of how the achievements of the project or its components could be brought to another level of achievement? 	√	√	√	√	√	√	√	√

Annex 5: QUESTION GUIDE - FOCUS GROUPS

- WHAT DO YOU FEEL ARE THE ONE OR TWO MOST IMPORTANT CORRUPTION PROBLEMS IN ARMENIA?
- DO YOU FEEL THE PROJECT IS HAVING AN EFFECT ON CORRUPTION PROBLEMS? IF SO, IN WHAT WAYS? IF NOT, WHY?
- FOR YOU, WHAT IS THE MOST SIGNIFICANT ACHIEVEMENT OF THE PROJECT?
- WHAT IS THE BIGGEST WEAKNESS OF THE PROJECT?
- DO YOU FEEL THE ACHIEVEMENTS ARE SUSTAINABLE OR CAN BE CARRIED FORWARD?
- WHAT NEEDS TO BE DONE TO CONTINUE AND STRENGTHEN THE WORK OF THE PROJECT?

Annex 6: PROGRESS IN RELATION TO OUTCOME AND OUTPUT INDICATORS

UNITED NATIONS DEVELOPMENT ASSISTANCE FRAMEWORK (UNDAF) 2005 - 2009
COUNTRY PROGRAM DOCUMENT – UNDP

COUNTRY PROGRAMME ACTION PLAN			
OUTCOME 4 – PARTICIPATORY POLICY MAKING AMONG TARGETED GROUPS IS PROMOTED			
Outcome Indicator 1	Outcome Indicator 2	Outcome Indicator 3	Outcome Indicator 4
(1) # of recommendations channelled through participatory mechanisms and through legal/policy analysis and (2) proportion of those incorporated into the national strategies, policies and programmes	# of initiatives to promote a dialogue on participatory processes, including elections and related issues.	Feedback received from public on TV programmes increased (Positive vs. Negative) (Feedback will be identified by phone calls related to the programme and comments of the audience)	(1) # of state agencies offering on-line services and information and (2) # of users of those on-line services
RESULTS	RESULTS	RESULTS	RESULTS
(1) 47 recommendations channelled (2) National strategies and plans are still being developed.	(1) (2) 250 citizens per day on average use on line services
Baseline	Baseline	Baseline	Baseline
Though civil society gradually develops participation of non-state actors in and impact on decision making processes is still poor. There is need for participatory monitoring mechanisms of national strategies, policies and programmes in different fields	Citizens of Armenia demonstrate a considerable lack of interest in political/electoral processes. According to "Armenian National Voters Study" 2006 survey conducted by International Republican Institute 35% of respondents show low interest in electoral processes. Two most popular justifications for lack of interest are lack of belief in fair elections (35%), lack of belief in their vote to change anything" (30%)	Although various organizations undertake capacity building initiatives for journalists in Armenia, the low professional level of media and lack of basic skills to monitor governmental programmes and effectively implement media's watchdog role is still prevailing.	The number of Internet user is approximately five percent of the total population (according be the World Fact Book 2005). In addition, the number of state institutions offering on-line services remains limited. Special public information delivery facilities are established only in three ministries.

Project: Strengthening Awareness and Response in Exposure of Corruption in Armenia						
Output 4.2 – Civil Society Monitors Implementation of the National Strategy on Anti-Corruption and the private sector actively participates in anti-corruption initiatives						
Output Indicators 2006 – Note: The revised indicators for 2007 and 2008 have been used and results adjusted to fit these indicators						
Output Indicator 1:	Output Indicator 2	Output Indicator 3	Output Indicator 4	Output Indicator 5	Output Indicator 6	Output Indicator 7
(1) Number of recommendations channelled through participatory monitoring mechanisms and (2) incorporated in the second phase of National Anti-Corruption Strategy or education or health sector reforms.	Number of civil society organizations trained on anti-corruption monitoring.	Number of recommendations channelled for harmonization of institutional and legal framework with UNCAC.	Number of journalists participating in the capacity building initiatives	Number of published articles and broadcasted TV programmes covering corruption issues.	Number of Officials trained on "Access to the judicial information" System.	Number of users of the "Access to the judicial information" System.
RESULTS	RESULTS	RESULTS	RESULTS	RESULTS	RESULTS	RESULTS
-24 recommendations on improved cooperation between Nat. Assembly & CSOs (output 2 in 2006) developed AWP Output 2 in 2006) -21 A-C policy recommendations for health and 6 for education finalized (AWP Output 3 in 2006)		2	-11 journalists from Armenia trained as TOT -66 local media trained using trainers (AWP output # 5 in 2006)			
<u>Baseline:</u> No Anti-Corruption Participatory Monitoring has been conducted in health and education sectors before 2005	Not a single civil society organization was trained on anti-corruption monitoring before 2005	No gap analysis on harmonization of Armenia's institutional and legal framework with UNCAC has been conducted since ratification of the Convention	Limited number of journalists trained to monitor and report on corruption cases	Limited number of published articles and no broadcast TV programmes covering corruption issues produced before 2005	Not a single official trained on the "Access to the judicial information" System before its development and installation	Not a single user had the "Access to the judicial information" System before its development and installation

Project: Strengthening Awareness and Response in Exposure of Corruption in Armenia						
Output 4.2 – Civil Society Monitors Implementation of the National Strategy on Anti-Corruption and the private sector actively participates in anti-corruption initiatives						
Output Indicators 2007						
Output Indicator 1:	Output Indicator 2	Output Indicator 3	Output Indicator 4	Output Indicator 5	Output Indicator 6	Output Indicator 7
(1) Number of recommendations channelled through participatory monitoring mechanisms and (2) incorporated in the second phase of National Anti-Corruption Strategy or education or health sector reforms.	Number of civil society organizations trained on anti-corruption monitoring.	Number of recommendations channelled for harmonization of institutional and legal framework with UNCAC.	Number of journalists participating in the capacity building initiatives	Number of published articles and broadcasted TV programmes covering corruption issues.	Number of Officials trained on "Access to the judicial information" System.	Number of users of the "Access to the judicial information" System.
RESULTS	RESULTS	RESULTS	RESULTS	RESULTS	RESULTS	RESULTS
(1) 15 recommendations in health & 18 in education sector channelled to govt. (2) N/A - Strategy not yet completed	120 CSA group members trained (4 groups, 11 regions)	More than 30 recommendations channelled		69 TV programmes broadcast <i>Any info on articles published</i>	179 officials trained	250 citizens per day on average (? Do we know whether they are citizens for sure?)
<u>Baseline:</u> No Anti-Corruption Participatory Monitoring has been conducted in health and education sectors before 2005	Not a single civil society organization was trained on anti-corruption monitoring before 2005	No gap analysis on harmonization of Armenia's institutional and legal framework with UNCAC has been conducted since ratification of the Convention	Limited number of journalists trained to monitor and report on corruption cases	Limited number of published articles and no broadcast TV programmes covering corruption issues produced before 2005	Not a single official trained on the "Access to the judicial information" System before its development and installation	Not a single user had the "Access to the judicial information" System before its development and installation

Output Indicators	2008					
Output Indicator 1:	Output Indicator 2	Output Indicator 3	Output Indicator 4	Output Indicator 5	Output Indicator 6	Output Indicator 7
	Number of public awareness activities in health and education sectors initiated by civil society in all regions of Armenia	Output Indicator 1: Number of recommendations channelled to Government for harmonization of institutional and legal framework with UNCAC and incorporated into the second phase of the National Anti-Corruption Strategy.		Output Indicator 3: Fostered public feedback on broadcasted TV programmes covering corruption issues.		Output Indicator 4: Number of users of www.parliament.am site increased.
RESULTS	RESULTS	RESULTS	RESULTS	RESULTS	RESULTS	RESULTS
		Feedback envisioned by end 2008				
Baseline:	Limited number of public awareness initiatives implemented by civil society with special emphasis on health and education sectors in regions of Armenia (2007)	No gap analysis on harmonization of Armenia's institutional and legal framework with UNCAC has been conducted since ratification of the Convention (2006)		No broadcast TV programmes specifically covering corruption issues produced before 2006		On average 1,540 users visit parliament. am site daily (2007)

Sources:

2006 and 2007 – Standard Progress Reports
2008 Project Progress Report - RBEC

Annex 7: ASSESSMENT OF ACHIEVEMENT OF OUTPUTS

Output 4.2 – Civil Society monitors implementation of the National Strategy and the private sector actively participates in anti-corruption initiatives.

Corruption Perceptions Survey Baseline ¹²	Output Targets (Project Results and Resources Framework) ¹³	Output Indicator (2007) ¹⁴	Standard Progress Report 2006 ¹⁵	Swiss-Annex 1 - 2007	Donors & Stakeholders involved
No corruption perception survey specific to Armenia had been prepared prior to 2005	Awareness of civil society on the general public opinion on corruption increased through (1) organization of workshops to present results of the survey to government and civil society (ii) organization of follow up meetings on the local level, (iii) organization of follow up meetings with regional media, (iv)	N/A	(AWP Output 1) Preparing and implementing countrywide survey on public perception on corruption in Armenia, presenting results to govt. & civil society Key results -study implemented -level of public awareness assessed -awareness increased Specific results Info. on priorities of society which serve as a baseline for A-C strategy to be developed in 2007 presented to govt. & public	AWP Output 3) Present results of the countrywide survey on the perception on corruption Accomplishments -July- 2006 TI contracted -Dec. 2006 survey received by UNDP -Jan. 2007 survey published -Jan 31 official presentation (160 reps of state institutions, political parties, NGOs, internat. Org., media -March 2007 survey republished -Mar-June 23007 CRD/TI organized 11 follow-up presentations in 8 regions -about 550 civil society reps., regional or municipal govt., media, students, profs, citizens participated	Center for Regional; Development/ Transparency International Armenia (CRD/TI) Partners CRD/TI, LPO – ACRPD (Vanadzor), Armavir Development Center NGO (Armavir), Aragatsotn Forum of NGOs and NPOs

¹² Baseline from Table “Country Programme Outcomes and Indicators” (2007-2008) filename: results and indicators, and from table “Project Results and Resources Framework” File name: Anti-corruption_%20RBM_2007_final (1) results. All baseline statements are consistent.

¹³ Output targets are taken from table “Project Results and Resources Framework” File name: Anti-corruption_%20RBM_2007_final(1)results.

¹⁴ Output indicators from Table “Country Programme Outcomes and Indicators” (2007-2008) filename: results and indicators

¹⁵ Standard Progress Report January – December 2006. File name SPR AntiCorruption 2006 final

	organization of follow up meetings in four major universities				(Ashtarak), Regional Development and Research Center (Sevan), Union of NGOs of Shirak Region (Gyumri), NGO Center (Abovyan), Millennium (Goris) (
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Participatory Monitoring – Capacity Building Baseline ¹⁶	Output Targets (PRSF-indicator 2)*	Output Indicator 2 (2007)`	Standard Progress Report 2005	Standard Progress Report 2006 ¹⁷	Donors & Stakeholders involved
Not a single civil society organization was trained on anti-corruption monitoring before 2005	Increased capacity to implement Anti-Corruption Participatory Monitoring in Health and Education Sectors through a round of 44 training sessions (110 participants) and a Net work of 8 local partner organizations (2007) (Output Target # 1	# of civil society organizations trained on anti-corruption monitoring	<p>AWP Output 2 Supporting civil society to monitor the implementation of the National Strategy on Anti-Corruption</p> <p>Key results: -awareness of govt., civil society & public increased -model of participation in monitoring developed & implemented -country wide civil society A-C network in health & educ. Created -media response to corruption issues improved -in general, corruption risks in educ. & health reduced (How to know?)</p> <p>Specific Results: -A-C Participatory methodology developed -130 members, 9 CSAs in 8 regions trained -5 town hall meetings in 5 regions -APMM monitoring in 24 educ. and 5 health inst.; results evaluated & analysed -A-C policy recommendations presented to govt. -advisory services & TA provided to govt. on implementation of AC strategy & internat. commitments -regular discussion on policies & legislation facilitated</p>	<p>AWP Output 4 Supporting the networking of the Civil Society organization in the field of A-C in education and health sectors to ensure sustainability of Output 3</p> <p>Specific results: -Partnership with LPOs and Civil Society re-established -Capacity of CSA groups strengthened (restructuring, re-selection) -recommendations on revision of the APMM and its tools developed</p>	8 local partners in 11 regions

¹⁶ Baseline, indicators, outputs, stakeholders from filename: Anti-corruption_%20RBM_2007_final(1)results. See also filename: results and indicators

¹⁷ Standard Progress Report January – December 2006. File name SPR AntiCorruption 2006 final

			<ul style="list-style-type: none"> -over 10 analytic papers & 10 learning round tables for high profile officials -various knowledge products produced -30 media events -14 briefings of 70 journalists -monitoring site visits with participations of 250 journalists -Over 200 reflections in 31 central and local media -award competition for media coverage on a-c held 		
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Participatory Monitoring – Channelling Recommendations Baseline ¹⁸	Output Targets (Project Results and Resources Framework)	Output Indicator (2007)	Standard Progress Report 2006 ¹⁹	Swiss-Annex 1 - 2007	Donors & Stakeholders involved
No anti-corruption Participatory Monitoring has been conducted in health and education sectors before 2005 (PRRF & Outcomes and Indicators)	Output targets in the PRSF are for UNCAC	Number of recommendations channelled through participatory monitoring mechanisms and incorporated in the second phase of the National Anti-Corruption Strategy or education or health sector reforms.	<p>AWP Output 3 Continue to implement the A-C Participatory Monitoring Methodology in education and health sectors with active engagement of the media Key results: APMM taskforce re-established -AC recommendations based on 2005 monitoring developed -A-C policy recommendations presented to various ministries, A-C council, A-C commission, CSOs, internat organizations presented (in progress)</p> <p>Specific results -21 a-c policy recommendations for heath, 6 for education (See report “Results of ACPM from 2005) -monitoring methodology revised and finalized in line with govt. reform in health & education -Armenian & English versions of methodology disseminated (CD and implementation support one another – see previous page)</p>	<p>AWP Output 2 Continue to implement the A-C Participatory Monitoring Methodology in education and health sectors with active engagement of the media</p> <p>Accomplishments -beginning 2007 CSA network expanded to 8 LPOs in 10 regions -LPOs provided operational support to CSA groups -Task force contracted to generate recommendations revised the APMM in line with recent sector reforms -provided 4 rounds of training -analysed data from 4 rounds of monitoring</p>	<p>Min. of Foreign Affairs (Imp. Partner) OPM OP Min. Health Min. Educ. ACC A-CMC</p> <p>UNODC</p> <p>CoE OSCE</p> <p>2005, P. 3, # (ii) –what happened to A-C policy recommendations presented to govt.?</p>

¹⁸ Baseline from Country Programme table “Outcomes and Indicators” (2007-2008) filename: results and indicators, and from table “Project Results and Resources Framework” File name: Anti-corruption_%20RBM_2007_final(1)results. All baseline statements are consistent.

¹⁹ Standard Progress Report January – December 2006. File name SPR AntiCorruption 2006 final

				-generated policy recommendations to be transferred to govt. particularly Strategy Working Group -recommendations will be provided early 2008 to be incorporated into 2 nd phase of action plan of the Nat. A-C Strategy	
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UNCAC Baseline ²⁰	Output Targets (Project Results and Resources Framework)	Output Indicator 3 in 2007, Output Indicator 1 in 2008		Swiss-Annex 1 - 2007	Donors & Stakeholders involved
No gap analysis of harmonization of Armenia's institutional and legal framework with UNCAC has been conducted since ratification of the Convention (2006)	<p>1.Assessment to identify existing gaps between UNCAC requirements and Armenia's institutionalized framework on anti-corruption is finalized (2007)</p> <p>2.More than 30 recommendations on making Armenia UNCAC compliant developed and will be provided to Government early 2008</p>	<p># of recommendation channelled for harmonization of institutional and legal framework with UNCAC (2007)</p> <p># of recommendation channelled for harmonization of institutional and legal framework with UNCAC and incorporated into the second phase of the National Anti-Corruption Strategy (2008)</p>	AWP Output 2 Supporting the governments; initiatives on anti-corruption	<p>(AWP Output 1) Assist the GoA in implementation of the UNCAC Accomplishments</p> <p>-UNDP with assistance from UNODC will make inputs into 2nd phase of the National A-C Strategy schedule for late autumn 2008</p> <p>-gap analysis already produced by consultant</p> <p>-analysis to be used to develop policies & institutional frameworks in relation to articles 5 and 6 of Convention</p> <p>-to be presented to GoA in early 2008</p>	TI Armenia

²⁰ Baseline, indicators, outputs, stakeholders from filename: Anti-corruption_%20RBM_2007_final(1)results. See also filename: results and indicators

Journalists Participating in Capacity Initiatives Baseline ²¹	Output Indicator 4 (2007) CP Outcome and Indicators	Output Targets (Source PRSF) *	Standard Progress Report 2006 ²²	Swiss-Annex 1 - 2007	Donors & Stakeholders involved
Limited number of journalists trained to monitor and report on corruption cases	# of journalists participating in the capacity building initiatives	Professional capacity of journalists to monitor and report on corruption cases is strengthened through organization of workshop on media development (5 participants), engaging of local media outlets in APMM trainings (20 participants), publication of Journalists' Handbook, engaging local media outlets in discussions on 2006 Corruption Perception Survey (30 participants), organization of study tour to Lithuania (120 journalists, 15 government press-secretaries) 2007	<p>AWP Output 5 Strengthen capacity of the media to monitor national anti-corruption programmes, to report corruption cases and to analyse and expose corrupt practices</p> <p>Key results: -Capacity of media from 3 countries strengthened -training for regional media designed & delivered -regional network supported -Journalists' handbook in development</p> <p>Specific results: 29 journalists from 3 countries trained (TOT) -66 local media from 10 marzes trained by TOTs -round table on training results from UK training. -special training module developed -Journalists Handbook on monitoring & reporting corruption drafted (in progress)</p>	<p>AWP Output 4 Strengthen capacity of the media to monitor national A-C programmes, report corruption cases and analyser/expose corrupt practices</p> <p>Accomplishments</p> <p>-since April 2006, UNDP & Brit., Council Armenia implementing -30 journalists from 3 countries attended 10 day reporting corruption training in London -study tour Lithuania -March workshop between media and govt. officials. Major problems identified --handbook prepared, 3 versions published -work of CSA groups coordinated with LPO and media involved in training -April-Oct. local media participated in launch and wrap up event of ACPM</p>	<p>Main implementing partner - MFA</p> <p>Stakeholders British Council (Armenia) TI Armenia, Internat. Center for Human Dev. , Armenian Constitutional Rights' Protective Center, Regional Development and Research Center, Union of NGOs of Shirak, Armavir Development Center, Aragatsotn Forum of NGOs, national and local media, health & education institutions.</p> <p>International EU, CoE, OSCE, OECD), WB, DFID, USAID, Eurasia Foundation</p> <p>Donors Norway, SDC</p>

²¹ Baseline, indicators, outputs, stakeholders from filename: Anti-corruption_%20RBM_2007_final (1) results. See also filename: results and indicators

²² Standard Progress Report: January – December 2006. File name SPR AntiCorruption 2006 final

Produce Articles and TV on A-C Baseline ²³	Output Indicator 5	Output Targets (from PSRF Indicator 5)	Standard Progress Report 2006 ²⁴	Swiss-Annex 1 - 2007	Donors & Stakeholders involved	Donor Reports
<p>2007 - Limited number of published articles and no broadcast TV programmes covering corruption issues produced before 2005</p> <p>2008 – No broadcast TV programmes specifically covering corruption issues produced before 2006</p>	<p>Number of published articles and broadcasted TV programmes covering corruption issues</p>	<p>Media’s capacity to monitor and report on corruption issues is strengthened through conducting two phases of grant competition, contracting of six TV channels in four regions of Armenia and Yerevan, and broadcast of 69 TV programmes (2007)</p>	<p>AWP Output 6 Support journalists’ initiatives to raise awareness on anti-corruption, including TV programme and talk shows (follow-up to Output 4 & 5)</p> <p>Key results: Call for proposals to support media initiatives to raise awareness</p> <p>Specific results: -call for proposal to produce & broadcast TV programmes (talk shows, debates, discussions, etc.) containing innovative methods to sensitize public officers and citizens about corruption</p>	<p>AWP Output 5 Within the framework of the UNDP media strategy, support journalists’ initiatives to raise awareness on anti-corruption, including TV programs and talk shows</p> <p>Accomplishments</p> <p>Purpose to prepare and broadcast TB programs to discourage or prevent corrupt behaviour -competition held. First phase announced Dec. 2006 -exec board created -2nd phase announced in March 2007 (used expert studies, particularly 2006 Perceptions Survey. TV work to continue in 2008 as well</p>	<p>MFA Norway 6 TV channels in 4 regions</p>	<p>Activity 5 in 2006 Norway Budget \$69,872 Exp. \$ 55,697 Accomplishments -ToT in London (supported by Brit. Coun.) -training to journalists in Armenia (10 regions) -100 applications; 66 selected -5 two day sessions (Oct.- Dec. 2006) -journalists’ handbook draft produced 2 day work shop in Georgia</p> <p>Activity 6 in 2007 Norway report Budget \$112,350 Exp. \$770. (2.4 %) Accomplishments -Dec. call for proposals -orientation session (no indication of why behind schedule – need for call for proposals probably part of it)</p>

²³ Baseline, indicators, outputs, stakeholders from filename: Anti-corruption_%20RBM_2007_final(1)results. See also filename: results and indicators

²⁴ Standard Progress Report January – December 2006. File name SPR AntiCorruption 2006 final

Baseline (2007) ²⁵	Output Indicator 6 (2007)	Output Targets *	Standard Progress Report 2005	Standard Progress Report 2006	Standard Progress Report 2007 ²⁶	Final Report –Support to Information Society June 2005-May 2007
Not a single official trained on the “Access to the judicial information System before its development and installation	Number of officials trained on “Access to the judicial information System”.	179 officials trained on :Access to the Judicial Information System (2007)	<p>AWP Output 1 Promoting access to information and establishing countrywide interactive e-governance systems and mechanisms for disseminating public information</p> <p>Key results: -e-governance systems for territorial and communities established -access of citizens to public info. increased -2 e-commerce modules introduced -preliminary actions for improving research & educ. taken -public awareness on services delivered by 7 ministries increased</p> <p>Specific Results -e-governance system (equipment and network) established in 12 communities for online info. And public services -content mgt, improved -assessment of ICT needs and capacities in 3 ministries, recommendations, draft structure of e-governance portals -modules Electronic Treasury Direct, Card-to-Card transfers launched in 2005. 20% increase in payments -e-Visa primer prepared -prelim. assess for enlarging network done -Armenia Freenet supported -creation of tools and free internet supported -site & database of Armenian NGOs totally revamped. -public awareness conducted, 21 leaflets by 7</p>	No mention of outputs. Reference in Section IV, future work plan, that e-governance system “can become an outlet and portal for certain elements of APMM.	<p>AWP Output 6 Support the development of “Access to the judicial information” System – e-Judiciary</p> <p>Key results: -establishment of e-Judiciary web portal completed</p> <p>Specific results: -basic components of - web portal identified -TORs for web interface developed -software company contracted -software development and installation completed -179 officials trained on “Access to System” -250 hits per day</p>	<p>-2 phases system for territorial admin. Since 2002 -Community system since Nov. 2004 (document says 2nd phase 2005-2007) -both funded by SDC (\$214,547 (2005), \$24,178 (2006) & UNDP Outputs: -Community e-Gov. System portals establish and functional in selected communities -3 areas: information, interaction, transaction -connectivity and internet access -structural reform of MTA Nov. 2006 -capacities of municipalities improved (mainly training) -public awareness and training</p>

²⁵ Baseline, indicators, outputs, stakeholders from filename: Anti-corruption_%20RBM_2007_final(1)results. See also filename: results and indicators

²⁶ Standard Progress Report, January – December 2007. File name SPR AntiCorruption 2007_final

		ministries			
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Baseline ²⁷	Output Indicator 7	Output Targets *	Standard Progress Report 2005	Standard Progress Report 2006 ²⁸	Standard Progress Report 2007 ²⁹	Stakeholders involved
<p>2007 - Not a single user had the “access to the judicial information “ system before its development and installation</p> <p>2008 – On average 1,540 users visit parliament. am site daily 2007)</p>	<p># of users of the “Access to the judicial Information System”</p> <p># of users of www.parliament.am site increased</p>	<p>250 Citizens, on average, daily use the “Access to Information System (2007)</p>	<p>AWP Output 1 Promoting access to information and establishing countrywide interactive e-governance systems and mechanisms for disseminating public information.</p> <p>Key results -access of citizens to public information increased</p> <p>Specific Results -modules Electronic Treasury Direct, Card-to-Card transfers launched in 2005. 20% increase in payments</p>			<p>Cassation Court</p> <p>MaSys Information Systems</p> <p>Users</p>

²⁷ Baseline, indicators, outputs, stakeholders from filename: Anti-corruption_%20RBM_2007_final(1)results. See also filename: results and indicators

²⁸ Standard Progress Report January – December 2006. File name SPR AntiCorruption 2006 final

²⁹ Standard Progress Report, January – December 2007. File name SPR AntiCorruption 2007_final

Baseline ³⁰	Output Indicator 4 (2007) CP Outcome and Indicators	Output Targets (Source PRSF) *	Standard Progress Report 2005 ³¹	Standard Progress Report 2006 ³²	Donors & Stakeholders involved
	N/A	N/A	<p>AWP Output 3 – Supporting introduction of legislative and policy frameworks on lobbying and promoting legal lobbying practices</p> <p>Key results</p> <ul style="list-style-type: none"> -draft regulatory framework for lobbying developed -dialogue and trust between govt. & civil society enhanced -model for effective & constructive participatory law and policy making process shaped <p>Specific results</p> <ul style="list-style-type: none"> -draft Law on Lobbying and amendments prepared by Task Force and approved -draft Law currently at Nat. Assembly -discussion with over 500 reps. Of business org., communities and civil society org. facilitated -concerns, comments & suggestions identified and consolidated -TOR for business code of contact drafted -Guidelines for lobbying procedures 	No reference in standard progress report	

³⁰ Baseline, indicators, outputs, stakeholders from filename: Anti-corruption_%20RBM_2007_final(1)results. See also filename: results and indicators

³¹ Standard Progress Report January – December 2006. File name SPR AntiCorruption 2006 final

³² Standard Progress Report, January – December 2007. File name SPR AntiCorruption 2007_final

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Project Progress Report – RBED

Strengthening Awareness and Response in Exposure of Corruption in Armenia – award start date 17 May 2006 – end date Dec. 31, 08

15Feb.08 – It is anticipated that the Government will finalize the Anti-Corruption Strategy in mid 2008. Delay in the development of strategy (in the beginning of 2007, the Government was indicating that the Strategy will be developed and finalized by mid-2007), might hinder the process of incorporation of recommendations that aim at making Armenia UNCAC compliant, and decreasing the identified corruption risks in health and education sectors. It is also very essential to have a final strategy to make UNDP's anti-corruption programming in line with it. Management response: 1. Active support to the Government in the development of the Strategy Status: falling

22-Nov-07 - As a result of Parliamentary Elections of May 2007, project received less applications from TV stations than expected which could have an effect on the final selection of winners. Management response: 1. Distribution of the competition announcement through mailing lists to organizations/TV channels that might have been interested in the competition. Status: reducing