

## Action Dialogue for Effective Development Co-operation

### "The role of Multi-stakeholder Partnerships in international co-operation and sustainable recovery: analysis and cases from Peru"

#### Summary Report

On Thursday June 9, 2022, the Action Dialogue "The role of Multi-stakeholder Partnerships in international co-operation and sustainable recovery: analysis and cases from Peru" was held and organized by the Peruvian International Cooperation Agency (APCI, by its Spanish acronym) with the support of the Global Partnership for Effective Development Co-operation (GPEDC) and the United Nations Development Programme (UNDP).

The objective of the Action Dialogue was to reflect and exchange experiences on the role of multi-stakeholder partnerships, particularly the role of the private sector, in the context of sustainable recovery from the pandemic and in coherence with the commitments of the 2030 Agenda and the Principles of Effective Development Co-operation.

The dialogue had the following structure:

- Welcoming remarks by José Antonio González Norris, Executive Director of APCI and Thomas Gass from the Swiss Agency for Development and Cooperation, Co-Chair of the GPEDC.
- Panel 1: "The role of multi-stakeholder partnerships in international development co-operation: challenges and opportunities for a sustainable post-pandemic recovery in Peru". Representatives of UNDP, the Spanish Agency for International Development Cooperation (AECID), the Regional Government of Piura and Perú Sostenible participated in this segment.
- Panel 2: "Initiatives from the private sector within the framework of multi-stakeholder partnerships: lessons learned and reflections for effective development co-operation". During the session, initiatives, good practices and challenges were presented by representatives of MOV Inversiones (Terranova project); Telefónica del Perú; the University of Piura; Centros Comerciales Sudamericanos (CENCOSUD); and the Association of Banks of Peru (ASBANC).
- Closing remarks were provided by Ambassador María Eugenia Echeverría Herrera, General Director for Economic Affairs of the Ministry of Foreign Affairs of Peru.

#### Executive Summary

During the opening segment of the Action Dialogue, **José Antonio González Norris, Executive Director of the Peruvian International Cooperation Agency (APCI)**, expressed the commitment of the State to collaborate with key development actors to generate inclusive partnerships to make positive impacts and benefit the most disadvantaged sectors. This commitment is present in the Declaration of International Technical Cooperation Policy of the Ministry of Foreign Affairs and in the new National Policy for International Technical Cooperation with a vision on the 2030 horizon, in the process of approval, which proposes strengthening the National Decentralized System of ITC and promoting cooperation schemes such as multi-stakeholder partnerships. The Executive Director highlighted the "Kampala Principles for Effective Private Sector Engagement" as a guide to building and strengthening partnerships between public and private efforts.



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**Ambassador Thomas Gass, from the Swiss Agency for Development and Co-operation and Co-Chair of the GPEDC**, underlined the need for new forms of co-operation and synergies between the various stakeholders. He noted that private sector provides new sources of local financing and business solutions to the country's development challenges and priorities. He highlighted the Kampala Principles as key instruments to support the full potential of the private sector as an agent with the capacity to generate social and economic value in contribution to the achievement of the 2030 Agenda.

During Panel 1: *"The role of multi-stakeholder partnerships in international co-operation: challenges and opportunities for a sustainable post-pandemic recovery in Peru"*, **Bettina Woll, from the United Nations Development Programme (UNDP)**, specified that despite the current challenges, the 2030 Agenda and the Kampala Principles will allow to move forward towards a comprehensive and multidimensional recovery. In this regard, she proposed building new partnerships between the various development actors (State, private sector, civil society and academia), ensuring basic rights, collaborating for innovation and digitalization with innovative and disruptive solutions to address current challenges, and promoting an approach focused on people which land the principle of "Leaving no one behind". As part of the main challenges that multi-stakeholder partnerships face, she pointed out, for instance, the generation of information for decision-making, measurement of contributions by all development actors, and the promotion of financing mechanisms that incorporate the participation of the private sector.

**José Luis Pimentel, from the Spanish Agency for International Development Co-operation (AECID by its Spanish acronym)**, highlighted the benefits of an effective participation of the private sector, such as expanding the mobilization of resources for development and providing technical management or technological capacities, not always available in the other development actors. He pointed out that, for the Spanish Development Cooperation, multi-stakeholder partnerships must be built under criteria such as pursuing development objectives, providing additional resources, and complying with social, environmental and human rights standards. He stressed the importance of establishing a common development objective and defining the responsibilities of each stakeholder, and emphasized that the 2030 Agenda is an incomparable framework that provides stakeholders with a common language and objectives.

**Jaime Ayosa, from the Regional Government of Piura**, pointed out that the co-operation projects in the region seek to involve institutional allies, be they local governments, NGOs, agencies for development co-operation, private sector and universities. He stressed that for a co-operation project to succeed it has to be built by local and international partner organizations, deliver a high positive impact while keeping the costs low, and generate articulation and complementarity between the public and private sectors. He pointed out that the biggest drawback they face is that they can only use ordinary or directly collected resources to finance the projects, and shared some strategies to overcome this limitation.

**Micaela Cortés, from Perú Sostenible**, presented it as a network of companies that are guided by the 2030 Agenda. She highlighted that its SDG Programme has three components: a platform that provides visibility to private sector, entrepreneurial and NGO projects on a dynamic map; a website to connect citizens with sustainability challenges; and action panels for the SDGs, which are spaces for dialogue that identify challenges and propose concrete solutions in line with the SDGs. It was described that each Working Group focuses on specific SDGs and is constituted by different development actors relevant to thematic issue. This has shown the interest of the private sector in establishing partnerships with international co-operation agencies. One of the challenges ahead is to decentralize these spaces and apply better methodologies to measure the contribution of the private sector to closing development gaps.



During Panel 2: *“Initiatives from the private sector within in the framework of multi-stakeholder partnerships: lessons learned and reflections for an effective development co-operation”*, **Paulo Bellotti from, MOV Inwertimentos**, presented the case of the Terranova model, a company that help to mediate conflicts between communities that occupy land in Brazil and the private owners of those lands. He described how the Terranova project helps to secure payment agreements of the land use, a formal entitlement, and the provision of public services. Paulo Bellotti explained how the model adheres to the Kampala principles by: (1) collaborating with municipalities, legislative and judicial bodies to develop projects and improve regularization; (2) being an inclusive business model that maximizes results while contributing to SDG 1 and SDG 11; (3) consulting and involving local communities; (4) conducting internal audits and measuring their impact; (5) benefiting the most vulnerable families.

**Ximena Gil, from Telefónica del Perú**, shared the experience of the project *“Mujeres en Red”* (Women in Network) that seeks to attain gender equality in the telecommunications field of work by promoting the training and employability of women in the technical service area, an area in which only 0.5% were women. She emphasized that the achievements fulfilled have been possible thanks to an effective articulation between the partners involved: the seven collaborating companies, the Ministry of Women and Vulnerable Populations (MIMP), the AECID and the Spanish Chamber of Commerce, that supported the motivational training for the women, as well as raising awareness among technicians on gender and equality.

**Jorge Viera, from the University of Piura**, presented the experience from optimizing the value chain of granulated panela. The partners were the University of Piura; the Norandino Agrarian Collective, exporter of panela; the NGO Progreso; and the Center for Productive Innovation and Technology Transfer (CITE agro Piura), in addition to other partner institutions such as subnational governments, local institutions, distributors abroad and the Swiss Cooperation. Working on improving this value chain enabled the parties engaged to establish a multi-stakeholder partnership for the benefit of the local communities living in conditions of poverty. Reaching consensus was referred to as one of the main challenges in practice together with the importance of defining at the beginning the differentiated contribution to be committed by each stakeholder.

**Ángel Rodríguez, from Centros Comerciales Sudamericanos (CENCOSUD)**, shared the experience of the programme *“No estás sola”* (You are not alone), through which was implemented an action protocol for the prevention and reporting of gender-based violence and family violence in the stores that are part of this business consortium. Staff were trained on gender equality, gender-based violence and were provided with tools on how to manage cases and queries, and providing information on existing public services. It was complemented with an educational campaign on gender-based violence inside stores and the sale of *“No estás sola”* masks. UNDP Peru, the MIMP and the AECID accompanied the process and the training workshops. In conclusion, he noted that it was very valuable to leverage on existing partnerships to develop initiatives that respond to the impacts from the pandemic.

**Miguel Vargas, from the Association of Banks of Peru (ASBANC)**, presented the financial access and inclusion project called *“Paga Seguro”* (Pay safely) to facilitate easy, secure and contactless payment through digital wallets in supermarkets or wholesale markets and critical businesses where low-income families and entrepreneurs came together particularly in times of quarantine. Faced with the challenge of generating a new habit of financial interaction and new digital ecosystems, an intervention of the financial sector as a whole was prioritized. It had the commitment of the Digital Government Secretariat of the Presidency of the Council of Ministers (PCM), the local governments and the Association of Municipalities of Peru (AMPE), the three digital wallets Yape, Tunki and Bim, ASBANC, the Group for Analysis of Development (GRADE), and UNDP articulating its programme *“Innova tu Mercado”* (Innovate your Market ). It was possible to



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accelerate financial inclusion, to increase the speed of payments, to reduce risks, and to produce data for new products that generate value for expanding stakeholders.

At the closure of the event, **Ambassador María Eugenia Echeverría Herrera, General Director for Economic Affairs of the Ministry of Foreign Affairs of Peru**, recapped the advantages and challenges mentioned during the panel discussions on the effective participation of the private sector, highlighting the commitment of the business community to engage in multi-stakeholder partnerships for sustainable development. As well, she acknowledged the differentiated contributions of each development actor according to its particular role in the process, and reaffirmed that the State would take into consideration the ideas presented during the action dialogue to multiply positive results.

## Action Dialogue – Extended Summary Report

### Welcoming remarks

In his opening remarks, **José Antonio González Norris, Executive Director of the Peruvian Agency for International Cooperation (APCI)**, pointed out that the magnitude and severity of the pandemic strengthens APCI's commitment to collaborate effectively with key development actors generating inclusive partnerships to make positive impacts and benefit the most vulnerable communities.

He indicated that this commitment is present in the Declaration of International Technical Co-operation Policy of the Ministry of Foreign Affairs approved in 2019 and in the new National Policy for International Technical Cooperation (PNCTI, by its Spanish acronym) with a vision on the 2030 horizon, policy which is currently under a process for approval. One measure that exemplifies this commitment is the strengthening of the National Decentralized System for International Technical Cooperation, a coordination mechanism that promotes the development of synergies between governmental and non-governmental actors. In the same direction, APCI has been promoting the implementation of an international co-operation scheme called Multi-stakeholder Partnerships for International Co-operation for Sustainable Development.

The Executive Director also pointed out that the contribution of private companies, and the private sector in general, is central and essential for the socioeconomic development of the country and, therefore, it is urgent to build and strengthen bridges of collaboration between public and private entities. He highlighted the validity of the "Kampala Principles for an effective engagement of the private sector in international development co-operation" that the GPEDC has been promoting.

**The Ambassador Thomas Gass, from the Swiss Agency for Development and Co-operation, Co-Chair of the GPEDC**, stressed the need to seek new forms of co-operation and to build synergies between various development actors across different sectors, since multi-stakeholder partnerships have a strong potential to deliver positive results. He noted that the private sector not only represents an additional funding source, but it is a key partner increasingly adopting business models that focus on sustainable solutions that can contribute to effectively address the country's development challenges and priorities.

The Kampala Principles seek to guide the private sector in making the most of its innovation potential while generating social and economic value in the communities where they operate. The Principles provide development actors with tools to effectively engage the private sector in multi-stakeholder initiatives to contribute to the achievement of the 2030 Agenda and the localization of the SDGs.



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**Panel 1: "The role of multi-stakeholder partnerships in international co-operation: challenges and opportunities for post-pandemic sustainable recovery in Peru"**

**Bettina Woll, Resident Representative of the United Nations Development Programme (UNDP) in Peru**, began by pointing out that, although the setbacks and challenges are great in the current context, the crisis provides the opportunity to reimagine and rebuild a safer and more sustainable future, based on human rights and guided by a people-centered approach. Global frameworks of reference such as the 2030 Agenda and the Kampala Principles will allow to move forward in a more comprehensive way and towards a recovery phase by addressing the different dimensions of sustainable development.

To this end, she proposed that it is necessary: (i) to build a new generation of partnerships, a new form of relationship between the State, business, civil society and international co-operation actors, in which the private sector contributes from its area of expertise, ensuring in turn the promotion and protection of labor, health and environmental rights<sup>1</sup>; (ii) to collaborate for innovation and digitization, implementing innovative and disruptive solutions to current challenges<sup>2</sup>; and (iii) to promote a people-centered approach, from the territory, grounding the motto of the 2030 Agenda and Kampala Principle 5: to leave no one behind<sup>3</sup>.

For the UNDP Country Office in Peru, the main current challenges for multi-stakeholder partnerships are: the generation of data and information for decision-making based on evidence and the measurement of the contributions of all development actors<sup>4</sup>; and financing for development, which requires tools to identify development needs, make specific investments and evaluate their impact<sup>5</sup>, as well as the promotion of other financing mechanisms that include the active participation of the private sector, such as *blended financing* or public-private partnerships.

**José Luis Pimentel, General Resident Representative in Peru of the Spanish Agency for International Development Cooperation (AECID)** began by mentioning that, for the AECID, multi-stakeholder partnerships and the commitment of the private sector have always been a very important issue. He pointed out that the 2030 Agenda is a fundamental framework because it is the first time that co-operation agencies, States, companies, and civil society have the same frame of reference.

He mentioned that there is still confusion about what areas and in what ways the private sector can be involved in initiatives dedicated to sustainable development. However, he recognized that there are multiple benefits from an effective engagement of the private sector to accelerate the progress of national development goals. For instance, it can provide more resources to interventions or amplify the mobilization of resources for development, and can also provide technical management or technological capabilities, not always available in other actors.

He pointed out that multi-stakeholder partnerships must be built under certain criteria, noting that the AECID proposes three: (i) actions must pursue development objectives; (ii) there must be additionality of resources; and (iii) interventions must comply with basic social, environmental and human rights standards, in line with the United Nations guiding principles on business and human rights.

<sup>1</sup> As an example, the initiative **"No estás sola" (You are not alone)**.

<sup>2</sup> As an example, the initiative **"Innova tu Mercado" (Innovate your Market)**.

<sup>3</sup> As an example, the **model of territory development implemented by UNDP in the Amazonia**.

<sup>4</sup> As a response, UNDP promotes the **SDG Corporate Tracker**.

<sup>5</sup> As a response, UNDP has created the **SDG Investment Map**.



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He highlighted that there are several lines of work that cooperation can develop to promote the participation of the private sector. For instance, AECID (1) supports the promotion of the local economic fabric and the microfinance sector; (2) promotes corporate social responsibility; (3) collaborates with Spanish business foundations in joint projects; (4) collaborates with business organizations, especially with the Spanish Chamber of Commerce, and now also with the Lima Chamber of Commerce, with whom it develops various initiatives; (5) promotes inclusive businesses at the base of the pyramid by connecting them with service offers from Spanish companies; and (6) builds public-private partnerships for sustainable development<sup>6</sup>.

To build these partnerships it is necessary to establish a common development objective from the beginning and to jointly define the responsibilities of each actor in the partnership. The risks are assumed in a shared manner. The construction of partnerships can take a long time, therefore it is necessary to have a common language and an agreement on where to go, so that the transaction cost of setting up the partnership is not so great. In that sense, the 2030 Agenda is an incomparable framework to set a common language and objectives.

He concluded that collaborations and partnerships with the private sector can respond to many of the current challenges, especially in the context of recovery from the COVID-19 pandemic. These collaborations must be given under certain quality standards and in respect of human rights.

Next, **Jaime Ayosa, Regional Deputy Manager for International Technical Co-operation of the Regional Government of Piura**, presented the experience of the regional government regarding international co-operation projects. He pointed out that in order to access international co-operation resources, the regional government identifies possible development projects that have a minimum of two institutional partners, including local governments, as it's in principle the local authority that best knows the territory and its contextualized priorities; NGOs or co-operation agencies with actions at the local level; private companies committed from their areas of corporate social responsibility; or universities that contribute with the development of theses and research projects, which generates innovation and growth, as well as a better knowledge of the projects in the region.

For the Regional Government of Piura, for a co-operation project to be successful, it has to (i) partner with local and international organizations; (ii) deliver high positive impacts at a low-cost; and (iii) generate a collaboration and complementarity between the public and private sectors.

He pointed out that the biggest drawback to developing multi-stakeholder co-operation projects is that the regional government can only use ordinary or directly collected resources to finance the project, which means that the amount is limited. In order to contribute with larger amounts, with resources from investment sources, the regional government has included, among the activities of some projects, the preparation of technical files and profiles of public investment proposals, so that resources from investment sources could be considered for the initiative. Additionally, the regional government has presented a proposal to the Ministry of Foreign Affairs for the creation of a regional fund for international co-operation to regional governments, enabling them to strengthen their capacities when participating in multi-stakeholder projects.

Finally, **Micaela Cortés Cabieses, Director of the SDG Programme at Peru Sostenible**, shared key experiences from this programme and on the work of Perú Sostenible, a network of companies that promotes the sustainable development of Peru by effectively engaging with private sector actors as agents of change. Additionally, she highlighted that the 2030 Agenda and the 17 SDGs

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<sup>6</sup> As an example, the **Public-Private Partnership for Comprehensive Development of Acobamba**, which started up 12 years ago.



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provide a guiding tool and a global connection that gives them the legitimacy to mobilize the private sector to attain common sustainable development goals.

The Perú Sostenible's SDG programme was launched from a partnership with the United Nations System and has the following components: (i) the platform "Peru for the SDGs", contributes to enhance projects visibility on a dynamic map, celebrates and connects initiatives among companies, ventures and NGOs that are joining efforts to work for the country's sustainable development; (ii) the dedicated website of *El Comercio* newspaper, which aims to raise awareness among citizens on different development challenges addressed by the SDGs as well as on the solutions that companies and different partners are working on; and (iii) the SDG Action Panels, which are spaces for multi-stakeholder dialogue aimed at the identification of challenges and the co-creation of concrete solutions that respond to the country's sustainable development challenges. There are established different Working Groups dedicated to each of the SDGs. The Working Groups are constituted by actors from various sectors addressing the thematic challenge aligned to that particular SDG, the relevant United Nations Agency, and the corresponding Ministry, a civil society organization relevant in the field, network companies with the know-how to solve that particular challenge, and academia. Each Group builds its own action plan, proposing concrete activities and tools that allow the private sector to be integrated in the fulfillment of the SDG goals that they address<sup>7</sup>.

These experiences represent strong evidence of the interest from the private sector in establishing partnerships with international co-operation agencies and other development actors, to contribute to the different challenges at the country level. These exercises have also demonstrated the importance of understanding the problem from the different perspectives of the various actors engaged, who have diverse but equally important agendas. Hence, the need to seek the participation of the different development co-operation actors to reach effective multi-stakeholder partnerships.

An important challenge identified during her intervention was to decentralize these dialogue spaces, which could also benefit from being established outside Lima. In addition, another key window of opportunity observed was to further measure, with better metrics or data, the contribution of the private sector to closing the development gaps.

## **Round Table 2: "Initiatives of the private company in the framework of multi-stakeholder partnerships: lessons and reflections for effective development co-operation"**

**Paulo Bellotti, from MOV Inestimentos**, presented the experience of Terranova, a company that works as a mediator of conflicts between people who occupy land in irregular urban settlements (*favelas*) and the private owners of these lands. The mediation efforts by Terranova results in agreements that typically mean a payment from the occupants over a period of 7 to 12 years in affordable installments. In turn, they obtain a formal entitlement and with it, the State and public companies begin to provide basic public services.

The Terranova model adheres to the Kampala Principles as follows:

1. Country ownership: Terranova works closely with municipalities, legislative and judicial bodies to develop projects and improve regulation; and promotes social business models and multi-stakeholder partnerships to promote greater involvement of the private sector.

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<sup>7</sup> As a concrete methodology that seeks to promote multi-stakeholder partnerships, they presented the matchmaking sessions that aim to connect companies with punctual initiatives from United Nations agencies.



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2. Focus on results and impact: Terranova's approach as an inclusive business model seeks to maximize sustainable development results, contributing to SDG 1 on poverty reduction and SDG 11 on sustainable cities and communities.
3. Inclusive partnerships: Terranova constantly consults local communities to understand the socioeconomic situation of its members and their needs; and to involve them in the regularization process.
4. Transparency and accountability: Terranova constantly measure its impacts, with the support of universities and research institutions. In addition, it complies with conducting internal audits, reviewed by its board of directors.
5. Leaving no one behind: With the work it does in the field, Terranova delivers positive impacts to the most vulnerable and poor families in Brazil, providing solutions that are not given by the government or other non-profit organizations.

To conclude, he highlighted that this is an example of a company that works to generate return on investment, to add value to its shareholders and to contribute to specific SDGs, constantly measuring and reporting its impact over time.

Next, **Ximena Gil, Head of Public Affairs and Sustainability of Telefónica del Perú**, shared the experience of the *Mujeres en Red* project (Women in Network), launched in 2020, which seeks gender equality in the field work of telecommunications. It promotes training and employability of women in the area of technical service, thereby seeking a cultural change and a paradigm shift.

She indicated that previously, only 0.5% of the people who performed the technical service were women. By the end of 2021, 200 female technicians were hired, and the experience is being replicated in Colombia, Ecuador and Argentina. By 2022, the plan is to expand it to other areas of the company as well.

She considers that the achievement of the objectives has been only possible thanks to the articulation with its partners. In the first place, the seven collaborating companies that hire more than 2000 technicians. The companies participated in the entire process: in the recruitment and selection of the technicians, in the education and training of the female selected technicians and the male technicians, in the measurement of productivity indicators, in the communication and visibility of the experiences of women in the referred project to motivate other women to participate in the calls, and the inclusion of a security protocol to safeguard the integrity of women.

She also considers the partnership with the Ministry of Women and Vulnerable Populations (MIMP), the AECID and the Spanish Chamber of Commerce to be key in the success of this project. These actors have supported technical and motivational training actions for women, as well as raising among male technicians the awareness of new masculinities, elimination of biases and the importance of equality. These development actors also promoted the inclusion of women who had been victims of violence in the workplace, as part of their initiative *Siembra Igualdad* (Cultivate Equality).

For his part, **Jorge Viera, Head of the Projects Department of the University of Piura**, shared an experience of multi-stakeholder cooperation to strengthen the value chain of the granulated *panela*. This experience was generated from a call launched by the Swiss Cooperation to strengthen competitive value chains. The call was attended by various institutions in the region interested in participating and they prioritized *panela* because it is a value chain on the rise but one which suffers from a series of challenges and because it involves populations in poverty conditions settled in the fragile ecosystems of the Piura mountain system where there is limited access to basic services, education and road infrastructure. Strengthening this value chain would make it possible to continue supporting the sustainable development of these vulnerable communities.



Additionally, working on this value chain made it possible to integrate different efforts from various institutions engaged and to establish a university-company partnership that enables the value chain to grow and innovate.

The partners of this project were the University of Piura; the Norandino Agrarian Collective, which is an exporter of *panela*; the NGO Progreso; and the Center for Productive Innovation and Technology Transfer (CITE agro Piura). Other partner institutions were the regional government of Piura and local governments; the technological institute for education in the zone; the community where most of the *panela* processing modules are concentrated; and distributors: Ethiquable from France and Alce Nero from Italy; with the co-financing of the “Be Competitive Programme” of the Swiss Cooperation.

The complex coordination between different actors was highlighted as a fundamental challenge in this type of multi-stakeholder partnerships. Many institutions participated in this project and sustaining participation and reaching consensus in practice has been a major challenge. Hence, he highlighted that prior preparatory work is essential, sharing the experience of each of the institutions and defining what each one is able to contribute. The willingness to work together is important both in the formulation and in its subsequent execution of the project. It is therefore necessary to adapt the institutional culture to a collaborative way of working between institutions. Regarding the governance of the project, the role played by each institution should be very clear, as well as and the contribution of each party to carry out the project, making available their experience, network of contacts, among others.

Next, **Ángel Rodríguez, Head of Sustainability of Centros Comerciales Sudamericanos (CENCOSUD)**, shared his experience in the Partnership of CENCOSUD with UNDP and the Ministry of Women, as part of the Programme “No estás sola” (You are not alone).

He pointed out that, during the lockdown due to the pandemic, there was already evidence that the rate of violence against women was increasing. Since the only spaces that people could go to were banks, pharmacies and supermarkets, CENCOSUD was looking for a way in which the Metro stores became a safe space, a brand that had already been working on family issues in the past. For this reason, they joined the programme “No estás sola” (You are not alone), implementing an action protocol for the prevention and reporting of gender-based violence and family violence.

To implement the protocol of action and provide a safe space in which people can report cases, partner collaborators in the stores were trained on gender and violence issues and on how to receive and deal with cases and queries that may arise. The soft skills that the collaborators who provide customer service were seized and reinforced. These actors in the stores became allies of state services providing victims information about those available programmes.

As a complementary component, a Solidarity Product campaign was launched, related to the sale of violet “You are not alone” masks from UNDP, and an education campaign on gender-based violence in key spaces of the store focused on a female audience.

The Country Office of UNDP in Peru, the Ministry of Women and the AECID provided technical accompaniment to the process and the training of the different collaborators and were recognized as key allies of the local police.

Finally, **Miguel Vargas Ascenzo, General Manager of the Asociación de Bancos del Perú (ASBANC)**, presented a project focused on financial access and inclusion called Paga Seguro (Pay Safely ), which began in 2020, to facilitate secure and contactless payment in supermarkets and other critical businesses, through digital wallets.



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As the challenge was to generate a new habit of financial interaction and new digital ecosystems, it was required for it to be an intervention of the financial sector as a whole and not only of a single financial institution. It was an opportunity to work in an articulated way, not only between entities in the sector, but also with multiple actors.

In this multi-stakeholder partnership, the different organizations that participated were: the central government, through the Digital Government Secretariat of the Presidency of the Council of Ministers; local governments and the Association of Municipalities of Peru (AMPE); the private sector represented by the three digital wallets Yape, Tunki and Bim that worked under a collaborative approach despite being competitors; and the Asociación de Bancos del Perú (ASBANC); Group for the Analysis of Development (GRADE), that carried out the analysis and measurement of indicators of the generated impact; and UNDP, when the initiative was linked to its programme “*Innova tu Mercado*” (*Innovate your Market*), which also prioritizes financial and digital inclusion specifically for women.

The intervention prioritized the supermarkets or wholesale markets because those are places in which converge, on the one hand, lower-income families to stock up on basic products and food while taking care of their economy, and, on the other, the microentrepreneur merchants. This enabled a positive impact on the base of society and the expansion to other centers such as warehouses or other commerce, bringing the benefits of a digital and secure payment or cash withdrawal to the rest of the population in an easier and more powerful way.

The intervention has made it possible to accelerate financial inclusion, to increase the speed of payments, to reduce the risks associated with criminality, to increase transparency, and to generate a history of payment data that can be used for better access to credit; and to provide data for the design of new products that generate value for expanding stakeholders. In 2021, digital wallets were also used to pay social bonds provided by the State.

## Closing remarks

**Ambassador María Eugenia Echeverría Herrera, General Director for Economic Affairs of the Ministry of Foreign Affairs of Peru**, recapped the key advantages, challenges and lessons learned of an effective participation of the private sector in multi-stakeholder partnerships for sustainable development. She concluded by expressing her satisfaction after noting the significant amount of entities from the private sector that are committed to effectively engage in these partnerships, and how each development agent contributes from their own differentiated role adding value to this process. Finally, she thanked all the contributions and assured that from the State all the ideas expressed during the Action Dialogue would be taken into consideration so that the positive results could be multiplied.



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