

**Management Response to the Recommendations of the
Evaluation of International Assistance Programming in Peru (2013/14 – 2018/19)**

Recommendations	Commitments	Actions	Responsibility centre	Target completion date
<p>1) Focus policy and programming initiatives on capacity building of government and civil society partners at all levels</p> <p>To respond to Peru’s specific needs as a middle-income country, sector strategies and country investment plans should focus on:</p> <ul style="list-style-type: none"> • technical cooperation with government partners at all levels (national, regional, local) in areas where Canada has a comparative advantage and value-added expertise; • institutional strengthening of civil society organizations, particularly those supporting Peruvian and Canadian priorities; and • building bridges and promoting cooperation between government, civil society, academic and private sector partners. 	<p>Peru Development Program NDP (LIMA-DA)</p> <p>The Peru Development Program agrees with this recommendation and will build on existing efforts in this area.</p>	<p>Peru Development Program</p> <p>The Peru program will focus its efforts on building the capacity of government partners at all levels (national, regional, local) with an emphasis on transferring and adapting to the local context knowledge and expertise from Canadian partners. Programming will be in areas where Canada has a comparative advantage in helping Peru transition to a high-income country.</p> <p>The Peru program will strengthen the capacity of Peruvian civil society organizations that support Peruvian and Canadian priorities. This will include improving their ability to advocate for policy and programming reforms in a meaningful and constructive way with the Peruvian government.</p> <p>Throughout its support, the Peru program will help reduce the gap between the Peruvian government, civil society, academic and private sector partners, helping them learn how to rely more on one another in helping improve in a more efficient way the wellbeing of Peruvians, especially women and girls. The aim will be to develop strong partnerships based on trust.</p> <p>The Peru program will develop sector strategies and corresponding investment plans that will reflect all of the above.</p>	<p>Peru Development Program Director NDP (LIMA-DA)</p>	<p>June 2021</p>

<p>2. Implement the departmental approach for developing comprehensive country strategies leveraging the departmental planning and reporting system process (Strategia) and establish a process to publish them</p> <p>A comprehensive country strategy for development cooperation with Peru could include:</p> <ul style="list-style-type: none"> • an integrated country-level logic model with indicators to aggregate and report overall results at a sectoral and a thematic level; • policy dialogue and advocacy strategy that crosses all development branches (regional, bilateral, partnership); • processes for developing integrated communications products that include bilateral, regional and partnership projects; • identification of key policy and programming entry points and integrators across development, trade and diplomacy; • processes for consultation with Government of Peru stakeholders, other partners and stakeholders; and • plans for transitioning from a donor-recipient model to a more equitable partnership. 	<p>International Assistance Operations (DPD)</p> <p>DPD agrees with this recommendation.</p> <p>Peru Development Program NDP (LIMA-DA)</p> <p>The Peru Development Program agrees with this recommendation.</p>	<p>International Assistance Operations (DPD)</p> <p>DPD agrees with the need for a departmental approach for some form of country strategies/documents that integrate our approaches across development branches (bilateral, partnership, regional) and the development, humanitarian and peace and security nexus. In the context of discussions on the triple nexus approach, DPD will work collaboratively with the Geographic Coordination and Mission Support Bureau (NMD) to ensure that the Strategia planning and reporting processes are leveraged, as appropriate, in developing and capturing a comprehensive nexus approach to international assistance at the country-level and establishing a process to publish country strategies. In addition, DPD has developed tools and guidance for programs to draft country development program logic model and performance management frameworks (PMFs), which will be uploaded into Strategia.</p> <p>Peru Development Program (NDP)</p> <p>LIMA has recently put in place a structured whole-of-government approach to prioritize and maximize coherence between Global Affairs Canada and partner government programs. This includes mission whole-of-government planning, management, working groups and results tracking tools. On the basis of this approach and under the constant leadership of the HOM and senior management in the Americas Branch, the Peru Development Program, in collaboration with the Foreign Policy and Diplomacy Service (FPDS) and Trade, as well as DPD, NMD and International Assistance Policy Coordination (PVP), will seek MINE and MINA approval to undertake targeted consultations in Canada and Peru, with the aim of establishing a comprehensive country strategy for development cooperation with Peru that will leverage the Strategia process.</p> <p>At the conclusion of the outreach process in both countries, a memorandum to MINE and MINA will report findings and present recommendations on a way forward that will be enshrined in the pilot comprehensive country strategy. The strategy will stem from the Americas Branch’s regional strategy and sub-regional priorities, and will focus on building strong partnerships between</p>	<p>International Assistance Operations (DPD)</p> <p>Peru Development Program NDP (LIMA-DA)</p>	<p>October 2020</p> <p>November 2021</p>
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<p>3. Provide policy guidance on international assistance in middle-income countries, focusing on productive partnerships for transition</p> <p>The approach to providing guidance should take into consideration the findings of the Peru evaluation, which point to the need to include guidance on:</p> <ul style="list-style-type: none"> identifying areas of strategic technical assistance with points of integration across trade, development and diplomacy; approaches and priorities for integrated policy dialogue and advocacy; and 	<p>International Assistance Policy Coordination (PVP)</p> <p>The International Assistance Policy Coordination division agrees with this recommendation.</p>	<p>International Assistance Policy Coordination (PVP)</p> <p>PVP will lead the development of policy guidance on Canada's approach to international assistance in middle-income countries like Peru, focussing on productive partnerships for transition. Such guidance can help inform program decisions. This work will be done in coordination with all relevant branches and units at Global Affairs Canada and will engage other partners as appropriate.</p>	<p>International Assistance Policy Coordination (PVP)</p>	<p>May 2021</p>

<ul style="list-style-type: none"> processes for engaging with partners to develop and communicate plans for transitioning. 				
<p>4. Provide operational guidance on international assistance programming in middle-income countries, focusing on productive partnerships for transition</p> <p>Guidance should take into consideration the findings of the Peru evaluation, which point to the need to include:</p> <ul style="list-style-type: none"> a toolkit of funding mechanisms, including identification of agile, flexible mechanisms to provide medium-term technical assistance; and guidelines and models for regional and triangular cooperation, support for South-South initiatives and peer-to-peer exchanges involving Canadian government counterparts. 	<p>International Assistance Operations (DPD)</p> <p>DPD agrees with this recommendation.</p>	<p>International Assistance Operations (DPD)</p> <p>DPD agrees to continue to provide operational guidance on international assistance programming to development programs working in middle-income countries like Peru, as well as any other country contexts. DPD will also continue to assist development programs in pursue programming opportunities that facilitate the provision of Canadian technical assistance in accordance with the Development Terms and Conditions. DPD will also develop a reference document outlining programming guidelines and options to consider for development programs working in middle-income countries. This work will be done in coordination with all relevant branches and units at Global Affairs Canada as appropriate.</p>	<p>International Assistance Operations (DPD)</p>	<p>May 2021</p>