



Independent
Evaluation
Office

United Nations Development Programme

INDEPENDENT COUNTRY PROGRAMME EVALUATION PERU

ANNEXES

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ANNEX 1. TERMS OF REFERENCE

1. INTRODUCTION

The Independent Evaluation Office (IEO) of the United Nations Development Program (UNDP) conducts “Independent Country Programme Evaluations (ICPEs)” to capture and demonstrate evaluative evidence of UNDP’s contributions to development results at the country level, as well as the effectiveness of UNDP’s strategy in facilitating and leveraging national effort for achieving development results. The purpose of an ICPE is to:

- Support the development of the next UNDP Country Programme Document
- Strengthen accountability of UNDP to national stakeholders
- Strengthen accountability of UNDP to the Executive Board

ICPEs are independent evaluations carried out within the overall provisions contained in the UNDP Evaluation Policy.¹ The IEO is independent of UNDP management and is headed by a Director who reports to the UNDP Executive Board. The responsibility of the IEO is two-fold: (a) provide the Executive Board with valid and credible information from evaluations for corporate accountability, decision-making and improvement; and (b) enhance the independence, credibility and utility of the evaluation function, and its coherence, harmonization and alignment in support of United Nations reform and national ownership. Based on the principle of national ownership, IEO seeks to conduct ICPEs in collaboration with the national authorities where the country programme is implemented.

UNDP Peru has been selected for an ICPE since its country programme will end in 2021. The ICPE will be conducted in 2021 to feed into the development of the new country programme. The ICPE will be conducted in collaboration with the Government of the Republic of Peru, with the UNDP Peru Country Office, and with the UNDP Regional Bureau for Latin America and the Caribbean.

The Global COVID-19 pandemic has presented UNDP with considerable challenges in implementing its ongoing programme of work in line with the CPD. Even more so than usual, UNDP has been required it to be adaptable, refocusing and restructuring its development work to meet the challenges of the pandemic and Country’s need to effectively prepare, respond and recover from the wider COVID-19 crisis, including its socio-economic consequences. This ICPE will also consider the level to which UNDP was able to adapt to the crisis and support country’s preparedness, response to the pandemic and its ability to recovery meeting the new development challenges that the pandemic has highlighted, or which may have emerged.

2. NATIONAL CONTEXT

The Republic of Peru is a very diverse country with three regions, the Coast, the Andes, and the Amazon. The population of Peru is estimated at 32.6² million people in 2020, of whom 79.3 percent live in rural

¹ See UNDP Evaluation Policy: www.undp.org/eo/documents/Evaluation-Policy.pdf. The ICPE will also be conducted in adherence to the Norms and the Standards and the ethical Code of Conduct established by the United Nations Evaluation Group (www.uneval.org).

² National Institute of Statistics and Informatics. United Nations Population Fund, Status of the Peruvian population 2020. https://www.inei.gob.pe/media/MenuRecursivo/publicaciones_digitales/Est/Lib1743/Libro.pdf

areas³, and 24 percent define themselves as indigenous⁴. Peru's capital, Lima, is overpopulated with 33 percent of the total population⁵.

Socioeconomic situation, poverty, and inequality: The Peruvian economy has undergone structural changes in the last decades. After the 1980s hyperinflation, debt crisis, and fiscal imbalance, in mid-1990, Peru started to recover through a stabilization program implemented by the government⁶. This program and favourable external conditions, such as the improvement of trade terms, led to the country's fiscal consolidation and institutional reform to halt the inflation⁷. Since 2000, Peru experienced economic expansion, public investment, and reduction in poverty and income inequality. In addition, Peru engaged with the Organisation for the Economic Co-operation and Development (OECD) in 2008. Since then, Peru has been implementing the OECD program for admission as a member. However, between 2014 and 2019, Peru's economic growth fell off due to a decrease in the price of copper, Peru's principal export commodity, and the economic slowdown of key partners⁸. As a result, the gross domestic product (GDP) went from growing by 5.8 percent in 2013 to rising by 3.3 percent in 2015⁹. In 2018, the GDP grew 4.0 percent after the economy recovered from El Niño Costero phenomena and the Lava Jato corruption case¹⁰. This recovery was the result of the growth of domestic demand, private investment, and consumption¹¹.

Despite being an upper-middle income country¹² and ranking 79th out of 189 countries in the Human Development Index¹³ (above the Latin American average), Peru still suffers from poverty and inequality. In 2019, approximately 20.2 percent of the population lived in poverty and 2.9 percent in extreme poverty¹⁴. Inequality measured by the Gini coefficient was 41.5¹⁵.

COVID-19 pandemic: Peru's strict measures to combat the pandemic, such as stay-at-home orders, curfews and border closures, had a severe economic impact on the country. According to the Central Reserve Bank, in the third quarter of 2020, the GDP decreased by -9.4 percent due to the reduction in household consumption (-9.3 percent), the fall in gross fixed investment (-10.2 percent) and the decline of exports of goods and services (-25.6 percent)¹⁶. Peru's labour market was also hit by the pandemic. The country's unemployment rate increased from 3.6 percent in 2018 to 8.8 percent in the second quarter of 2020, and the informal employment stood at 75.2 percent in the third quarter of 2020¹⁷ against 67.7 before the pandemic. Informal employment which represents more than half of the economically active population could not abide by quarantine measures.

³ National Institute of Statistics and Informatics. 2017 Census, Peru

⁴ UNFPA. <https://peru.unfpa.org/en/potential-and-challenges-peru>

⁵ Ministry of Health. Population Statistics. https://www.minsa.gob.pe/reunis/data/poblacion_estimada.asp

⁶ IMF. Peru: Staying the Course of Economics Success. <https://www.elibrary.imf.org/view/IMF071/22492-9781513599748/22492-9781513599748/ch02.xml?language=en>

⁷ Inter-American Development Bank Group. Country Strategy with Peru (2107-2021)

⁸ The World Bank Group. County Partnership Strategy 2017-2021

⁹ Ibid.

¹⁰ Central Reserve Bank of Peru. Annual Report 2018.

¹¹ Ibid.

¹² The World Bank. Data for Upper middle income. Peru. <https://data.worldbank.org/?locations=XT-PE>

¹³ Human Development Report 2020. Peru. http://hdr.undp.org/sites/all/themes/hdr_theme/country-notes/PER.pdf

¹⁴ National Institute of Statistics and Informatics. Poverty and social spending. <https://www1.inei.gob.pe/estadisticas/indice-tematico/living-conditions-and-poverty/>

¹⁵ The World Bank. Gini index Peru, 2018, <https://data.worldbank.org/indicator/SI.POV.GINI?locations=PE>

¹⁶ National Institute of Statistics and Informatics. <https://www.inei.gob.pe/media/MenuRecursivo/boletines/informe-tecnico-pbi-iii-trim-2020.pdf>

¹⁷ National Institute of Statistics and Informatics, August 2020. https://www.inei.gob.pe/media/MenuRecursivo/boletines/03-informe-tecnico-n03_empleo-nacional-abr-may-jun-2020.pdf

The pandemic has exposed the health care crisis in the country. While Latin America and the Caribbean's average expenditure on health was 8.0 percent of its GDP, Peru's expenditure was 5.2 percent¹⁸. 1,019,475 cases and approximately 37,830 deaths from COVID-19 were reported by the end of 2020¹⁹.

Gender: The female population in Peru represents 50 percent of the total population²⁰. Social classes and ethnic origin in Peru play a key role in determining women's access to resources and their position in society. In addition, misconceptions about gender roles in society and at home pose challenges to achieving gender equality. Peru's gender inequality index was 0.395 in 2019, ranking it 88th out of 162 countries²¹. In the 2020 Global Gender Gap Report, the country ranks 66 out of 153 countries, positioning it at 17 out of 25 countries in the Latin America and the Caribbean region²².

In a context of economic and social inequality, female participation in the labour market (59.4 percent) is lower than men (40.6 percent)²³. According to the National Institute of Statistics, women earn 29.6 percent less than men since women work fewer hours as they take care of their children²⁴. Women are vulnerable to poverty. Five out of ten women are in poverty in Peru²⁵. Regarding their occupations, 58.4 percent of poor women participate in the labor market, and 25.3 percent are dedicated to the household²⁶.

Gender-based violence is a serious problem in Peru. In 2018-2019, 38.3 percent of women between 15 and 49 years old suffered some type of violence²⁷, and in 2018, 150 women were victims of femicide, which represents an increase of 4 percent compared to 2015²⁸. In light of the COVID-19 quarantine, which caused a massive increase in gender-based violence due to women being enclosed with their aggressors, the Ministry of Women and Vulnerable Populations, through the National Program 'Aurora' for the prevention and eradication of violence against women and family members, has been providing care to women, children, and adolescents victims of violence²⁹. With regard to the Political Empowerment subindex³⁰, Peru ranks 31 out of 153 countries, with 26.2 percent of seats held by women in the National Assembly in 2020³¹, which is below the average of 32.9 percent of women in parliaments in Latin America and the Caribbean³².

Government and justice system: The Republic of Peru has had a highly unstable political history including human rights violations and corruption. From 1980 to 1990, democracy was challenged by the debt crisis and the internal armed conflict caused by a revolutionary communist party and terrorist organization, the Shining Path. The death toll from political violence in Peru between 1980 and 2000 is estimated to be more

¹⁸ Current health expenditure (% of GDP). 2018. <https://data.worldbank.org/indicator/SH.XPD.CHEX.GD.ZS?locations=ZJ-PE>

¹⁹ Ministry of Health of Peru, Situational Room. COVID-19 Peru, 4, December 2020.

https://covid19.minsa.gob.pe/sala_situacional.asp

²⁰ National Institute of Statistics and Informatics. United Nations Population Fund, Status of the Peruvian population 2020.

https://www.inei.gob.pe/media/MenuRecursivo/publicaciones_digitales/Est/Lib1743/Libro.pdf

²¹ UNDP. Human Development Report, Gender Inequality Index, 2019.

²² World Economic Forum, Global Gender Gap Report 2020. http://www3.weforum.org/docs/WEF_GGGR_2020.pdf

²³ National Institute of Statistics and Informatics, August 2020. https://www.inei.gob.pe/media/MenuRecursivo/boletines/03-informe-tecnico-n03_empleo-nacional-abr-may-jun-2020.pdf

²⁴ National Institute of Statistics and Informatics. Peru Gender Gaps 2019, Progress towards equality between women and men, 2019.

²⁵ National Institute of Statistics and Informatics. <https://www.inei.gob.pe/prensa/noticias/pobreza-monetaria-alcanzo-al-202-de-la-poblacion-en-el-ano-2019-12196/>

²⁶ Ibid.

²⁷ National Institute of Statistics and Informatics. Presentation June 2020. Discussion "The state of health: a view from ENDES 2019".

²⁸ National Institute of Statistics and Informatics. Femicide.

https://www.inei.gob.pe/media/MenuRecursivo/publicaciones_digitales/Est/Lib1659/cap02.pdf

²⁹ Ministry of Women and Vulnerable Populations. <https://www.mimp.gob.pe/contigo/contenidos/pncontigo-nota-prensa.php?codigo=930>

³⁰ World Economic Forum. Global Gender Gap Report 2020. http://www3.weforum.org/docs/WEF_GGGR_2020.pdf

³¹ ECLAC Peru. Gender Equality Observatory for Latin America and the Caribbean, 2020. <https://oig.cepal.org/en/countries/peru>

³² The World Bank Data, proportion of seats held by women in national parliaments.

than 60,000 people³³. The political crisis culminated in the election of an outsider, Alberto Fujimori, in 1990, and then his self-coup in 1992³⁴. Under Fujimori's government, the constitution was suspended, the congress was closed, and the leader of the Shining Path was captured leading to political peace reinstatement. In 1995, Fujimori was re-elected for a second term, and in 2000 for a third term. However, the discovery of a network of corruption forced Fujimori to resign.

After a transitional government and 2001 elections, the governments within the 2001-2018 period restored some degree of democracy and economic development. However, due to their implications in corruption cases, such as the Lava Jato, and human rights crimes, the four appointed presidents (2001-2018) have either been sent to jail or are fugitives from justice³⁵. President Martin Vizcarra's government, which started in May 2018, attempted to reform the political and justice system, however he faced extreme opposition from Congress which exacerbated the governance crisis. Due to corruption allegations, according to Transparency International's 2019 Corruption Perceptions Index, Peru was 36/100, seven points lower than the global average of 42³⁶, and the severe economic impact of the management of the pandemic, Peru's congress impeached the president. The president of the congress replaced president Vizcarra for less than a week since politicians forced the interim president's resignation after nationwide protests. On November 2020, Peru's congress appointed Francisco Sagasti as interim president. General elections will be held on April 11, 2021.

Venezuela human right crisis: By the end of 2020, it has been calculated that Peru is hosting approximately 1.1 million Venezuelans, including approximately 490,000 asylum-seekers³⁷, the highest in the region. In an effort to regularize the Venezuelans immigration status, in 2017, the government established a temporary residency permit for Venezuelans who legally entered Peru³⁸. However, with the growth of arrivals, the Peruvian government has adopted measures to restrict the entry of Venezuelans into the country. Socio-economic integration remains a challenge.

Environment and natural resources: Peru is the fourth largest rainforest country in the world³⁹. Approximately 60 percent of the Peruvian territory is covered by the Amazon rainforest, which is one of the most biodiverse areas of the world. Peru holds more than 20,375 species of flora, 2145 species of fish (1st in the world), 1847 birds (3rd in the world), and more than 4500 species of potato⁴⁰. However, unsustainable development practices threaten already fragile ecosystems, including natural and social capital. The Ministry of Environment is currently developing the National Adaption Plan (NAP) to reduce the risks of climate change. Deforestation, land use change, and habitat loss threat Peru's biodiversity and ecosystem. Migratory agriculture is the main driver of deforestation. In 2019, the Ministry of Environment through the 'Forests Program' has been able to decrease the deforestation level in the Amazonian region by 4.1 percent compared to 2018⁴¹.

As a signatory of the United Nations Framework Convention on Climate Change (UNFCCC), Peru reported on national greenhouse gases inventories, and national programs with mitigation and adaptation actions against climate change. In the Climate Ambition Summit 2020, the President of Peru reaffirmed the

³³ Peru's Cleavages, Conflict, and Precarious Democracy. Oxford University Press, July 2019.

<https://oxfordre.com/politics/view/10.1093/acrefore/9780190228637.001.0001/acrefore-9780190228637-e-1706>

³⁴ Ibid.

³⁵ Human Rights Watch. Peru Events of 2018. <https://www.hrw.org/world-report/2019/country-chapters/peru>

³⁶ Transparency International, 2019. <https://www.transparency.org/en/countries/peru>

³⁷ UNHCR. Global Focus, Peru. <https://reporting.unhcr.org/peru>

³⁸ Ibid.

³⁹ Yale School of Environment, Global Forest Atlas. <https://globalforestatlas.yale.edu/amazon/forest-governance/peru>

⁴⁰ The United Nations Development Programme, The Biodiversity Finance Initiative. <https://www.biodiversityfinance.net/peru>

⁴¹ <http://www.bosques.gob.pe/notasdeprensa/deforestacion-se-reduce-en-diez-regiones-con-bosques-amazonicos>

country's commitment to the Paris Agreement and pledged to decrease carbon emissions to 30- 40 percent by 2050, with the objective that the Peru becomes a carbon neutral country by 2050⁴².

Peru is also vulnerable to natural disasters, including earthquakes, volcanoes, and landslides, and climatological events due to its location. In 2017, El Niño Costero flooding affected over 1.5 million people, caused 162 deaths, and damaged hundreds of thousands of homes⁴³.

3. UNDP PROGRAMME STRATEGY IN PERU

UNDP's cooperation with Peru began in 1961 with the signature of the Model Basic Assistance Agreement, which constitutes the legal basis for the relationship between the Government and UNDP. The work carried out by UNDP in the country during the period of review of this evaluation is guided by two documents:

- The United Nations Development Assistance Framework (UNDAF) for the period 2017-2021, which was developed by the UN country team in Peru composed of 24 agencies, in coordination with the Ministry of Foreign Affairs;
- The Country Programme Document (CPD) for 2017-2021, which was developed in accordance to the priority areas identified in the UNDAF and addresses four outcomes of UNDP's corporate strategic plan 2018-2021. All outcomes in the CPD are aligned with the National Strategic Development Plan and sectoral plans, as well as with the 2030 Agenda for Sustainable Development.

The UNDP country programme document for Peru was designed to contribute to the following programme priorities:

1. inclusive and sustainable growth and development;
2. social protection and quality basic services;
3. institutions and transparency; and
4. citizenship and peace.

The principal focus of the CPD is to contribute to the sustained eradication of extreme poverty and significant reduction of inequality by addressing overarching development challenges that are linked to national priorities of OECD accession. UNDP's CPD was developed to contribute to Sustainable Development Goals (SDGs): 1,5,8,9,10,11,13,14,15,16,17. Estimated resources for the four-years CPD amounted to US\$ 250.0 million, as presented in table 1.

⁴² Ministry of Environment. <https://www.gob.pe/institucion/minam/noticias/320326-peru-incrementa-su-ambicion-climatica-para-reducir-en-40-sus-emisiones-de-carbono-hacia-el-ano-2030>

⁴³ <https://reliefweb.int/report/peru/learning-el-ni-o-costero-2017-opportunities-building-resilience-peru-october-2017>

Table 1: UNDAF⁴⁴ outcomes to which the CPD planned to contribute in the period 2017-2021⁴⁵

UNDAF outcome	UNDP Country Programme outputs	Indicative resources (\$) ⁴⁶		Expenditures as of 6 January 2021 ⁴⁷
		Regular	Other	
National priority: 2021 Peru Bicentennial Plan. Competitive economy with high employment and productivity; Sustainable use of natural resources; Balanced regional development and adequate infrastructure. SDGs: 1, 5, 8, 9, 11, 13-16.				
UNDAF Outcome 1: By 2021, people living in poverty and vulnerability improve access to decent livelihoods and productive employment by means of sustainable development that strengthens social and natural capital, integrating an adequate management of risk.	Output 1.1. National and subnational capacities strengthened to implement policies, plans or other instruments of sustainable and inclusive development. Output 1.2. National and subnational capacities strengthened for sustainable management of natural resources, ecosystem services, mitigation and adaptation to climate change. Output 1.3. National / subnational systems and institutions enabled to achieve structural transformation of productive capacities that are sustainable and employment- and livelihood-intensive.	\$ 458,500	\$ 99,541,500	\$ 50,897,353
National priority: 2021 Peru Bicentennial Plan. Equal opportunities and access to services. SDGs: 1, 5, 10, 11,16.				
UNDAF Outcome 2: By 2021, people living in poverty and vulnerability improve their access to quality,	Output 2.1. National and subnational capacities enhanced for social protection and access to basic services for people living in poverty. Output 2.2. Access to justice and citizen security improved for people living in conditions of poverty vulnerability and discrimination.	\$ 458,500	\$ 49,541,500	\$ 36,205,709

⁴⁴ UNDAF for Peru 2017-2021. <https://peru.un.org/48770-marco-de-cooperacion-de-las-naciones-unidas-para-el-desarrollo-en-el-peru-2017-2021>

⁴⁵ Source: UNDP CPD for Peru (2017-2021)

⁴⁶ Indicative resources from the CPD 2017-2021 results and resources framework

⁴⁷ Source of Expenditures: UNDP data extracted from Atlas / PowerBi as of 6 January 2021. The allocation of projects by outcomes will be validated by the CO. The revised expenditure figures will be presented in the evaluation report.

UNDAF outcome	UNDP Country Programme outputs	Indicative resources (\$) ⁴⁶		Expenditures as of 6 January 2021 ⁴⁷
		Regular	Other	
universal basic services and to an inclusive system of social protection that allows them to exercise their rights and to have fair access to development opportunities.				
National priority: 2021 Peru Bicentennial Plan. Efficient and decentralized government at the service of citizens and development. SDGs: 1, 10, 16, 17.				
UNDAF Outcome 3: By 2021, public management is more efficient, effective, transparent and equitable, thus increasing the confidence of the people in institutions.	Output 3.1. National and subnational capacities in public management strengthened to increase efficiency and effectiveness and comply with international commitments. Output 3.2. Strengthened transparency access to information and accountability. Output 3.3. National and subnational capacities strengthened for implementation of 2030 Agenda.	\$ 458,500	\$ 49,541,500	\$ 34,505,910
National priority: 2021 Peru Bicentennial Plan. Full observance of fundamental rights and dignity of persons; Equal opportunities and access to services; Efficient and decentralized government at the service of citizens and development. SDGs: 16				
UNDAF Outcome 4: By 2021, people living in poverty and vulnerability improve their exercise of freedoms and rights in a	Output 4.1. Government capacities improved to address international human rights obligations especially those related to people living in conditions of vulnerability and discrimination. Output 4.2. Enhanced participation mechanisms promoting dialogue and social peace and greater social representation.	\$ 458,500	\$ 49,541,500	\$ 10,628,974

UNDAF outcome	UNDP Country Programme outputs	Indicative resources (\$) ⁴⁶		Expenditures as of 6 January 2021 ⁴⁷
		Regular	Other	
framework of peace and lawfulness.				
Subtotal		\$ 1,834,000	\$248,166,000	\$132,237,946
Country Programme Total		\$250,000,000		\$132,237,946

4. SCOPE OF THE EVALUATION

ICPEs are usually conducted in the penultimate year of the ongoing UNDP country programme to contribute to the process of developing the new country programme⁴⁸. Thus, the ICPE will focus on the current programme cycle (2017-2021), covering the period of 2017-2021, to provide forward-looking recommendations as input to UNDP Peru's formulation of its next country programme.

ICPEs focus on the formal UNDP country programmes approved by the Executive Board. The country programmes are defined – depending on the programme cycle and the country – in the Country Programme Document (CPD). The scope of the ICPE includes the entirety of UNDP's development programmes in the country, including those projects running from the previous cycle into the current one. The interventions under review are funded by all sources, including those from UNDP's regular resources, donors, and the Government. The efforts supported by UNDP's regional and global programmes will also be included. It is important to note that a UNDP county office may be involved in several activities that may not be included in a specific project. Some of these 'non-project' activities may be crucial for the political and social agenda of a country.

5. METHODOLOGY

The evaluation methodology will adhere to the United Nations Evaluation Group (UNEG) Norms & Standards.⁴⁹ The ICPE will address the following key evaluation questions.⁵⁰ These questions will also guide the presentation of the evaluation findings in the report.

1. What did the UNDP country programme intend to achieve during the period under review?
2. To what extent has the programme achieved (or is likely to achieve) its intended objectives?
3. To what extent has UNDP been able to adapt to the COVID-19 pandemic and support country's preparedness, response and recovery process?
4. What factors contributed to or hindered UNDP's performance and eventually, the sustainability of results?

⁴⁸ ICPE Peru is an exception and will start on the last year of implementation of the CPD.

⁴⁹ <http://www.uneval.org/document/detail/1914>

⁵⁰ The ICPEs have adopted a streamlined methodology, which differs from the previous ADRs that were structured according to the four standard OECD DAC criteria.

The ICPE is conducted at the outcome level. To address question 1, a Theory of Change (ToC) approach will be used in consultation with stakeholders, as appropriate. Discussions of the ToC will focus on mapping the assumptions behind the programme's desired change(s) and the causal linkages between the intervention(s) and the intended country programme outcomes. As part of this analysis, the CPD's progression over the review period will also be examined. In assessing the CPD's evolution, UNDP's capacity to adapt to the changing context and respond to national development needs and priorities will also be looked at.

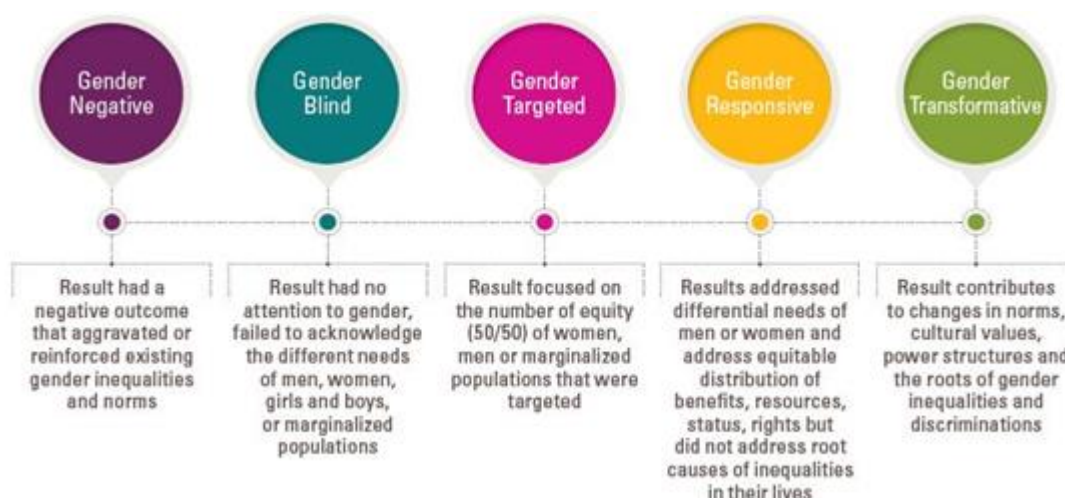
The effectiveness of UNDP's country programme will be analysed under evaluation question 2. This will include an assessment of the achieved outputs and the extent to which these outputs have contributed to the intended CPD outcomes. In this process, both positive and negative, direct and indirect unintended outcomes will also be identified.

UNDP support to country's preparedness, response and recovery process to the COVID-19 pandemic will be addressed in question 3 by analysing UNDP's programme adaptation to the COVID-19 situation, the relevance of UNDP's support to the country including its alignment to national policies and other UN agencies and donors interventions as well as by assessing the effectiveness of the support provided and the sustainability of results achieved.

To better understand UNDP's performance, the specific factors that have influenced - both positively or negatively - UNDP's performance and eventually, the sustainability of results in the country will be examined under evaluation question 4. The utilization of resources to deliver results (including managerial practices), the extent to which the CO fostered partnerships and synergies with other actors (i.e. through south-south or triangular cooperation), the 2016 change management process which entailed changes in the office structure and staffing, and the integration of gender equality and women's empowerment in design and implementation of the CPD are some of the aspects that will be assessed under this question.

Special attention will be given to integrate a gender-responsive and intercultural focus to the evaluation approach to data collection methods. The evaluation will analyse the extent to which UNDP (country) support was designed to and did contribute to gender equality and will consider the gender marker⁵¹ and the gender results effectiveness scale (GRES). The GRES, developed by IEO, classifies gender results into five categories: gender negative, gender blind, gender targeted, gender responsive, gender transformative (see schematic below). In addition, gender-related questions will be incorporated in the data collection methods and tools, such as the interview questionnaire, and reporting.

⁵¹ A corporate tool to sensitize programme managers in advancing GEWE by assigning ratings to projects during their design phase to indicate the level of expected contribution to GEWE. It can also be used to track planned programme expenditures on GEWE (not actual expenditures).



IEO will employ a rating system for all ICPEs starting in 2021. The rating system was first piloted in 2020 and is currently being refined. Details will be provided in due course prior to the implementation of the ICPE.

6. DATA COLLECTION

Assessment of data collection constraints and existing data. A preliminary assessment was carried out to identify the evaluable data available as well as potential data collection constraints and opportunities. The Evaluation Resource Center (ERC) information indicates that sixteen project/programme evaluations were conducted as part of the current programme cycle. Three outcome evaluations were cancelled.

With respect to indicators, the CPD Outcomes, UNDP Results-Oriented Annual Reports (ROAR) and the corporate planning system (CPS) associated with it provide indicators, baselines and their status of progress. To the extent possible, the ICPE will use these indicators and data, as well as other alternative indicators which may have been used by CO, to interpret the UNDP programme goals and to measure or assess progress toward the intended outcomes. However, the CPD indicators try to assess aspects of performance that are well-outside of UNDP's direct sphere of control, and for which the programme has limited influence. To mitigate these limitations, the evaluation will work with Theories of Change to try to estimate goals and map assumptions against the expected and achieved results. In addition, primary data collection will be restrained by the COVID-19 restrictions and the virtual nature of the consultation. In response to these constraints, the evaluation team will expand the number of interviews as well as recruit national expertise and/or consultants familiar with Peru context and challenges.

Data collection methods. The evaluation will use data from primary and secondary sources, including desk review of corporate and project documentation and surveys. A multi-stakeholder approach will be followed, and telephone/zoom interviews will include government representatives, civil-society organizations, private-sector representatives, UN agencies, multilateral organizations, bilateral donors, UNDP country office and RBLAC and beneficiaries of the programme. Efforts will be made to collect views from a diverse range of stakeholders on UNDP's performance. At the start of the evaluation, a stakeholder analysis will be conducted with the support of the CO to identify relevant UNDP partners to be consulted, as well as those who may not work with UNDP, but play a key role in the outcomes to which UNDP contributes. This stakeholder analysis will serve to identify key informants for interviews during the main data collection phase of the evaluation, and to examine any potential partnerships that could further improve UNDP's contribution to the country.

The criteria for selecting projects will include:

- Programme coverage (projects covering various components, joint projects and cross-cutting areas);
- Financial expenditure (projects of all sizes, both large and smaller pilot projects);
- Geographic coverage (not only national level and urban-based ones, but also in the regions);
- Maturity (covering both completed and active projects);
- Programme cycle (coverage of projects/activities from the past and the current cycle);
- Degree of “success” (coverage of successful projects, projects where lessons can be learned, etc.).

The IEO and the Country Office will identify an initial list of background and programme-related documents and post it on an ICPE SharePoint website. Document reviews will include: background documents on the national context, documents prepared by international partners and other UN agencies during the period under review; programmatic documents such as workplans and frameworks; progress reports; monitoring self-assessments such as the yearly UNDP Results Oriented Annual Reports (ROARs); and evaluations conducted by the country office and partners, including quality assurance reports available. A pre-mission questionnaire will be administered and expected to be completed at least two weeks prior to the virtual data collection consultation.

All information and data collected from multiple sources and through various means will be triangulated to ensure its validity before the evaluation reaches conclusions and recommendations. An evaluation matrix will be used to guide how each of the questions will be addressed to organize the available evidence by key evaluation question. This will also facilitate the analysis process and will support the evaluation team in drawing well-substantiated conclusions and recommendations.

In line with UNDP’s gender equality strategy, the ICPE will examine the level of gender mainstreaming across all the CO programmes and operations. Gender-related data will be collected by using corporately available sources (e.g. the Gender Marker) and programme/ project-based sources (e.g. through desk reviews of documents and interviews), where available, and assessed against its programme outcomes.

Stakeholder involvement: a participatory and transparent process will be followed to engage with multiple stakeholders at all stages of the evaluation process. During the initial phase, a stakeholder analysis will be conducted to identify all relevant UNDP partners, including those that may have not worked with UNDP but play a key role in the outcomes to which UNDP contributes. This stakeholder analysis will serve to identify key informants for interviews during the main data collection phase of the evaluation, and to examine any potential partnerships that could further improve UNDP’s contribution to the country.

7. MANAGEMENT ARRANGEMENTS

Independent Evaluation Office of UNDP: The UNDP IEO will conduct the ICPE in consultation with the UNDP Peru country office, the Regional Bureau for Latin America and the Caribbean and the Government of Peru. The IEO Lead Evaluator will lead the evaluation and coordinate the evaluation team. The IEO will cover all costs directly related to the conduct of the ICPE.

UNDP Country Office in Peru: The Country Office (CO) will support the evaluation team to liaise with key partners and other stakeholders, make available to the team all necessary information regarding UNDP’s programmes, projects and activities in the country, complete the pre-mission questionnaire and provide factual verifications of the draft report on a timely basis. The CO will provide support in kind (e.g. scheduling of interviews with project staff, stakeholders and beneficiaries). To ensure the anonymity of interviewees, the Country Office staff will not participate in the stakeholder interviews. The CO and IEO will jointly organize the final stakeholder debriefing, ensuring participation of key government counterparts, through

a videoconference, where findings, conclusions and recommendations of the evaluation will be presented. Once a final draft report has been prepared, the CO will prepare a management response to the evaluation recommendations, in consultation with the RB. It will support the use and dissemination of the final ICPE report at the country level.

UNDP Regional Bureau for Latin America and the Caribbean: The UNDP Regional Bureau for Latin America and the Caribbean will support the evaluation through information sharing and will also participate in the final stakeholder debriefing. Once the evaluation has been completed, the Bureau is also responsible for monitoring the status and progress of the country office's implementation of the evaluation recommendations, as defined in its management response.

Evaluation Team: The IEO will constitute an evaluation team to undertake the ICPE. The IEO team will include the following members:

- **Lead Evaluator (LE):** IEO staff member with overall responsibility for developing the evaluation design and terms of reference; managing the conduct of the ICPE, preparing/ finalizing the final report; and organizing the stakeholder debrief, as appropriate, with the Country Office.
- **Associate Lead Evaluator (ALE):** IEO staff member with the general responsibility to support the LE, in particular during the data collection and analysis, consultants management and the preparation of final report. Together with the LE, the ALE will help backstop the work of other team members.
- **Research Associate (RA):** IEO internal consultant in charge of supporting the LE in the preparation of terms of reference, background research, data collection and analysis and the final report.
- **Consultants:** two external consultants will be recruited to collect data and help to assess the outcome areas, paying attention to gender equality and women's empowerment. Under the guidance of the LE and the ALE, they will conduct preliminary desk review, develop a data collection plan, prepare outcome analysis papers, conduct data collection, prepare sections of the report, and contribute to reviewing the final ICPE report.

The roles of the different members of the evaluation team can be summarised in Table 2.

Table 2: Data collection responsibilities (tentative)		
Area	Report	Data collection
Outcome 1	LE/ALE Consultant 1	Consultant 1 + ALE
Outcome 2	LE/RA + Consultant 2	Consultant 2 + RA
Outcome 3	LE + Consultant 2	Consultant 2 + LE
Outcome 4	LE + Consultant 2	Consultant 2 + LE
Gender equality	LE + RA	All
Strategic positioning issues	LE + ALE	LE + ALE
Operations and management issues	LE + ALE	LE + ALE

8. EVALUATION PROCESS

The evaluation will be conducted according to the approved IEO process as outlined in the *ADR Methodology Manual*. The following represents a summary of key elements of the process. Four major phases provide a framework for conducting the evaluation.

Phase 1: Preparatory work. Following the initial consultation with the country office, the IEO prepares the ToR and the evaluation design, including an overall evaluation matrix with specific evaluation questions. Once the TOR is approved, additional evaluation team members, comprising international development

professionals with relevant skills and expertise will be recruited. The IEO, with the support of the country office, collects all relevant data and documentation for the evaluation.

Phase 2: Desk analysis. Evaluation team members will conduct desk review of reference material and identify specific issues. Further in-depth data collection will be conducted, by administering a pre-mission questionnaire to the Country Office. Based on this, detailed questions, gaps and issues that require validation during the data collection phase will be identified.

Phase 3: data collection. The evaluation team will engage in data collection activities and start virtual consultations. The estimated duration of the mission will be 4-5 weeks. Data will be collected according to the approach outlined in Section 5 with responsibilities outlined in Section 7. At the end of the mission, the evaluation team may hold a debriefing presentation of the key preliminary findings at the Country Office. By the end of the mission, all additional data gaps and areas of further analysis should be identified for follow-up.

Phase 4: Analysis, report writing, quality review and debrief. Based on the analysis of data collected and triangulated, the LE will undertake a synthesis process to write the ICPE report. The first draft of the report will be subject to peer review by IEO and an external reviewer. It will then be circulated to the Country Office and the UNDP Regional Bureau for Latin America and the Caribbean for factual corrections. The second draft, which takes into account any factual corrections, will be shared with national stakeholders for further comments. Any necessary additional corrections will be made, and the UNDP Peru Country Office will prepare the management response to the ICPE, under the overall oversight of the Regional Bureau. The report will then be shared at a final debriefing (via videoconference) where the results of the evaluation are presented to key national stakeholders. Ways forward will be discussed with a view to creating greater ownership by national stakeholders in taking forward the recommendations and strengthening national accountability of UNDP. Considering the discussion at the stakeholder event, the final evaluation report will be produced.

Phase 5: Publication and dissemination. The ICPE report, including the management response, and evaluation brief will be widely distributed in hard and electronic versions. The evaluation report will be made available to UNDP Executive Board at the time of the approval of a new Country Programme Document. It will be distributed by the IEO within UNDP and to the evaluation units of other international organisations, evaluation societies/networks and research institutions in the region. The Peru Country Office will disseminate the report to stakeholders in the country. The report and the management response will be published on the UNDP website and the Evaluation Resource Centre (ERC). The Regional Bureau for Latin America and the Caribbean will be responsible for monitoring and overseeing the implementation of follow-up actions in the ERC.

9. TIME FRAME FOR THE ICPE PROCESS

The timeframe and responsibilities for the evaluation process are tentatively⁵² as follows:

Table 3: Timeframe for the ICPE process going to the Board in September 2021 (tentative)		
Activity	Responsible party	Proposed timeframe
Phase 1: Preparatory work		
TOR – approval by the Independent Evaluation Office	LE	January 2021
Selection of other evaluation team members	LE/OE/ALE	January/February 2021
Phase 2: Desk analysis		
Preliminary analysis of available data and context analysis	Evaluation team	February/March 2021
Pre mission questionnaire	Evaluation team	February/March 2021
Phase 3: Data collection		
Data collection and preliminary findings	Evaluation team	March/April 2021
Phase 4: Analysis, report writing, quality review and debrief		
Analysis and Synthesis	LE	May/June 2021
Zero draft ICPE for clearance by IEO	LE	July 2021
First draft ICPE for CO/RB review	CO/RB	August 2021
Second draft shared with the government	CO/GOV	August/September 2021
Draft management response	CO/RB	September 2021
Final debriefing with national stakeholders	CO/LE	October 2021
Phase 5: Production and Follow-up		
Editing and formatting	IEO	October 2021

⁵² The timeframe is indicative of process and deadlines and does not imply full-time engagement of the team during the period.

ANNEX 2. EVALUATION FRAMEWORK

Key questions	Sub-questions
EFFECTIVENESS	
1. To what extent did the project achieve its stated objectives?	1a. Results achieved/changes, if any brought about by the project at policy, institutional, individual and community levels as applicable?
	1b. Major factors contributing to the achievement of results?
	1c. Key results not achieved?
	1d. Major factors impeding the achievement of results?
	1e. Any positive or negative unintended results?
2. To what extent did the project reach vulnerable and excluded groups?	2a. Mechanisms/criteria applied by the project to reach the vulnerable (poor, minorities, disabled, youth, HIV/AIDS)?
3. To what extent did the project mainstream gender issues?	3a. Extent to which benefitted from the project?
RELEVANCE	
4. How well aligned is the project/programme with national priorities as well as with the needs of the community?	4a. National plan/policy/strategic framework the project objectives fall under, if any at all?
	4b. How needs of the community and beneficiaries were assessed (e.g. needs assessment, consultations, etc.)?
	4c. Participants in planning and design of the project?
5. To what extent is/was the project aligned with UNDP's agenda in addressing inequality and exclusion and gender equality and women's empowerment?	5a. Criteria used in identifying project locations and beneficiaries?
	5b. Did such criteria identify excluded and worse-off groups in villages (poor, minorities, disabled, people living with HIV/AIDS)? If so, are they covered in the project?
	5c. Integration of gender issues in project design?

Key questions	Sub-questions
	5d. Were baselines established for agreed indicators on reduction of inequalities? Extent to which these were monitored and reported on?
6. To what extent were the approaches taken by UNDP appropriate in terms of: <ul style="list-style-type: none"> - Project design (including leveraging of synergies between projects) - Implementation approach (including DIM/NIM) - Balance between upstream and downstream, including in financial allocation 	
7. To what extent has UNDP been able to adapt to the COVID-19 pandemic and support country's preparedness, response and recovery process?	7a. Amount of funds repurposed to support the COVID-19 response 7b. Number of new projects dedicated to address challenges created by the pandemic
EFFICIENCY	
8. How efficiently has UNDP used the available resources to deliver high-quality outputs in a timely manner, and to achieve the targeted objectives?	7a. Extent required support (technical, financial, supplies, etc.) for producing results provided by UNDP? 7b. If so, adequacy and timeliness of support?
9. To what extent did UNDP address implementation issues faced by the project?	8a. Implementation challenges faced by the project, if any? Extent to which UNDP took prompt action to solve these?
10. How is the <i>current</i> project management structure including reporting structure, oversight responsibility set up?	9a. M&E activities of the project and how frequently are they conducted? How are the results from M&E reported to UNDP, donors and other partners? What worked, what did not work and why?
11. To what extent did UNDP initiate efforts to ensure synergies among various UNDP projects and with those of other partners?	10a. Extent to which UNDP ensured synergies among various interventions? What were the results of this? What were the contributing/hindering factors?
12. To what extent UNDP establish partnerships or coordination mechanisms with other key actors? (CSOs, private sector, UN agencies, donors, academia/research institutions)	11a. Frequency of coordination and progress review meetings with relevant stakeholders? Were these recorded? Any mechanism to follow up on action points?
SUSTAINABILITY	
13. To what extent did the project address sustainability concerns in its designs?	12a. Plans to ensure continuity of the efforts in terms of funding, technical capacity, if any? 12b. Exit strategy that describes these plans?

Key questions	Sub-questions
14. To what extent will project results be sustainable?	13a. Key enabling/constraining factors (e.g. political, economic / financial, technical, and environmental factors)?
	13b. How well UNDP identified and addressed such factors?

ANNEX 3. PEOPLE CONSULTED

Government of Peru

ABUGATTÁS Fatule, Javier, Presidente del Consejo Directivo, Centro Nacional de Planeamiento Estratégico (CEPLAN)

ALDANA, Martha Inés, Directora, Dirección General de Asuntos Ambientales de Hidrocarburos, Ministerio de Energía y Minas (MINEM)

ALVAREZ, Jose, Director General de Diversidad Biológica, Ministerio del Ambiente (MINAM)

CALDERÓN, Fernando, Jefe (ai) de la Oficina General de Cooperación y Asuntos Internacionales, Instituto Nacional de Defensa Civil Perú (INDECI)

CALDERÓN, Kelly, Coordinadora nacional de las Fiscalías Especializadas en Delitos de Violencia contra la Mujer y los Integrantes del grupo familiar, División de Protección contra la Violencia Familiar (Policía), Ministerio Público

CARDENAS Rodriguez, Sandra, Ex Directora Ejecutiva, Fortalecimiento del Programa Nacional de Alimentación Escolar Qali Warma, Ministerio de Desarrollo e Inclusión Social

CARRASCO, Walter, Director Eficiencia Energética, Dirección General de Eficiencia Energética, Ministerio de Energía y Minas (MINEM)

CARHUAVILCA BONETT, Dante Rafael, Jefe, Instituto Nacional de Estadística e Informática (INEI)

CHANG WONG, Alicia Serafina, Coordinadora en Monitoreo y Evaluación en Proyectos, Oficina de Cooperación y Asuntos Internacionales, Ministerio del Ambiente (MINAM)

CRUZADO, Edgardo, Viceministro de Gobernanza Territorial, Presidencia del Consejo de Ministros del Gobierno de la República del Perú (PCM)

CUBA, Amalia, Directora general de Estrategias sobre los Recursos Naturales, Ministerio del Ambiente (MINAM)

FIGUEROA VILLARREAL, Helen Eliuth, Directora General de Saneamiento de la Propiedad Agraria y Catastro Rural, Ministerio de Desarrollo Agrario y Riego (MIDAGRI)

GARCIA, Mercedes, Coordinadora Administrativa, Presidencia del Consejo de Ministros del Gobierno de la República del Perú (PCM)

GÓMEZ RIVERO, Elvira, Directora General de Información y Ordenamiento Forestal y de Fauna Silvestre, Servicio Nacional Forestal y de Fauna Silvestre (SERFOR)

GUZMAN, Elvis, Defensor para Lima Sur, Defensoría del Pueblo

HERNÁNDEZ, Christian, Ex Presidente de la Corte Superior de Justicia de Puente Piedra, Ventanilla, Poder Judicial

HERNANDEZ, Max, Secretario Ejecutivo, Secretaría Ejecutiva del Acuerdo Nacional

HINOJOSA, Fredy, Director, Fortalecimiento del Programa Nacional de Alimentación Escolar Qali Warma, Ministerio de Desarrollo e Inclusión Social

JURADO, Rosario, Especialista en Transversalización del Enfoque de Género, Ministerio de la Mujer y Poblaciones Vulnerables del Perú (MIMP)

LAMADRID, Carmen, Oficina de Planificación y Presupuesto GORE Piura, Gobierno Regional Piura

LAYSECA, Manuel, Coordinar del Proyecto, Corporación Financiera de Desarrollo (COFIDE)

LEÓN MORENO, Johan, Especialista en Químicos, Ministerio de la Producción (PRODUCE)

MARTÍNEZ, Guadalupe, Directora Nacional Alterna, Coordinadora de proyecto, Presidencia del Consejo de Ministros del Gobierno de la República del Perú (PCM)

MARTÍNEZ, Laura, Directora Ejecutiva del Proyecto Especial Bicentenario de la Independencia del Perú, Ministerio de la Cultura

MONTES, Menchely, Ex regidor, Municipalidad Distrital de la Esperanza, La Libertad

MORALES, Esteban, Asociación Interétnica de Desarrollo de la Selva Peruana (AIDESEP)

NIETO NAVARRETE, Jose Carlos, Director de Gestión de Áreas Naturales Protegidas, Servicio Nacional de Áreas Naturales Protegidas por el Estado, Ministerio del Ambiente (MINAM)

PAZOS, Rosa María, Gerenta de la Mujer, Municipalidad Metropolitana de Lima

QUEREVALÚ TUME, Manuel Domingo, Director Regional de Producción, Gobierno Regional Piura

QUEVEDO, Maria, Coordinadora de Gestión de la Calidad Ambiental del Agua y Afluentes, Dirección de Calidad Ambiental y Ecoeficiencia, Ministerio del Ambiente

QUINTEROS MARQUINA, Victor, Manuel, Gerente de Participación Vecinal, Municipalidad Metropolitana de Lima

QUISPE, Hanny, Especialista, Gestión de Recursos Hídricos Transfronterizos Unidad de Planificación de Recursos Hídricos Dirección, Autoridad Nacional del Agua

REQUEJO, Hector, Alcalde, Municipalidad Provincial de Condorcanqui

RIOS, Jonatan, Funcionario de Enlace, Director Nacional, Ministerio de la Producción (PRODUCE)

RODRIGUEZ, Alejandro, Funcionario Público, Dirección de Cooperación Internacional, Ministerio de Relaciones Exteriores

RODRIGUEZ, Ronie, Coordinador Administrativo Proyecto, Presidencia del Consejo de Ministros del Gobierno de la República del Perú (PCM)

RÚA CARBAJAL, Carlo, Presidente, Asamblea Nacional de Gobiernos Regionales

RUIZ ROSALES, Maximiliano, Secretario, Secretaria de Descentralización y Secretaría de Gobierno Digital

SAMANEZ, Jorge, Dirección de Gestión y Negociación Internacional, Agencia Peruana de Cooperación Internacional (APCI)

SANCHEZ, Diana, Ex Gerenta, Desarrollo social de la Municipalidad de Villa El Salvador, Municipalidad Distrital de Villa El Salvador

SANDOVAL, Milagros, Directora, Dirección de Mitigación de Gases de Efecto Invernadero, Ministerio del Ambiente (MINAM)

TAUPIER, Omar, Secretario, Secretaría de Comunicación Social, Presidencia del Consejo de Ministros del Gobierno de la República del Perú (PCM)

VILELA DEL CARPIO, Carlos Jesus, Jefe de la Oficina General de Cooperación y Asuntos Internacionales, Ministerio de Desarrollo e Inclusión Social

VILLAR NARRO, Víctor, Presidente, Red de Municipalidades Urbanas y Rurales del Perú, Red de Municipalidades Urbanas y Rurales del Perú (REMURPE)

VITERI, Daniela, Ex Directora General contra la Violencia de Género, Ministerio de la Mujer y Poblaciones Vulnerables del Perú (MIMP)

Civil Society and Non-Profit Organizations

ALCÁNTARA, Mary, Red de Mujeres del Porvenir

ALTAMIZA, Jose Luis, Gerente de Regiones y relaciones, Sector PYME, Confederación Nacional de Instituciones Empresariales Privadas (CONFIEP)

ATOCCSA, Sofia, Asistente de Proyectos, Centro de la Mujer Peruana Flora Tristán

CARAVEDO CHOQUE, Javier, Presidente Ejecutivo, ProDiálogo

CORTÉS, Micaela, Gerente General, Perú 2021

ESCUDERO, Rocio, Asesora Técnica, Confederación de Nacionalidades Amazónicas del Perú

GAÑOZA, Imi, Centro de Promoción de la Mujer Micaela Bastidas

HARMAN, Lucy, Gerente Emergencias y Gestión del Riesgo, CARE Perú

INFANTE, Alexandra, Directora Ejecutiva, Perú Voluntario

LUQUE MOGROVEJO, Rolando, Adjunto para la Prevención de Conflictos Sociales y la Gobernabilidad, Defensoría del Pueblo

PRIETO, Rosa, Directora Ejecutiva, Centro de investigación y promoción del campesinado (CIPCA)

QUEZADA, Alicia, Directora Regional, Practical Action

REYES, Karla, Secretaria Técnica, Instancia de Concertación para prevenir y sancionar la violencia en Villa el Salvador

RIZO PATRÓN, Micaela, Coordinadora, Peru 2021

ROSAS ROJAS, Elizabeth, Directora, PADMA Perú

TANGO, Ely, Presidente, Coordinadora de Desarrollo de los Pueblos Indígenas de la región San Martín (CODEPISAM)

TORIBIO, Amyli, Red de Jóvenes

VARGAS, Daniela, Directora, Oficina en Perú Global Reporting Initiative

Private Sector

BELLIDO, José Miguel, Jefe de Reputación y Comunicación, Natura Cosméticos

JOO, Vannesa, Coordinadora, REPSOL

LIENDO, Cesar, Gerente de Relaciones Gubernamentales, Antamina

PEREA, Leyla, Jefe del Programa Voluntarios y Programa de Empleabilidad, Fundación Telefónica

ROCCA, Nicolás, Country Head of Security and Operational Resilience, DHL Global Forwarding Perú

ZEGARRA, Darío, Vicepresidente de Asuntos Corporativos, Antamina

Academia

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Carrillo, Martín, Coordinador, Consorcio de Universidades

Valdivia, Martin, Investigador principal, Grupo de Análisis para el Desarrollo (GRADE)

Beneficiaries

INCHIPIS, Daniel Francisco, Presidente, Ejecutor de Contrato de Administración (ECA) Tuntanain

MARTÍNEZ, ANTONIA, Encargada, UNICA Virgen de las Mercedes

ROBLES, Severino, Encargado, UNICA San Marcos

SOTO RODRIGUZ, Noemi, Representante de red Mujeres de Arena, Red de lideresas Justa

Donors and bilateral partners

DE LA TORRE, Ana María, Oficial de Programa, Dirección General, Protección Civil y Operaciones de Ayuda Humanitaria, Comisión Europea

McNIECE, Sarah, Oficial de Programa, Oficina de Asistencia Humanitaria (BHA), Agencia de los Estados Unidos para el Desarrollo Internacional (USAID)

MORRISON, Andrew, Banco Interamericano de Desarrollo (BID)

MUÑOZ, Carlos, Asesor Regional de Gestión de Riesgos de Desastres y Asistencia Humanitaria, Agencia Suiza para el Desarrollo y la Cooperación (COSUDE)

SIERRALTA, Ximena, Asesora Política en Delegación Unión Europea en Perú, Unión Europea (UE)

SOMOHANO, Paloma, Especialista Regional en Químicos, Protocolo Montreal

TAYLOR-LANKAS, Annette Emiko, Oficial de Programa, Oficina de Asistencia Humanitaria, Agencia de los Estados Unidos para el Desarrollo Internacional (USAID)

UNDP

ALVAREZ, Jorge, Oficial de Programa de Sostenibilidad Ambiental, PNUD Perú

ARIAS, Jose, Coordinador Regional del Proyecto Labs Anticorrupción, PNUD Perú

BARRAGÁN, Carol, Asistente Técnico en Sistemas de Información y Análisis de Indicadores, PNUD Colombia (Ex Asistente Técnica de Programa, PNUD Perú)

BELTRAN, Alvaro, Asistente técnico en Alianzas innovadoras para los ODS, PNUD Perú

BENITES, Rodolfo, Especialista en Políticas Públicas, Coordinador de Proyectos, PNUD Perú

BLONDET, Mariana, Especialista en Enfoque Territorial, PNUD Perú

BRESANI, Mariana, Especialista en Prosperidad y Reducción de Pobreza, PNUD Perú

CAPRISTAN, Karim, Coordinadora de Comunicaciones, PNUD Perú

CÁRCAMO, Zilda, Especialista en Gestión del Riesgo y Poblaciones Vulnerables, PNUD Perú

CHAIN, Rocio, Oficial de Programa, PNUD Bolivia

EGUREN, Lorenzo, Coordinador de proyectos, PNUD Perú

ELGEGREN, Gabriela, Oficial Programa de Prosperidad y Reducción de la Pobreza, PNUD Perú

FERNANDEZ-BACA, Edith, Coordinador de proyecto, PNUD Perú

FLORES, Cecilia, Coordinador de proyecto, PNUD Perú

FUERTES, Nestor, Coordinador de proyecto, PNUD Perú

GONZALEZ KAHAN, Camila, Jefe de Experimentación, Laboratorios de Aceleración, PNUD Perú

GORDILLO, Xavier, Coordinador de proyecto, PNUD Perú

GUERRA, Gonzalo, Especialista de Monitoreo Regional, PNUD Dirección Regional para América Latina y el Caribe (DRALC)

HERNANDEZ, Carlos, Especialista de programa, PNUD Perú

HERRERA, Jorge, Coordinador de proyecto, PNUD Perú

ITURRIZAGA, Mariana, Ex coordinadora de proyecto, PNUD Perú (Subgerenta Adjunta de Sostenibilidad, Credicorp)

LAMA, Gabriel, Jefe de Mapeo de Soluciones, Laboratorios de Aceleración, PNUD Perú

LARA, Danna, Coordinador de proyecto, PNUD Perú

LEDGARD, Denise, Oficial Programa de Gobernabilidad Democrática, PNUD Perú

LESLIE, James, Asesor Técnico en Ecosistemas y Cambio Climático, PNUD Perú

LOPEZ, Milagros, Asesora de Gestión del Riesgo de Desastres, PNUD Perú

MALDONADO, Miguel, Coordinador de proyecto, PNUD Perú

MARTIN, Guillermina, Especialista en Políticas de Género, PNUD Dirección Regional para América Latina y el Caribe (DRALC)

MONTENEGRO, José, Coordinador de proyecto, PNUD Perú

MORA, Jimena, Coordinadora de proyecto, PNUD Perú

NUÑEZ, Ana María, Regional Technical Advisor LAC para diversos temas relevantes

UNDP Regional Technical Advisor - Temas Relevantes - Ana Maria Nuñez

OLCESE, Mariana, Jefe de Exploración, Laboratorios de Aceleración, PNUD Perú

ORRILLO, Anamelba, Asistente de Adquisiciones, PNUD Perú

PAREDES, Mixy, Coordinadora de Proyecto, PNUD Perú

RIVERA, Diana, Coordinadora de proyecto, PNUD Perú

ROJAS, Josefa, Coordinadora de proyecto, PNUD Perú

ROUGH, Daniella, Coordinadora de proyecto, PNUD Perú

SACASA, Maria del Carmen, Representante Residente del PNUD en el Perú, PNUD Perú

SMITH, Charlotte, Oficial Planeamiento Estratégico, PNUD Perú

ULLOA CUEVA, Jose Antonio, Consultor de Comunicaciones, Oficina de las Naciones Unidas contra la Droga y el Delito (UNODC)

VALDES, Cynthia, Asesora Regional, PNUD Dirección Regional para América Latina y el Caribe (DRALC)

VELASCO, Karim, Especialista Técnica Proyecto Acceso a la Justicia, Coordinadora de Proyecto, PNUD Perú

VELEZ, Lizbeth, Asesora de Derechos Humanos, Oficina del Alto Comisionado de las Naciones Unidas para los Derechos Humanos (OACNUDH)

VIDALON, Ricardo, Gerente de Operaciones, PNUD Perú

VILLAGARCÍA, Franco, Especialista Técnico de Programa, PNUD Perú

ZACAPA, Carla, Representante Residente Adjunta, PNUD Perú

ZERGA, Alfredo, Coordinador de proyecto, PNUD Perú

Other UN agencies

ARIAS, Lena, Nutricionista, Programa Mundial de Alimentos de las Naciones Unidas (PMA)

ARTICA, Marcela, Oficial del Programa para el Perú, Programa de Voluntarios de las Naciones Unidas (VNU) Honduras

BARAHONA, Nunila, Gerente de Proyectos, Oficina de las Naciones Unidas de Servicios para Proyectos (UNOPS)

BUSTAMANTE, Julian, Asesor Programa de Seguridad Pública, Centro Regional de las Naciones Unidas para la Paz, el Desarme y el Desarrollo en América Latina y el Caribe (UNLIREC)

GARAFULIC, Igor, Coordinador Residente, Naciones Unidas

REBAZA, Ana Maria, Punto Focal, Naciones Unidas para la Coordinación y la Evaluación en Casos de Desastre (UNDAC) y Grupo Asesor Internacional en Búsqueda y Rescate (INSARAG) para las Américas, Oficina de las Naciones Unidas para la Coordinación de Asuntos Humanitarios (OCHA)

ANNEX 4. DOCUMENTS CONSULTED

In addition to the documents named below, the evaluation team reviewed project documents, annual project reports, midterm review reports, final evaluation reports and other project documents. The websites of many related organizations were also searched, including those of UN organizations, Peru governmental departments, project management offices and others.

Acuerdo Nacional, Pacto Nacional de Lucha Contra La Violencia y la Discriminación Hacia Las Mujeres y por el pleno ejercicio de sus Derechos, 8 marzo 2021

Centro Nacional de Planeamiento Estratégico (CEPLAN), Perú: Informe Nacional Voluntario sobre la implementación de la Agenda 2030 para el Desarrollo Sostenible

Central Reserve Bank of Peru, Annual Report 2018, 2019

Comisión de Alto Nivel Anticorrupción (CAN), Política Nacional de Integridad y Lucha contra la Corrupción, 2017

Comisión Económica para América Latina y el Caribe (CEPAL), La tragedia ambiental de América Latina y el Caribe, 2020

Comisión Económica para América Latina y el Caribe (CEPAL), II Informe Nacional Voluntario sobre la implementación de la Agenda 2030 para el desarrollo sostenible

El Peruano, Decreto de Alcaldía N° 20 que aprueba la Estrategia Metropolitana de Juventudes, 2020

El Peruano, Decreto Supremo N° 008-2017-IN que aprueba la Estrategia Multisectorial Barrio Seguro

El Peruano, Ley N° 31072, Ley de la Sociedad de Beneficio e Interés Colectivo (Sociedad BIC), 2020

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ANNEX 5. PROJECTS LIST

Projects for review are highlighted in yellow (55 projects)

Project ID	Project Title	Output ID	Output Title	Start Year	End Year	Total Budget	Total Expenditure	Implementation Modality	Gender Marker
OUTCOME 1: By 2021, people living in poverty and vulnerability improve access to decent livelihoods and productive employment by means of sustainable development that strengthens social and natural capital, integrating an adequate management of risk.									
00083826	Gestión Integrada Recursos Hídricos	00092113	GIRHT Implementada	2015	2020	\$1,217,175	\$1,188,334	NIM	GEN2
00087268	Gestión Cuencas Peru Bolivia	00094352	Cuencas Transfronterizas Pe-BO	2016	2021	\$5,241,312	\$2,012,301	NIM	GEN2
00107513	Fondo Italia Adaptación - Agua	00107799	Fondo Italia Adaptación	2020	2021	\$2,261,265	\$898,119	NIM	GEN1
00092646	Regional Climate Change Programme for LAC	00107132	Support to NDC Implementation	2015	2020	\$262,567	\$200,708	DIM	GEN2
00087400	Respuesta y recuperación ante desastres naturales	00094419	Respuesta y recuperación	2017	2020	\$1,104,255	\$910,768	DIM	GEN2
00087400	Respuesta y recuperación ante desastres naturales	00111385	Capacidad de resiliencia	2017	2020	\$699,653	\$693,449	DIM	GEN2
00087400	Respuesta y recuperación ante desastres naturales	00119306	Protección población vulnerabl	2019	2021	\$825,521	\$503,351	DIM	GEN1
00087400	Respuesta y recuperación ante desastres naturales	00111386	Protección y salud	2017	2020	\$289,351	\$284,110	DIM	GEN2
00087396	DIPECHO IX 2015-2016	00094415	Reducción Riesgo de desastres	2015	2017	\$223,426	\$223,426	DIM	GEN2
00103078	Apoyo en zonas afectadas por el Niño Costero en Perú	00105033	Niño Costero en Perú	2017	2018	\$373,301	\$373,301	DIM	GEN2
00103809	Apoyo recuperación de población afectada por inundaciones, Piura	00105682	RRD Piura (ECHO)	2017	2018	\$417,432	\$393,020	DIM	GEN2
00103077	Proceso Recuperación Temprana	00105032	Apoyo Proceso de Recuperación	2017	2017	\$99,998	\$99,998	DIM	GEN2
00124181	Integrando Ordenamiento Territorial y Gestión del Riesgo	00119228	Fortaleciendo gobernanza OT/GR	2020	2021	\$615,608	\$271,960	NIM	GEN1
00122230	Preparativos para Desastres	00117907	Preparativos para Desastres	2020	2022	\$972,410	\$88,284	DIM	GEN2
00103483	Remoción de lodos contaminados, CERF	00105512	Remoción de lodos contaminados	2017	2017	\$280,016	\$280,016	DIM	GEN2
00115924	Implementación Política Nacional de Gestión del Riesgo	00113322	GRD Fortalecimiento SINAGERD	2020	2022	\$709,837	\$83,768	DIM	GEN2
00087291	Preparación ante Desastres con Enfoque Territorial	00094367	Desastres Enfoque Territorial	2017	2020	\$1,079,403	\$1,052,244	DIM	GEN2

00073720	Preparación para respuesta y transversalización GDR	00086412	Respuesta y Reducc. Riesgos	2013	2018	\$13,887	\$13,279	DIM	GEN2
00115058	Fortalecimiento Sistema Nacional Gestión Riesgo Desastre	00112828	Fortalecimiento del SINAGERD	2018	2019	\$61,199	\$47,376	DIM	GEN0
00104397	Movilidad Eléctrica	00105990	Movilidad Eléctrica	2019	2021	\$75,000	\$74,927	DIM	GEN1
00077699	Acciones Nacionales de Mitigación Energía	00088316	Acciones Nacionales Mitigación	2014	2021	\$4,502,507	\$4,409,800	NIM	GEN1
00061206	Energy Efficiency Standards and Labels in Peru	00077443	Energy Efficiency Standards an	2012	2018	\$456,289	\$456,289	NIM	GEN0
00087468	Acciones Nacionales Mitigación Sector Café	00094452	Nama Facility Café	2019	2020	\$246,299	\$229,366	DIM	GEN2
00096507	Iniciativa de Pesquerías Costeras	00100445	CFI Pesquerías Costeras	2017	2022	\$4,818,591	\$3,333,838	NIM	GEN1
00104395	Minería Libre de Mercurio (GOLD)	00105988	Gestión Integrada del Mercurio	2018	2024	\$1,896,791	\$902,934	NIM	GEN2
00096515	Minería Libre de Mercurio Fase 1	00100447	Prodoc formulado GOLD	2017	2018	\$130,000	\$130,000	DIM	GEN2
00107511	Implementación Programa de Acción Estratégico Humboldt	00107797	PAE Humboldt II Peru	2020	2025	\$500,000	\$0	NIM	GEN2
00057808	Gran Ecosistema Marino de la Corriente de Humboldt	00071551	Ecosistema Corriente Humboldt	2010	2020	\$73,885	\$63,204	Support to NIM (NIM-LOA)	GEN0
00089932	PPG Pesquerías Costeras Pacífico Sur Oriental	00095953	PPG Pesquerías Costeras	2015	2018	\$36,626	\$36,626	DIM	GEN1
00114016	Competitividad Inclusiva para el Desarrollo en el Peru	00112217	Competitividad Inclusiva	2019	2021	\$313,460	\$251,517	DIM	GEN2
00115655	Oportunidades sin Fronteras	00113162	Oportunidades sin Fronteras	2019	2019	\$200,000	\$200,000	DIM	GEN2
00075132	Poverty Environment Initiative (PEI) Joint UNDP-UNEP Poverty-Environm Initiative-Phase II	00088355	PEI Peru	2013	2018	\$388,883	\$341,440	DIM	GEN1
00105341	UN Partnership for Action on Inclusive Green Economy	00106637	UN PAGE (ODA Countries)	2017	2021	\$118,539	\$46,461	DIM	GEN0
00105341	UN Partnership for Action on Inclusive Green Economy	00110884	UN PAGE (Germany)	2017	2021	\$82,903	\$19,353	DIM	GEN0
00081013	Amazonia Resiliente	00090480	Gestión de Áreas Protegidas	2015	2021	\$8,583,322	\$7,069,406	NIM	GEN2
00093758	Paisajes Productivos PPG	00098001	Paisajes Productivos Amazonia	2016	2017	\$109,198	\$109,198	DIM	GEN1
00087272	Paisajes Productivos en la Amazonia Peruana	00094356	Paisajes Productivos Amazonia	2017	2024	\$9,474,163	\$4,973,368	NIM	GEN2

00073806	Adaptación basada en Ecosistemas Amazonia	00116857	Gestion Amazonía 2	2019	2021	\$1,275,139	\$968,212	NIM	GEN2
00073806	Adaptación basada en Ecosistemas Amazonia	00086451	Gestion Amazonía 1	2013	2020	\$3,033,427	\$2,835,197	NIM	GEN1
00087273	Programa Reducción Emisiones Deforestación y Degradación	00094357	UNREDD Programa Nacional	2017	2021	\$2,124,048	\$1,909,585	NIM	GEN2
00131502	National reporting UNCCD	00124539	National reporting UNCCD	2020	2021	\$63,000	\$0	DIM	GEN1
00111639	Lucha contra la desertificación y la pobreza	00110560	Reforestacion en Bosques Secos	2018	2019	\$87,000	\$86,975	DIM	GEN1
00119383	Commodities libres de deforestación	00115875	Full project design	2019	2021	\$85,000	\$71,130	DIM	GEN2
00096495	Declaración Conjunta de Intención Perú Noruega	00100425	Fase II DCI Implementada	2016	2021	\$670,573	\$530,264	NIM	GEN2
00096495	Declaración Conjunta de Intención Perú Noruega	00100636	Ordenamiento Forestal	2016	2020	\$3,239,190	\$3,229,885	NIM	GEN2
00096495	Declaración Conjunta de Intención Perú Noruega	00116253	Monitoreo Compromisos	2019	2022	\$448,140	\$215,646	NIM	GEN2
00096495	Declaración Conjunta de Intención Perú Noruega	00116254	Evaluación de impactos	2019	2022	\$64,795	\$0	NIM	GEN2
00096495	Declaración Conjunta de Intención Perú Noruega	00116258	Gestión Declaración Conjunta	2019	2021	\$309,000	\$91,173	NIM	GEN0
00096495	Declaración Conjunta de Intención Perú Noruega	00116255	Reducción de áreas	2019	2022	\$2,035,061	\$304,151	NIM	GEN2
00096495	Declaración Conjunta de Intención Perú Noruega	00116256	Regularización de tierras	2019	2022	\$676,288	\$12,890	NIM	GEN2
00096495	Declaración Conjunta de Intención Perú Noruega	00116257	Areas incluidas en TDC	2019	2022	\$1,484,631	\$44,828	NIM	GEN2
00096495	Declaración Conjunta de Intención Perú Noruega	00116259	Gestión del Proyecto	2019	2022	\$943,493	\$545,069	NIM	GEN0
00096495	Declaración Conjunta de Intención Perú Noruega	00100637	Valor de Bosques incrementado	2016	2019	\$1,262,491	\$1,262,490	NIM	GEN2
00096495	Declaración Conjunta de Intención Perú Noruega	00100638	Control Actividades Ilegales	2016	2019	\$355,185	\$355,185	NIM	GEN1

00096495	Declaración Conjunta de Intención Perú Noruega	00100824	Aumento Producción Inversiones	2016	2019	\$703,359	\$688,322	NIM	GEN0
00096493	Sexta Fase Operativa Programa Pequeñas Donaciones	00100424	Sexta Fase Operativa PPD Perú	2017	2021	\$3,447,700	\$2,905,212	Support to NIM (NIM-LOA)	GEN2
00089222	Sixth Operational Phase Small Grants Programme Peru	00095567	Sixth Operational Phase of the	2015	2019	\$26,627	\$25,688	Support to NIM (NIM-LOA)	GEN2
00128467	Séptima Fase Operativa Programa Pequeñas Donaciones	00122463	Seventh Operational Phase SGP	2020	2021	\$50,000	\$21,674	Support to NIM (NIM-LOA)	GEN2
00079521	Green Commodities Programme	00090681	PERU Support Sustainable	2014	2019	\$890,103	\$658,416	DIM	GEN1
00123562	Green Commodities Programme Programme: Phase II	00118773	SECO funded Initiative Peru	2020	2025	\$559,137	\$185,971	DIM	GEN1
00047594	4NR Support to GEF CBD Parties 2010 biodiversity targets	00093061	BIOFIN Germany 2	2014	2020	\$91,882	\$82,000	DIM	GEN1
00047594	4NR Support to GEF CBD Parties 2010 biodiversity targets	00085254	BIOFIN - GERMANY	2013	2020	\$177,221	\$144,470	DIM	GEN1
00096496	Adaptación basada en Ecosistemas Lomas	00100426	Ecosistemas Lomas	2016	2021	\$1,929,003	\$1,637,122	NIM	GEN2
00106358	Biodiversity Finance Initiative (BIOFIN) Phase II	00108644	BIOFIN II - Peru	2019	2020	\$598,191	\$290,389	DIM	GEN1
00110189	Acuerdo de Kigali Peru	00109254	Kigali Enmienda Peru	2018	2019	\$139,382	\$139,382	DIM	GEN1
00111467	Linking the Kigali Amendment with EE in the RAC Sector	00110505	Early Ratification of Kigali A	2018	2021	\$68,445	\$33,902	DIM	GEN1
00083170	Eliminación HCFCs Perú	00091796	Reducción emisiones HCFC	2014	2018	\$57,762	\$57,760	NIM	GEN0
00110195	Plan Gestión Eliminación Hidroclorofluorocarbonos Fase 2	00109260	HPMP Fase II	2018	2026	\$498,727	\$311,819	NIM	GEN2
00119397	Apoyo Contribuciones Nacionales Determinadas	00115876	Implementación NDC en Perú	2020	2021	\$1,620,000	\$1,300,685	NIM	GEN1
00096497	Acciones Mitigación Mercado de Carbono	00100427	Futuros Mercados Carbono	2017	2020	\$3,165,780	\$3,150,000	NIM	GEN1
00061761	Fomento Capacidades Desarrollo Bajo en Emisiones	00078512	Capacidades Cambio Climático	2011	2018	\$5,975	\$5,975	NIM	GEN1

00061761	Fomento Capacidades Desarrollo Bajo en Emisiones	00107022	Programa de Soporte NDC	2017	2019	\$595,900	\$595,900	NIM	GEN2
00091380	Segundo Informe Bienal de Actualización SBUR	00096642	SBUR Segundo Informe Bienal	2016	2017	\$116,906	\$116,906	NIM	GEN1
00106014	Sixth National Reports on Biodiversity in LAC	00106960	6th National Reports in LAC	2017	2020	\$191,790	\$129,057	DIM	GEN2
00083943	Juegos Panamericanos	00092167	Juegos Panamericanos	2015	2018	\$574,058	\$574,058	NIM	GEN2
00119401	PPG Chemical management in Peru	00115878	PPG Chemical management in Per	2021	2021	\$150,000	\$9,200	DIM	GEN2
00126922	Recuperación y protección social de pueblos indígenas	00120940	COVID-19 Peru 2	2020	2021	\$272,003	\$129,619	DIM	GEN2
00096779	Programa de Servicios Microfinancieros y Desarrollo	00100696	PRIDER	2016	2018	\$966,794	\$965,641	Support to NIM (NIM-LOA)	GEN2
00101863	Sector Privado como socio Desarrollo Agenda 2030	00104126	Plan Iniciación ODS Privado	2017	2018	\$56,427	\$53,618	DIM	GEN2
00104422	Promoción y fortalecimiento de alianzas multiactor	00106001	Piloto ODS y sector privado	2018	2019	\$333,268	\$333,268	DIM	GEN2
Sub Total Outcome 1						\$84,196,970	\$59,274,271		
OUTCOME 2: By 2021, people living in poverty and vulnerability improve their access to quality, universal basic services and to an inclusive system of social protection that allows them to exercise their rights and to have fair access to development opportunities.									
00088902	Mejoramiento Mercado Belen	00095376	Mejoramiento Mercado Belen	2015	2021	\$16,590,766	\$12,117,057	NIM	GEN1
00122786	Mejoramiento Gran Mercado de Belén 2 Fase	00118265	Mejoramiento Mercado Belen II	2020	2022	\$12,129,480	\$101,407	NIM	GEN1
00112209	Ruta Qapaq Ñan Proyecto II	00110832	Ruta Qhapaq ñan Proyecto II	2018	2021	\$472,676	\$360,275	DIM	GEN2
00105946	Eliminación de la Violencia Contra la Mujer - CAF	00106923	Eliminación de la Violencia Contra Mujer - CAF	1905	1905			DIM	GEN3
00114071	Acceso a la justicia para las mujeres	00112259	Acceso justicia mujeres	2019	2021	\$640,621	\$535,289	DIM	GEN3
00102380	Proyecto Justa - Villa El Salvador Justicia e Igualdad	00104477	Proyecto Justa - Villa El Salvador Justicia e Igualdad	1905	1905			DIM	GEN3
00069444	Fortalecimiento de gestión técnica MIDIS	00084022	Fortalecimiento de la gestion	2012	2017	\$50,638	\$50,638	NIM	GEN1
00079940	Fortalecimiento MCLCP	00089814	Fortalecimiento MCLCP	2014	2018	\$51,768	\$51,768	NIM	GEN2
00073717	Fortalecimiento capacidades Programa Qali Warma	00086409	Fortalecimiento capacidades QW	2013	2017	\$216,826	\$216,826	NIM	GEN2

00096804	Fortalecimiento del Programa Nacional Qali Warma 2	00100712	Capacidades fortalecidas	2016	2021	\$18,815,644	\$18,815,644	NIM	GEN2
00078066	Modernización de la gestión del Poder Judicial	00088542	Modernización Poder Judicial	2013	2019	\$163,120	\$154,626	NIM	GEN1
00056570	Informe sobre Desarrollo Humano	00069298	Informe Desarrollo Humano	2009	2017	\$19,704	\$19,703	DIM	GEN2
00126922	Recuperación y protección social de pueblos indígenas	00120851	COVID-19 Peru	2020	2021	\$461,177	\$313,125	DIM	GEN2
Sub Total Outcome 2						\$49,612,421	\$32,736,358		
OUTCOME 3: By 2021, public management is more efficient, effective, transparent and equitable, thus increasing the confidence of the people in institutions.									
00128492	Respuesta y Recuperación socioeconómica	00122472	Economista COVID-19	2020	2021	\$80,000	\$20,485	DIM	GEN1
00079436	Fortalecimiento Congreso	00089422	Mejora Gestión Congreso	2014	2021	\$233,069	\$149,255	NIM	GEN2
00099416	Gestión territorial del desarrollo	00102705	Gestión territorial	2018	2021	\$7,972,918	\$4,991,622	NIM	GEN2
00087555	Acercando el Estado al Ciudadano	00094512	Acceso a la información	2017	2021	\$38,328,050	\$29,614,742	NIM	GEN2
00115822	Laboratorios Anticorrupción	00113237	Laboratorios anticorrupcion	2019	2021	\$259,390	\$254,605	DIM	GEN2
00064522	Estrategia de Comunicación Poder Ejecutivo	00097647	Comunicaciones FEN	2015	2017	\$2,536	\$2,536	NIM	GEN1
00064522	Estrategia de Comunicación Poder Ejecutivo	00081288	Comunicaciones Poder Ejecutivo	2012	2017	\$3,820	\$3,820	NIM	GEN1
00059451	Fortalecimiento modernización y descentralización estatal	00074332	Competencias gestión funcionarios	2010	2018	\$384,209	\$379,573	NIM	GEN1
00059451	Fortalecimiento de descentralización y modernización del Estado	00074333	Fortalecimiento modernización y descentralización estatal	2010	2018	\$0	\$0	NIM	GEN1
00059451	Fortalecimiento de descentralización y modernización del Estado	00074334	Modernización PCM	2010	2018	\$906,584	\$896,550	NIM	GEN1
Sub Total Outcome 3						\$48,170,576	\$36,313,186		
OUTCOME 4: By 2021, people living in poverty and vulnerability improve their exercise of freedoms and rights in a framework of peace and lawfulness.									
00099415	Promoción de diálogo y consolidación Acuerdo Nacional	00102704	Al 2021 el Acuerdo Nacional	2017	2021	\$1,330,511	\$956,993	NIM	GEN2
00099502	Gestión Social y Diálogo Multiactor	00102790	Estrategia Dialogo Multiactor	2017	2021	\$5,309,056	\$4,351,470	NIM	GEN2
00099484	Generando Ciudadania Activa	00102768	Generando Ciudadania Activa	2018	2020	\$2,573,603	\$158,112	DIM	GEN2
00099484	Generando Ciudadania Activa	00121620	Generando Ciudadania Activa	2020	2021	\$3,165,804	\$620,759	DIM	GEN2

00122727	Fortaleciendo la ciudadanía rumbo al Bicentenario	00118215	Proyecto Especial Bicentenario	2020	2020	\$1,188,877	\$1,164,205	NIM	GEN1
00126131	Fortaleciendo la ciudadanía de cara al Bicentenario	00120280	Proyecto Especial Bicentenario	2020	2021	\$12,942,315	\$2,573,493	NIM	GEN2
00128811	Transversalización de Género en Administración Pública	00122691	Transversalización de Género	2020	2022	\$30,000	\$19,988	DIM	GEN3
00130016	Innovación para la participación política ciudadana	00123517	Participación Política Ciudadana	2020	2022	\$694,559	\$248,295	DIM	GEN2
00065714	Fortalec. Gobernabil. democrática a través del diálogo	00082078	Fortalecimiento Gobernabilidad Democrática	2012	2017	\$21,134	\$21,146	NIM	GEN1
00072590	Fortalecim. de capacidades Ofic. Nac. de Diálogo PCM	00085659	Oficina Nacional de Diálogo	2013	2018	\$917,420	\$769,761	NIM	GEN1
00061249	Prevención de Conflictos	00081963	R1: Incremento particip. Plataf. Coord.	2012	2018	\$1,902,532	\$1,715,333	DIM	GEN2
00081486	Programa Conjunto de Seguridad Humana	00090729	Prog. Conj. Seguridad Humana	2014	2018	\$185,467	\$159,130	DIM	GEN2
00058846	Consolidando espacios de diálogo, nacional y regional	00073303	Acuerdo Nacional	2010	2017	\$5,559	\$5,559	NIM	GEN0
Sub Total Outcome 4						\$30,266,837	\$12,764,245		
Grand Total						\$212,246,805	\$141,088,060		

Source: Data from Power BI as of 11 June 2021

ANNEX 6. STATUS OF COUNTRY PROGRAMME DOCUMENT (CPD) OUTCOME & OUTPUT INDICATORS MATRIX

Outcome Indicator	Outcome Baseline	Outcome Target: 2021	Outcome Indicator Status/Progress			
			2017	2018	2019	2020
Outcome 1: By 2021, people living in poverty and vulnerability improve access to decent livelihoods and productive employment by means of sustainable development that strengthens social and natural capital, integrating an adequate management of risk.						
OC1 i1.1 CO2 emissions per unit of added value (per capita and GDP)	5.7 tons emissions CO2 equivalent (2012)/per capita; 337.14 tons emissions CO2 equivalent (2012)/million soles. Values at current prices National Aggregate: 6.45	TBD 7.03	6.76 (National aggregate)	6.87 (National aggregate)	6.87 (National aggregate)	5.07 (National aggregate)
OC1 i1.2 Growth rates of household expenses or income per capita amongst poorest 40% of population and total population.	Growth of spending per capita average of 40% poorest (deciles 1 to 4): 1.9% (2014/2013) Growth of spending per capita total population: 0.4% (2014/2013) Growth of spending per capita average of 40% poorest (deciles 1 to 4): 3.22% Growth of spending per capita total population: 2.01%	TBD Target: Growth of spending per capita average of 40% poorest (deciles 1 to 4): 2.37% Growth of spending per capita total population: 1.27%	Growth of spending per capita average of 40% poorest (deciles 1 to 4): 0% Growth of spending per capita total population: 0%	Growth of spending per capita average of 40% poorest (deciles 1 to 4): 2.6% Growth of spending per capita total population: 1.7%	Growth of spending per capita average of 40% poorest (deciles 1 to 4): 2.6% Growth of spending per capita total population: 1.7%	Growth of spending per capita average of 40% poorest (deciles 1 to 4): 1% Growth of spending per capita total population: 1.2%
OC1 i1.3 Coordination mechanisms and management tools for disaster risk reduction developed and implemented at three levels of government in accordance with priorities of Sendai Framework	Ministry: 77.8%; Regions: 92%; Provinces: 37.8%; Lima districts: 67.3%; Districts not Lima: 6.8% Management tools: Ministries: 61.1%; Regions: 52%; Provinces: 17.3%; Districts Lima: 44.9%; Districts non-Lima: 1.2% (September 2015)	TBD Ministries: 75.6% Regions: 89.1% Provinces: 78.2% Lima districts: 64.7% Non-Lima districts: 79.1%	Ministries: 64.2% Regions: 60% Provinces: 73.7% Lima districts: 77.4% Non-Lima districts: 73.81%	Ministries: 69.3% Regions: 62.1% Provinces: 65.5% Lima districts: 74.5% Non-Lima districts: 66.9%	Ministries: 75.3% Regions: 54.9% Provinces: 65.2% Lima districts: 72% Non-Lima districts: 68.7%	Ministries: 73.5% Regions: 53.4% Provinces: 64.6% Lima districts: 71.1% Non-Lima districts: 67.95%

	Ministries: 68.5%; Regions: 80.7%; Provinces: 70.8%; Lima districts: 58.6%; Non-Lima districts: 75.74%					
OC1 i1.4 Proportion of informal employment in non-agricultural employment, by sex	Total: 64.1 %; Men: 58.7%; Women: 0.3% (2013) Total: 63.8%; Men: 59.7%; Women: 68.7%	TBD Total: 60%; Men: 56.14%; Women: 64.65%	Total: 64.9% Men: 60.3% Women: 70.2%	Total: 64.9% Men: 60.3% Women: 70.2%	Total: 64.9% Men: 60.3% Women: 70.2%	Total: 65.5% Men: 61.8% Women: 70%
OC1 i1.5 Percentage of young people (15 to 24 years old) who neither study nor work	Total: 20.1 %; Men: 36.4 %; Women: 63.6 % Total: 16.8%; Men: 12.8 %; Women: 20.9%	TBD Total: 15.19%; Men: 11.57 %; Women: 18.89%	Total: 17% Men: 12.7% Women: 21.3%	Total: 17% Men: 12.7% Women: 21.3%	Total: 16.9% Men: 12.5% Women: 21.3%	Total: 15.7% Men: 11.9% Women: 19.7%
Output Indicator	Output Baseline	Output Target: 2021	Output Status/Progress			
			2017	2018	2019	2020
Output 1.1. National and subnational capacities strengthened to implement policies, plans or other instruments of sustainable and inclusive development						
OP1.1 - i1 Number of institutions implementing policies, plans and/or other instruments aligned with Sustainable Development Goals	0	7	National Aggregate: 5	National Aggregate: 13	National Aggregate: 18	National Aggregate: 57
OP1.1 - i2 Number of institutions with legislative/or regulatory provisions at national and subnational levels for managing disaster and climate risks	National:3; Subnational: 6	National: 8; Subnational: 20	National: 7 Subnational: 6	National: 8 Subnational: 13	National: 17 Subnational: 17	National: 17 Subnational: 26
OP1.1 - i3 Number of subnational governments that implement policy instruments for green local economic development	0	5	National Aggregate: 3	National Aggregate: 8	National Aggregate: 8	National Aggregate: 10

Output 1.2. National and subnational capacities strengthened for sustainable management of natural resources, ecosystem services, mitigation and adaptation to climate change.						
OP1.2 - i1 Progress (%) in compliance with INDC	Baseline: 0%	Target: 20%	National Aggregate: 5%	National Aggregate: 7%	National Aggregate: 11%	National Aggregate: 16.7%
OP1.2 - i2 Number of appropriately funded policy instruments aligned to Sustainable Development Goals 11, 12, 13, 14, 15 and disaster risk management at national and subnational levels	Baseline: 5	Target: 15	National Aggregate: 8	National Aggregate: 10	National Aggregate: 10	National Aggregate: 12
OP1.2 - i3 Number of improved livelihoods and jobs created for people living in poverty through conservation, sustainable use of biodiversity, ecosystem restoration, climate change adaptation and preparation for post-disaster recovery, disaggregated by sex	Baseline: Women: 350 Men: 511	Target: Women: 20,000; Men: 20,000	Women: 7,375; Men: 8,848	Women: 11,485; Men: 11,830	Women: 13,565; Men: 14,223	Women: 38,041; Men: 38,066
Output 1.3. Implementation of the OECS Regional Strategy for the Development of Statistics (RSDS) supported as part of wider evidence-based policy and planning agenda for the sub-region.						
OP1.3 - i1 New mechanisms developed to improve employability of young people in formal sector through vocational training	1 New mechanisms developed to improve employability of young people in formal sector through vocational training 1 = Not implemented 2 = Very partially 3 = Partially 4 = Mostly	3	National Aggregate: 1	National Aggregate: 1	National Aggregate: 3	National Aggregate: 3
OP1.3 - i2 Number of men and women living in poverty in rural sector with access to credit and/or land titles	Women: 2,500; Men: 2,500	Women: 10,000; Men: 10,000	Women: 3,891 Men: 3,504	Women: 6,890 Men: 5,340	Women: 7,190 Men: 5,340	Women: 7,269 Men: 5,445

OP1.3 - i3 Number of policies and/or policy instruments to promote gender equality and women’s economic empowerment	3	6	National Aggregate: 4	National Aggregate: 5	National Aggregate: 8	National Aggregate: 10
Outcome Indicator	Outcome Baseline	Outcome Target: 2021	Outcome Indicator Status/Progress			
			2017	2018	2019	2020
OUTCOME 2: By 2021, people living in poverty and vulnerability improve their access to quality, universal basic services and to an inclusive system of social protection that allows them to exercise their rights and to have fair access to development opportunities.						
OC2 i2.1 Percentage of population covered by minimum levels of social protection systems Number of population attended in social programs	% population in social programmes: Qali Warma: 30%; Pensión 65: 16.3%. Number families in cash transfer programme Juntos: 755,556 Number of boys and girls attended by Qali Warma program: 3,604,408 Number of beneficiaries of Pension 65 program: 502,972 Number of families payed by JUNTOS program: 668,030 Baseline: Access to water: 79.3; sanitation: 63.5% Access to water: 89.2% Access to sanitation services: 80.9%	TBD Number of boys and girls attended by Qali Warma program: 4,231,895 Number of beneficiaries of Pension 65 program: 582,682 Number of families payed by JUNTOS program: 769,515 Target: TBD Access to water: 91.47% Access to sanitation services: 84.95%	Number of boys and girls attended by Qali Warma program: 3,717,938 Number of beneficiaries of Pension 65 program: 545,508 Number of families payed by JUNTOS program: 693,504 Access to water: 89.4% Access to sanitation services: 80.8%	Number of boys and girls attended by Qali Warma program: 3,828,693 Number of beneficiaries of Pension 65 program: 544,202 Number of families payed by JUNTOS program: 693,980 Access to water: 89.4% Access to sanitation services: 80.8%	Number of boys and girls attended by Qali Warma program: 4,006,473 Number of beneficiaries of Pension 65 program: 540,043 Number of families payed by JUNTOS program: 718,661 Access to water: 90.7% Access to sanitation services: 82.6%	Number of boys and girls attended by Qali Warma program: 4,176,746 Number of beneficiaries of Pension 65 program: 557,043 Number of families payed by JUNTOS program: 713,772 Access to water: 90.8% Access to sanitation services: 82.7%
OC2 i2.2 Proportion of population living in households with access to basic services	Access to water: 79.3; sanitation: 63.5% Access to water: 89.2% Access to sanitation services: 80.9%	TBD Access to water: 91.47% Access to sanitation services: 84.95%	Access to water: 89.4% Access to sanitation services: 80.8%	Access to water: 89.4% Access to sanitation services: 80.8%	Access to water: 90.7% Access to sanitation services: 82.6%	Access to water: 90.8% Access to sanitation services: 82.7%

OC2 i2.3 Proportion of women and girls ages 15 years or older who have suffered physical, sexual or psychological violence inflicted by a current or former intimate partner in the last 12 months	TBD National Aggregate: 10.8%	TBD National Aggregate: 8.56%	National Aggregate: 10.6%	National Aggregate: 11.1%	National Aggregate: 10.9%	National Aggregate: 10%
Output Indicator	Output Baseline	Output Target: 2021	Output Indicator Status/Progress			
			2017	2018	2019	2020
Output 2.1. National and subnational capacities enhanced for social protection and access to basic services for people living in poverty.						
OP2.1 - i1 Implementation of official measurement of multidimensional poverty	1 1 = Not implemented 2 = Very partially 3 = Partially 4 = Mostly	3	National Aggregate: 3	National Aggregate: 3	National Aggregate: 3	National Aggregate: 3
OP2.1 - i2 Number of national / subnational social protection and basic services planning instruments that integrate Human Development and State Density Indexes	National: 0 Subnational: 0	National: 4 Subnational: 5	National: 0 Subnational: 1	National: 3 Subnational: 1	National: 3 Subnational:1	National: 3 Subnational: 2
OP2.1 – i3 Number of policy and institutional reforms that increase access to social protection schemes, targeting the poor and other at risk groups, disaggregated by sex, rural and urban	Baseline: Rural: 0; Women: 0; National: 0	Target: 4 (Rural:1; Women: 1) Target: Rural: 1; Women: 1; National: 2	Rural: 1; Women: 0; National: 3	Rural: 2; Women: 0; National: 3	Rural: 3; Women: 0; National: 5	Rural: 8; Women: 0; National: 6
OP2.1 – i4 Number of South South or triangular cooperation partnerships that deliver sustainable benefits for participants	Baseline: 0	Target: 3	National Aggregate: 1	National Aggregate: 7	National Aggregate: 11	National Aggregate: 11

Output 2.2. Access to justice and citizen security improved for people living in conditions of poverty, vulnerability, and discrimination.						
OP2.2 - i1 Increased access to justice services by people living in poverty and indigenous population	2 1 = No increase 2 = Very partially 3 = Partially 4 = Mostly	3	National Aggregate: 3	National Aggregate: 3	National Aggregate: 3	National Aggregate: 3
OP2.2 - i2 Implementation of National and Regional Citizen Security Plan and Plan to Reduce Violence Against Women	2 1 = Not implemented 2 = Very partially 3 = Partially 4 = Mostly	3	National Aggregate: 3	National Aggregate: 3	National Aggregate: 3	National Aggregate: 3
OP2.2 – i3 Increased access of young people living in poverty to public spaces promoting sports and culture	1 1 = No increase 2 = Very partially 3 = Partially 4 = Mostly	3	National Aggregate: 3	National Aggregate: 3	National Aggregate: 3	National Aggregate: 3
Outcome Indicator	Outcome Baseline	Outcome Target: 2021	Outcome Indicator Status/Progress			
			2017	2018	2019	2020
Outcome 3: By 2021, public management is more efficient, effective, transparent and equitable, thus increasing the confidence of the people in institutions.						
OC3 i3.1 Primary government expenditures as percentage of original approved budget	Ratio of execution regarding (2015): 88.9% Regional governments 91.6% Local governments74.3% National Government: 89.45% Regional Government: 89.44%Local Government: 72.83%	TBD National Government: 94.01% Regional Government: 94%Local Government: 76.55%	National Government: 89.74% Regional Government: 86.23%Local Government: 68.7%	National Government: 88.93% Regional Government: 82.44%Local Government: 71.38%	National Government: 85% Regional Government: 123.4%Local Government: 170.2%	National Government: 85% Regional Government: 123.4%Local Government: 170.2%

OC3 i3.2 Proportion of population satisfied with their latest experience with public services	Police performance satisfaction: 30.7%; Confidence that the judicial system to punish responsible people: 29.6%; Satisfaction with roads: 49.6%; Public schools: 45.1%; Medical and public health services: 43% Police performance satisfaction: 18%; Confidence that the judicial system to punish responsible people: 13.9%; Satisfaction with roads: 0%; Public schools: 16%; Medical and public health services: 65%	TBD Police performance satisfaction: 18.7%; Confidence that the judicial system to punish responsible people: 12.5%; Satisfaction with roads: 0%; Public schools: 20%; Medical and public health services: 65%	Police performance satisfaction: 18.7%; Confidence that the judicial system to punish responsible people: 12.5%; Satisfaction with roads: 0%; Public schools: 20%; Medical and public health services: 65%	Police performance satisfaction: 18.7%; Confidence that the judicial system to punish responsible people: 12.5%; Satisfaction with roads: 0%; Public schools: 10%; Medical and public health services: 65%	Police performance satisfaction: 17.2%; Confidence that the judicial system to punish responsible people: 12.5%; Satisfaction with roads: 0%; Public schools: 10%; Medical and public health services: 65%	Police performance satisfaction: 18.8%; Confidence that the judicial system to punish responsible people: 10.5%; Satisfaction with roads: 0%; Public schools: 10%; Medical and public health services: 65%
OC3 i3.3 Proportion of sustainable development indicators produced nationally, with full breakdown when relevant to the goal, in accordance with the Fundamental Principles of Official Statistics	TBD 0	TBD 150	National Aggregate: 110	National Aggregate: 119	National Aggregate: 122	National Aggregate: 122
Output Indicator	Output Baseline	Output Target: 2021	Output Indicator Status/Progress			
			2017	2018	2019	2020
Output 3.1. National and subnational capacities in public management strengthened to increase efficiency and effectiveness and comply with international commitment						
OP3.1 - i1 Ratio of implementation (%) of public service reform	10%	75%	National Aggregate: 13%	National Aggregate: 16%	National Aggregate: 16%	National Aggregate: 16%

OP3.1 – i2 I2: Percentage of subnational governments with functioning planning, budgeting, management, and monitoring systems (regional and local)	Regional: 40%; Local: 30%	Regional: 60% Local: 50%	Regional: 50% Local: 40%	Regional: 100% Local: 40%	Regional: 100% Local: 45%	Regional: 100% Local: 63%
Output 3.2. Strengthened transparency, access to information and accountability.						
OP3.2 - i1 Percentage of institutions publishing data in compliance with Law of Transparency and Access to Information	40%	75%	National Aggregate: 40%	National Aggregate: 40%	National Aggregate: 60%	National Aggregate: 60%
OP3.2 – i2 Number of prevention tools (sectoral and regional) approved in compliance with United Nations Convention against Corruption	0	5	National Aggregate: 1	National Aggregate: 4	National Aggregate: 4	National Aggregate: 4
Output 3.3. National and subnational capacities strengthened for implementation of 2030 Agenda.						
OP3.3 - i1 Dissemination of disaggregated and differentiated (territory, sex, age group, ethnicity, vulnerable groups) data by national statistical system	2 1 = None 2 = Very partially 3 = Partially 4 = Mostly	4	National Aggregate: 3	National Aggregate: 3	National Aggregate: 3	National Aggregate: 3
OP3.3 – i2 I2: Application of MAPS by United Nations country team with UNDP participation	2 1 = None 2 = Very partially 3 = Partially 4 = Mostly	4	National Aggregate: 2	National Aggregate: 2	National Aggregate: 2	National Aggregate: 2
Outcome Indicator	Outcome Baseline	Outcome Target: 2021	Outcome Indicator Status/Progress			
			2017	2018	2019	2020
Outcome 4. By 2021, people living in poverty and vulnerability improve their exercise of freedoms and rights in a framework of peace and lawfulness.						

OC4 i4.1 Proportion of positions (by sex and population groups) in public institutions (national and local legislatures)	28% women as political authorities Parliament: 21.5% Local Government: 2.8%	TBD Parliament: 28.5% Local Governments: 2.8%	Parliament: 28.5% Local Governments: 2.8%	Parliament: 28.5% Local Governments: 2.8%	Parliament: 28.5% Local Governments: 2.8%	Parliament: 26.2% Local Governments: 2.8%
OC4 i4.2 Proportion of population who declared themselves victim of discrimination or harassment on grounds of discrimination prohibited by human rights international laws in last 12 months	2.63% of population (82 complaints) National aggregate: 31%	TBD National Aggregate: 30.08%	National aggregate: 31%	National aggregate: 31%	National aggregate: 14.8%	National aggregate: 12.6%
OC4 i4.3 Level of Implementation of recommendations of United Nations human rights mechanisms	TBD 0	TBD 177	National aggregate: 32%	National aggregate: 69%	National aggregate: 69%	National aggregate: 69%
Output Indicator	Output Baseline	Output Target: 2021	Output Indicator Status/Progress			
			2017	2018	2019	2020
Output 4.1. Government capacities improved to address international human rights obligations, especially those related to people living in conditions of vulnerability and discrimination.						
OP4.1 - i1 Integration of recommendations of universal periodic review and treaty bodies in National Human Rights Plan	2 1 = Not implemented 2 = Very partially 3 = Partially 4 = Mostly	3	National Aggregate: 3	National Aggregate: 4	National Aggregate: 4	National Aggregate: 4
OP4.1 - i2 Percentage of districts with approved ordinances against all types of discrimination	4.8%	20%	National Aggregate: 7%	National Aggregate: 10%	National Aggregate: 3.88%	National Aggregate: 3.63%

Output 4.2. Enhanced participation mechanisms promoting dialogue and social peace and greater social representation.						
OP4.2 - i1 Percentage of women, indigenous and Afro descendant people (in relation to total) participating as candidates in Congress and local elections	Congress-Women: 30%; Indigenous: 5%; Afro: 0%. Local-Women: 30%; Indigenous: 10%; Afro: 0%	Congress- Women: 40%; Indigenous:10%; Afro>0 Local-Women: 40%; Indigenous: 15%; Afro>0 Four years	Congress-Women: 30%; Congress-Indigenous: 5%; Congress-Afro: 0%. Local-Women: 30%; Local-Indigenous: 10%; Afro: 0%	Congress-Women: 30%; Congress-Indigenous: 5%; Congress-Afro: 0%. Local-Women: 39.5%; Local-Indigenous: 12%; Local-Afro: 0%	Congress-Women: 40%; Congress-Indigenous: 5%; Congress-Afro: 0%. Local-Women: 39.5%; Local-Indigenous: 12%; Local-Afro: 0%	Congress-Women: 40%; Congress-Indigenous: 5%; Congress-Afro: 0%. Local-Women: 39.5%; Local-Indigenous: 12%; Local-Afro: 0%
OP4.2 - i2 Implementation of national system of prevention and conflict management	2 1 = Not implemented 2 = Very partially 3 = Partially 4 = Mostly	3	National Aggregate: 2	National Aggregate: 3	National Aggregate: 3	National Aggregate: 3

Data Source: IRRF_CPD_SP_Indicators

https://app.powerbi.com/groups/me/reports/f9a30509-da37-4cc1-b971-8f17c0c5ba30/ReportSectionf6e575c0ac9200015472?filter=OperatingUnits%2Frollup_ou%20eq%20%27per%27

Date: June 22nd, 2021

Baseline and Target, **in bold light blue** are data adapted from IRRF Website (different from the one in the original CPD)



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