Independent Country Programme Evaluation – Peru

Key recommendations and management response

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| **Recommendation 1: Theory of change and M&E**: In developing the new CPD, extra care should be taken in developing a thorough theory of change for the new programme and ideally for each of its outcomes. This exercise should guide the formulation of the CPD and its results framework but also be used as a basis for establishing substantive dialogue with the Government and all relevant partners. |
| **Management response: (Please provide a general comment here, including the indication of whether you would accept (“fully”/ “partially”) or reject the recommendation):** **Fully accept recommendation.** |
| **Key action(s)** | **Time frame** | **Responsible unit(s)** | **Tracking\*** |
| **Comments** | **Status** |
| 1.1 Develop theory of change | Jan 2021- July 2021 | Strategic Planning Unit, Representation | CO developed a thorough ToC for the 2022-26 CPD, focusing on the new corporate guidelines that consider “if, then, because.” This ToC is nested in the 2022-26 UNSDCF. This will be the basis for programme implementation, monitoring and reporting throughout the programme cycle and will be adjusted according to findings and the national context. | Completed |
| 1.2 Validate and theory of change with government and other key stakeholders | Jan 2021- September 2021 | Strategic Planning Unit, Representation | CO ensured multiple consultations with national government counterparts, the private sector, academia, civil society and other non-traditional partners. This has ensured ownership of the ToC and will be important for its onboarding by all key partners. | Completed |
| 1.3 Monitor and adjust theory of change throughout programme cycle, together with key stakeholders | Feb 2022- December 2026 | Strategic Planning Unit, Representation, Portfolios | The 2022-26 CPD’s strong results and resources framework will facilitate constant monitoring of its theory of change. This will be done both internally, through mid-year and final year ROARs and together with external stakeholders in the Peru CPD Executive Board meetings, always taking the national context into consideration. Findings will be crucial for adjusting the theory of change where necessary to ensure achievement of long term goals, combined with quick wins. | Ongoing |
| 1. 4 Develop a thorough annual Results Based Management training plan for both UNDP and principal external stakeholders. | July 2022 | Strategic Planning Unit, Representation | UNDP Peru´s 2022-26 CPD includes RBM strengthening. To achieve this, CO is currently planning the design of a comprehensive training plan which it hopes to finalize and put into action by mid 2022. | Ongoing |

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| **Recommendation 2: Programmatic focus:** In framing its next country programme, UNDP should consider increasing its focus on the digitalization of the government, on youth engagement and empowerment while also pursuing its efforts to refine and scale-up its territorial approach. Actions promoting the post-pandemic socio-economic recovery should be mainstreamed across all outcome areas, with particular emphasis on economic reactivation strategies that leave no one behind. |
| **Management response: (Please provide a general comment here, including the indication of whether you would accept (“fully”/ “partially”) or reject the recommendation):** **Fully accept recommendation.** |
| **Key action(s)** | **Time frame** | **Responsible unit(s)** | **Tracking** |
| **Comments** | **Status** |
| 2.1 Ensure digital and open government within 2022-26 CPD. | Jan 2021- Sept 2021 | Programme | Given that digitalization is one of the three enablers of UNDP´s 2022-25 Strategic Plan, and that digital disruption is one of the Beyond Recovery COVID response’s main lines of action, CO has been increasing its abilities and reach towards digitalization, including open government. It has therefore been mainstreamed across UNDP´s 2022-26 CPD outcomes, with particular emphasis in Outcome 4 related to effective governance.  | Completed |
| 2.2 Mainstream youth engagement and empowerment within 2022-26 CPD. | Jan 2021- Sept 2021 | Programme | The youth are one of the prioritized vulnerable population groups targeted by the 2022-26 CPD, together with women, the indigenous population, informal workers and the refugee and migrant population. Various output indicators have included youth as a disaggregate to ensure that impact can be measured. | Completed |
| 2.3 Refine and scale up territorial approach within 2022-26 CPD. | Jan 2021- Sept 2021 | Programme | The 2022-26 CPD design considered a thorough finetuning of the territorial focus of each outcome. CO’s overall vision for its territorial approach is being revisited by programme to ensure best practices and lessons learned are scaled and monitored throughout the programme cycle; and the scaling up of the “territorial model” is being discussed with the new government (MIDIS.PCM) | Completed |
| 2.4 Mainstream UNDP´s technical mandate for COVID-19 socioeconomic response and recovery within 2022-26 CPD. | Jan 2021- Sept 2021 | Programme | UNSDCF and CPD design has ensured the COVID Socio Economic Response Plan is embedded in new programme documents. | Completed |

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| **Recommendation 3: Partnership, communication and mobilization**: UNDP should further leverage its partnerships with United Nations agencies, development banks and non-State actors. |
| **Management response: (Please provide a general comment here, including the indication of whether you would accept (“fully”/ “partially”) or reject the recommendation):****Fully accept the recommendation.** |
| **Key action(s)** | **Time frame** | **Responsible unit(s)** | **Tracking** |
| **Comments** | **Status** |
| 3.1 Mainstream and monitor the Partnerships and Communications Strategy throughout CO | June 2021- July 2021 | Representation, Strategic Planning Unit, Communications, Portfolios | The 2022-26 CPD design included the development of a robust Partnerships and Communications Strategy, which aims to strengthen UNDP’s position as a system leader, an organization focused on catalyzing collective transformation, and fully capable of driving effective, whole-of-society responses, acting as a broker of trust between diverse stakeholders and facilitating greater cohesion around national development priorities. This includes fostering a tailored value proposition, that emphasizes different dimensions of UNDP’s added value towards different organizations. The Partnership and Communications Strategy will be informed by UNDP’s thorough results-based monitoring processes. CO will work to ensure that this vision permeates all interactions with partners and will develop a series of KPI | Completed |
| 3.2 Continue to increase partnerships with UN agencies, development banks and non-State actors | Feb 2022- Dec 2026 | Representation, Strategic Planning Unit, Portfolios | Throughout the 2017-21 programme cycle, CO greatly broadened its partnership strategy to non-traditional and unusual partners. This will continue, with the identification of specific actions and channels in the implementation of the Partnerships and Communications Strategy. | Ongoing |

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| **Recommendation 4: Gender and LNOB**: UNDP should maintain its efforts in strengthening the gender dimension in its programme. UNDP should build on results and lessons from implementation of its gender strategy 2017-2021 as well as the initiatives in support to GEWE to fully integrate GEWE in its portfolio. Cross-sector and cross-portfolio synergies with transformative potential for women should be developed and integrated in support of Government’s Gender requirements.  |
| **Management response: (Please provide a general comment here, including the indication of whether you would accept (“fully”/ “partially”) or reject the recommendation):****Fully accept the recommendation.** |
| **Key action(s)** | **Time frame** | **Responsible unit(s)** | **Tracking** |
| **Comments** | **Status** |
| 4.1 Mainstream a gender approach within programme design and implementation. | Jan 2021- Sept 2021 | Representation, Gender Team | Women and gender issues are prioritized throughout the 2022-26 CPD. The theory of change considered specific women’s needs and integral solutions, such as empowerment, economic equality, participation, GBV, access to justice, among many others. Various indicators will collect disaggregated data to ensure efficient impact measurement and adjustment where necessary. A dedicated Gender Team is being established to ensure mainstreaming. CO is currently being evaluated within the Gender Seal programme, which is also strengthening the gender dimension. | Completed  |

\* Status of implementation is tracked electronically in the Evaluation Resource Centre database (ERC).